

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

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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!

I hope everyone has enjoyed a safe, relaxing and well deserved Memorial Day, 4th of July and Labor Day weekends as well as summer vacations. Taking time to recharge is important to be able to continue to succeed in all of the high energy activities we engage in on a daily basis. We really have experienced an extremely busy Spring and Summer balancing the demands of staff actions, exercises, deployments and response and recovery activities – too much to cover them all here today, but I will write to some of the highlights.

We continue to actively employ our skills in preparedness, response, and recovery under our Flood Control and Coastal Emergencies, and our Overseas Contingency Operations programs. We've also been active in some very important and demanding assistance to FEMA under the Stafford Act with Emergency Support Function #3 and with the Infrastructure Support Recovery Support Function (IS-RSF).

Simultaneously our Operations Protection, Intelligence, Critical Infrastructure Protection and Resilience programs serve

as very active quiet warriors against the ever increasing cyber threats and attacks on the US government.

Deeply engrained in all of the general actions mentioned above, the G3's UOC, FUOPS, Plans, Training, and Exercise sections have helped us to achieve success across all levels of USACE while they also work diligently to improve all we do.

Success continues to be our strong point! Our CoP's successes are achieved through sound horizontal and vertical alignment, collaboration, and synchronization. We serve as the integrator for many cross-organization activities. Our COP truly relies on knowledge sharing among all levels of our organization and all stakeholders to leverage best practices and corrective actions to lessons learned. Great work everyone!

To expand a bit on our successes, I'll address a few of our current operations and a few of the progressive initiatives within USACE.

We continue to be very fortunate with not experiencing any Type I events (e.g. Katrina, Sandy) under the NRF this season and only one CONUS landfall. We have however, provided ESF #3 professionals to assist FEMA in events in the Pacific, Southwest and Northwest US.

TYHPOON SOUDELOR: As I write this article, Mr. Mark Clark, ESF #3 Permanent Cadre, as the ESF #3 Team Leader along with the Honolulu District as the Supported Organization are performing the initial engagements in Saipan and surrounding islands for response and recovery to Typhoon Soudelor. We're using the 249th for pre-installation inspections of generators, the ACI contractor to install them and have 2 debris subject matter experts assisting the islands to develop their debris removal

and disposal plans and operations. During this El Nino period the Pacific Ocean is experiencing the bulk of the tropical storms and typhoons – POD continues to be very, very busy and is doing an admirable job.

In addition to our NRF work, we have provided IS-RSF coordinators and project worksheet writers in the northwest US and have provided EM's to assist in SWD and POD during their disaster operations. A big thank you to all who have selflessly volunteered to deploy for any of the operations – we know it is never convenient to be away from work or home.

“Our EMs expertly integrated the activities and requirements for response while engineering and operations expertly performed technical flood fighting operations.”

SOUTHWEST and CENTRAL US FLOODING: Recently, three of our divisions and their districts have simultaneously executed flood fight operations and we anticipate project inspection reports (PIR) and levee rehabilitations. While the flood fights in LRD and MVD have been significant we have experienced them routinely over the years. Our EMs expertly integrated the activities and requirements for response while engineering and operations expertly performed technical flood fighting operations. The outlier was the SWD “reservoir” fight. In the southwest we have not typically experienced routine prolonged precipitation. This year was different. In SWD, 24 of their 25 reservoirs were in surcharge. With swollen rivers, full reservoirs, and levees that had not had water on them for decades the flood fight challenges were great. To

their credit the Operations Divisions in the SWT, SWL, and SWF synchronized reservoir water management among themselves and with the local water management districts to hold and release on exact timing. This required continual communication among all stakeholders to maintain safe dam and levee operations. A superb job was performed by SWD and district professionals under extreme circumstances.

While our response and recovery activities are fast paced and exciting, we have also been enhancing our preparedness and mitigation capabilities. Over several years USACE has embarked on many exceptionally advanced programs to reduce flood risk. The National Flood Risk Management Program (NFRMP) is one and the Silver Jackets (SJ) Program is another.

Effective flood risk management requires the integration of mitigation planning, preparedness, response, and recovery programs and activities into a coordinated flood risk management “cycle” framework.

The Flood Risk Management Program’s vision is to lead a collaborative, comprehensive and sustainable national flood risk management program to improve public safety and reduce flood damages to the Nation.

The primary objective of the NFRMP is to position USACE programs and activities that contribute to managing and reducing flood risk at the national, watershed, and state levels. The risk should be managed within a matrix structure to foster open and collaborative mitigation planning, response, and recovery efforts internally within USACE’s programs and externally with our Federal, state and local partners. The

second objective is to foster open and collaborative mitigation planning, response and recovery efforts both within USACE programs, and externally with our Federal, state, local and tribal partners.

Effective flood risk management requires the integration of mitigation planning, preparedness, response, and recovery programs and activities into a coordinated flood risk management “cycle” framework. The four general phases of the flood risk management cycle are mitigation planning, preparation, response, and recovery.

At HQ USACE the DCO/HS serves as the integrator for the NFRMP. Similarly several of the RCOs and some of the district EMs also serve as the integrators. Our NFRMP structure was directed in the 5 Sep 2009 Memorandum “USACE National Flood Risk Management Program Initial Guidance.” Sometimes it’s prudent to refresh our memories on the contents of our policy. Along with this policy, I’d like to encourage all to read the study on “Reducing Coastal Risk on the East and Gulf Coast copyright 2014.” The document was compiled by The National Research Council of the National Academies and is a very informative read.

Silver Jackets – what an impressive intergovernmental group now in 44 states with USACE participation as the Federal lead for flood risk reduction projects. Silver Jackets program puts the vision of the NFRMP into action at the state level through state-led teams. Teams facilitate collaborative solutions to state-prioritized flood risks; leverage and optimize resources and improve processes; improve and increase flood risk communication and unify interagency messages; and strengthen relationships to facilitate integrated post-disaster recovery. To date SJs have recommended and approved 138 interagency projects in 42 states and the District of Columbia. The awareness alone that the SJs bring to flood risk reduction is invaluable toward achieving higher levels of community resilience. For more information on SJs go to

<http://silverjackets.nfrmp.us>. You won’t be disappointed.

A few items to look forward to in the next 12 to 18 months – ER 500-1-1 revision that includes the System Wide Improvement Framework (SWIF); updated PL 84-99 Course based on the updated ER 500-1-1; ER 11-1-320 (financial management in disasters) update based on the under development EP 11-1-320 (the ‘how to’); Administration and Agency Implementing Guidelines for EO 13690 Federal Flood Risk Management Standard (FFRMS); Updated NFRMP PgMP, Communications Plan and Guidance Memorandum; refreshed FEMA National Frameworks and a reorganized FEMA FIOP.

“Great work from all of you across the EM COP – it took some time to staff and revise based on your comments, but it’s now available to assist in career planning.”

Later in this newsletter you’ll see a short article by Paul Dobie. He covers the now signed and published EM Career Program EP 690-1- 824. Great work from all of you across the EM COP – it took some time to staff and revise based on your comments, but it’s now available to assist in career planning.

Last but not least, a hail. Please, welcome Mr. Mark Roupas as the now permanent Deputy Chief, Office of Homeland Security – welcome Mark, we all look forward to many years of your service!

Until next time I see you please continue to serve as the utmost professional and be safe in all we do! 🇺🇸

Greetings and Farewell

By Frank Randon, Deputy Chief Office of Homeland Security



Greetings and Farewell EM COP! As of 21 August 2015, Mark Roupas takes the helm and I return to the ESF #3 Permanent Cadre.

I'd like to thank everyone in OHS and the extended team for one of the most professionally rewarding five months that I have ever experienced.

Seriously, I somewhat sadly leave the position. Being away from my family in Savannah, GA is the only dissenting aspect of serving as the Deputy Chief, Office of Homeland Security (OHS).

I'd like to thank Ms. Durham-Aguilera for the opportunity and for her exceptional leadership and management. You'll see an article later in the newsletter from Mr. Ray Alexander. In the article, he compliments the DCO/HS for her leadership style. She gives you your mission sets and expects you to do the job 110%. It has been a pleasure to work in this permissive environment where we are expected to perform to the standard of true professionalism and allowed to move programs forward without unnecessary oversight. Her in-depth knowledge of the programs allows her to permissively

manage yet anticipate when guidance is warranted. Thank you ma'am!

OHS is a unique organization on the Civil Works (CW) side of the DCO/HS organization.

A few observations and program updates. OHS is a unique organization on the Civil Works (CW) side of the DCO/HS organization. It consists of several programs, each one person deep and some supported by others from within the CW "matrixed" team to provide expert advice on programs and initiatives. The team members who run these programs truly serve as "quiet professionals." The main OHS programs are: Emergency Management, with Flood Control and Coastal Emergency (FCCE) and National Emergency Preparedness Program (NEPP) accounts; Critical Infrastructure Protection and Resilience (CIPR); the National Flood Risk Management Program (NFRMP); the EM Community of Practice; and Administrative Support.

The programs mentioned in the paragraph above are all critical programs. Our PgMs assisted by multi-disciplined PDTs are revising and updating the ERs, EPs, and associated training session. The impressive part is that each of the PgMs continually look for ways to improve their programs. Improvements include clarification to the field to enable easier execution at the field level.

I think it is important to mention our matrixed team. The matrix concept is used widely in CIPR, PL 84-99 FCCE, NEPP, and the NFRMP. The team members from Operations, levee safety, dam safety, Silver Jackets, Institute for Water Resources and the greater flood risk management community eagerly provide expert information and recommend ways

their programs can help improve our programs. The willing cooperation and contributions are exemplary of a fine tuned USACE team working together to achieve continual success.

