

Emergency Management

Community of Practice
Newsletter



- Where Did the Time Go?
- The 2014 National Exercise Program
- Changes to Pre-Scripted Mission Assignments
- International Risk Management: The CMEP
- Spotlight on: NWD





Emergency Management *Community of Practice* Newsletter

★ ★ ★ US Army Corps of Engineers ★ ★ ★

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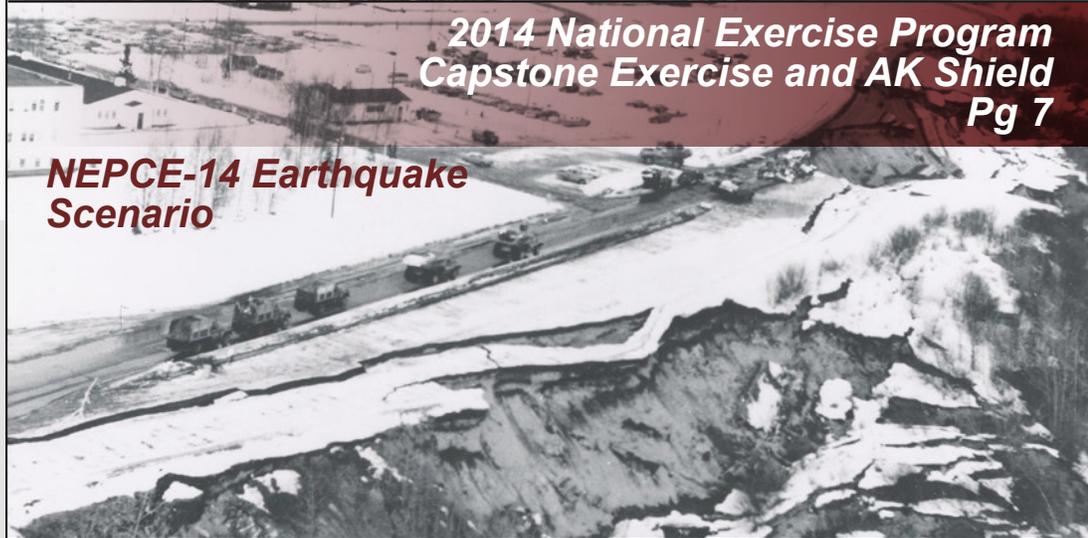
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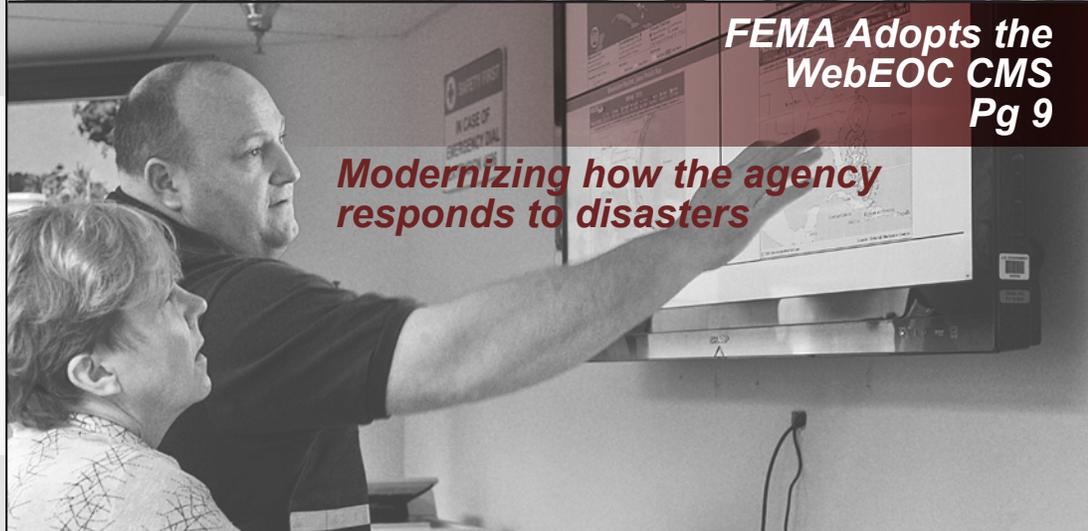
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Greetings and salutations Emergency Management Community of Practice! I hope this finds all of you in good health, great spirits and unprecedented high motivation in the New Year. I think you will read in the articles in this newsletter that we continue to make progress in all areas of EM as we confront challenges head on. We received great feedback on the first edition last November, and continue to seek your feedback to assure this is a helpful tool for keeping you informed. Great work by a team employed and deployed around the world, serving our nation with professionalism, sound leadership, and expertise – Thank you for all you do, each and every day, for the Army and the Nation.

I recently attended the USACE Winter Senior Leaders Conference with all of the MSC commanders. Our Chief and all of our Division Commanders continue to provide straightforward and on-target direction that allows us to provide the best service possible to the nation, even in our ever challenging fiscal environment. It is always a pleasure to collaborate with these great leaders.

In this issue of the newsletter I would like to provide an overview and update on a few of our strategic initiatives, and provide some thoughts on our future direction.

To start, good work RCO and EM chiefs! We are at 98% towards achieving the conversion to occupational specialty 0089, Emergency Management Specialist – our professional series. Achieving the conversion will assist us in the next step; each individual uses the Army's Competency Management System (CMS) to confirm existing competencies and enter additional

KD-A Sends

competencies which will be validated by your supervisor and used to build your individual development plan. These competencies will also allow us to view the real requirements for a long awaited EM 101 training, which will be based on what you really have to do in the Districts and Divisions. The Army CMS for 0089 will launch sometime in March or April – the Deputy Office of Homeland Security (OHS) will ensure a note is sent to all before the start date. Our objective is to launch EM 101 training in FY 15, based on your input.

Next, I want to congratulate the 25 EM organizations who have voluntarily engaged in the Emergency Management Accreditation Program, or EMAP, especially Huntington and Wilmington Districts, who have achieved accreditation, and Pittsburgh District, who goes before the EMAP Commission this spring. Recording and organizing our daily EM related work performed across your entire district results in an organized program that allows you to self-identify and self-correct deficiencies; deficiencies that if left uncorrected affect our readiness to immediately respond in a high performing manner. We look forward to all 51 eligible USACE organizations engaging in the EMAP process and achieving an enduring cycle of high performance and readiness.

Speaking of an enduring cycle, 2020 is just a few years away and is a good intermediate timeframe to focus on continued improvements across all of our programs. Changes to concepts and doctrine take time to correctly develop and implement. In everything we do I challenge you to apply this vision/objective: “By 2020 we in the USACE EM COP operate in a culture where we are the ultimate risk managers in the emergency management field. Simultaneously we operate in a culture of accepting nothing less than continual high performance from our deployable teams and cadres.”

To achieve this I offer several challenges. The first challenge is for you to apply simple risk management practices to all we do – identify the hazards and associated risks, evaluate an acceptable level of risk and develop and apply actions to mitigate and meet acceptable risk. Two examples of where this applies: one, this process applies

to whom, how, with what frequency, and with whom we train. Two, it applies to who we deploy for flood fight assistance, Stafford Act responses and COCOM/ASCC support.

