

Emergency Employment of Army and Other Resources  
NATIONAL RESPONSE PLANNING GUIDE

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## CHAPTER 1

### Introduction

1-1. Purpose. This regulation establishes policy, provides planning guidance and assigns responsibilities to ensure timely execution of Emergency Support Function (ESF) #3, Public Works and Engineering, in support of the National Response Framework (NRF), and for high impact, low probability catastrophic events, as determined by Headquarters, USACE (HQUSACE). USACE is the lead Federal agency for the planning and execution of ESF #3 missions as designated by the Department of Defense (DOD) in support of the Federal Emergency Management Agency (FEMA) within the Department of Homeland Security. This regulation further supports the National Response Framework doctrine's key principles of: 1) Engaged partnerships; 2) Tiered response; 3) Scalable, flexible and adaptable operational capabilities; 4) Unity of effort through unified command and 5) Readiness to act.

1-2. Applicability. This regulation applies to HQUSACE elements, Divisions, districts, laboratories, field operating activities (FOA), and applicable center(s) of expertise.

#### 1-3. References:

a. Public Law (P.L.) 93-288, as amended, The Robert T. Stafford Disaster Relief and Emergency Assistance Act.

b. The National Response Framework.

c. ER 500-1-1, Emergency Employment of Army and Other Resources, Civil Emergency Management Program, 30 September 2001.

d. ER 11-1-320, Civil Works Emergency Management Programs, 1 November 2009.

e. U.S. Army Corps of Engineers (USACE) Emergency Support Function (ESF) #3 - Disaster Mission and Function Guidebooks and Mission SOPs.

1-4. Missions. FEMA issues USACE response and recovery missions under the NRF for Civil Emergency/Response (any response to the urgent needs of civilians and/or state/local governments) and Civil Disaster (any formally declared emergency involving civilians and/or civil governments, to include technological, Weapons of Mass Destruction (WMD), biological and chemical).

a. The USACE response and recovery missions under the NRF are to provide public works and engineering support to supplement state and local efforts toward the effective and immediate response to any request within the scope of the NRF, while supporting other ESFs as requested. Activities include, but are not limited to, the following:

(1) Participation in pre-disaster activities to include pre-positioning of Team Leaders (TLs), Assistant TLs, Subject Matter Experts (SMEs), Planning and Response Teams (PRTs), and other advance elements.

(2) Participation in field/damage assessments.

(3) Contracting to support health and safety, including the provision of potable water, ice, temporary housing, temporary emergency power, and others as required. Paragraph 2-2.3 of this ER describes the specific types of mission Planning and Response Teams (PRT) developed by USACE to support mission assignments issued by FEMA.

(4) Removal/management of debris from public streets and roads.

(5) Temporary repair and/or replacement of emergency access routes which may include streets, roads, bridges, ports, waterways, airfields, etc. as necessary for life sustaining operations.

(6) Emergency restoration of critical facilities including temporary restoration of water and wastewater treatment systems.

(7) Emergency demolition or stabilization of damaged structures and facilities designated by state or local governments as immediate hazards to the public health and safety, or as necessary to facilitate the accomplishment of lifesaving operations.

(8) Emergency clearance of debris from highways, roads and bridges.

(9) Technical assistance, i.e.; structural inspections, construction management, real estate support, as required.

(10) Assist in the preparation of Preliminary Damage Assessments (PDA) and Damage Survey Reports (DSR) as required.

(11) Support to other ESFs as outlined in the NRF.

Mission execution must consider incorporation and supporting mitigation actions during long-term response and recovery operations.

b. For catastrophic disasters, plan for the prioritization of mission operations associated with high impact/low probability events as determined by the lead (supported) Division Commander.

1-5. Responsibilities. The Commander, USACE is responsible for all operations executed by USACE and is vested with the authority to commit resources of the command. The Commander, USACE provides subordinate commands with policy, guidance, and resources for readiness activities and oversees and provides resources for response activities. In large scale disaster response operations the Deputy Commanding General, Civil and Emergency Operations is the standing USACE Task Force Commander (UTFC) for civil disaster operations. The UTFC will use the Contingency Operations element as the operating agent to implement and execute actions. The UTFC designates the supported and supporting USACE commands for a given operation and articulates the mission statement to the subordinate commanders. In addition, the Contingency Operations element assures that the subordinate commanders have enough resources to execute response missions.

a. HQUSACE will:

(1) Establish policies and procedures in accordance with the National Incident Management System (NIMS) in support of FEMA and execution of USACE mission assignments under the NRF.

(2) Establish policies and procedures in support of requirements for Catastrophic Disaster Response Planning (CDRP) for scenario specific events.

(3) Review Regional Response Plans to the NRF to ensure consistency prior to coordination with FEMA.

(4) Coordinate and review plans/requirements annually to include policies and procedures promulgated by other Federal agencies.

(5) Review Division plans for consistency and uniformity.

(6) Provide leadership and annually review the NRF, submit (comments as appropriate and as necessary revise the ESF #3 Annex.

(7) Designate a USACE representative to the FEMA led NRF Emergency Support Function Leaders Group (ESFLG); through the G-33, ESF #3 Cadre Chief designate Team Leaders (TL) and Assistant Team Leaders (ATL) for the FEMA National Response Coordination Center (NRCC) and Team Leaders for the FEMA Incident Management Assistance Team-National (IMAT-N) as well as Regional FEMA IMATs as required; designate Action Officers for both the National Water and Ice missions to report to the NRCC when requested. Divisions are responsible for assignment of TLs and ATLs to the FEMA Regional Response Coordination Centers (RRCC) in coordination with the HQ USACE G-33 staff. Through its management of the ESF #3 Cadre and PRTs, review and update the ESF #3 All-Hazards Contingency Plan issued annually as Annex T to All-Hazards OPORD to reflect the current or impending disaster by designating TL(s), ATL(s), PRT(s), and deployment location(s). As required, designate other elements such as Logistics, GIS Modeling and Remote Sensing Action Officer, and Generator Support Action Officer. Issue appropriate FRAGOs to the All-Hazards OPORD as required.

(8) Maintain a Permanent Cadre of trained ESF #3 TLs that is responsible for current and future operational planning to support the employment and deployment of ESF #3 TLs and ATLs on a national basis. This Permanent Cadre is responsible for the selection, training and mentoring of ESF #3 TLs and ATLS. The cadre ensures that USACE can adequately respond to response and recovery missions assigned under the umbrella of the NRF as administered by the FEMA within the Department of Homeland Security (DHS). The ESF #3 Permanent Cadre focuses on issues and information associated with the execution of ESF #3 missions. In addition, the ESF #3 Permanent Cadre provides support to the USACE leadership for senior level meetings at FEMA.

(9) Maintain staff support to HQUSACE in support of both Current and Future Operations staff elements located within the G-33 structure located in the USACE Operations Center while supporting the HQ Crisis Action Team (CAT) and the Crisis Management Team (CMT).

(10) Manage and deploy USACE assets, such as Deployable Tactical Operations System (DTOS) by giving operational control (OPCON) to the supported Division.

(11) Serve as a central point for tasking supporting commands in the deployment of responders, from outside the impacted division.

(12) Fully utilize the ENGLink Deployment module for all responding personnel.

(13) Conduct and participate in training and exercises to include support agencies.