Budget/FCCE & NEPP PgM (Carrie Hill): A fulltime job and a half! Our FCCE/NEPP PgM has a very complex mission balancing requirements against available funds. This is due to emergency operations and rehabilitations that cannot be planned and are not budgeted. They are current execution year requests for unbudgeted items. For all other activities, the PgM must rely on the well thought through two-year out budget requests and the budget year work plans from each district and division office. It won't be long before FY 18 budget development starts – it will start earlier this year than in previous years. It is critical that each organization continue to identify the local, state, regional, and national exercises and activities in which they will play a role – two years out. Training/exercises and emergency operations center upgrades and moves are the sources of most of the in execution year requests for funds that were not budgeted. Unbudgeted requests in the execution year are funded if money becomes available. If funds are not available, the action must be put into a future budget or just not performed. Please keep up the detailed budgeting efforts. Also, look to have the budget workshops continue in FY 16. The new draft EP 11-1-320 "How To" document, details financial policies and procedures as written in ER 11-1-320. It is being finalized and the ER 11-1-320 will be revised to be in synch with the EP. All will assist in easier and improved financial management.

CIPR (Yazmin Seda-Sanabria): CIPR (Yazmin Seda-Sanabria): This security risk management program is bonded

tightly with the CW Operations Division in the implementation of portfolio-wide strategies aimed at protecting our CW infrastructure from physical and cyber threats. Through steady collaboration and built partnerships, CIPR serves as a catalyst for synchronization among USACE elements by leveraging resources and expertise, which are critical for its effective implementation across USACE. The program's risk-informed framework incorporates screening, ranking, assessing, and implementing recommendations for reducing security risks at our Civil Works facilities. This systematic and comprehensive approach has shifted USACE's approach to address security needs at our projects. Fully implemented for the first time in FY 15, this process now informs cost-effective CW budget investments that are justifiable and can effectively compete against other operational risks and priorities affecting our aging infrastructure. Coordination between CIPR, the USACE Operational Protection Division (OPD), and our MSCs and Districts has greatly improved the synchronization of security requirements impacting our USACE organizations and facilities. CIPR is also collaborating with OPD on security activities that have DoD's and DA's attention and may have an impact on USACE's role on the inland waterway system. Great work CIPR, Operations Division, and OPD on this exemplary synergistic collaboration.

“The comments from the SWIF advanced notice of public rule making have been adjudicated and revisions are being worked into ER 500-1-1 and we anticipate publication in second to third quarter FY 16.”

PL 84-99 (Bob Waigand/Willem Helms): As Bob returns to the UOC, Willem will fill the position for 120 days. We have been fortunate to be able to fund our emergency operations, project information reports, and levee rehabilitation projects

as they are requested. The comments from the SWIF advanced notice of public rule making have been adjudicated and revisions are being worked into ER 500-1-1 and we anticipate publication in second to third quarter FY 16. Along with a revised ER 500-1-1, the PL 84-99 course will be revised to accommodate the updated ER. While a PL 84-99 Advanced Course is in concept, work will proceed in FY 17 for FY 18 after we fine tune the current PL 84-99 course to accommodate the ER revisions. Also, please keep up the good work on the LOIs and SWIFs. We are looking at providing some additional examples of interim risk reduction measures (IRRM) to assist in communicating when to and the need to include these in the LOI.

“The NFRMP work is very professionally rewarding and brings one back into many of the other mainstream Civil Works programs.”

NFRMP (Dr. Stephanie Bray): The DCO/HS is the Program Executive and integrator in USACE for this Federal government and USACE-wide program. The Deputy OHS is the Program Director and synchronizes and integrates the day to day and long-term activities. The DCO/HS serves on the FEMA Mitigation Framework Leaders Group (MitFLG) where FFRMS, among other mitigation activities, is currently being worked in the interagency. The ASA (CW) holds the seat on the Federal Interagency Floodplain Management Task Force (FIFM-TF) which is a high-level decision-making forum. The NFRMP work is very professionally rewarding and brings one back into many of the other mainstream Civil Works programs. While it covers many areas and influences many programs, one we are currently working is the development of the Interagency and Agency Guidelines to implement EO 13690. EO 13690 amended EO 11988 (Federal Flood Risk Management System).

USACE has been a key participant in the FEMA-led MitFLG FFRMS work group. To date, we have developed a draft USACE Implementation Plan that has been submitted to the Executive Office of the President (EOP) for approval. This outlined our plan for developing updated agency-specific guidance for implementing EO 11988 and EO 13690. After the Interagency Implementing Guidelines are finalized, USACE will develop our draft interagency guidelines and seek public feedback. We have an active PDT that developed the draft plan and the same PDT will work the guidelines. Under NFRMP, we also have active roles in lifecycle risk management, including risk communication to local sponsors and in ensuring we consider resilience in our FRM endeavors. The NFRMP responsibility passed from the Planning Division to DCO/HS in 2009. Soon after, a guidelines memorandum, a PgMP, and a communications plan were published. Today, we are reviewing the documents with the intent to discuss with the FRM community in the December FRM Workshop. The workshop will include Silver Jackets and we will work from there to publish documents adjusted to meet enhanced future objectives.

Speaking of the Silver Jackets Program, it is an invaluable program comprised of interagency state teams who develop FRM at the grass roots level. Each MSC and district has a Silver Jackets PgM/coordinator. The SJ coordinators are part of the matrixed FRM team. Another part of the FRM matrixed team is the FRM PMs at the MSCs and districts – all are invaluable to the greater FRM objectives. The FRM PMs synchronize and coordinate the many FRM programs and authorities within USACE, while the SJ PgMs deliver USACE assistance to the state led teams.

IS-RSF (Tyronne Brumfield): The IS-RSF is under the National Disaster Recovery Framework (NDRF). Ty serves as the lead/USACE LNO to FEMA for this function. USACE, more so than other



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Introduction

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The National Disaster Recovery Framework 101 online course, available at https://rsc.usace.army.mil/training/fema_ndrf/. This six-module, self-paced course gives a brief, 101-style overview of the NDRF and details the Infrastructure Systems Recovery Support Function (RSF), the RSF of which USACE is the designated Coordinating Agency.

Federal agencies, has taken the initiative to build capability to support this mission. In addition to Ty, NAD has been assigned as the lead MSC and has a temporary hire as the IS-RSF permanent SME, John Beldin, who has been serving as the Sandy IS-RSF Coordinator. Ty is the primary link to the Recovery Support Federal Leaders Group (RSFLG). Using the capabilities of the RSC, TY and others developed an online training package for USACE IS-RSF Regional Coordinators. To date there are more than 20 IS-RSF Coordinators identified and trained to lead the mission. In the near future look to an updated and reorganized FEMA FIOP – influenced and worked on by Ty.

EM COP (the Dep OHS): The rest of the work effort and one of the most pleasurable aspects of the position. The Dep OHS, under the DCO/HS's guidelines, serves as the surrogate leader of the EM COP. As such, we have the opportunity and responsibility to move the COP forward with short and long-term actions and programs. Ray Alexander, under the DCO/HS guidance, initiated

the Program Advisory Working Group to develop strategic level advancements for the COP. The name has changed to the Director's Advisory Working Group and it has continued to foster the development of projects that lead to future strategic enhancements. A few of these initiatives are: EMAP, the 0089 occupational series, the Career Program EP, and the EM COP Newsletter. Other initiatives such as identification of a review of gaps in training, future actions to abate the gaps, and a possible future EM occupational series with a positive education requirement are being developed. The Director's Advisory Working Group meets either virtually or in person four times per year and has members from the district, divisions, and HQ.

Administrative Support: (Darlene Miller). Darlene keeps track of all we do with funds and processes all of the WADs and MIPRs to mention a few of the items she works. To ensure continuity of operations, she has trained Theresa James and Stacey-Anjaye-Matthews on the WAD processing. Her separate tracking of our funding by

appropriation has allowed us assist the CW Programs Integration Division (PID) to correctly "balance the books." Thank you Darlene for keeping that manual tracking and for all the assistance you provide daily.

A quick note about Bob Waigand. Bob, thank you for filling the PL 84-99 PgM position for six months – your performance was exactly what we needed. I've known Bob for many years, since he served as the ESF #3 ATL in the Housing Area Command for Hurricane Katrina. Then and now, he operates in a very polished manner drawing from his in-depth, experienced-based, tactical level knowledge of the programs and actions he works. He transfers that knowledge through suggestions and sound recommendations. Very professional - thank you, Bob!

Thank you all for your support and look forward to future engagements.

- Frank

Congratulations to the 2014 USACE Emergency Management Award Recipients



Chief of Engineers LTG Thomas Bostick presents Kim Adkins the 2014 Emergency Manager of the Year Award, August 6, 2015, in Washington, D.C.

Kim Adkins, 2014 Emergency Manager of the Year, POD

During 2014, Ms. Adkins demonstrated exceptional leadership during numerous POD responses to disaster operations in Hawaii and Guam. She served as the POD Emergency Operations Center (EOC) manager during activation in support of a hurricane event and deployed twice in rapid succession and with short notice to serve as an ESF #3 Assistant Team Leader (ATL) in support of hurricane/typhoon response operations within the POD area of operations (AO). Ms. Adkins' efforts as the lead planner for the 2014 Combined Response Mission Exercise (CRME) in Alaska were vital to the overwhelming success of the exercise, which provided significant benefits to USACE, FEMA, and the State of Alaska. Ms. Adkins is dedicated to promoting personal preparedness to the workforce and has independently developed several initiatives to enhance readiness across POD.



Michael Peele, left, also received the Commander's Award for Civilian Service for leading the State Route 530 Landslide Response and Recovery Field Teams, March - May 2014.

Mr. Michael Peele, 2014 Civil Responder of the Year, NWS

Mr. Peele led the response team at the SR530 Landslide, executing difficult and dangerous missions during severe weather in a high-intensity situation. On 22 March 2014, mud and debris slid down into the North Fork Stillaguamish River Valley, covering an area of approximately 1 square mile in less than one minute. It was the most catastrophic landslide in United States history; 43 people died and more than 40 homes and structures were destroyed. Mr. Peele led the coordination efforts of the Corps response team and more than 900 responders from multiple Federal, State, and local agencies working at the site. Under Mr. Peele's leadership, the Corps field team worked nonstop and around the clock for three consecutive weeks to construct a temporary berm, pump out the flooded landslide area, and complete several other FEMA mission assignments. The success of this team is a direct reflection of Mr. Peele's tireless efforts and outstanding leadership.