For training, we have to reduce the risk of mediocre results and money not well spent – we have to evaluate new ways to train with peers across USACE and other federal agencies that are cost efficient, effective, and draw on everyone's lessons learned, leading to achieving continual high performance. For deployments, we have to reduce the risk we impose on supported organizations by using risk analysis and risk mitigation prior to deploying individuals and teams. We have to communicate the risk and mitigating actions to the MSCs, HQ G3 and the Supported Organization so all understand the environment that will be created at the Recovery Field Office and to anticipate and solve issues before they occur.

In the next newsletter I'll address additional challenges from me to you regarding our FCCE and CIPR programs. We have to leverage the best practices in all of our programs to drive the advantages of each. The new PL 84-99 implementation, updates to ER and EP 500-1-1, ER and EP 11-1-320 are just a few as we modernize to achieve improved results for the nation. More to follow in the next newsletter.

Last, I would like to welcome some new senior members to our EM COP team and congratulate some on recent moves. Welcome to: Eric Conrad, COL (Ret) as our new ESF #3 Cadre Coordinator; Kevin Wilson, COL (Ret) as our new USACE LNO to US NORTHCOM; congratulations Jared Gartman on your new position as the RCO for MVD; congratulations Tom Brady on your new position as the USACE LNO to PACOM; and congratulations Ron Eller on your new position as the new USACE LNO Cadre Coordinator.

Until next time, this is KD-A signing out! Meanwhile, keep up the great work! Again, thank you for all you do. 🇺🇸

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

Where Did the Time Go?

By Mark Roupas, Deputy Chief Office of Homeland Security



The editor asked me to pen an article on my thoughts regarding my first 90 days as the Deputy Chief, Office of Homeland Security. My first thought while writing this was, “Where did the time go?” It has been the most fast-paced, informative, and exciting learning experience in both my military and civilian careers.

I feel I can share with you a bit of humility when I say what an honor and privilege it is to work with so many talented professionals who make up this enterprise we call the United States Army Corps of Engineers. In my nine years serving as the Corps’ liaison to the Office of the Assistant Secretary of Defense for Homeland Defense and Americas’ Security Affairs, I was a consumer and user of information and capabilities developed by the diversity of skills and talent representing the Emergency Management Community of Practice.

Looking back, when I briefed senior civilian and military Department of Defense (DoD) leaders and others within the Federal interagency, it was a rather simplistic practice to “wave a large hand over a small map” and say, “the Army Corps has deployed under its own authority and is now conducting its statutory missions and supporting FEMA mission assignments as the coordinating

agent for ESF #3 under the Stafford Act.” Now that the curtain has been pulled back for me, what is revealed in great detail is the complex, intricate level of coordination and planning required to make this enterprise work. Let me outline some of the many actions, issues and projects we are working.

P.L. 84-99 Flood Control and Coastal Emergencies: You should be aware by now that USACE is in the process of revising and updating its policy for the P.L. 84-99 rehabilitation program. This effort reflects a larger change in our strategic direction which advances risk-informed decision making and incorporates broader concepts of flood risk management and risk communications. Updates to our policy will also incorporate the philosophy and concepts associated with the System Wide Improvement Framework or SWIF.

Our SWIF philosophy supports our “fix-the-worst-first” systems approach to reduce risk to life safety, while reducing impacts to the environment and locally impacted economies.

Flood Risk Management: Through the Flood Risk Management Program, we are working to improve the nation’s resilience to flooding and to better prepare the United States for the impacts of climate change. This office is directly supporting an interagency group working to create a federal flood risk management standard for making major federal investments. This effort is part of the President’s Climate Action Plan which directs Federal agencies to “update their flood-risk reduction standard” and part of Presidential Policy Directive #8, National Preparedness. Expect to learn more on this subject in the next newsletter.



St. Louis District U.S. Army Corps of Engineers Flood Fight team members sandbagging at Lock and Dam 25 in Winfield, Mo., Apr. 20, 2013. (U.S. Army Corps of Engineers photo by Angie Smith)

Emergency Management Community of Practice:

There are several lines of effort but I will only highlight two here. First, we initiated an Emergency Management Accreditation Program (EMAP) pilot study in 2011. We next established an objective for all 51 USACE jurisdictions to be EMAP accredited by 2018. This effort directly supports USACE Campaign Plan Goal 3a, and calls for every division and district within the Corps to embrace the EMAP program as part of the Quality Management Systems process for Emergency Management. To date, two of our districts have been accredited, one is awaiting final results, and three more have applied for accreditation for the 2014 fiscal year. We are reviewing our current timeline that allows each district to enter the program over the remaining years of the program.

Conversion to Emergency Management Occupational Series (OS) 0089:

We are on our way to converting most of our EM community (old OS 0301 and 0340) to the new civilian series. When complete, we will have between 175 and 200 personnel in OS 0089, with another 50 to 60 civilians remaining

in their engineering OS (mostly 0810 civil engineers) but work in EM. This estimated population of about 250 EM personnel makes USACE the largest Army entity for this new career field. In acknowledgement of our efforts and work in establishing this new career field, Department of the Army (DA) is providing two DA interns to USACE. We are working with the targeted districts to assign these new interns where they will receive appropriate mentoring and training. We expect DA will continue to fund additional EM interns for FY15.

Critical Infrastructure Protection and Resilience Program (CIPR):

The CIPR program directly supports Presidential Policy Directive #21, Critical Infrastructure Security and Resilience, the National Infrastructure Protection Plan and three of the national frameworks identified in Presidential Policy Directive #8. The goal of the CIPR program is to achieve a more secure and resilient Civil Works critical infrastructure portfolio by enhancing protection capabilities in order to prevent, deter, or mitigate the effects of manmade incidents and improve preparedness, response, and rapid recovery



in the event of an attack, natural disaster, and other emergencies.

There are many other activities working at Headquarters and my intent is to address more of them in future newsletters. I hope to be able to meet many of you in person as budget and schedules permit travel to your locations.

Thank you for your many contributions to making USACE the nation's premier engineering organization and for your support in improving our emergency management community. 🇺🇸



Mark Roupas gives a presentation at the ESF #3 Team Leader Training at the Readiness Support Center in Mobile, AL. Photos by Winston Bush.