(14) Maintain staff support to USACE Liaison Officers to FEMA, OSD-HD, DoS, USAID, specific Unified Combatant Commands, and specific Army Service Component Commands who become involved in PL 93-288 response actions. Include the LNOs in all HQ USACE communications and conference calls.

b. Divisions will:

(1) Coordinate the development of pre-designated personnel to staff the FEMA Regional Response Coordination Centers (RRCC) and FEMA Regional IMATs. Unless directed otherwise by USACE, initial personnel for designated RRCCs will be from the following Division:

<u>FEMA Region</u>	<u>PRIMARY DIVISION</u>
1	North Atlantic
2	North Atlantic
2(For Caribbean)	South Atlantic
3	North Atlantic
4	South Atlantic
5	Great Lakes and Ohio River
	Southwestern
6	Northwestern
7	Northwestern
8	South Pacific
9	Pacific Ocean
9(For Pacific Islands)	
10	Northwestern

(2) Ensure assigned planning responsibilities, by state, to Districts within their command are carried out to the fullest.

(3) Ensure ESF #3 representatives assigned to FEMA IMAT are trained.

(4) Designate staff Liaison Officers to established Joint Task Force(s) (JTF), and if applicable, staff necessary Regional Joint Information Centers (JIC) and External Affairs Offices.

(5) Fully participate in FEMA Regional Interagency Steering Committee (RISC) meetings and activities as the interagency leader for ESF #3 planning with support agencies and actively provides leadership.

(6) Maintain a functional Emergency Operations Center (EOC) and appropriate response and support Table of Distribution and Allowances (TDA) to include a CMT.

(7) Regional Response Plans will be developed by the primary Division designated below. The primary Division is responsible for the total regional planning effort and for coordination between the designated FEMA region and the Division support team members listed below. The primary Division must actively involve all team members having some responsibility within the designated FEMA region.

FEMA REGION	PRIMARY DIVISION	TEAM MEMBERS
1	NAD	
2	NAD	
2 (For Caribbean)	SAD	LRD
3	NAD	LRD, SAD
4	SAD	LRD, MVD
5	LRD	MVD
6	SWD	MVD
7	NWD	MVD, NWD
8	NWD	SPD, MVD
9	SPD	POD
9 (For Pacific Is)	POD	SPD
10	NWD	SPD

(8) Develop Division response plans and guidance for execution of ESF #3 missions. Ensure that phased augmentation procedures for personnel from other Divisions, laboratories, FOAs and support agencies are properly planned so that individuals with critical skills are identified to fill key response positions.

(9) Develop scenario specific plans, related to catastrophic events, as tasked by HQUSACE. These tasks will be based on an all hazards risk analysis.

(10) Review district plans for consistency and uniformity within established policy and procedures.

(11) Ensure interagency coordination at the regional level with the following:

(a) Agencies identified as support to ESF #3.

(b) Agencies which require USACE support.

(c) Department of Defense (DOD) agencies and commands.

(d) USACE LNOs to Unified Combatant Commands and Army Service Combatant Commands for who the division has responsibility.

(12) Review regional exercises and training.

(13) Coordinate regional exercises and training to ensure readiness of the PRTs, SMEs, and other response personnel.

(14) Receive and coordinate mission requirements.

(15) The South Pacific Division will in coordination with HQ:

(a) Coordinate and train specialized Urban Search and Rescue (US&R) cadres to support the NRF ESF #9, Search and Rescue (SAR).

(b) Manage activation and deployment of these cadres

(c) Participate in exercise development and training of the cadre to ensure readiness of USACE personnel.

c. Districts will:

(1) Develop district response plans to support execution of assigned missions.

(2) Conduct exercises and training to ensure readiness of emergency team members.

(3) Coordinate with state and local agencies.

(4) Maintain Functional EOC and CMT.

(5) LRL will coordinate with HQ for modeling requirements outside of the Remote Sensing/Geographical Information System (GIS) Center (RSGISC) to support FEMA, Homeland Security and others.

d. Laboratories and FOAs will:

(1) Be prepared to provide specialized technical support/assistance to meet mission requirements.

(2) Designate staffing for mission requirements in support of Division(s) as required.

(3) Participate in exercises and training to ensure readiness of emergency team members and staff personnel.

e. The RS/GISC will:

(1) Provide direct support to coordinate remote sensing and GIS activities of all Corps laboratories and will develop response plans, MOAs, as well as provide staff, as necessary, to HQUSACE.

(2) Coordinate and manage the staffing of remote sensing and GIS field teams as necessary during emergencies.

(3) Provide analytical support from the RS/GISC at the Corps Cold Regions Research and Engineering Laboratory.

CHAPTER 2

Planning Guidance and Relationships

2-1. Division/District Planning Relationships.

a. The Division/District designated below will coordinate response and recovery planning activities with the assigned state or U.S. Territory and will assign a primary district as the lead in the planning effort for an assigned state. These districts will be the primary POC and will coordinate with all districts operating in that state as a single POC.

<u>DIVISION</u>	<u>District</u>	<u>State(s)</u>
LRD	LRN (Nashville)	Tennessee
	LRL (Louisville)	Kentucky, Indiana
	LRH (Huntington)	West Virginia, Ohio
	LRE (Detroit)	Michigan
	LRP (Pittsburgh)	None
	LRC (Chicago)	None
	LRB (Buffalo)	None
MVD	MVP (St. Paul)	Minnesota, Wisconsin
	MVR (Rock Island)	Illinois, Iowa
	MVS (St. Louis)	None
	MVM (Memphis)	None
	MVK (Vicksburg)	Mississippi
	MVN (New Orleans)	Louisiana
NAD	NAE (Concord, MA)	Maine, New Hampshire, Vermont, Connecticut, Massachusetts, Rhode Island
	NAN (New York)	New York, New Jersey
	NAP (Philadelphia)	Delaware
	NAB (Baltimore)	Pennsylvania, Maryland, District of Columbia
	NAO (Norfolk)	Virginia
NWD	NWK (Kansas City)	Missouri, Kansas
	NWO (Omaha)	North Dakota, South Dakota, Nebraska, Wyoming, Montana
	NWP (Portland)	Oregon
	NWS (Seattle)	Washington
	NWW (Walla Walla)	Idaho

POD

POA (Anchorage)	Alaska
POH (Honolulu)	Hawaii, Territory of American Samoa, Territory of Guam, Commonwealth of the Northern Mariana Islands (NRF missions only - Republic of the Marshall Islands, Federated States of Micronesia)
POF (Korea)	None
POJ (Japan)	None

SAD

SAW (Wilmington)	North Carolina
SAC (Charleston)	South Carolina
SAS (Savannah)	Georgia
SAJ (Jacksonville)	Florida, Puerto Rico, Virgin Islands
SAM (Mobile)	Alabama

SPD

SPL (Los Angeles)	Arizona
SPK (Sacramento)	Nevada, California, Utah
SPN (San Francisco)	None
SPA (Albuquerque)	New Mexico, Colorado

SWD

SWL (Little Rock)	Arkansas
SWT (Tulsa)	Oklahoma
SWF (Ft. Worth)	Texas
SWG (Galveston)	None

b. Division/District responsibilities for the coordination and development of Catastrophic Disaster Response Plans (CDRP) for high impact, low probability events will be tasked by HQUSACE.