Mitch Glenn, far right, working in South Korea as a member of the POD Forward element providing support to USFK/8th Army and C2 to the Far East District and FEST teams.

Mr. Mitch Glenn, 2014 Military Contingency Responder of the Year, POD

Mr. Glenn has displayed exceptional leadership and dedication to the Field Force Engineering (FFE) program, applying his vast experience and expertise to ensure USACE FFE teams and individuals provide world class contingency engineering support to US Army Pacific (USARPAC), US Pacific Command (USPACOM), Marine Corps Forces Pacific (MARFORPAC), US Forces Korea (USFK), US Army Central (ARCENT) and US Central Command (USCENTCOM). Mr. Glenn played a critical role in the pre-deployment training and preparations for the 62nd EN DET deployment to Kuwait. Mr. Glenn coordinated enterprise FFE support for multiple exercises in the USPACOM area of operations which facilitated training and certification opportunities for the FEST teams and provided the supported commands with real world actionable products. In addition to all his planning and coordination support, he served as the interim USACE LNO to USFK from March to July 2014, and then in November he deployed to Kuwait to serve as the USACE LNO to the Coalition Joint Task Force - Kuwait (C/JTF-KU) in support of Operation Inherent Resolve.



Albert Wright, fifth from left, during his deployment to Afghanistan.

Mr. Albert Wright, 2014 Military Contingency Responder of the Year, NWD

Mr. Albert Wright executed outstanding work while deployed as the Resident Engineer to the Kabul Area Office from February to November 2014. During this time period, Albert managed multiple military construction projects, including the Marshall Fahim National Defense University (\$17 mil), ANP Transportation Brigade HQ (\$18 mil), and the New Kabul Compound (\$34 mil). His honest and fair dealings as an ACO earned him the respect from contractors, customers, and internal stakeholders. During his deployment, he was promoted to Kabul Area Engineer, managing construction projects with a total value of more than \$500 million for both the North and South Kabul Resident Offices. Albert was present at the Marshall Fahim National Defense University in Kabul, Afghanistan on 5 August 2014, when enemy fire erupted. He immediately took up arms and provided cover for emergency response personnel. When enemy fire ceased, he continued his support and assistance by rendering aid to the wounded and assisting with transport to the medical evacuation point. 🇺🇸



New Deputy for Homeland Security, HQ USACE Civil Works Directorate Selected

Congratulations to Mr. Mark Roupas on his selection as Deputy for Homeland Security, HQ USACE Civil Works Directorate, effective 10 August 2015. Mark joins the HQ team with extensive years of experience, both as a civilian and former active duty, COL (ret). For the last several years, Mark has served as the LNO to the Office of Secretary of Defense, Homeland Defense and America's Security Affairs (DCSA). Mark also served a previous detail as acting Deputy, OHS. 🇺🇸

Engineer Team Inspects Damaged Georgian City

By Christopher Augsburger, Public Affairs Specialist, NAB



Recent floodwaters from the Vere River carved out chunks of earth large enough to create new rivers at sections throughout the Georgian capital of Tbilisi.

“It was like a fire hose blasted through the city,” said Doug Wesemann, a structural engineer for the U.S. Army Corps of Engineers Europe District, who described the torrent of water that raged down the Vere River valley June 13-14 and damaged the capital city.

Local news reports estimated the flood took 20 human lives and killed more than 300 animals from the Tbilisi Zoo.

Wesemann, who also serves on the USACE Search and Rescue team, joined Capt. Samantha Turner of U.S. Army Europe’s 598th Engineer Detachment as part of a cadre of engineers, Georgian emergency management experts and U.S. Embassy representatives that assessed the

damaged city July 12-17. Thanks to the cooperation between Georgia and U.S. European Command, the team worked collaboratively to better understand how the flooding occurred, inspect impacted structures and provide recommendations on what solutions could be implemented to help mitigate damage from future storms.

“This mission is very important because floods are a universal event that every nation has to respond to and work to prevent damage from,” Turner said. “It is an opportunity for us to share best practices and learn from one another.”

Because the flood generated widespread impacts, the team looked at a full range of existing structures — from office buildings and homes — to pipelines and roads — to determine which ones need repair and which need to be rebuilt or removed altogether.

The initial findings of the report indicate that Tbilisi’s series of bridged culverts — designed to channel storm water from the city and runoff from nearby mountains — could not handle the combination of water moving through them at 31 miles per hour and debris from an approximately 1 million cubic-meter landslide that occurred nearby.

The landslide resulted in “liquefied” earth, according to Wesemann. All of that soil, rock and earth backed up in the tunnels at each culvert crossing, creating mini-dams, which overtopped, and sent water rushing into the city and surrounding community.

Recommendations include a range of road and culvert improvements, raising bridges and overpasses, and constructing retaining walls and earthen embankments. All structural solutions aim to direct water away from key structures and homes. In addition, the team offered several communication improvements so that residents and businesses have more time to react and move away from the rising river.

“I believe the information shared during our assessment of Tbilisi will give the Georgians another perspective to consider when planning future prevention measures,” Turner said.

USACE will submit its final recommendations to the U.S. Office of Defense Cooperation in Georgia by mid-August. The Corps continues providing support to Georgia through Civil-Military Emergency Preparedness workshops and expertise.

(To watch a computer simulation of the flooding, which was developed by the Georgia’s Ministry of Environment Protection, click here: <https://youtu.be/JIyeANFDrc>)

The Civil Military Emergency Preparedness (CMEP) Program: Spotlight on USACE SMEs and Maintaining Relationships

By **Andrew Bruzewicz**, Assistant Director, International Center for Integrated Water Resource Management, and **Diane Acurio**, Program Manager (CMEP), Interagency and International Support

The Office of the Secretary of Defense first asked the US Army Corps of Engineers USACE to participate in the CMEP program in 1998. CMEP was a new program at the time, focused on emergency planning as a non-controversial subject that could help serve as a way to foster re-engagement between former Soviet Republics and the United States. Choosing USACE was hardly an accident. Not only did the Corps serve as the lead for Emergency Support Function #3, Civil Works and Engineering, under the Stafford Act (Public Law 93-288), but the Corps also had significant disaster management responsibilities under its own authorities for inland and coastal flooding as part of Public Law 84-99 (Flood Control and Coastal Emergencies).

Because of these emergency management-related taskings, USACE has a great deal of capability in both the full cycle of disaster management (planning and preparedness, response, recovery and mitigation) and in technologies that support disaster management. These capabilities include hydrology and hydraulics, geotechnical engineering, remote sensing and geographic information systems (GIS), infrastructure protection, and public affairs, among others. With approximately 35,000 engineers, scientists, and other professionals, the Corps has great breadth and depth of expertise that is pertinent to emergency management.

CMEP works with the Army Service Component Commands, Geographic Combatant Commands, country teams, and partner nations to strengthen the ability to prepare for and respond to



Kevin Woods, MVM, examines a site plan with Ukrainian team for NATO exercise.

all hazards disasters in support of the Office of the Secretary of Defense. This is accomplished by assessing a partner nation's disaster management capability, developing a 3-5 year roadmap of activities to address any deficiencies that have been identified, and then engaging in a series of seminars, workshops and table top exercises (ITXs) to determine how capability has been improved. The ITXs include a formal evaluation and are followed by an after action report that provides an assessment and evaluation.

At the center of each CMEP activity is a variety of Subject Matter Expert(s), depending on the type of event. These

SMEs are drawn from USACE districts, divisions, laboratories, centers of expertise, and Headquarters based on their knowledge of the subject as it applies to disaster management, effectiveness in communicating with their peers, and the ability to interact with an international audience. Their significance to the success of each activity and to the program as a whole cannot be overstated. Their interaction with their colleagues from the partner nations is both professional and personal.

Technical information is exchanged during every CMEP event. Approaches to addressing problems that are common to



Tony Hill, SWL, at a tabletop exercise in Turkmenistan.



Mark Wingate, SPD, assisting Armenia senior leaders in the interministerial Table Top Exercise in Yerevan in 2015.

disaster management no matter where it is taking place, and to unique problems that have occurred during a particular event are discussed, and solutions are considered. The management of missions during different types of disasters is examined from the perspectives of multiple nations, different approaches considered, and reasons for their use or rejection discussed. The day rarely ends at 5 or 6 p.m., however, as discussion often extends into the evening and beyond, providing the opportunity for both additional discussion of technical topics and for the development of friendships with the partner country colleagues.

USACE has supported and executed more than 350 events in 41 countries since 1998.

An important characteristic of disaster management is knowing and trusting your counterparts, whether they are from different components of your own organization, other national organizations,

or part of a neighboring nation's disaster organization. CMEP serves not only as a forum for learning and technical exchange, but also helps to build the relationships that are essential for a smoothly operating disaster response.

One of the early goals of CMEP was to develop a network of networks of disaster managers; an international cadre of disaster management experts who knew and trusted each other, and who had the opportunity to get acquainted at non-disaster events such as CMEP activities. The CMEP SME teams are a critical component of this network and relationship building. It is the commitment and willingness of our SMEs to go beyond the call of duty, a testament of their professionalism and their willingness to help their counterparts reach new levels of technical competence, sharing ideas and techniques along the way. CMEP SMEs focus on better ways to help save lives, reduce damage to property, protect infrastructure and return conditions after disaster events to a new normal, setting

the stage to build back better for a more resilient future.

USACE has supported and executed more than 350 events in 41 countries since 1998. The Office of the Under Secretary of Defense (Policy) (OUSD (P)) Assistant Secretary of Defense (ASD) Strategy, Plans and Capabilities, Deputy Secretary of Defense (DASD) Security Cooperation (OSD SC) provides policy direction and oversight to the CMEP Program Manager, Center for Civil Military Relations, (CCMR). CCMR is responsible for program management, and the US Army Corps of Engineers is a key implementing partner.