The GS-089 Series – Emergency Management Specialist

By Don Binder, Rehired Annuitant

By now you should have heard from your CPAC or your supervisor if you are one of the employees who have been reassigned from the GS-301 series to the newly created GS-089 series. This emergency management-specific series was also covered in the last issue of

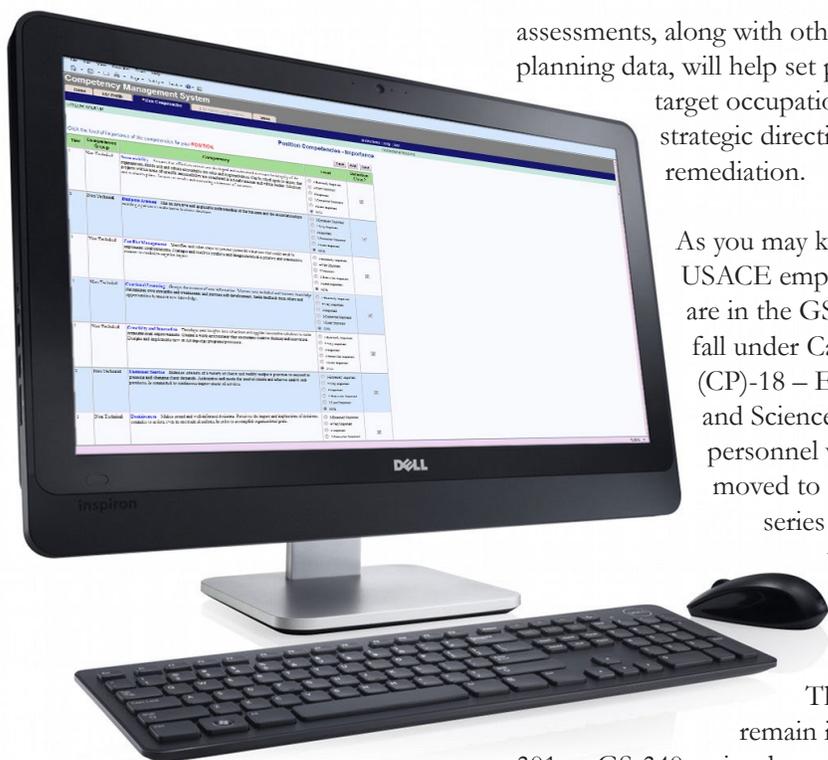
Emergency Management Community of Practice Newsletter.

If you are one of the very few with the EM CoP who have not been reassigned, please discuss this situation with your supervisor. Why does it matter? Other

than being in the correct occupational series, only those who are in the GS-089 series will be able to have a say in assessing the Army Competency Management System (CMS) Tier 1 competencies. See the Understanding the Army CMS article for more information. ❏

Understanding the Army Competency Management System (CMS)

By Don Binder, Rehired Annuitant



assessments, along with other workforce planning data, will help set priorities and target occupational areas for strategic direction and/or remediation.

As you may know, all USACE employees who are in the GS-800 series fall under Career Program (CP)-18 – Engineer and Science. The EM personnel who were moved to the GS-089 series now fall under CP-12 – Safety and Occupational Health.

Those who remain in the GS-301 or GS-340 series do not fall under a specific career program.

The CMS database of competencies and tasks have several levels of entries. There are 28 Army-wide standard competencies as well as three tiers of occupational competencies (Tier 1 Core [or technical], Tier 2 Specialty [or functional], and Tier 3 Supplemental [or position-specific]). There are also tasks associated with the

competencies to link to each person's Individual Development Plan, or IDP. The first stage for the more than 150 personnel within USACE who have been moved to the GS-089 series (as well as other employees Army-wide who were also moved) is for each of those employees to review and assess Tier 1 competencies to determine the relevancy of each of those competencies to his or her work assignments. The Department of the Army HQ will gather that data. Next, a group of Subject Matter Experts (SMEs) from throughout the Army will review the results of the assessment and make a final determination as to those competencies that properly belong in Tier 1. That determination will be used to aid in developing individual IDPs. The SMEs will also work to develop Tier 2 and Tier 3 competencies.

It is critical to provide input when you are given the opportunity to do so. Each Corps employee in the GS-089 series will receive an e-mail with instructions on how to participate in the first stage of data collection. We look forward to having each of you participate. Make your voice heard. ❏

The Competency Management System, or CMS, has been identified by the Department of Army as a tool to measure and monitor the Army's knowledge base. According to the Department of Defense, the CMS develops common taxonomies, job analysis methodologies, workforce planning strategies/tools, competency gap assessment methodologies and reporting requirement strategies. Competency

Field Force Engineering Program Update – FY 14 and Beyond

By Christian P. M. Klinefelter, PMP, HQ USACE FFE PgM

The Field Force Engineering (FFE) Program is adapting to its shrinking resource base while maintaining the tremendous momentum and deployment experience we have accumulated over the last decade. USACE has repeatedly proven the worth of the Forward Engineer Support Team – Advance (FEST-As), Contingency Real Estate Support Teams (CRESTs), Environmental Support Teams (EnvSTs), Logistics Support Teams (LSTs), and the FFE Program with frequent deployments to around the world supporting Combatant Commands (CCMDs) during military contingency, for exercises, Security

Cooperation support and for International Disasters. Even so, there continues to be a need for FEST-As to support CCMDs around the world.

Afghanistan will soon welcome two FEST-As for nine month rotations to complete our final support to Operation Enduring Freedom, ending our many years of FFE deployments there. The current teams have been busy with keeping our retrograde mobility viable and planning the demilitarization, environmental remediation, decommissioning, and closure of Forward Operating Bases. On very short notice, we deployed a FEST-A with real estate and environmental augmentation to Jordan. This team has been heavily engaged in conducting base camp location, power, water, and accessibility assessments

and contingency planning for displaced persons support and potential power projection scenarios. The team has received high marks from BG Joseph P. Harrington, CENTCOM Forward Jordan and DCG 1st Armored Division. In a recent message to CG USACE, BG Harrington stated that it has addressed infrastructure and operational issues in “an extraordinarily effective manner.”

USACE Divisions NAD, SAD, SWD, NWD and POD are maintaining their eight MTOE FEST-As and four legacy FEST-As. However, some movement within the FFE program is under consideration to better align the program with a larger civilian volunteer workforce. The MTOE



FEST-As will be retained and redesigned to be staffed by volunteer civilians for training and deployments. The MTOE FEST-As no longer have full time civilian employees, but still have the active duty Officer and Non-Commissioned Officer assigned. USACE has inactivated the 579th and 533rd MTOE Forward Engineer Support Team – Main (FEST-M) teams while the Army Reserve has retained their two FEST-Ms with plans to add a third team by FY19. The Army Reserve also retains their 20 FEST-A units. Thus, the FFE program has come full circle back to the all volunteer District based teams with which we began.

The UROC and their 10 Base Development Teams (BDTs) have provided invaluable support to all of our deployed teams and Army forces afield with their rapid and responsive solution development assistance from their Home Stations. The civilians on these FFE teams are the backbone of the program. Their technical

skills and experience gained working in the Districts and during deployments provide the technical engineering capabilities that Department of Army is unable to fill with its troop units. This also allows the full capabilities of USACE to be available to the CCMDs and the warfighter.

In addition, contractor USGI has updated the FEST training and doctrine files. This will enable the program to continue leveraging our lessons learned over the last 5-10 years and take the next step in the FFE program. It also allows FEST training to be conducted as a train-the-trainer program. The military personnel on the FEST-As and the USACE Division Military Planners will be trained to teach the FFE teams at Home Station as required.