2-2. Planning and Response Teams. Planning and Response Teams were developed to augment requirements for response activities under the NRF. The mission of the Planning and Response Teams (PRT) is to provide planning and project management for contingency missions that USACE may likely be called upon to execute. These missions may be USACE missions conducted under its own authorities or missions under the authority of the National Response Framework (NRF) as administered by FEMA. USACE has organized mission PRTs to support specific FEMA missions. Lead Divisions have been

identified in this regulation as being the proponent for mission PRTs and will provide leadership and mentoring of the PRTs.

2-2.1 Concept. There are 49 mission Planning and Response Teams (PRTs) within USACE. These teams, assigned to District elements, are staffed and trained to respond to the pre-scripted missions assigned to USACE under the National Response Framework. The PRT members are sourced and managed for recruitment, training, and readiness by USACE districts. Divisions have the option to deploy and use organic PRTs if not engaged or may request support from HQUSACE. PRTs are configured to provide trained personnel at every organizational level necessary for mission execution (e.g., District, Recovery Field Office (RFO), Joint Field Office (JFO), Staging Operations, Emergency Field Office (EFO), NRCC, and RRCC). PRTs are designated as either response (National Ice, National Water, Commodities, Power, or Structural Specialists to Urban Search and Rescue) or recovery (Debris, Roofing, Housing, or Infrastructure Assessment). PRTs contain a management and support component. The management component is deployed as part of the initial deployment. The support component is requested as required. Each mission PRT is organized into a management element and a support element. The management element is designed to deploy early (usually the mission manager and the action officer) and engage in mission preparation and mission planning. The Support Element and the rest of the management element may deploy later to support mission execution.

To supplement the PRTs, USACE has established a cadre of Subject Matter Experts (SMEs) associated with specific FEMA missions. These mission SMEs are technically experienced and competent experts in the areas of commodities, ice, water, power, housing roofing, debris, and infrastructure. They provide planning and execution support to PRTs, FEMA, and State and Local Governments.

#### 2-2.2 PRT Rotation, Activation, and Deployment.

Rotational Assignments: HQUSACE maintains the rotation of PRTs via ENGLink Interactive at <https://englink.usace.army.mil>, and rotational assignments are set by the G-33 in coordination with the proponent Division of the mission. Rotational Assignments are maintained until the PRT is deployed or removed from rotation at the request of the Division Commander due to direct involvement in response to events within their own Area of Operation (AO).

Alert/Activation: PRTs will be placed on alert only when there is an imminent threat or when an event has occurred that could result in FEMA Mission Assignments. The number of PRTs alerted will vary depending on the specific event. For a major event, the top three-to-four PRTs will be alerted in each potential mission area. PRTs are always on alert for an event/events within their Division AO. Once activated, the PRTs are required to be in transit within six hours of deployment notification.

Deployment: The impacted Division has the option of using the PRTs from its own organic districts first, but should consider where they stand on the National level rotational list. External PRTs will be deployed only at the request of the supported Division. Once deployed, PRTs are attached to the supported Division/District.

a. PRTs are deployed for the duration of the mission. The supporting district is responsible for rotation of personnel in coordination with the supported district until the mission is physically completed.

b. Pre-event: PRT deployment will typically only include the management element of the PRT. The support element will deploy later, if required, except for the Power and Commodity Teams.

c. Post-event/Post-Declaration: Includes deployment of the support elements of the PRTs. Disengagement: The disengagement date is established by the Supported Division.

2-2.3 Teams. The following are the types of mission PRTs in USACE:

a. National Water PRT: The water mission is to procure and transport water (usually bottled) to identified locations. Locations may be at an Incident Support Base, staging area or to other points of distribution as directed.

b. National Ice PRT: The ice mission is to procure and Transport ice (usually bagged) to identified locations. Locations may be a mobilization center or staging area or to other distribution points, as directed.

c. Emergency Temporary Power PRT: The emergency temporary power mission is to assess requirements for emergency power of critical facilities and for validated requirements: haul, install, operate, and maintain FEMA provided generators.

d. Debris PRT: The debris mission is to collect, remove, and properly dispose of debris. USACE can also provide emergency road clearance.

e. Temporary Roofing PRT: The temporary roofing mission is to conduct minor roof repairs and temporarily cover damaged roofs with FEMA supplied plastic sheeting on residential structures whose owners do not have the means to provide immediate repairs. This PRT also has the capability to address requirements for Rapid Temporary Repairs allowing families to move out of mass shelters and back into a dwelling.

f. Temporary Housing PRT: The temporary housing mission is to provide temporary housing for disaster victims who cannot otherwise obtain housing in the area. The mission scope may include acquisition of housing units (e.g., mobile homes, modular housing), site planning and design for the housing units, and installation of the units. This PRT also has the capability to address requirements in support of Critical Public Facilities, e.g. government office buildings, schools, etc.

g. Infrastructure Assessment PRT: Infrastructure Assessment (IA) is a highly scalable and versatile mission. The mission incorporates a triage style of rapid inspections of primarily residential structures in a post-earthquake/flood environment. The IA PRT can also serve as a management cell for a broad range of special inspections (e.g. electrical distribution systems, bridge/highway networks, sanitary/potable water infrastructure, etc).

h. Commodities PRT: Support FEMA logistics at Incident Support Base (ISB), (previously, National Logistics Staging Area). The team will track loads beyond the first delivery point down to the local level Points of Distribution (POD). Points of Distribution planning are the key to a successful commodities mission. This mission must work in coordination with National Ice and Water teams.

#### 2-2.4 Assigned PRT Lead by Major Subordinate Commands:

LRD: Emergency Power  
MVD: Debris

NAD: National Water  
NWD: Temporary Roofing (to include Rapid Temporary  
Repairs)  
POD: -  
SAD: National Ice, Temporary Housing (to include Critical  
Public Facilities)  
SPD: Infrastructure Assessment  
SWD: Combined Commodities

2-2.5 Lead Division Roles and Responsibilities for Oversight of  
PRTs: Pre-event Preparedness and Planning/Actions:

a. Provide technical leadership and mentoring to the PRTs for which the proponent Division has the lead.

b. Participate with the Readiness Support Center (RSC) and other appropriate elements in the development, and updating of tools/measures designed to assess PRT readiness and/or performance.

c. In conjunction with the RSC and appropriate Subject Matter Experts (SMEs), develop and conduct PRT training, to include tabletop exercise. Ensure that PRTs are aware of the training opportunities available.

d. Review/screen PRT trainee list(s) for compliance with established qualification standards and team templates.

e. Develop and maintain a current database of PRT SMEs for respective missions.

f. Review and provide comments regarding pre-scripted mission assignments for assigned PRT mission area.

g. Coordinate with PRTs and contracting personnel to ensure proper scopes of work and contracting procedures are in place to support mission requirements.

h. Conduct conference calls with the PRTs and RSC quarterly, as a minimum.

i. Participate in development of Essential Elements of Information (EEI) pertinent to the assigned PRT mission area.

Event/Disaster Strikes: In conjunction with the Independent Assessment and Assistance Team (IAAT), participate in field visit(s) to disaster sites to assess PRT performance.

Post-Event Actions:

(1) Participate in PRT "hot wash(s)" and other after action related activities designed to evaluate effectiveness.

(2) Participate in joint critiques with FEMA and other Divisions as appropriate.

(3) Review lessons learned and recommend corrective actions.

(4) Participate in the update of PRT mission guide(s) based on lessons learned.

(5) Recommend revision(s) to remedial action plan(s), to include changes in the PRT and Functional Cadre training curriculum.