The CMEP team periodically looks for new SMEs. If interested in volunteering (with your supervisor's approval), please send your biographies or resumes to Ms. Diane Acurio, CMEP PM, at Diane.M.Acurio@usace.army.mil. 🇺🇸

2015 USACE/FEMA Senior Leaders' Seminar Overview

By Bill Irwin, USACE Liaison to FEMA



FEMA Administrator Craig Fugate and USACE Chief of Engineers LTG Tom Bostick at the 2014 Senior Leaders' Seminar.

Over the past 16 years the U.S. Army Corps of Engineers (USACE) and the Federal Emergency Management Agency (FEMA) have worked as partners to prepare for and improve overall joint response and recovery operations at both the national and regional levels. A key component of this partnership is the annual USACE/FEMA Senior Leaders' Seminar (SLS). The 2015 SLS was hosted by the FEMA Administrator Craig Fugate and LTG Thomas Bostick in Washington, D.C. on 21 May 2015. Regional Administrators and Divisions Commanders also hosted SLS events at FEMA Regional offices and provided meeting results to the Washington, D.C. participants via VTC.

During the 2015 SLS, many topics were discussed and multiple recommendations were made for improving future USACE and FEMA disaster preparedness and operations. In July 2015, a follow-up

meeting was held at FEMA Headquarters between USACE and FEMA leaders. During this meeting it was agreed that the following SLS actions will be implemented this year:

- **Debris Modeling:** An interagency work group will meet to determine requirements and gaps in debris modeling and will recommend actions for further developing debris modeling capabilities for all hazards.
- **Unwatering Response Guide:** A guide will be developed to consolidate authorities, resources, and capabilities related to unwatering infrastructure following disasters.
- **Commodities Mission:** It was decided that USACE will stand down teams and resources dedicated the Commodities Distribution mission. FEMA will work with USACE to take over these responsibilities in 2016.
- **Resource Allocation:** FEMA will develop doctrine that will articulate

how limited resources will be prioritized, allocated and adjudicated following major disasters that impact multiple states.

- **Catastrophic Disaster Points of Distribution:** FEMA will work with the National Guard to develop the capability of setting up Points of Distribution following catastrophic disasters.

In addition to the progress made at the headquarters level, Regional USACE and FEMA SLS participants also met and agreed upon actions specific to their areas of responsibility. There were a total of 11 other USACE/FEMA SLS venues outside of Washington, D.C. where FEMA and USACE participants collaborated on resolving issues and built upon relationships that are invaluable during disaster operations.

There is a long list actions and improvement that have been implemented as a result of past SLS events. A few examples include: Mobilization Mission Assignment, Bundled Mission Assignments, Points of Distribution Training for state and local officials, Generator Inventory consolidation/improvements, changes to the policy for distributing ice, and the development of the Maritime Emergency Response Guide.

Past and future improvements demonstrate that the SLS is an important component of the USACE Remedial Action Program. These events continues to provide a valuable forum for USACE and FEMA leaders to meet at the headquarters and regional levels to provide guidance and make decisions that ultimately improve conditions for disaster survivors. ■

New EM APP Sharepoint Site

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

Welcome to our new Emergency Management Community of Practice APP SharePoint Site! <https://apps.usace.army.mil/sites/EM/Pages/Home.aspx>

This site has been several months in the making by a dedicated PDT from the EM Community and ACE-IT. Many of you may be familiar with the former EM CoP SharePoint site and I want to assure you that all of the pertinent documents, libraries, and links have been migrated from the old CoP site to this new APP site. From this point forward, all EM-

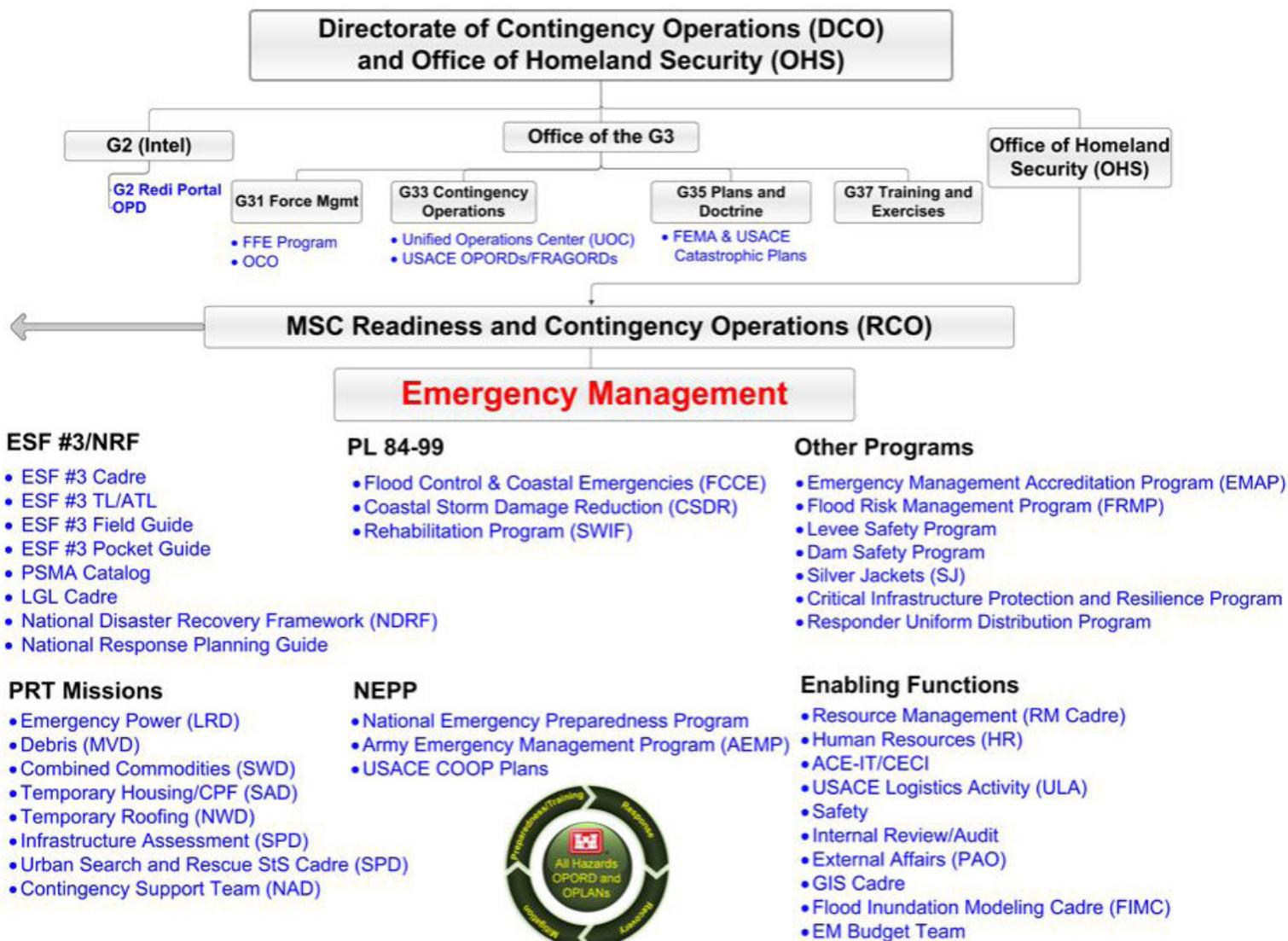
related documents, collaboration, and sharing should be accomplished through this new site.

You will find this site to be much more intuitive and user-friendly and we strongly encourage you to use it to the fullest extent. It is intended to be your one-stop shop for everything EM/Contingency Operations-related. For example, you will now have direct access to countless document libraries, MSC RCO and DCO-HS organizational elements, various EM-related applications such as ENGLink

and WEBEOC, as well as links to program areas including PL 84-99, NEPP, EMAP, and ESF #3.

There is one component of this site that is still a work in progress – the ACTIVE EVENTS link. We continue to explore various options to most effectively build a map that shows all of USACE's active events, links the appropriate data from various sources, and provides an accurate and informative Common Operating Picture. Our focus is to use pre-existing links and data that will be automatically

Continued on page 13



Continued from page 12

pulled to this location so as to minimize the burden on our MSCs and Districts in providing the necessary data. We hope to have this function developed in the coming months.

This site belongs to all of us in the EM Community of Practice, and with your feedback it will help us accomplish our mission!

As with any website, this site is intended to be updated on a regular basis to ensure the information will continue to be current, timely, and relevant. Therefore, the PDT that developed this site will transition to serve in the role of a Review Board. We will meet on a quarterly basis for review and maintenance purposes. In addition, it is important the various program managers with links on this site ensure their associated pages are also maintained and current.

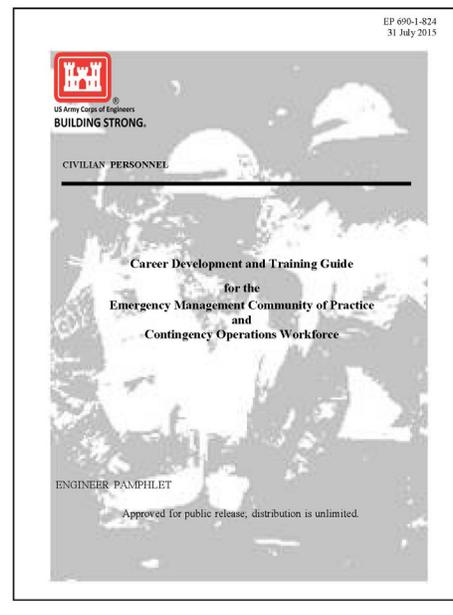
We will be scheduling Webinars in the near future that offer you a guided tour of this site. These will also be an opportunity for you to provide some input.

In closing, I would like to recognize and thank the members of the SharePoint PDT that made this all possible, most notably Dewey Harris. His passion for this project and his dedication were instrumental in our success. Other key members of the team include: Kevin Woods, Tony Hill, Sean Dowling, Kristin Kosterman, Willem Helms, Jennifer Chang, and Scott Keller (ACE-IT).