Several other measures are under consideration to increase efficiency without sacrificing capability or readiness level. These include greater use of DoD Abode

Connect, consolidating FFE equipment support at the USACE Reachback Operations Center (UROC), streamlining equipment support packages to focus on essential requirements, and combining training events. An FFE planning conference in Vicksburg, 9-13 June, will explore these ideas to hone sustainable strategies for the FY15-19 FFE Program. All suggestions and input will be welcomed by the Division Military Planners, the key stakeholders participating in this conference.

We cherish our volunteers and seek new and more USACE professionals with engineering, project management, real estate, environmental, and logistics backgrounds looking for adventure in remote austere environments to perform work that is vital to our nation. 

FEST-A performing TCE-D field exercise during FEST training at the RSC, December 2013. Photo by Winston Bush.



The 2014 National Exercise Program Capstone Exercise and Alaska Shield

By Marc Bergman, USACE Civil Exercise Planner, HQ



Alaska District HQ after the Great Alaskan Earthquake, March 1964.

Fifty years ago this month, a fault between the Pacific and North American plates ruptured near College Fjord in Prince William Sound causing a catastrophic Subduction zone earthquake of 9.2M to strike south-central Alaska.

There were follow on tsunamis that impacted not only Alaska and British Columbia, Canada, but also Washington, Oregon, California, Hawaii, and even Japan. The shaking lasted nearly three minutes, causing major structural damage, landslides, and liquefaction, and ultimately resulted in 139 deaths. Thousands of aftershocks occurred over a three week period, 11 were greater than 6.2M.

If this happened today, with a higher population density and many more buildings and infrastructure in place, the initial consequences and the cascading effects would be even more catastrophic. Have you thought about how we would respond to this kind of event? How

would we handle the potential for extreme cold weather? What about the challenge of getting resources there when there is limited or no road access to some locations on a normal day?

We do catastrophic contingency planning and design and conduct disaster exercises so that we can familiarize ourselves with executing those plans, validate what works, record lessons learned, and improve our effectiveness for future events.

On 27 March to 03 April 2014, the State of Alaska, along with approximately 450 entities from state, local, tribal, and territorial governments, federal departments and agencies, private sector, international partners, non-governmental organizations, and academic institutions will conduct the National Exercise Program Capstone Exercise 2014 (NEPCE-14). At the heart of the Capstone Exercise and providing the core earthquake scenario is Alaska Shield 2014.

The USACE Combined Response Mission Exercise (CRME) is an annual full-scale exercise conducted to validate training of our response mission focused Planning and Response Teams (PRTs). This year's CRME is led by the Pacific Ocean Division (POD) is linked to Alaska Shield. Teams include Temporary Emergency Power/249th Prime Power Engineer Battalion (EN BN), National Water, Commodities Distribution, Enterprise Emergency Response Team, Deployable Tactical Operations System (DTOS), and Logistics. The 249th EN BN is also assisting Alaska and FEMA with servicing their generators and conducting several hundred Pre-Installation Inspections (PII) of critical public facilities.

Other component exercises linked to NEPCE-14 include NORTHCOM's Ardent Sentry 2014 exercising Defense Support to Civil Authorities (DSCA), NUWAIX 2014, a full-scale exercise sponsored by the Department of Energy (DOE) focusing on the initial response to a nuclear weapons accident, and Eagle Horizon 2014, an annual full-scale Continuity of Operations (COOP) exercise. Eagle Horizon will test our ability to execute our Mission Essential Functions (MEFs) such as responding to disasters like an Alaska earthquake while moving to and operating from an alternate facility.

Silver Phoenix 2014 Recovery Tabletop Exercise completes the set of component exercises composing NEPCE-14. This recovery exercise will focus on the National Disaster Recovery Framework (NDRF) and will be threaded throughout the entire Capstone Exercise, culminating in a national long-term recovery tabletop exercise (TTX) on 22-24 April, 2014. ■

Recent Changes to Some Pre-Scripted Mission Assignments

By **Bill Irwin**, USACE Liaison to FEMA, and **Spencer Schargorodski**, Emergency Management Specialist

In the late 1990s, USACE and FEMA devised a concept for expediting the mission assignment process. The idea was to agree upon the Scope of Work and funding that may be required for USACE to execute work for FEMA. Pre-Scripted Mission Assignments (PSMAs) were developed for typical missions, to include debris management, bottled water, temporary emergency power, temporary roofing, etc.

When a disaster occurs, these PSMAs can easily be adapted to meet the specific requirements of the response. Other agencies have adopted the concept and the Interagency PSMA catalog is annually updated to incorporate lessons learned following disasters.

This year, seven new PSMAs have been drafted based on lessons learned from Hurricane Sandy, the Oklahoma tornados, Colorado flooding, and other disasters. These proposed PSMAs include:

- **Generator Leasing:** Leasing support to FEMA to address inventory gaps
- **Temporary Roofing Assistance:** Technical assistance support to volunteer organizations
- **Unwatering:** Removal of water from critical infrastructure
- **Cost Engineering Support:** Validation of cost estimates to expedite public assistance
- **National Hurricane Program:** Post-hurricane evacuation assessments
- **Project Worksheet Support:** Deployment of assessment teams to support public assistance

The USACE PSMA for providing bagged ice was removed from the catalog this year. Ice is no longer considered to be an initial response resource for life saving

purposes and USACE has stood down this capability. States can still pursue reimbursement for ice from FEMA in certain situations, but FEMA will no longer mission assign USACE to provide this commodity.

The updated PSMA catalog is provided to each TL and ATL via email on a yearly basis and is also updated in the ESF #3 Field Guide. FEMA is working to migrate the PSMA catalogue to WebEOC, the agency's recently adopted Crisis Management System. USACE Team Leaders and Assistant Team Leaders have been granted access to WebEOC and can initiate the mission assignment process from any computer, or other device, that has internet access.

One other important change being implemented this year is the elimination of the Technical Assistance (TA) category

of missions. PSMAs that were previously listed as TA missions are now listed as either Federal Operations Support (FOS – 100% federally funded) or Direct Federal Assistance (DFA – cost-shared with the state). If the work is in support of the state, it will be considered a DFA mission. If the work is in support of the federal government, it will be considered an FOS mission.

USACE has always been a leader in developing and improving PSMAs for support to FEMA. Our catalog of PSMAs is constantly being reviewed and modified to incorporate lessons learned and adjusted to align with FEMA policies. With the implementation of WebEOC, USACE TLs and ATLs will have real-time access to the latest versions of PSMAs and can begin the mission assignment process from any computer that has access to the internet. ■■



PSMAs have been developed for typical USACE missions, to include Debris Management.

FEMA Adopts the WebEOC Crisis Management System

By Bill Irwin, USACE Liaison to FEMA, and Spencer Schargorodski, Emergency Management Specialist



WebEOC provides FEMA with a real-time Common Operation Picture that supports decision makers responsible for coordinating the disaster response.