2-3. Operations. Operational responsibilities for response and recovery should generally be according to State boundaries or pre-determined interdivisional agreements. Guidance for response/recovery support activities is as follows:

a. Districts within the same Division and adjacent to the lead district will serve as direct support districts.

b. Other Divisions and districts will provide supplemental support.

c. Examples of lead Division response and recovery actions are:

(1) Division/district responsibilities for response to a major earthquake in the New Madrid Seismic Zone (NMSZ) are outlined in the New Madrid Earthquake Response Supplement for Public Works and Engineering, ESF #3. MVD is the Division designated as the lead planning agent for USACE response and recovery actions in the NMSZ.

(2) Division/district responsibilities to a major earthquake in the Wasatch Fault area are outlined in the Utah Regional Supplement. SPD is the Division designated as the lead planning agent for USACE response and recovery actions in the Wasatch Fault area.

d. Division/district offices may be physically located in areas vulnerable to direct impact of a natural disaster of catastrophic proportions. These offices may be rendered incapable of executing response/recovery activities, in which case these Divisions/districts should be considered impacted organizations. Their primary mission would be reconstitution of their workforce.

e. Plans will be formulated to provide a backup Division/district ("flex" district) to assume command and control of response/recovery missions of the pre-identified impacted organization(s).

f. Operational procedures for mission execution are addressed in the USACE Mission and Function Guides.

g. Response operations are conducted in accordance with the National Incident Management System (NIMS) as directed in the NRF and FEMA doctrine.

## CHAPTER 3

### Concept of Operations

#### 3-1. Activation Process.

a. At the national level, the FEMA Assistant Administrator for Disaster Operations, in consultation with the FEMA Administrator, or Deputy Administrator has the authority to activate part or all of the ESFs at headquarters level.

b. At the regional level, a FEMA Regional Administrator(RA)or designee, in consultation with the Assistant Administrator may also activate part or all of the ESFs of the NRF within the region.

c. When ESF #3 representation is required, the FEMA National Response Coordination Center (NRCC), through its Watch Team will simultaneously notify the USACE Liaison to FEMA, the Army Operation Center (AOC) and the HQ USACE Operations Center (UOC) through an automated system.

d. Upon activation of the NRF, HQUSACE will notify the Division(s)EOCs. HQUSACE will also notify ESF #3 support agencies at the national level. Concurrently, FEMA Headquarters will contact the appropriate FEMA RA(s) and request that they coordinate with the appropriate Division(s). The assigned ESF #3 TL will assess additional staffing needs at the NRCC and coordinate with the senior HQUSACE ESF #3 Cadre Team Leader and Program Manager for the additional resources.

e. Division(s) EOC will notify the appropriate district(s)EOC while also notifying appropriate regional support agencies.

f. Districts will establish liaison with state emergency organizations and appropriate local entities.

#### 3-2. Organization and Functions.

##### a. National Level.

(1) The President leads the Federal Government response effort to ensure that the necessary coordinating structures, leadership, and resources are applied quickly and efficiently to

large-scale and catastrophic incidents. The President's Homeland Security Council and National Security Council, which bring together Cabinet officers and other department or agency heads as necessary, provide national strategic and policy advice to the President during large-scale incidents that affect the Nation. Federal disaster assistance is often thought of as synonymous with Presidential declarations and the Stafford Act. The fact is that Federal assistance can be provided to State, tribal, and local jurisdictions, and to other Federal departments and agencies, in a number of different ways through various mechanisms and authorities. Often, Federal assistance does not require coordination by DHS and can be provided without a Presidential major disaster or emergency declaration. Examples of these types of Federal assistance include that described in the National Oil and Hazardous Substances Pollution Contingency Plan, the Mass Migration Emergency Plan, the National Search and Rescue Plan, and the National Maritime Security Plan. These and other supplemental agency or interagency plans, compacts, and agreements may be implemented concurrently with the *NRF*, but are subordinated to its overarching coordinating structures, processes, and protocols.

When the overall coordination of Federal response activities is required, it is implemented through the Secretary of Homeland Security consistent with Homeland Security Presidential Directive (HSPD) 5. Other Federal departments and agencies carry out their response authorities and responsibilities within this overarching construct. Nothing in the *NRF* alters or impedes the ability of Federal, State, tribal, or local departments and agencies to carry out their specific authorities or perform their responsibilities under all applicable laws, Executive orders, and directives.

(2) The Secretary of Homeland Security is the principal Federal official for domestic incident management. By Presidential directive and statute, the Secretary is responsible for coordination of Federal resources utilized in the prevention of, preparation for, response to, or recovery from terrorist attacks, major disasters, or other emergencies. The role of the Secretary of Homeland Security is to provide the President with an overall architecture for domestic incident management and to coordinate the Federal response, when required, while relying upon the support of other Federal partners. Depending upon the incident, the Secretary also contributes elements of the response consistent with DHS's mission, capabilities, and authorities.

The FEMA Administrator, as the principal advisor to the President, the Secretary, and the Homeland Security Council on all matters regarding emergency management, assists the Secretary in meeting these HSPD-5 responsibilities. Federal assistance for incidents that do not require DHS coordination may be led by other Federal departments and agencies consistent with their authorities. The Secretary of Homeland Security may monitor such incidents and may activate specific *NRF* mechanisms to provide support to departments and agencies without assuming overall leadership for the Federal response to the incident.

The following four HSPD-5 criteria define situations for which DHS shall assume overall Federal incident management coordination responsibilities within the *NRF* and implement the *NRF*'s coordinating mechanisms:

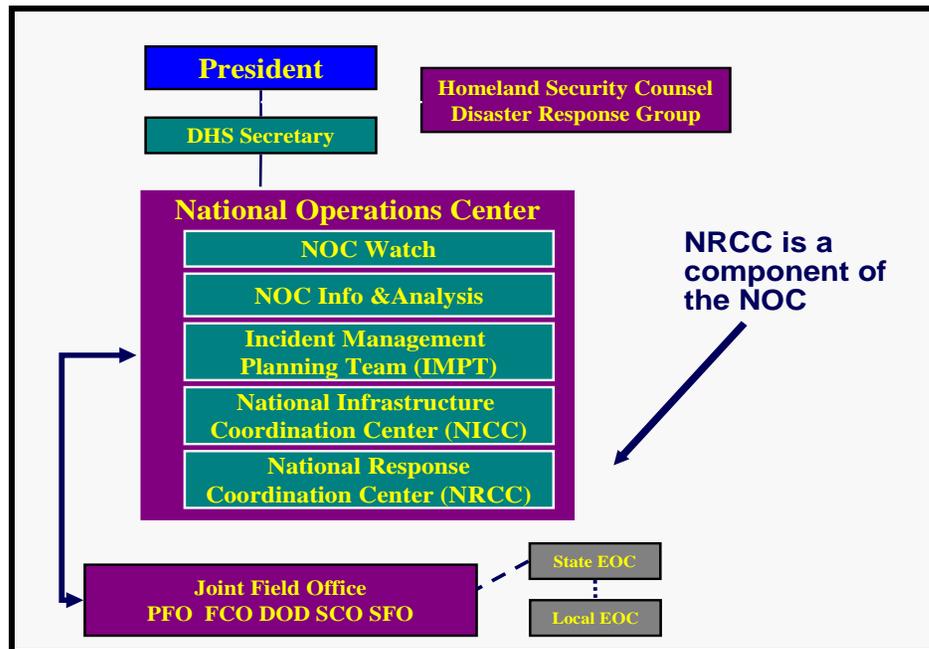
(a) A Federal department or agency acting under its own authority has requested DHS assistance,

(b) The resources of State and local authorities are overwhelmed and Federal assistance has been requested,

(c) More than one Federal department or agency has become substantially involved in responding to the incident, or

(d) The Secretary has been directed by the President to assume incident management responsibilities.