Please explore and use our new site to best serve you and your organizations' needs. If you have any comments or suggestions for improvement please don't hesitate to contact me at 202-510-0886 or michelle.m.shafer@usace.army.mil. This site belongs to all of us in the EM Community of Practice, and with your feedback it will help us accomplish our mission! 🇺🇸

Career Development and Training Guide Signed and Posted

By Paul Dobie, Rehired Annuitant



Engineer Pamphlet (EP) 690-1-824, Career Development and Training Guide for the Emergency Management Community of Practice and Contingency Operations Workforce has been signed by the USACE Chief of Staff and is now posted on the USACE Publications website.

The emergency management and contingency operations environment requires a skilled, knowledgeable workforce with employees who are adaptive, flexible, and focused on the future. EP 690-1-824 is designed to provide guidance to proactive Emergency Management Community of Practice and Contingency Operations team members in designing a path that can help lead to achieving long-term career goals or higher-level positions.

The document further identifies new employee training requirements along

As an agency, we must encourage growth and career development of employees by coaching and by helping employees achieve their personal goals within USACE and beyond.

with the Department of the Army Mandatory training requirements for civilian employees. The EP focuses on an individual coming into the organization at the lowest grade while also providing for those that may come into the organization right out of college or from another organization within USACE or from another agency.

While the EP lays out various pathways to career progression, there is no guarantee that the use of the processes and principles described will lead to a team member's intermediate or ultimate goals or promotion. Rather, the guide is a tool that can be used to make informed career decisions for developmental and promotional opportunities. The EP also provides a Code of Practice for the Emergency Management Professional.

As an agency, we must encourage growth and career development of employees by coaching and by helping employees achieve their personal goals within USACE and beyond. Thus, employees, supervisors and other senior leaders are encouraged to be familiar with the guide in order to develop meaningful individual development plans. 🇺🇸

Financial Management for Disaster Response

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



Class photo of the 2015 EM/RM Financial Management for Disaster Response in-residence training, held June 2-4 at HQUSACE in Washington, D.C.

During the week of June 2nd, the first in-residence “EM/RM” class in several years was held at the HQUSACE conference room in the GAO building. The class of more than 50 students included personnel from both the Emergency Management and Resource Management fields. While online classes have been available for several years, the in-residence class enables better team building between the EM and RM communities, a requirement first identified many years ago (see article on Don Binder page 23).

#3, the mission assignment process, time and attendance during disasters, FEMA billing, mission assignment fiscal closeout, travel during disasters, and government travel charge cards.

The students were also addressed by Mr. Wes Miller, Director of Resource Management Directorate and Ms. Karen Durham-Aguilera, the Directorate of Contingency Operations and Office of Homeland Security. Both of these senior leaders stressed the importance of team work between the communities of practice and the need for training and exercising side by side prior to an event.

According to the class pre and posttest scores, the class was very much needed and the students learned a great deal. (No students will be able to forget the chant “ES 11044” for a quite some time. If you don’t know what ES 11044 means, you need to sign up for the next in-residence class!)

In the mean time, others can also benefit from the class – all of the presentations have been made available on the RM cadre’s sharepoint site: <https://cops.usace.army.mil/sites/RM/PRT/default.aspx>.

According to the class pre and posttest scores, the class was very much needed and the students learned a great deal.

Ed Zammit, the Chief of the Investment and Readiness Branch of the Budget and Programs Division of the Resource Management Directorate at HQUSACE, served as facilitator of the three-day class. Subject matter experts from across the Corps and from FEMA provided briefings on USACE Roles in Disaster Operations, the emergency management budget process, Emergency Support Function



Facilitator Ed Zammit with EM/RM course instructors/support personnel left to right: Darlene Miller (HQ), Patsy Fletcher (HQ), Brenda Armour (UFC), Diana Solyntjes (SAD), Lisa Bordeaux (SAW), Glenda Hood (HQ), Lita Trotter (SAM), and Annette Epperson (RAC). Unavailable for photo: Denise Bauer (HQ), Evelyn Davis (SAM), Deborah Johnson (SAM), Brandy Partlow (FEMA).

Partnership with the U.S. Department of Veterans Affairs

By **Bill Irwin**, USACE Liaison to FEMA

On an ad hoc basis, USACE has in the past provided disaster support to U.S. Department of Veterans Affairs (VA) medical facilities impacted by disasters. For example, following Hurricane Sandy, USACE provided temporary emergency power to a VA hospital in New York City until power could be restored to the grid. Following disasters, these medical facilities not only support our veterans, but the doors are also opened to provide medical assistance to disaster survivors. So getting these facilities back on line rapidly is crucial for the whole community.

Ms. Durham-Aguilera recently met with VA leadership at their Headquarters office to discuss efforts to document and solidify

our disaster preparedness and response partnership. While past USACE support is greatly appreciated, both VA and USACE leaders agreed that improvements are needed to make sure that processes and procedures are in place to expedite decisions and actions in the future. In addition, VA has deployable infrastructure teams with special qualifications for providing post disaster assessment support that could assist USACE in performing our Emergency Support Function #3 mission.

Shelly Shafer, National Disaster Program Manager, HQ, and Andrea Ruminski, Permanent Infrastructure Assessment Subject Matter Expert, SPD@LRB, have

been key players in developing our VA partnership. As a result of their efforts, we are close to having an MOU and MOA in place to formalize the USACE/VA emergency management relationship.

Our partnerships with VA and others make us stronger and even more capable of providing assistance to disaster survivors. We look forward to integrating VA experts into our training and operations in the future and we are pleased that procedures will be in place for providing USACE support to VA medical facilities. Please contact Shelly or Andrea if you have any questions or need additional information regarding our relationship with the VA. 🇺🇸

Corps of Engineers Turns Focus to Resilience

By **Candy Walters**, Public Affairs Specialist, HQ

The U.S. Army Corps of Engineers recently has increased its focus on understanding climate change and its impacts on our missions, operations and infrastructure, as well as understanding how the nation can improve its resilience to extreme events, weather-related or otherwise.

We have supported climate change analyses since the 1960s when we began ice core drilling in Greenland and Antarctica, all the way through to our recent completion of the North Atlantic Coast Comprehensive Study for the White House in the aftermath of Hurricane Sandy.

Resilience is not a new concept for the Corps of Engineers. We can point to the Mississippi River and Tributaries System that was designed and put in place in the



A screenshot from one of the "Building Climate Resilience" campaign videos.

1930s after the 1927 Mississippi River flood that caused hundreds of millions of dollars in damage and killed approximately 500 people. When the MR&T System was tested by the 2011 floods, the system performed as designed and prevented \$230 billion in flood damages.

What is “new,” though, is the focus on how to bounce back after major events such as hurricanes, tornadoes, earthquakes – events that are seem to be occurring more frequently and amplified by increasing urbanization.

Our efforts focus on four key concepts of resilience: prepare, absorb, recover and adapt. It’s fair to say that these concepts are very familiar to those within the Corps of Engineers emergency management community. Under our resilience principles, we prepare for the most likely hazard(s), absorb its impact, recover from it, and then use lessons learned and improved technologies to be better prepared for the future. With the Corps of Engineers’ broad mission areas, we help communities of all types, including installations, and build resilience for all types of hazards, from too much water or not enough of it to both natural and manmade disasters.

Resilience, in its many facets, is an important contribution of the value to the Nation that the Corps of Engineers provides.

Recently, the Corps of Engineers has focused on ensuring the resilience is part of the way we do business. The goal of the USACE Resilience Program, under the leadership of James Dalton, is to “mainstream” resilience throughout our business practices, developing approaches to measure resilience, and remaining strong in our competencies in related areas such as engineering and nature-based feature design, contingency response, sustainability, environmental planning and cleanup, climate preparedness and risk.



The HQ Public Affairs office launched a weeklong media campaign in April to show others how the Corps is addressing climate change and building resilience in our infrastructure to better serve and support the Nation.

We are using lessons learned and information gleaned from working with other agencies and partners to not only promote resiliency within our own infrastructure, but that of military installations and communities across the country.

In April 2015, we launched a weeklong media campaign on our social media and websites to show others how we are addressing climate change and building resilience in our infrastructure to better serve and support our citizens, our communities, and our Nation. Called “Building Climate Resilience,” the campaign consisted of several articles and four videos:

1. Building Climate Change Resilience in the Pacific Northwest
2. The North Atlantic Coast Comprehensive Study
3. The Fort Irwin Stormwater Management System, and,
4. The Willoughby Spit Project Starts the Fight Against Sea Level Rise.

The articles discussed 1) a project that is helping the Corps of Engineers evaluate

changing climate across the Southwest; 2) the North Atlantic coast Comprehensive Study; and 3) how the expansion of a beach in Norfolk is combating sea-level rise.

When taken together, the videos and articles provide a small overview of how “The U.S. Army Corps of Engineers Is Building Climate Resilience”. They can be viewed and read at: <http://www.usace.army.mil/Missions/Sustainability/BuildingClimateResilience.aspx>

Earlier this summer, USA Today published a special U.S. Army Corps of Engineers supplement focused on how the Corps of Engineers is addressing resilience. Also, the Army just published a new strategic roadmap called the Energy, Security and Sustainability (ES2) Strategy, which is designed to foster a more adaptable and resilient force.

Resilience, in its many facets, is an important contribution of the value to the Nation that the Corps of Engineers provides. It’s something that we will continue to better understand and we’ll adjust the way we do business, both internally and externally, accordingly. More to come. 🇺🇸

Spotlight on South Atlantic Division

By Rob Pipkin, Regional Civil Disaster Contingency Planner, SAD



The RCO office in the USACE South Atlantic District (SAD) continues to be a very busy office within SAD. During 2015, the Division and the SAD districts have been involved in updating and extending the range of our emergency management plans, exercising them and extending the range of our quality management. We have worked to coordinate all of this with our State and Federal Partners with FEMA Regions IV and II and to refine not just the reach of our coordination but the actual depth of that coordination.