Exciting things are happening at FEMA to modernize how the agency responds to disasters. Over the past year, the FEMA Response Directorate has rolled out WebEOC at the National Response Coordination Center (NRCC) as well as the Regional Response Coordination Centers (RRCCs) and Joint Field Offices (JFOs).

WebEOC is a comprehensive Crisis Management System that provides real-time situational awareness and a common operating picture during national responses and daily response planning operations. Several federal agencies, including DOT, EPA and TSA, and more than 40 states and numerous localities also use WebEOC.

WebEOC will be FEMA's "one stop shop" for all situational awareness, mission assignment submissions, logistics tracking and ordering, as well as for GIS products. One of the great things about WebEOC is that it is not behind the FEMA firewall. This means that users can log into the system via tablets such as iPads, smart phones, and any computer with web access.

USACE Team Leaders (TLs) and Assistant Team Leaders (ATLs) that deploy to disasters in support of FEMA can expect to come across the following WebEOC features as they perform their work:

- **Requests for Assistance/Mission Assignments:** TLs and ATLs will be able to initiate the mission assignment process within WebEOC from any computer that has access to the internet. For example, if a FEMA official gives a verbal request for USACE mission support, the TL or ATL can access WebEOC from home, select and modify the Pre-scripted Mission Assignment that is stored in the system, and route the request to FEMA officials for approval.
- **Mission Assignment tracking:** TLs and ATLs can now track the progress of a prospective mission within WebEOC as it is routed to FEMA or state officials for approval. They can also track status of requests for additional funding and other amendments to mission assignments.
- **Situational Awareness:** With WebEOC, TLs and ATLs will have access to operational update briefings,

situation reports, Incident Action Plans and other significant updates. WebEOC will also provide TLs and ATLs the ability to directly update USACE/ESF #3 portions of the FEMA situation reports.

- **Logistics Tracking:** Commodities, generators, and other resources are all tracked using the WebEOC logistics board. This common operating picture is extremely beneficial when trying to determine the status of resources being deployed to assist survivors.
- **GIS Support:** WebEOC will soon have the capability for sharing maps, remote sensing products and other geospatial information. The platform also has a direct link to the USACE National Response Framework mission models.

TLs and ATLs were recently provided access via user names and passwords to WebEOC. They will need to have at least a rudimentary awareness of how to access and use the system so that they can best perform their duties when deployed in support of FEMA. To prepare TLs and ATLs for WebEOC, Headquarters USACE, recently hosted an introductory "WebEOC 101" webinar that provided an overview of the basics of the system. WebEOC training will be included in the 2014 TL and ATL Workshops and FEMA will soon be offering virtual training opportunities.

WebEOC promotes situational awareness, provides a method for managing the mission assignment process and consolidates data from multiple sources to provide an interagency common operating picture. USACE will soon have the opportunity to use WebEOC and reap the benefits of this system that will be used for all future disasters requiring FEMA assistance. ■

International Risk Management: The Civil Military Emergency Preparedness Program

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



A presentation is given during the plenary session of Exercise Albatross, held in Batumi, Georgia, 12-15 February 2007 as part of CMEP's Black Sea Initiative.

In 1998 the Office of the Secretary of Defense asked the U.S. Army Corps of Engineers to execute a program designed to help former Warsaw Pact countries (countries in eastern Europe, the Balkans, the Caucasus, and Central Asia) better prepare to manage the consequences of all hazards disasters (natural, technological and those resulting from acts of terrorism).

One of the reasons that USACE was tapped to execute the program was our extensive experience and significant expertise in addressing aspects of the full cycle of disaster management: planning and preparedness, response, recovery, and mitigation. Other characteristics of the Corps were also pertinent, namely the significant depth of expertise in disaster-related topics such as hydrology and hydraulics and the ability to model floodplains and inundation areas as well as

the inundated area and cost implications of different levee alignments and elevations. Additional areas of USACE relevant expertise include Geographic Information Systems (GIS) and remote sensing as technologies relevant to disaster management, public affairs as a means of communicating with the affected population, and approaches to dealing with the media.

Subject Matter Experts to execute events are selected from USACE districts, divisions, laboratories, institutes, and centers of expertise. In situations where USACE does not have the requisite expertise (e.g., for dealing with forest fires or oil spills), the CMEP team brings expertise from the Army National Guard, Navy, other federal agencies (e.g., USDA Forest Service for forest fires, Centers for Disease Control for pandemics, and the Environmental Protection Agency [EPA]

for chemical spills), and international organizations (the United Nations, World Health Organization, and the Organization for the Prohibition of Chemical Weapons).

Finally, the selection of the Corps to execute this program recognized that while USACE is a military organization, we have a predominantly civilian workforce which helps avoid concerns by partner nations of appearing to be dealing directly with the military.

Emergency Management was selected as a topic for engagement with these countries because it lacks controversy as it is an area where nations cooperate with little or no political considerations.

Other primary program objectives included capacity building to meet theater security objectives of the EUCOM



Participants work through a table top exercise as part of Exercise Albatross, held in Batumi, Georgia, 12-15 February 2007 as part of CMEP's Black Sea Initiative.

and CENTCOM commanders. These include developing relationships with the key emergency managers, addressing interoperability issues, and helping countries that were interested to meet some of the requirements necessary for accession to NATO.

Initial objectives were modest, directed at addressing processes for notifying neighboring nations of the occurrence of a disaster, requesting assistance, accepting assistance, and dealing with border issues related to movement of personnel and material across international borders. Another area of consideration was the need for robust national response plans that addressed the roles and responsibilities of key ministries (emergency services, ministry of health, foreign affairs, environmental protection), as well as the role of the military when civil agency capacity is overwhelmed and they can no longer effectively manage an event.

It was clear that by building the capability and capacity to successfully manage the consequences of all hazards disasters, the likelihood of a disaster event causing a

country to become a fragile state, or of a fragile state being pushed into failing or failed state status because the expectations of the citizens were not met, was decreased.

“Since its beginning, CMEP has grown, program management has changed, and the number of yearly activities has increased.”

CMEP activities are accomplished with the objective, among others, of improving the capability to deal with one or more types of disaster events using seminars and workshops to share information. The new capabilities are tested through the development of and simulated play during a Table Top Exercise (TTX). Observations are shared by the players, observers, and evaluators during a hot wash, and things that went well, gaps, and areas that can be improved are captured in an After Action Report (AAR) provided to the partner nation.

Two major initial accomplishments of the program have been the creation of the Southeastern Europe CMEP Council, a group of the Southeastern European nations headed by chiefs of each country's emergency management agency, and the development of the Southeastern Europe CMEP Council Handbook, a manual capturing emergency management best practices and procedures. With the passage of time, program objectives have expanded and now include dealing with chemical and biological weapons, addressing the consequences of potential damage to nuclear power plants, critical infrastructure protection, and complex disasters.