(3) The NRCC is one of five components of the Department of Homeland Security's (DHS) National Operations Center (NOC), the NRCC serves as the national clearinghouse for operational and situational awareness, and resolves disaster response resource allocation and policy issues. Other components of the NOC include the National Infrastructure Coordinating Center (NICC), NOC Watch, NOC Information and Analysis, and the Incident Management Planning Team (IMPT).



When activated, the NRCC performs a multi-agency coordination function and is under the leadership of the NRCC Activation Team Officer who reports to the Assistant Administrator for Disaster Operations. The NRCC plays a critical role in coordinating the following activities:

(a) National Level Deployments: The coordination of requirements to deploy national level emergency response teams and resources to support disaster, special events, field operations, incidents of national significance, and other events is a key role of the NRCC. Also, national-level logistics support and operations are coordinated at the NRCC and managed by the National USACE Logistics Agency (ULA) structure.

(b) Reporting and Situational Awareness: The NRCC is responsible for national level collaborative crisis action planning and serves as a national clearinghouse for operational and situational awareness. Reporting is done through the Homeland Security Information Network (HSIN). The NRCC also supports external affairs activities by providing information to the media, congress and others.

(c) Resource Allocation and Policy Support: The NRCC is responsible for resolving disaster response resource allocation and policy issues.

(d) Resolution of Issues: Issues can come up from the States and regions to the NRCC for resolution. Issues can also come from the White House, the Department of Homeland Security (DHS), Congress, the media or other sources.

(4) The HQUSACE Crisis Action Team (CAT) and Crisis Management Team (CMT) will operate from the HQUSACE Operations Center (UOC). The CAT will support the NRCC and the ESF #3 node in all matters. Through its management of the ESF #3 Cadre and PRTs, the Current Operations Cell within the G-33 structure and the UOC facility will prepare and issue FRAGOs to the All-Hazards OPORD reflecting an updated ESF #3 All-Hazards Contingency Plan to reflect the current or impending disaster by designating TL(s), ATL(s), PRT(s), and deployment location(s). The CMT will provide HQUSACE command, control, and communications for all USACE disaster response operations throughout the nation. HQUSACE may request support agency liaison representatives to report to the HQ UOC, if the disaster situation warrants.

(5) The following Essential Elements of Information (EEI) will be provided by the affected Division/district:

(a) Boundaries of the disaster area(s) and general locations of greatest damage.

(b) Locations of potential Corps and ESF #3 missions.

(c) Current and anticipated ESF #3 mission assignments and taskings.

(d) Resource requirements and preliminary assessment of availability of resources for ESF #3 support.

(e) Status of access to major damage areas.

(f) Location of possible secondary hazards, i.e., Hazardous spills, dam failures, floods, fires, etc.

(g) Status of Corps infrastructure (navigation, flood control projects, etc.).

(h) Status of Corps office facilities and manpower.

(i) Status of Corps communications capabilities.

Note: Items (g), (h), and (i) are provided for information as the NRCC and the Federal Coordinating Officer (FCO) on the ground generally have an interest in what USACE is doing under its own authorities in the disaster zone.

b. Regional Level:

(1) The Regional Response Coordination Center (RRCC) will establish links with the affected state(s) to gather information on the status of the affected area and will serve as a temporary coordination office for Federal activity until the Initial Operating Facility (IOF)/Joint Field Office (JFO) is established in the field. A USACE Division, and/or its assigned districts or support agency, will provide the necessary representation at the RRCC. These representatives will remain in the RRCC until deactivated or released by the RRCC Director. The RRCC may deploy its IMAT and/or request FEMA Headquarters deploy a national IMAT to quickly ascertain the extent of disaster related damages. The RRCC will also deploy other elements to establish communication with the state and local governments. The RRCC may issue initial mission assignments.

(2) Incident Management Assistance Team (IMAT). The IMAT is one of the initial interagency group(s) to respond to the incident at the disaster site. In coordination with the RRCC and the State, FEMA may deploy an IMAT. IMATs are interagency teams composed of subject-matter experts and incident management professionals. IMAT personnel may be drawn from national or regional Federal department and agency staffs according to established protocols. IMAT teams make preliminary arrangements to set up Federal field facilities and initiate establishment of the JFO. The purpose of the IMAT is to coordinate with FEMA, the other Federal representatives, and the affected state(s) in assessing the impact of the event, identifying requirements, and establishing an operational JFO, as necessary. The IMAT should be prepared to receive mission assignments. The IMAT will be incorporated into the JFO, if the situation warrants. This team may be deployed to a forward position in advance of a disaster with warning (i.e., hurricane). The Division having responsibility for the state(s) in which the disaster occurs will ensure necessary representatives are immediately provided for in the ESF #3 element of the IMAT. These personnel may be from the Division or district offices with deployment coordinated by the G-33, ESF #3 TL Cadre Chief.

(3) When the JFO is established, the IMAT team will fold into the organization located at the facility. The IMAT role is that of coordination, assessing information, determining resource requirements, setting priorities, disseminating information, and taking action(s) for response and recovery activities. The designated Division will provide the necessary personnel for both response and recovery operations within the ESF #3 element and as necessary to support other ESFs. Figure 1 depicts the organizational relationship. USACE personnel on the IMAT join others to form the ESF #3 element (a part of the staff at the JFO). When established, the ESF #3 element will receive and initiate the execution of response and recovery missions related to Public Works and Engineering. The ESF #3 element will:

(a) Provide ESF #3 liaison to the FCO, Defense Coordinating Officer (DCO), External Affairs, ESF #5 and others. The ESF #3 TL is a staff advisor, and provides assistance to other ESFs, as required.