In accordance with our established IPLAN, SAD will publish a 2016 revision to its OPLAN 2014-01 All Hazards. This revision will include updated specified and implied tasks for the Earthquake annexes that will capture NMSZ and Cascadia responsibilities. We also look for revisions to incorporate the Nuclear/Radiological Incident Annex (NRIA) to the FEMA Region IV All-Hazards Plan. We have tested our COOP plans either by real world events or by exercise. Here too we anticipate a 2016 revision of the existing COOP OPLAN.

The Division and districts have started down the EMAP road to extending our range of quality management by obtaining EMAP FMC by 2017, before the 2018 suspense. SAW has already received



Matt Tate, Natural Disaster Program Manager, SAM, and Gilbert Dent, EM Chief, SAC, examine supplies stocked at the FEMA warehouse in San Juan, Puerto Rico. FEMA representatives gave the SAD EM CoP a personal tour of the warehouse after the hurricane table top exercise held there on March 24, 2014.

accreditation. SAM and SAJ have begun the initial steps. The entire Division participated in an EMAP Working Group meeting in Atlanta, GA (22-23 Jun 15), which produced the following tasks and takeaways:

- Meet via teleconference monthly and in person during the SAD quarterly Emergency Management Community of Practice (CoP) meetings.
- Division and district EMAP leaders will brief respective senior leadership.
- The Regional Civil Planner will craft and staff correspondence from SAD CG to district commanders that lays out an SAD Strategic Plan.
- The SAD USAR RC Colonel, COL Bolz, will provide an EMAP brief on

the overall EMAP way ahead during his scheduled visits to each district.

- Division and district EMAP points of contact will craft, staff, and gain command support for respective EMAP Program Documents.

The After Action Review for this meeting is posted on the SAD shared portal at [https://team.usace.army.mil/sites/SAD/RCO/Plans/Shared%20Documents/Emergency%20Management%20Accreditation%20Program%20\(EMAP\)/SAD%20EMAP%20Working%20Group/After%20Action%20Report%20SAD%20EMAP%20Working%20Group%20Atlanta,%20GA%2022-23%20Jun%202015.pdf](https://team.usace.army.mil/sites/SAD/RCO/Plans/Shared%20Documents/Emergency%20Management%20Accreditation%20Program%20(EMAP)/SAD%20EMAP%20Working%20Group/After%20Action%20Report%20SAD%20EMAP%20Working%20Group%20Atlanta,%20GA%2022-23%20Jun%202015.pdf).

SUMMARY OF EXERCISES EXECUTED/ PLANNED FOR SOUTH ATLANTIC DIVISION AND DISTRICTS 2015/16

SAD	2015 Hurricane Rehearsal
SAD	22-23 Jun 15 SAD EMAP Working Group meeting
SAD	Fest Resident Training: Mobile AL 8-17 Dec 2015 ¹
SAD	Fest Resident Training: Mobile AL 22-31 Mar 2016 ¹
SAD	Fest Resident Training: Mobile AL 16-03 7-16 Jun 2016 ¹
SAD	SAD CREST and ENVST Training: Mobile ALCEL 1-7 Mar 2016 ¹
SAD	Base camp and Joint Construction Management System Training 15-19 Feb 2016 ¹
SAD	Base camp and Joint Construction Management System Training 9-13 May 2016 ¹
SAD	Base camp and Joint Construction Management System Training 1-5 Aug 2016 ¹
SAM	Carters Dam TTX
SAM	SAC TTX
SAM	VIPR with SAJ
SAM	Alabama EMA annual exercise
SAM	Florida DEM annual exercise
SAM	SAM annual TTX
SAM	SAD annual rehearsal
SAM	Participated in SAD EMAP Working Group meeting
SAJ	District/COOP Hurricane Exercise - 4 March 2015
SAJ	PR Hurricane Exercise - 24 March 2015
SAJ	USVI Hurricane Exercise - 26 March 2015
SAJ	HHD Hurricane Tabletop Exercise
SAJ	State FDEM and Hurricane/HHD Functional Exercise
SAJ	SAD Hurricane Rehearsal
SAJ	The District/COOP Hurricane Exercise Camp Blanding, FL
SAJ	The PR TTX FEMA Distribution Center in San Juan
SAJ	USVI TTX VITEMA EOC in St. Thomas
SAJ	Internal Herbert Hoover Dike Hurricane TTX
SAJ	Participated in SAD EMAP Working Group meeting
SAC	20 Aug TTX Planned with USCG, Sector Charleston
SAC	Participated in SAD Hurricane Rehearsal
SAC	Participated in SAC VIPR Exercise
SAC	Participated in SAD EMAP Working Group meeting
SAS	GEMA Hurrex with Savannah area landfall
SAS	Participation in GA DoD ROC Drill
SAS	Plan August 4-5 Savannah District Hurrex (post-landfall focus)
SAS	Plan August 18-19 Clemson Diversion Dam Emergency Action Plan TTX
SAS	Participated in SAJ VIPR TTX
SAS	Participated in SAD Hurricane Rehearsal
SAS	Participated in SAD EMAP Working Group meeting
SAW	Participated in the SAJ PR/USVI Hurricane Exercise
SAW	Participated in the North Carolina (NC) Hurricane Exercise
SAW	Participated in the New Hanover County (NC) HazMat Advisory Committee Meeting
SAW	Participated in the Brunswick County (NC) Emergency Services Expo
SAW	Participated in the USCG Hurricane Exercise (NC)

¹ POC Marc Dumas

Why I Chose EM

By Joel Hendrix, RCO Chief, SAD



(27 years in EM, 17 years as EM Chief, and 4 years as RCO Chief)

This newsletter has a lot of information about what is going on in our Readiness and Contingency Operations/Emergency Management profession. That's awesome. But I'd like to take a few minutes to have you think about why. Not why become professional, but why do EM?

It's easy to get to why you want to do EM well or even to be the best. You are competitive and want to be the best (or at least better than me); you are a perfectionist and want to make a perfect plan or have a perfect response (knowing that will never come to pass). But why do EM? Some of us have had experience in a tornado, flood, or hurricane as a child and want to "help the victims become survivors." Most of us, however, didn't have that experience.

So, why do EM? You can't get it right; you can only get it better than last time – if only it were like last time next time. For me, it's simple. I love seeing people at their best. And there is nothing like a disaster to bring out the absolute best in humankind. In a disaster, folks from down the street,

who I only wave at as I drive by and who I only know through their dog's name (because she always runs up to our dogs when we take a walk), will bring out the best, most expensive food from a defrosting freezer and offer it as part of the "We Survived" neighborhood party.

Those same folks from down the street will walk up at the shank of the day and offer to help get those last two trees off your house, and say thanks for the lobster last night.

"We are doing it again tonight in the front yard of Martha and John's place – the yellow house with the huge oak that fell into the street. They have some filets and Mark and Bettye are bringing over halibut from his Alaska fishing trip. Come on down."

Turns out the dog's owner is Bob and Betty, no "e." By dark, the trees are off the house and our cat is feeling better about that, in spite of the yard with a mound of "vegetative debris." Street mates, now neighbors...the best in humankind.

I love seeing people at their best. And there is nothing like a disaster to bring out the absolute best in humankind.

You'll meet local officials. Local elected officials who ran for the commissioner job because she was passionate about one particular park and its lighting and well, just got elected.

"Oh Lordy, now look at our town. That park will never be the same. Thank you so much for coming to help us."

Thanked for coming to help... No, thank you for allowing me to explain rules and best practices, when I wanted to cry for

your loss and seeing you deal with it without breaking down. Oh, it's the best in people.

You'll meet paid local government employees; just like you are a paid Federal government employee. These are folks who stayed through the disaster when they could/should have gone home or evacuated, who stayed to take care of the property you left behind, who stayed to take care of the cats and dogs in the animal shelter, who stayed to make sure the water or sewer kept working. And these people tell you at every turn, "Thank you for coming ... thank you for explaining the process ... thank you for having that FEMA PA guy come out ... thank you for setting up that task force to get all those people from all those agencies, all wanting to help us."

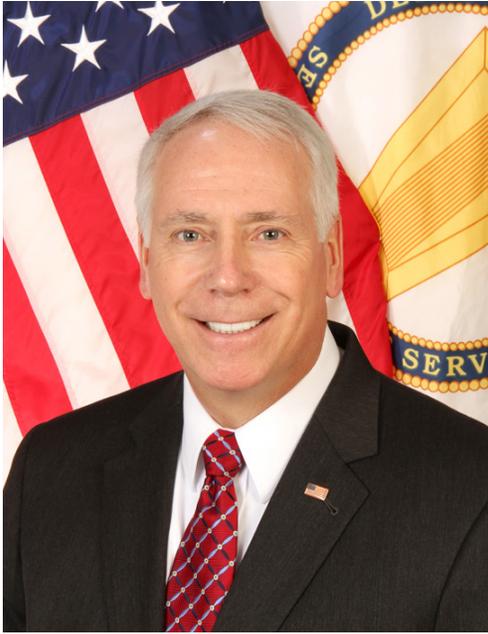
And all I can think is "You've had a disaster and are thanking me."

You'll meet Corps and other Federal folks from around the world. Yes we get paid, but it's not the money that causes most of these folks to volunteer to take 30 or 60 days out of their lives to help a state and community bounce back.

It may be because what we do in a disaster does make a difference in thousands of lives. It does, but to me the underlying reason I chose EM is that I see the best in humankind. Of course, with my "short attention span," who can focus on a project for three years? What you will see in human relations after a disaster, is the best.