Since its beginning, CMEP has grown, program management has changed, and the number of yearly activities has increased. A Black Sea program within CMEP was initiated in 2004, and a process for assessing capability, identifying gaps and addressing them using three to five year road maps, was developed. Stay tuned for the next chapter. ■

The New Face of SimSuite

By **Steve Diaz Ph.D.**, Deputy Director, USACE Readiness Support Center, and **Chad Markin**, Senior Project Manager



SimSuite is a geospatial platform comprised of a database, mapping software, and a customized proprietary viewer that has become an important EM Tool for mission scoping, mission tracking, and simulation and modeling within the USACE Directorate of Contingency Operations.

The early iterations of the program focused solely on exercises and preparedness through simulated environments. This was achieved through separate, time-enabled viewers for focused events. After five years, the program has matured to provide customizable district and division viewers, environmental viewers, and a modeling platform that employs analytical programming to query the data and provide useful predictive impacts for wind, flood, seismic, and catastrophic explosion events.

The new version has just been released and shows the complex but highly intuitive access portal. The program may be accessed via the network url (<http://simsuite.usace.army.mil>). Efforts are underway to provide external access to outside stakeholders. Here are the new features that have been released as described by Chad Markin, SimSuite Program Manager:

Phase I:

New front-end: The application front-end has been completely redeveloped with a focus on workflow and usability.

In addition, SimSuite has been given a “new look and feel.” Think of this as the “homepage” or launch point for SimSuite, which is something we’ve lacked in the past.

New portals and viewer creation: New features focus on finding and opening viewers for your community of practice. There is also a new workflow for creating new viewers (formerly via kickstart) within your community of practice and business lines. New viewers are created from CoP templates that are specific to an organization’s data needs.

New data browsing and manager: Search and preview data within the SimSuite layer library and view details about the layers. Also, for authenticated users, there is a new layer management process that allows users to diagnose and test their layer’s connectivity, edit layer details, save layers within the layer library, and batch-add layers to their viewers.

Phase II:

ArcGIS online integration:
ArcGIS data: Search subscription-only datasets and imagery and display them within your SimSuite viewers.

ArcGIS web-maps: Now you have the ability to save a SimSuite map to view within <http://simsuite.maps.arcgis.com/>.

Phase III:

Executive Dashboard:

This is an all new stand-alone SimSuite app displaying current USACE project events and information, rss feeds, real-time weather information, weather radar, event-specific trending social media activity, etc. This will be configurable and customizable from users.

While the new functionality is a great improvement, the USACE EM modeling initiative continues within the program. SimSuite will continue to provide the authoritative hurricane models for FEMA, states, and local jurisdictions. These models have largely been automated within the SimSuite programming. Wind speed, storm surge, storm size, and demographic data provide the information to analyze specific storms and translate the outputs in to ESF #3 mission information. Authoritative datasets, data services, and programming algorithms are used to predict the consequences of all hazards as they relate to critical infrastructure, populations, and economic impacts. In addition to posting these models to the public, viewers that may provide additional information and analytical functionality on events are created and deployed.

The program is continuously utilizing research information and revising the approach, methods, and programming to provide the most accurate approach based upon scientific principles of research to extend to all hazards. 

Cost Engineering MCX Helps FEMA Review Hurricane Sandy Recovery Projects

By Gina Baltrusch, Public Affairs, NWW

The effects of the Oct. 29, 2012, East Coast landfall of Hurricane Sandy stretched all the way across the country to the Walla Walla District's Cost Engineering Branch in the form of a new customer -- the Federal Emergency Management Agency.

In response to the severity of the storm damage, President Barack Obama signed into law the Sandy Recovery Improvement Act of 2013 (now Public Law 113-2) on Jan. 29, 2013, which amended the Robert T. Stafford Disaster Relief and Emergency Assistance Act and authorizes alternative procedures for the Public Assistance (PA) Program (section 428). FEMA is currently implementing these new authorities as pilot programs (www.fema.gov/alternative-procedures).

The alternative procedures authorized under the law pertain to debris removal (emergency work) and repair, restoration, and replacement of disaster-damaged public and private nonprofit facilities (permanent work). The law identifies these goals for the procedures:

- Reducing the costs to the Federal Government of providing Public Assistance
- Increasing flexibility in the administration of such assistance
- Expediting the provision of assistance to a State, tribal or local government, or nonprofit owner or operator of a private nonprofit facility
- Providing financial incentives and disincentives for timely and cost-effective completion of projects with such assistance.

In a nutshell, the law allows those requesting FEMA public assistance to request recovery funding in advance of the work to be done, instead of having to

come up with the money, do the work and then seek reimbursement.

Participation in the alternative procedures is voluntary, and applicants must submit a thorough cost estimate and schedule as part of their request. That's where FEMA asked the Walla Walla District's Cost Engineering Branch to lend its expertise.

This branch, somewhat hidden within the Northwestern Division's smallest district, with offices located in a little valley in Southeastern Washington, wears two hats -- one supporting the district's cost engineering needs; the other as the U.S. Army Corps of Engineers' National Cost Engineering Mandatory Center of Expertise with Technical Support Duties (Cost MCX), networked with other Corps cost engineering professionals across the globe.

The new law also provides more flexibility regarding how the repairs can be made. Previous assistance was limited to repairing or replacing infrastructure to the same conditions, configuration, and location as it previously existed. The new procedures allow applicants to take that as-was replacement estimate and use it toward the construction of a new facility that would perhaps better meet their current needs. Any difference in cost is borne by the applicant.

That's another reason why accurate cost reviews are critical to FEMA's consideration of public assistance applications, explained Michael Jacobs, a Cost MCX engineer in Walla Walla District. "While the reconstruction flexibility is great for the applicant," Jacobs said, "the law still limits assistance to the cost for repairs or replacement, whichever FEMA assessed as the effective damage to the original structure."

A proposal to repair a 14-story-tall nursing student residence in New York City was the first Hurricane Sandy recovery project the MCX reviewed. Draper Hall, which is affiliated with the New York City Health and Hospitals Corporation (HHC), suffered exterior damage caused by the storm surge and water-borne debris. The facility's basement was completely submerged in brackish flood water which damaged mechanical and electrical equipment.



Draper Hall Nurses' Residence

The Cost MCX set about reviewing HHC's cost estimate and schedule to determine if the cost and schedule of the repair project was reasonable and valid.

"We worked closely with cost engineers in the Corps' New York District to gather local-market cost data so our review would be as accurate as possible," said Ricardo Guzman, a Cost MCX engineer in Walla Walla District. "Much like performing a double-check on estimates for our own Corps contracts, part of being a good steward of tax-payer dollars."