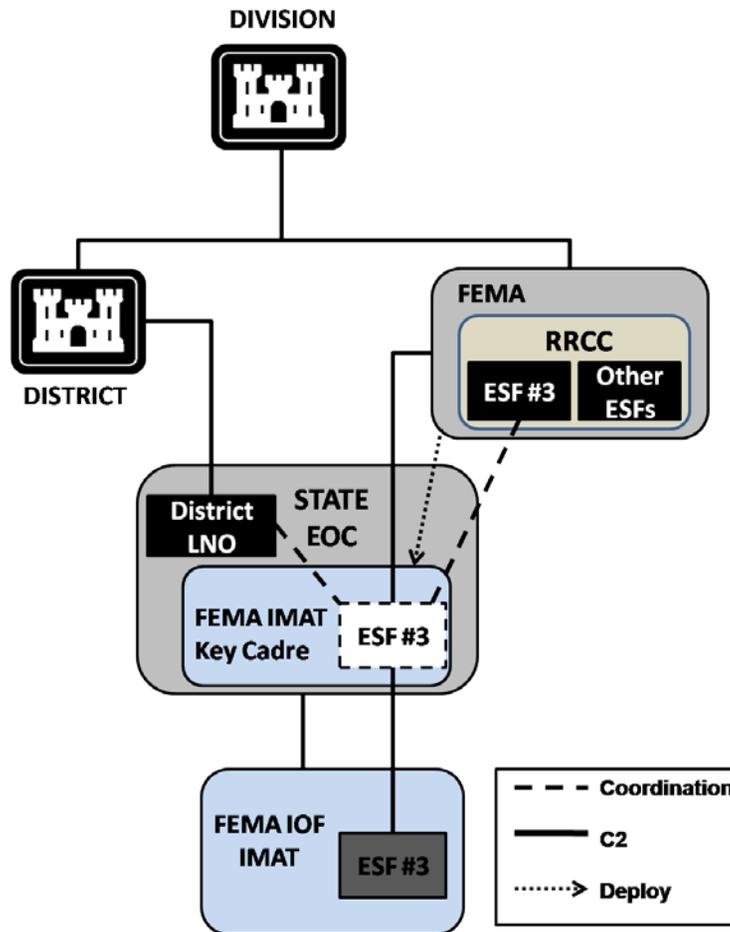


Figure 1. ESF # 3 Organizational Relationships

(b) Accept missions within the scope of ESF #3 and forward through the Division EOC to the respective response district.

(c) Coordinate directly with respective lead response District(s) regarding execution of the mission(s).

(d) Prioritize each mission in coordination with the state, and FCO to ensure that the most critical activities are executed.

(e) Monitor and report work accomplished.

(f) Coordinate assignment of available resources with support agencies.

(g) Coordinate support other ESF requirements.

(h) Coordinate status of Corps' resources and activities with ESF #5.

(i) Monitor and track issuance of mission assignments and subsequent taskings.

(j) Prepare and submit Status Reports to HQ.

(4) The purposes of an Emergency Operation Center (EOC) are two fold. The first and most important purpose is to provide a focal point for command and control for the Division/district Commander. The second purpose is to serve as the primary information node. All information related to the emergency or disaster will be passed through the EOC so as to establish a repository and point of reference or intelligence to enhance the commander's ability to make sound decisions. Each USACE command will establish and maintain an EOC. The EOC and CAT will be staffed by trained and capable personnel. The EOC will:

(a) Maintain coordination with higher headquarters, laterally with either the RRCC or state EOCs, with the ESF #3 Management Cell(s) and the Recovery Field Office (RFO). Coordinate the establishment of Emergency Field Offices (EFO), if required.

(b) Monitor the status of resources (both manpower and dollars).

(c) Maintain fiscal controls, accounting and timekeeping.

- (d) Maintains a Common Operating Picture.
- (e) Conducts operational planning through activation of CMT.
- (f) Deploys support personnel and monitors staffing plan.

(5) The RFO is the execution arm of the Division Forward Command (DFC). The purpose of the RFO is the management and execution of FEMA recovery missions assigned to USACE under the Stafford Act. The RFO Commander is responsible for the management of all RFO operations. The RFO management structure should be provided from the supported district, if possible, to ensure continuity and unity within the impacted area when missions are significant, of long duration and require continuous coordination with the FCO and State. FEMA must issue a Mission Assignment to establish the facility and equipment costs (not including personnel costs). Personnel working on specific missions charge to their respective mission. Non-mission specific personnel will charge to the Regional Activation Mission Assignment. Through the RFO, the DFC:

- (a) Plan, resources and executes assigned missions.

(b) With the Supported District Commander, begins planning for mission closeout and transfer of mission fiscal closeout to the support District. Longer duration missions (e.g., debris clearance and disposal) may be transferred to the support District, as well.

- (c) Provides logistical support for deployed personnel.

(d) Receives and integrates deploying personnel and equipment into USACE operations.

(e) Generates requests for additional resources to be provided by the Division headquarters. This support can be provided by deploying additional personnel and equipment or by virtual means (e.g., technical assistance, model outputs and GIS).

(f) Determines need for Emergency Field Office (EFO) structures.

(6) The EFO has a similar function to a construction Resident/field office. As required, EFOs may be established to manage mission/project work in a specific geographic area. The purpose of the EFO is to provide quality control/assurance of

all assigned missions/projects in order to ensure the integrity and safety of the work. Missions that may require an EFO(s) include:

- (a) Debris clearance, reduction and disposal
- (b) Temporary housing
- (c) Temporary roofing
- (d) Levee repair/rehabilitation in support of an Interagency Levee Task Force operating from the JFO.
- (e) Emergency environmental project work

NOTE: See the USACE ESF #3 Field Guide for typical structure.

### 3-3. Liaison Officers (LNO) Organization and Relationships.

a. In order to enhance USACE's response capabilities under the umbrella of the NRF, USACE has established Liaison Officer positions throughout the United States with the following Unified and Service Component Commands:

- Northern Command (NORTHCOM)
- Army North (ARNORTH)
- Southern Command (SOUTHCOM)
- Pacific Command (PACOM)
- Joint Forces Command (JFCOM)

b. Districts routinely provide LNO's to their state counterparts to collaborate, coordinate and provide information regarding USACE capabilities, roles and responsibilities.

c. In addition, USACE has established a Liaison Officer at FEMA Headquarters, the Assistant Secretary of Defense/Homeland Defense in the Pentagon as well as USAID and the State Department. The LNO's role during a major contingency operation/event will be significant, as they will have to coordinate with the various Army Commands during actual events. The LNO's provide engineer staff augmentation and support to NORTHCOM, SOUTHCOM, PACOM, JFCOM and ARNORTH and their deployed Joint Task Forces in support of their Homeland Defense and DOD support to civil authorities' missions. The LNO's role at FEMA is to coordinate ESF #3 activities at the National levels; to address resourcing issues; and to keep leadership informed. The LNO's role at ASD/HSO is to keep the leadership at the Pentagon informed of USACE activities that support FEMA and those other activities supporting the Unified Combatant and Army Service Component (ASC) Commands (ASCC). During actual contingency operations USACE Liaison Officers (LNOs) will provide direct