EM isn't glamorous. We are staffed at nearly the same level as 30 years ago. There is scant chance for advancing to make mega-bucks. But if you want to do something that lets you see the very best in humankind, EM may be the right stop on your journey in life. 🐾

An Interview with Mr. Ray Alexander, Director, Interagency and International Support



Mr. Charles (Ray) Alexander is the Director, Interagency and International Support (IIS). He is a Senior Executive Service (SES) member who served 26 years active duty in the Army. He retired as a Colonel of Engineers commanding the USACE Wilmington District. Post retirement he worked for industry in engineering and architecture firms, to include KBR, where he led their Iraq and Afghanistan base camp and logistics operations. Subsequently he was selected by HQ USACE to serve as the Deputy G3 in the Directorate of Contingency Operations, and later moved to become the Deputy Chief, Office of Homeland Security.

His leadership and visionary talents were widely observed. These talents led him to being selected by Ambassador Susan Rice, the President's National Security Advisor, to serve as the Senior Director of Response Policy in the Resilience Directorate on the National Security Staff (NSS). Today, he is sharing with us his thoughts on several topics drawing from his depth and breadth of military, private

sector, and government civilian service and experience at the highest levels.

Q. How did your USACE and other experiences prepare you for your position on the National Security Staff as the Director of Response Policy?

A. I have been extremely fortunate in my three careers to have been afforded the opportunities to command and lead at the senior level in a variety of disaster response operations, both domestic and foreign.

Looking back, I was commanding Wilmington District in 2003 when Hurricane Isabel made landfall in North Carolina. I was very fortunate to have district staff who were well versed in disaster response within our own authorities and under FEMA's authority, the Stafford Act. We simultaneously worked USACE and FEMA missions for both response and recovery. Responding to Hurricane Isabel was the indoctrination to interagency and intergovernmental operations under the FEMA National Response Plan which is now the National Response Framework. Leveraging the Emergency Support Function (ESF) #3 Team Leader placed with the FEMA Joint Field Office assisted me to keep pace with the needs under both authorities. I learned in depth our teams and tools used to respond. I was also fortunate to have Ron Stirrat as my emergency manager. Ron was a solid operator who understood all of the requirements and systems. Working in this environment allowed us all to observe some shortfalls that were eventually filled under Homeland Security Policy Directive (HSPD) 8. Under HSPD 8, FEMA led the development of the five frameworks (Response, Recovery, Mitigation, Protection, and Preparedness) which I worked on and with during my

time as the Dep G3, the Dep OHS and while on the NSS.

I would like to share one experience from Isabel. On the post landfall over flight inspection of the coastal protection projects, we observed a cut at Hatteras across NC route 12 that isolated Hatteras Village. It quickly became a Chief of Engineers high visibility project to plug the gap and restore the infrastructure. It was here that I learned a lot about letter contracts and how USACE can quickly move mountains in emergency situations. The effort required concurrence by Federal, state and local resource and regulatory agencies. The efforts spent over the previous year building relationships allowed for single phone calls to break through the bureaucracies and achieve the mission. I took the best practice with me and remembered to build relationships early.

Moving to my time with KBR, it taught me a lot about overall contingency operations similar to what I worked as the Dep G3. The ability to find and sustain a pool of talented employees was critical. We had to tailor our support to the Army in both Iraq and Afghanistan. We had to sustain the base camps, deliver commodities, feed the troops, and assist construction efforts. The role of the contractor on the battlefield is an extension of the war fighter. We are mutually supporting and necessary. I learned how to employ contractors over the long haul and gained an appreciation for how hard it is in austere conditions. As the Dep G3 we were deploying and sustaining USACE employees and contractors to Iraq and Afghanistan to support the theater engagement plan and the war fighter. What I learned during my time at KBR was not lost on operations for USACE.

As the Dep G3, I was involved in ‘all things’ operational, supporting the war fighter, the 2011 floods, as well as many other flood events where detailed knowledge of USACE authorities and FEMA’s Frameworks were imperative. We worked in the All-Hazards environment across the interagency. The time served as Dep G3 somewhat grounded me at the operational level of our plans and programs in EM.

I was next afforded the opportunity to become the Deputy for OHS. In a very positive way, working directly for Ms. Karen Durham-Aguilera prepared me better than anything else for the NSS. She is a skilled leader, understands operations and if necessary is capable of tactical level direction. She expects one to do his or her job. I thrive in that environment and it was a seamless transition into a similar environment at the NSS. In OHS, I was the leader of the Emergency Management Community of Practice, the Flood Control and Coastal Emergencies Program, the Critical Infrastructure Protection and Resilience Program, the National Disaster Recovery Framework, the National Mitigation Framework and the National Flood Risk Management Program (NFRMP). The frameworks and the NFRMP were worked across the entire Federal space. The Dep OHS is an incredible position with a great breadth and depth of responsibilities. Especially in the area of flood risk management, it is a matrixed environment that receives a great amount of effort from others across USACE. The position handles emerging concepts such as life cycle risk management and resilience. These concepts were at the turning point not only in USACE but among Federal agencies involved with disaster operations and the in the Executive Office of the President (EOP) where the NSS resides.

There are two areas that I am very proud of as the leader of the EM COP. The first is when we initiated the Emergency Management Accreditation Program (EMAP) in USACE and



Residents of Kitty Hawk, N.C., survey damage from Hurricane Isabel to North Carolina Highway 12 and homes along the beachfront in 2003. Mr. Alexander was the Commander of the Wilmington District in 2003 when Hurricane Isabel made landfall in North Carolina.

became the first Federal agency to have an EMAP accredited organization, the Huntington District. We set the path for all organizations to achieve accreditation and are working towards that objective. The second is how we embraced professionalizing our EMs and a start was bringing us under the occupational series 0089 Emergency Management Specialist. The EM COP actions were somewhat tactical in nature, but knowledge of their elements helped as we worked policy at the national level on the NSS.

In summary, it was fortuitous that the variety of experiences from 2003 through 2013 supported the interagency All-Hazards policy needs of the NSS and allowed me to be selected as the Senior Director of Response Policy. I was honored that USACE leadership endorsed the one-year temporary assignment.

Q. Can you tell us about your time on the NSS and perhaps describe some of the interesting events and projects?

A. Working on the NSS, I had the opportunity to work with a true interagency team of subject matter experts. We resided in the Resilience directorate. We developed and advanced

all policy that dealt with the nation’s and communities’ abilities to respond to withstand and recover from all-hazards events natural disasters through terrorism. In addition to the SMEs, we had directors for response, recovery, continuity of operations, critical infrastructure, security and resilience. We also handled the receipt and processing of Stafford Act requests to the President. The actions we worked blended well with the actions of the Preparedness Director and we formed a team to work all items involved with resilience. One of the more interesting actions was a NSS report on the chemical explosion at a plant in west Texas. There we looked at the DHS and EPA actions and put a framework together to better mitigate threats from future similar risk. Another intriguing project was working all areas of Presidential Policy Directive PPD 21 Critical Infrastructure (CI) where we developed a new national infrastructure protection plan.

One of the most critical events was the Ebola situation. We worked hard across the nation to avoid an Ebola crisis in the US and our NSS staff was a large part of the solution. We worked the domestic response while the Africa Team of the NSS worked the overseas response. Domestic response team fell under Mr.



An ambulance arrives with Ebola victim Dr. Kent Brantly, right, to Emory University Hospital, Saturday, Aug. 2, 2014, in Atlanta. Mr. Ray Alexander worked on the domestic Ebola response as part of the National Security Staff (NSS) during the Ebola situation in 2014. The NSS coordinated the MEDEVACs that brought Ebola-infected patients to both Emory University Hospital and the University of Nebraska Medical Center.

Ron Kane, the Ebola Director. We served in the tactical 24/7 report as well as the national policy issues to improve from our lessons learned and better mitigate future risk. We serve as the forcing function to get through red tape if necessary and ensure we execute the best we can for the nation. We had three doctors on the staff – one emergency care physician and two scientists. When Ebola hit, of the 20 people we had, every person was an Ebola action officer for several months, 24/7.

The African national leader summit last summer was administratively well planned for more than 50 heads of state and 300 staff – we realized that three presidents and their staffs were coming from Ebola infected states. This led to the NSA and the POTUS directing we take all steps necessary to mitigate the effects of Ebola coming into the US. We initiated the necessary interagency actions especially with HHS and DHS regarding the receipt of the contingent – how do we screen them at the port of entry, track them in CONUS, monitor for signs, react to signs, respond and report 24/7 – to include if a visitor called a hotel desk at 3 a.m. needing a doctor based on typical Ebola symptoms. The preparedness needs were heightened

when a doctor and separately a nurse who were serving in the Ebola infected environment tested positive and were MEDEVACed to the US to Ebola-capable hospitals. Ebola-capable MEDEVAC aircraft are extremely limited – this fact brought further awareness of additional planning needs at the national level. The NSS coordinated these MEDEVACs to the two Ebola-capable hospitals - Emory and Lincoln Nebraska. With this came new challenges with human and hazardous waste from victims as well as physicians, support staff and equipment. How do we containerize and dispose of this safely and securely? It also brought awareness to the lack of medical supplies and PPE.

Our robust team coming from many agencies allowed us to reach across the interagency at a moment's notice for response or policy for all situations we encountered.

An interesting benefit of the positions was during steady-state where twice per week I was in the White House Situation Room participating in meetings chaired by Ambassador Susan Rice. The updates received on activities across the globe illuminated the decisions and

responsibilities of our executives and the world in which they operate daily. In comparison, our work in Resilience sounds uninteresting until an event occurs and then all eyes are on us – especially for continual real-time information.

Q • What is your perspective regarding a future USACE employee serving on the NSS?

A • Absolutely! We should try to institutionalize a person on the staff. USACE's role at the national level across the interagency as the lead for the National Flood Risk Management Program, our role on the Mitigation Federal Leaders Group (MitFLG), the Federal Interagency Floodplain Management Task Force (FIFM-TF), and our lead agency responsibilities for ESF #3 and the Infrastructure Support functions under the NRF and NDRF put us in a position to assist the NSS develop the mitigation and resilience policy necessary to reduce risk for all-hazards. How we are organized and operate is unique and not well understood across the Federal government. A person on the NSS can be a leader in the environment and help for others to understand USACE. The current environment is response, recovery, mitigation, preparedness to achieve resilience and reduce risk – we can help lead in all of those areas on the NSS similar to how we help in the interagency.