The Cost MCX provided their completed review report to FEMA, identifying several million dollars in various areas of cost. ■

Spotlight on: Northwestern Division (NWD)

By **Jennifer Chang**, Civil Emergency Planner, NWD, and **Gina Webber**, Emergency Management Specialist, NWD

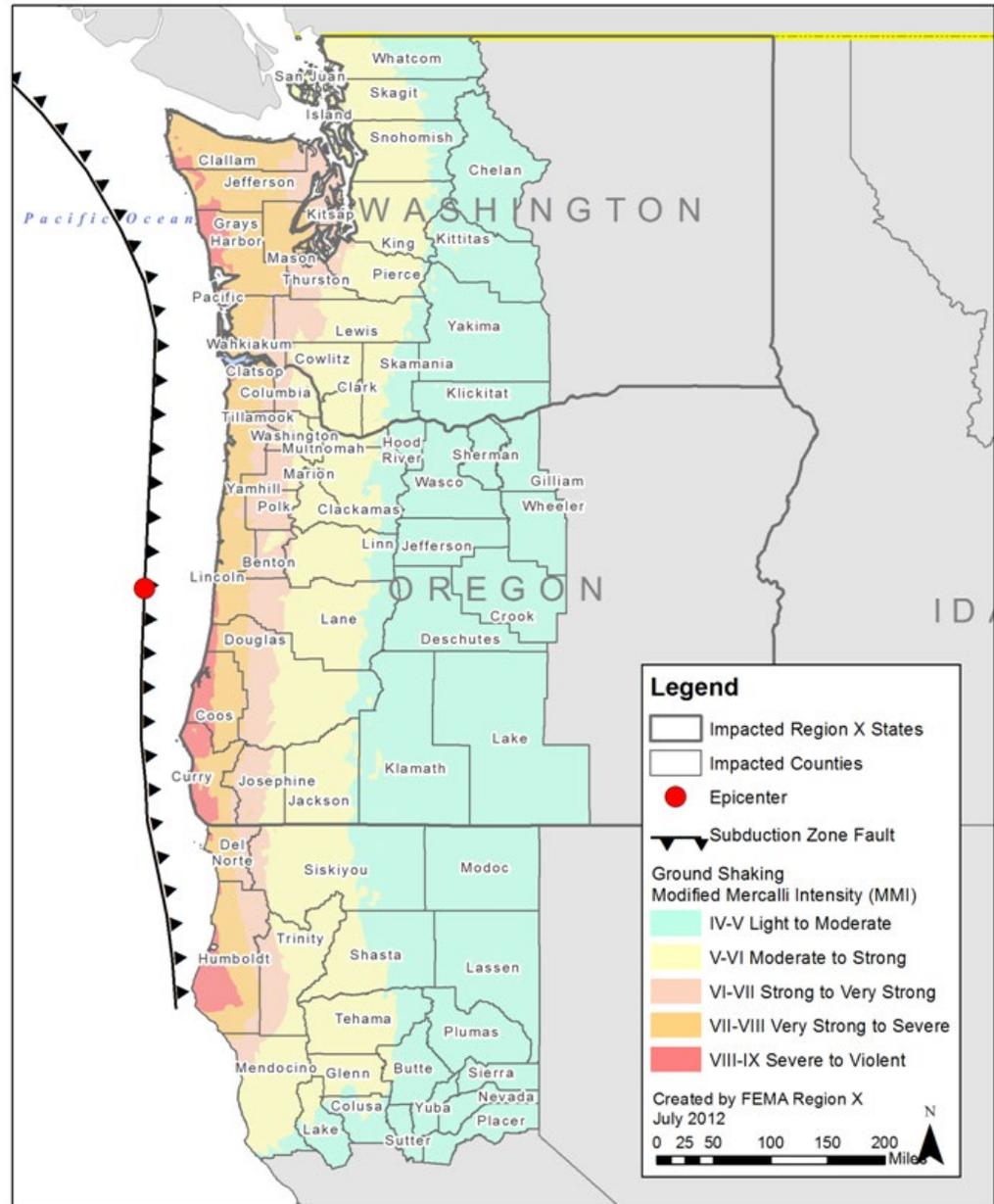
The Northwestern Division's Readiness and Contingency Operations has many wheels turning at any given time. NWD is home of the Missouri River Basin, the Columbia River Basin, the Puget Sound Basin, and several coastal rivers. Flooding and earthquakes are the main hazards in the area, resulting from ice jams, forest fire runoff, coastal storms, the Pineapple Express, the Cascadia Subduction Zone, tsunamis, and possible volcanic eruptions.

The five NWD Districts include Seattle (NWS), Portland (NWP), Walla Walla (NWW), Kansas City (NWK) and Omaha (NWO). While each district faces distinct and intricate challenges in emergency management, the districts and the Division collaborate to work toward common goals, one of which includes eventual Division-wide accreditation through the Emergency Management Accreditation Program (EMAP).

NWD's EMAP Participation

All five NWD district EM offices and the NWD RCO have committed to the EMAP process and are in various stages of completion. NWS and NWK have both tentatively scheduled their on-site assessments this year. NWW, NWP, and NWD are considering next year for possible on-site assessments.

NWD has not received additional funding for their EMAP efforts but has identified EMAP accreditation as a priority and, therefore, has been able to allocate limited resources to the process. Due to the effort involved and limited timeframe, NWD has employed two rehired annuitants (RAOs) to support the EMAP process. One RAO is focused on division and internal RCO coordination and one is currently dedicated to NWK to allow them to continue on schedule in spite of emergency response, staffing shortfalls, and continuing levee rehab efforts.



Impact area for Cascadia Subduction Zone Planning Scenario, FEMA Regions IX and X

In addition to coordination within the region via routine conference calls and SharePoint, NWD is coordinating with MVD and Scott Gauvin of EMAP to share strategies and lessons learned and to promote the involvement of SMEs. NWD is also encouraging those identified as EMAP Assessors within the region to volunteer to serve on an assessment team.

Cascadia Subduction Zone OPLAN

Another common Division-wide preparedness goal was met with the recent development of the OPLAN for response to a catastrophic earthquake along the Cascadia Subduction Zone.

The Cascadia Subduction Zone is a large fault off the west coast that runs from

British Columbia south to Northern California. The geologic record indicates that earthquakes in this zone are severe or catastrophic in nature. Based on a scenario developed and modeled by FEMA Region 10, Northwestern Division's key assumptions are that due to widespread damage to infrastructure (power, communications, transportation) and impacts on personnel, NWD-HQ in Portland, OR, along with Portland and Seattle districts, will not be mission capable. As a result, NWD has developed the following concept of operations:

- NWO – Omaha District will take over Division functions.
- NWW – Walla Walla District will take responsibility for Civil Works response

in the NWP and NWS AOR.

- NWK – Kansas City District will execute ESF #3 missions in the state of Washington.
- SWL – Little Rock District (as coordinated with HQ and SWD) will execute ESF #3 missions in the state of Oregon

A draft of this plan was finalized in Dec 2013 and will be staffed and signed by the NWD commander in early in 2014. By the end of FY14, the districts will revise their Cascadia Plans in accordance with the NWD OPLAN. The signed plans will be available on the NWD-RCO Sharepoint site: <https://cops.usace.army.mil/sites/EM/NWD/default.aspx>



Jennifer Chang gives a presentation on the Cascadia OPLAN during the ESF #3 Team Leader Training, Feb. 12, at the Readiness Support Center in Mobile, AL. Photos by Winston Bush.