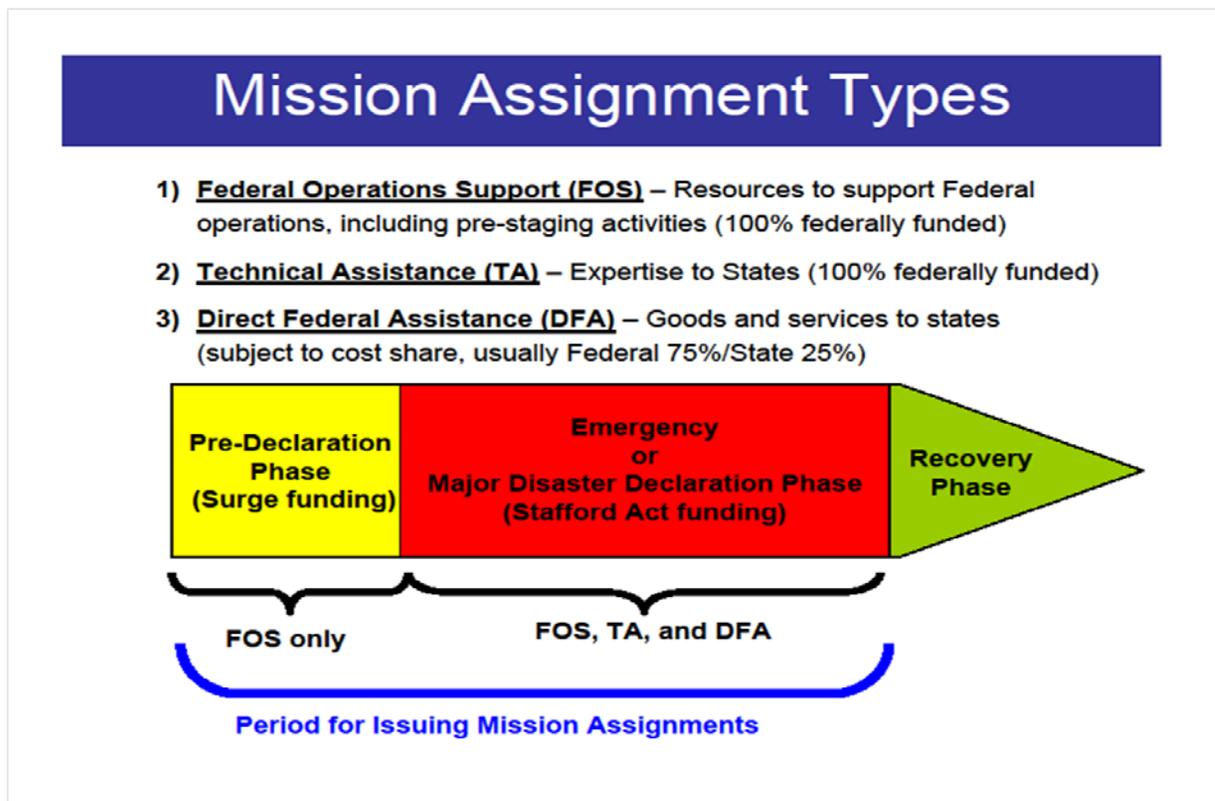
support to the G-33 as required for continuity of operations subject to operational priorities within their assigned commands. The USACE LNO to JFCOM is our interface for the Request For Forces (RFF) – the process required for USACE to provide assets to assist in ASCC mission execution.

### 3-4. Mission Taskings.

a. Requests for ESF #3 assistance will be channeled from local jurisdictions through a designated state liaison or State Coordinating Officer (SCO) to the FCO and then furnished to the ESF #3 TL.

b. Initial mission assignments can be verbal, followed up with written mission assignments (MAs). All MAs are forwarded to the appropriate Division through EOC channels for action.

c. Missions will be issued by the Federal Coordinating Officer (FCO) or designated representative to the ESF #3 Team Leader within the ESF #3 function, within the JFO.



d. In addition to the above, taskings may be received Directly from FEMA (with or without ESF activation), or other activated ESF agencies.

Note: The ESF #3 Field Guide should be consulted for a complete discussion on the FEMA Mission Assignment process.

### 3-5. Specialized Cadres.

a. To fulfill its responsibilities under the NRF, and support to life saving missions, USACE has developed a specialized cadre of Urban Search and Rescue Structures Specialists. The primary focus is to provide engineering advice and construction expertise to the FEMA Urban Search and Rescue Task Forces conducting operations to rescue individuals trapped in collapsed or partially collapsed structures. The cadre is under the general management of the South Pacific Division as directed by HQUSACE.

b. Remote Sensing (RS) and Geographical Information System (GIS) specialists from the Corps (RS/GIS) Center, Cold Regions Research and Engineering Laboratory, are available to provide technical advice, assistance, and coordination with other Corps laboratories for the acquisition of imagery, image analysis, integration of imagery and image information into GIS, spatial analysis, and total systems integration with models and other data sources.

c. The USACE 249th Engineer Battalion (Prime Power) generates and distributes prime electrical power in support of war-fighting, national response framework, stability, and support operations as well as provides advice and technical assistance in all aspects of electrical power and distribution systems. Field Manual 5-422, *Engineer Prime Power Operations*, provides the doctrinal basis for prime power operations. In support of the national response framework, the 249th Engineer Battalion (Prime Power) provides personnel or subordinate organizations to support the following ESF #3 missions:

(1) Provide Subject Matter Expert (SME) to support the NRCC, RRCC, or IMAT.

(2) Provide skilled personnel to assess power requirements for public facilities in need of temporary power; i.e., pre-installation inspections (PII's).

(3) Provide subordinate units to install emergency non-tactical generator capability to meet critical public needs when needed and not provided from the ACI Contractor.

(4) Provide quality control/assurance for USACE emergency power contractor operations.

The 249th is a unique Army asset under the command and control of the USACE Commander. It consists of, a HQ and HQ company, ACO, BCO, CCO, one Reserve Company, and the U.S. Army Prime Power School. The platoons are stationed as follows:

(a) Battalion HQ and HQ Company (HMS platoon) - Fort Belvoir, VA

(b) Company A HQ, 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> platoons - Schofield Barracks, HI

(c) Company B HQ, 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> platoons - Fort Bragg, NC

(d) Company C HQ, 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup>, 4<sup>th</sup> platoons - Fort Belvoir, VA

(e) (Reserve Component) Company D HQ, 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> platoons, consisting of three 21Q MOS platoons - Cranston, RI

(f) (Reserve Component) DCO, 4<sup>th</sup> platoon - Fort Belvoir, VA

The battalion is subordinate to HQUSACE. While the units are dispersed between OCONUS and CONUS locations, the battalion functions on a Force Generation model. Depending on bi-annual unit rotations, the Battalion covers down on OCO, NRF, and training roles. The Battalion Commander determines which units are to provide support to a given disaster response based on the approved FORCEGEN model. Prime Power personnel deployed for mission support are under the operational control (OPCON) of the supported Division Commander. USAR units are unique in nature and require activation from the Commander and Chief.

The 249th is an Army strategic asset engaged in missions worldwide. The platoons are engaged in support missions at their installations and may be supporting missions at other installations CONUS/OCONUS or providing support to OCONUS operations. Therefore, while a given platoon may be closest to a disaster area, it may not be the supporting 249th element.

Initially, 249th personnel provide the ESF #3 power assessments and emergency power requirements determination capabilities. As the response operations progress and mature, a USACE objective is to replace the 249th personnel with contractor support for the installation, operation, and maintenance of emergency generators. The battalion would then provide quality control/assurance for contractor operations. The battalion is not self-sustaining and requires support from the supporting division when deployed. In addition, material handling equipment and heavy equipment movers will be required at the port of debarkation arranged with ESF # 1 (Transportation).

d. Field Force Engineering. USACE supports war fighting and disaster relief operations by responding to local, national and global disasters with agile, responsive technical engineering, contingency planning and contract construction support capabilities. Field Force Engineering (FFE) provides engineering services to the military, Department of Defense and Federal agencies in support of military and catastrophic disaster relief operations relevant to national security. History shows that engineering requirements in these missions are often overwhelming in the early stages of operations and again during the post-hostility/post-declaration phase. Thus, USACE specialists are called upon to fill the gaps. The Corps' FFE program uses small, expeditious teams of military and USACE civilian specialists to bring the Corps technical engineering capabilities and expertise to the front with a minimal footprint. To obtain FFE deployable asset assistance for USACE Missions they must be requested through the G-33 by submitting the request to the HQ UOC.