Q • Please tell us about your current role as the Director of IIS and the advances you are bringing to USACE.

A • As I entered into this position, I engaged each senior leader in USACE to hear their views regarding IIS. As was expected, the views were across the spectrum based on where people sat and their involvement. What has motivated us are the views that look to IIS to be an active part of the future of USACE to build the relationships across the interagency, similar to how the DCO/HS builds those relationships for flood

risk management and our responsibilities under the five FEMA Frameworks. The IIS areas are broad, covering everything from Waters of the US Policy to formerly used defense sites (FUDS). We don't do anything alone; we are not in the business development arena, but work with our Federal partners to assist them understand USACE capabilities and how to leverage those capabilities to support our National Security Objectives and their agencies objectives. We work with agencies primarily other than DoD.

Our plate is full right now working with Veterans Affairs and to a lesser degree USAID and the Department of Energy's (DOE) National Nuclear Security Administration (NNSA). We are helping the VA with their hospital in Denver – the courts ruled against the VA saying they did not deliver a design that could be built for the amount the contract was awarded. We are helping the VA to get the project awarded under a new contract. This involvement has illuminated the size of the issue and we are collaborating on playing a major role as the VA's construction agent for their major medical construction program. Our collaboration is with the senior members of Kewitt and Turner, the construction company, the Deputy Secretary of the VA as well as senior staffers in the House and Senate Veterans Affairs committee, and of course, with the Chief, personally, to ensure we are corporately aligned to put our best and brightest talent and resource toward the VA program. Because it is of such high visibility, the Chief, as the Chief of Staff Army, and Secretary of the Army, to go forward and both approved.

My experiences throughout my career have allowed me to deal with the consensus building required across political lines, secretariat level participants and the senior leaders of two very large successful international construction companies.

With the DOE NNSA, we are putting in place a long term sustainable construction

“We have significant activity across the globe – from assisting India bed down C17s to helping Brazil learn more about how it can harness power production and navigation from its river systems. We are providing full-spectrum services from water resources to MILCON and civil works. It is fascinating!”

program with the NNSA. We have a commitment for about a decade's worth of steady work. We are working in DOE sites across the country. They have great concerns on QA and cost growth. DOE brought us in under a firm fixed price concept. Prior to USACE involvement, the maintenance and operations (M&O) contractors ruing the facilities for DOE identified the requirements and then built them. DOE determined that model is not in the best interest of the government and the NNSA is affecting change through leveraging USACE's capabilities. However, we are now dealing with the M&O contractors who run the sites, but are now not in charge of the construction – it brings forward access and information challenges that we are striving to overcome these dynamics. We are working the DC and regional level relationships to abate these issues and engage in a sustainable program.

Reinvigorating an LNO relationship at USAID is one of my objectives. Affordability required we discontinue our LNO a few years ago. Today, we are engaging one day a week with an Agency that has monumental responsibilities across the globe that mirror our capabilities.

The big three forward movements I mentioned above, but we are also furthering discussions with the Nuclear Regulatory Commission (NRC) that were initiated by our Northwest Division and require some assistance from the HQ Level.

We are also still involved in the Contingency Operations arena and have just been tasked with performing the TAD way ahead study. We will gather a multidisciplinary PDT to work this issue. Last, we have direct involvement in Foreign Military Sales but we're not sure it has ever been explained well to the command. USACE is one of three implementing agencies for the Army. Being an implementing agency means we can receive letters of request form foreign countries for a service or product and we can process the letter for acceptance itself. We do not have to go through another command. The other implementing agencies are the Army's Security Command and TRADOC's Security Assistance Field Training Activity.

We have significant activity across the globe – from assisting India bed down C17s to helping Brazil learn more about how it can harness power production and navigation from its river systems. We are providing full-spectrum services from water resources to MILCON and civil works. It is fascinating! We are a force multiplier, not an executer – we want to assist, not take over, USACE's mainstream programs. We are trying to help put the Corps in the best position to help do the country's bidding.

Q. Any last thoughts for the EM CoP?

A. Continue to seize the initiative that a good number of leaders in the COP have delivered and keep striving to develop a professional work force. Continue to build the tools and concepts. I'm very excited about the 0089 career field. EMAP is a cost of doing business and professionalism and we need to continue this effort.

Mr. Alexander was interviewed in person by Frank Randon, Disaster Program Manager, ESF #3 Permanent Cadre, and on the telephone by Ed Hecker, Senior CW Policy Advisor, Institute for Water Resources. ■■

Remembering Don Binder

By Ed Hecker, Senior CW Policy Advisor, Institute for Water Resources



Don Binder and his wife, Mary, at a wedding in 2011.

The EM CoP lost a great team member, friend, mentor, and contributor when Don Binder passed away on May 31, 2015. Don had been fighting a courageous battle with leukemia that gradually weakened his body, but never his spirit - to his very last day. Knowing he would never want us to mourn his passing, but rather celebrate life and continue to keep moving forward and “get the show on the road,” I’m taking the liberty to simply capture his many contributions to the EM Program and CoP.

Don joined the HQ EM team in 1993, quickly lending a hand in supporting USACE response to the Midwest Floods, Northridge Earthquake, and several other major disaster events throughout the remainder of the 90s. He was a quick study, and soon developed a unique

talent for integrating his HR background with his newfound EM experience and expertise to help build a new strategy for professional development of EM team members and teams. He was an expert in position descriptions and classification, and worked with HR and EM Leaders to restructure key EM positions to align with the professional standards of practice that emerged in the late 90s into the next decade.

Don was a professional who captured and used lessons learned from disaster response and recovery personnel surge requirements. His expertise was well known and several senior leaders asked him for assistance to create capacity. Building on lessons learned, he set EM/HR initiatives and began developing the strategy, policy and procedures for creating

a cadre of rehired annuitants (RA) that would have the skills and experience to meet those needs. There were some significant policy hurdles to overcome, but by August 2005 all was in place to begin implementing this new initiative. When Katrina devastated the Gulf Coast in late August, Don responded to the call and rapidly established this cadre to help meet the very significant USACE and sustained response personnel requirements for major missions in Louisiana and Mississippi (and soon Texas for Hurricane Rita). It was a massive undertaking to get that initial Rehired Annuitants (RA) program established, staffed, and working effectively to meet the very time-sensitive deployment requirements, but Don and his exceptional staff were up to the task. To their credit, the RA program remains a sustainable key element of the overall USACE disaster response and recovery capability to this day, and has been recognized for distinguished performance by senior leaders on many occasions.

Lastly, Don made substantial contributions to the development of the very effective and rigorous EM financial management policy and procedures that are in use today. In ‘96/’97, Don was tasked with the rewrite of ER 11-1-320. He immediately pulled a team together that included representation from EM offices (Division/ District), RM (HQ) and FEMA. The timeline to accomplish the rewrite was October 1998. From experience, he recognized the current regulation just did not have the necessary guidelines to fully inform and assist the field with financial management processes for preparedness and during operations. For several reasons, there was a sense of urgency and high priority to get this policy and guidance completed. Don and his team did an exceptional job with the rewrite, and the regulation was published as scheduled in October 1998.



Don Binder and his wife, Mary, at a wine tasting in 2013.

As Don worked through the policy development process, he listened to the field and realized there needed to be a “joint” course for the EM staff and RM staff. He saw that in many cases the EMs and RMs did not work closely together, which is vital to a successful operation. He successfully took his team from the rewrite process and led them in developing the EM/RM course. He understood that when a disaster hits, one of the first functional areas needed to provide support staff is RM - funding and accounting need to be set up properly in the beginning or problems always developed. The first year there were three courses, held in the East, Midwest and West; this closed a very key gap in our EM training curriculum. With his assistance, RM also started a

cadre to assist in disasters and developed the RM field guide to assure correct procedures were established and followed. Throughout all of this, Don built a strong relationship with FEMA Finance. The field reported to Don that they were not receiving reimbursement, from FEMA, for the mission assignment bills sent to FEMA’s Finance Center. He met with FEMA Finance Team and discovered that our bills were sitting in a pile, waiting for “more documentation.” He and his team asked questions and were able to resolve the accounting and payment issues between FEMA and USACE. This resolved many millions of overdue payments, and established a process and team to help assure the problems did not recur.

It’s very difficult to merely sum up the contributions Don made to the EM CoP during his tenure with us, since there are so many other ways he made a difference through mentoring many EM team members and demonstrating a passion for achieving professional excellence in all he did - and fully expected the same from others! He would not tolerate anything less than all you can bring to the effort, and always set the example. When he passed, many EM CoP (including RA Cadre) members provided examples of how Don had influenced their career development, and even more so, how he exemplified what you look for in a teammate and friend. We will all miss him greatly. 🙏

Upcoming Events: Sept. 2015 - March 2016

December 2015

Forward Engineer Support Team (FEST)
In-Residence Course, Readiness Support
Center, Mobile, AL
8-17 DEC 2015

2015 Interagency Flood Risk
Management Workshop,
Southbridge, MA
30 Nov - 4 Dec 2015

February 2016

Base Camp Master Planner/Joint
Construction Management System
(BCMP/JCMS), Readiness Support Center,
Mobile, AL
15-19 FEB 2016

ESF #3 Team Leader Workshop,
Readiness Support Center, Mobile, AL
23-25 FEB 2016

March 2016

Contingency Real Estate Support Team
(CREST), Environmental Support Team
(EnvST), and Logistics Support Team
(LST) In-Residence Course,
1-4 MAR 2016

Base Camp Master Planner/Joint
Construction Management System
(BCMP/JCMS), Readiness Support Center,
Mobile, AL
9-13 MAR 2016

Local Government Liaison Training,
Readiness Support Center, Mobile, AL
14-17 MAR 2016

Forward Engineer Support Team (FEST)
In-Residence Course, Readiness Support
Center, Mobile, AL
22-31 MAR 2016

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.