Regional Emergency Alert Communications Tool

The Regional Emergency Alert Communications Tool (REACT) is NWD's new emergency notification system for use at the MSC, district, and field project levels. This system provides both a notification and feedback platform for scalable alerts. Notices via computer (with customizable pop-up screen), phone (work and personal), email, and text can be "pushed" to all or selected employees. Employee responses for delivery/ acknowledgement are customizable and can be used for notices such as inclement weather restrictions or closures, fire, emergency activation, active shooter events, and more.

NWD, with supporting Army funds, purchased a software license with five yearly renewal options with the company, AtHoc. Currently, training, software deployment, and usage policy documents are in progress. The RCO/EM community and ACE-IT are gradually establishing the software across the Division, while working through lessons learned for potential enterprise application. Implementation of this system is currently targeted for the end of March.

For more information on NWD's EMAP participation, contact Rebecca Moldenhauer, Rebecca.r.moldenhauer@usace.army.mil.

For more information on NWD's Cascadia Subduction Zone OPLAN, contact Jennifer Chang, Jennifer.c.chang@usace.army.mil.

Meet the Staff: NWD and its Districts

NWD Readiness and Contingency Operations (RCO)

Back Row Left to Right

Ronnie Mompellier – Physical Security SME
 Joel Swenson – Anti-Terrorism Officer
 Jennifer Chang – Civil Emergency Planner
 John Leighow – Chief, RCO
 Gina Webber – Operations Manager
 Ray Langdale – Military Contingency Planner
 Rebecca Moldenhauer – Resource/EOC Manager
 Russ Jaramillo – FCCE PM and RCO Deputy

Front Row Left to Right

SSG Rye McNeil – Operations NCO
 MAJ Aaron Hoffman – Chief, Security Law Enforcement
 Tom Murrell – Roofing Mission SME



Kansas City (NWK) EM Branch

Paul Flamm – RAO, EMAP
 Jud Kneuvean – Branch Chief
 Karen Holliday – EM Specialist
 Josh Marx – FCCE PM
 John Robinson – NEPP PM

Seattle (NWS) EM Branch

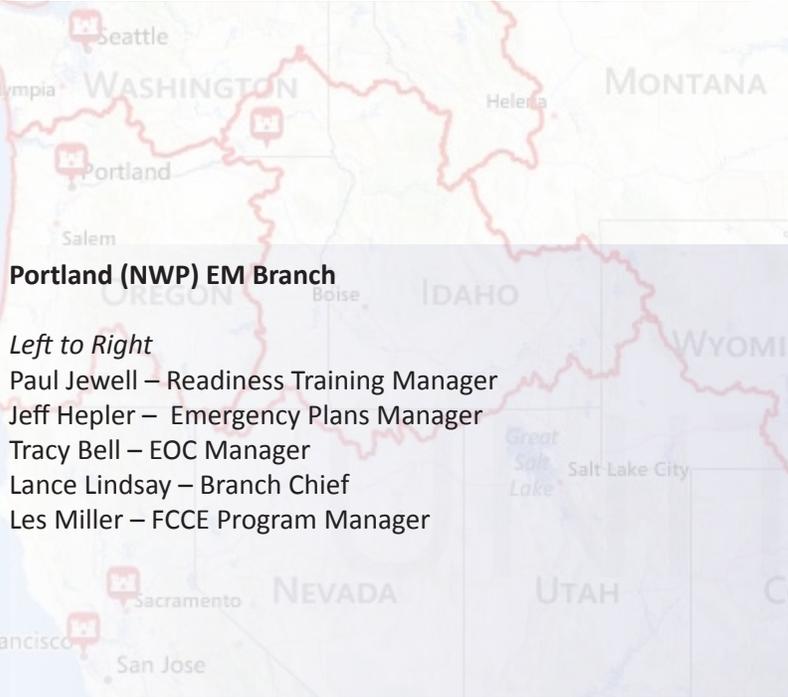
Slava Govorushkin – DA Intern
 Franchesca Gilbert – NEPP PM
 Cindy Yutani – EM Specialist
 Rose Monaghan – Admin
 Cathie Desjardin – FC&CE PM
 Doug Weber – Branch Chief
 Emry Nolasco – Student
 Tony Doersam – ICW Program





Omaha (NWO) EM Branch

- Ryan Buckley – P.L. 84-99 Inspection Program Manager
- Matt Krajewski – Acting Chief, Readiness Branch
- Jennifer Gitt – Emergency Management Specialist
- Chris Horihan – Natural Disaster Program Manager



Portland (NWP) EM Branch

Left to Right

- Paul Jewell – Readiness Training Manager
- Jeff Hepler – Emergency Plans Manager
- Tracy Bell – EOC Manager
- Lance Lindsay – Branch Chief
- Les Miller – FCCE Program Manager



Walla Walla (NWW) EM Branch

First Row Left to Right

- Michelle Frost – Security Manager
- Larry Roberson – EM Specialist
- Val Bogdanowitz – Chief, Readiness Office

Second Row Left to Right

- Andrew Culjak – Security SPC (ATP/PSO)
- Jeffery Stidham – Disaster Response Manager
- Barbara Keatts – Admin Assistant



Upcoming Events: March - July 2014

March 2014

March 10-13: Local Government Liaison (LGL) Training, RSC, Mobile, AL

March 20: SAM Hurricane Table Top Exercise, RSC, Mobile, AL

March 24: POA Earthquake Table Top Exercise, Anchorage, AK

March 25-28: CREST, EnvST, and Logistics Training, RSC, Mobile, AL

March 27-29: Combined Response Mission Exercise (CRMS), Anchorage, AK

April 2014

April 7-11: PL 84-99 Course, ERDC Research Facility, Duck NC

April 7-11: Temporary Roofing PRT Management Cell Training, St. Louis, MO

April 18: SAD Hurricane Rehearsal, SAD, Atlanta, GA

April 22-24: Safety and Occupational Health PRT Training, RSC, Mobile, AL

April 29-May 1: Assistant Team Leader Training, RSC, Mobile, AL

May 2014

May 5-9: FEST Basic Course, RSC, Mobile, AL

May 5-9: PL 84-99 Course, New Orleans, LA

May 8: LRD New Madrid Rehearsal of Concept (ROC) Exercise, Jackson, TN

May 19: MVN Hurricane Table Top Exercise, New Orleans, LA

May 20-22: Recovery Field Office Safety Course, RSC, Mobile, AL

May 29: NWO Active Shooter Table Top Exercise, Omaha, NE

June 2014

June 10: SWD All Hazards TTX, SWD, Dallas, TX

June 11: SAM Dam Safety Table Top Exercise, RSC, Mobile, AL

June 16-27: FEST Advanced Course, RSC, Mobile, AL

July 2014

July 14-17: Contingency Engineer Management Course (CEMC), RSC, Mobile, AL

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

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

Please email Nadia.M.Taylor@usace.army.mil to add your District's, Division's, or organization's event to next edition's Upcoming Events calendar. The next edition will be published in September and cover events during the months of September-December 2014.

Look for Volume 3 of the EM CoP Newsletter in September 2013. We welcome your comments and feedback.