e. The USACE Reachback Operations Center (UROC) is a one-stop shop for reachback and consists of both civilian and military personnel; its mission is to provide rapid, relevant, and reliable solutions to Soldiers and Civilians across the full operational and natural disaster spectrum in support of the Armed Forces and the Nation. The UROC supports the Warfighter and the Nation by providing cost-effective, superior customer service and achieving customer (requestor) satisfaction in every area of reachback support. This "reachback" engineering capability allows deployed personnel to talk directly with experts when a problem in the field needs quick resolution. While the UROC is capable of responding to a variety of complex technical problems, the team is also trained to exploit the entire array of expertise within the USACE laboratories, centers of expertise (CXs), base camp development teams (BDTs), USACE divisions and districts, other

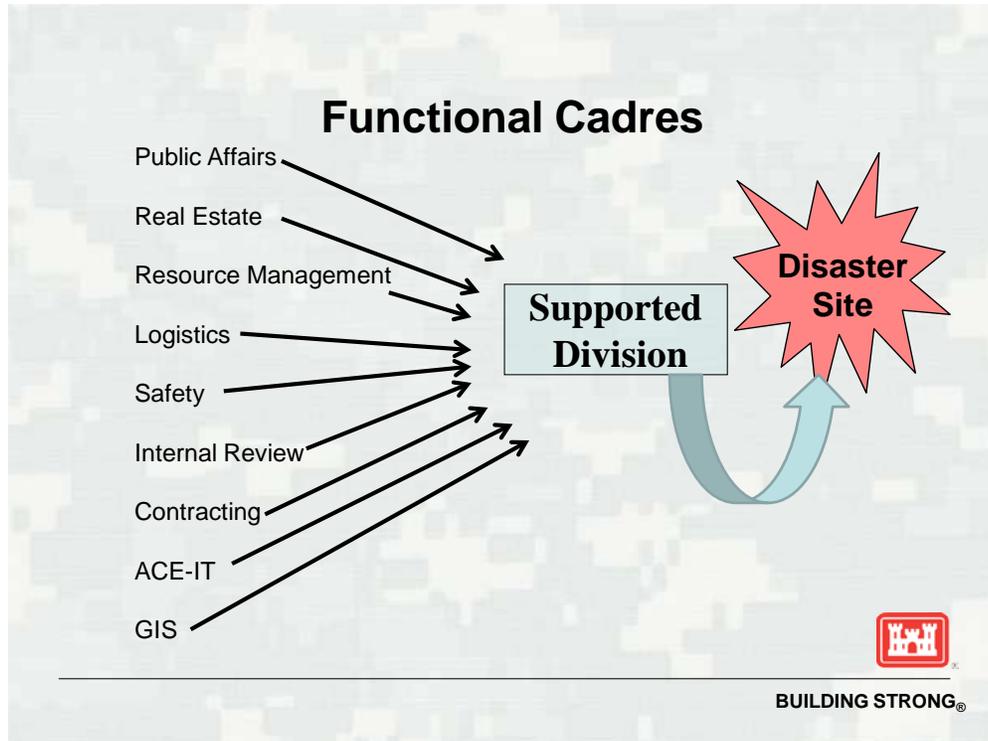
DoD or US Government agencies, or other organizations, as needed, for more complex engineering issues.

The UROC maintains the mechanisms to support computer-based modeling, data collection and exchange, and communication functions. Reachback support is made possible by a variety of systems developed and maintained by the UROC, including both management systems and software/hardware technologies. UROC websites and databases support reachback and FFE by offering a wealth of easily accessible, commonly requested information. Among the reachback technologies developed and supported by the UROC is the TeleEngineering Communications Equipment - Deployable (TCE-D), the tool used to enable reachback in the absence of adequate communications, thus, making reachback support available to deployed personnel. Other specialized systems and equipment are employed to improve the effectiveness and efficiency of reachback support by providing data collection platforms for route and aerial reconnaissance and site assessment.

BDTs are nondeployable teams within selected USACE districts that can quickly provide base development engineering, master planning, and facilities design in support of FFE and other reachback requests for information (RFIs). The BDTs are managed and trained by the UROC and are OPCON to the UROC during their specified rotational readiness cycle. Focus areas for the BDTs are engineering-related planning and development issues involved in locating, designing, constructing, and eventually closing or transferring base camps. Note that base camp operations and maintenance activities are not within the scope of FFE support but may rely on FFE applications to address specific technical engineering requirements when necessary. The BDT's resources and expertise are available to support FFE teams, deployed personnel, and operational forces through the UROC. Contact information for the UROC is [UROC@usace.army.mil](mailto:UROC@usace.army.mil) (unclass), [UROC@usace.army.smil.mil](mailto:UROC@usace.army.smil.mil) (SIPR), (601) 634-2439, DSN (312) 446-2439.

f. The Local Government Liaison Cadre is located at the Local Government level of the Emergency Operations Center. It keeps the Local Government informed of Corps missions and programs, and communicates local information back to the Corps. This cadre serves as the "eyes and ears on the ground" for the Corps. Members of this cadre are nominated annually and are required to fulfill one week in a residency-training course.

3-6. Functional Teams/Cadres.



3-6.1 Overview. Functional teams/cadres are maintained to provide resources to augment supported district or division EOC staffing on a single resource personnel tasker request for functional support. These functional cadres can also provide SMEs to serve as advisors. They provide resource augmentation to supported commands with expertise in their separate functional areas. These resources are trained to complement the supported command capabilities as they accomplish the additional workload associated with responding to natural disasters and national emergencies.

a. Public Affairs Cadre: HQUSACE, Division, and District Public Affairs (PA) resources are not adequate to the demands of most disasters or special operations in which they are engaged. PA assistance and augmentation is simultaneously needed at Emergency Operations Centers (EOCs), JFOs, RFOs, the USACE Operations Center (UOC), and the FEMA Headquarters. Failure to manage information with aggressive PA campaigns will damage USACE's reputation, perpetuate misconceptions, and fail to communicate to America USACE's key role during natural disasters and contingency operations. USACE provides for trained, deployable Public Affairs Cadres to augment existing Division and

USACE Public Affairs resources, as well as established aggressive, coordinated information and media relations campaigns.

Public Affair Cadre Objectives:

(1) Tell the USACE story (locally, regionally, nationally, and online).

(2) Provide early PA presence in the disaster area and key FEMA offices.

(3) Provide focused augmentation.

(4) Provide valuable information to the public and restore public confidence.

(5) Ensure "One Voice" at all levels.

(6) Coordinate news briefings and media tours.

(7) Capture lessons learned and historical data.

b. USACE Logistics Activity (ULA) Cadre.

The USACE Logistics Activity provides:

(1) A central point for current logistics operations.

(2) Deployed logistics services for all operations.

(3) A Logistics Operations Center (LOC) as a single point of contact (24/7) for local, regional, and strategic logistics planning and operations.

(4) ULA Phone Number: 901-874-5832

Services provided to supported organizations and responders:

(1) A Division/Region Logistics Planner to coordinate with Division/Region EOC.

(2) Reception, Staging, Onward movement, and Integration (RSOI).

(3) Transportation services, such as travel, fleet vehicle management, and freight shipping.

(4) Logistics element of Contingency Support Team (CST).

(5) Supply and property management/accountability with five standing Logistics Planning and Response Teams (LPRTs) currently (all volunteer).

(6) Five trained and certified logisticians per LPRT.

(7) Additional 60+ ULA members and retired annuitants available as augmentation.

(8) Logistics activations should be considered as activities associated with EOC management activities and funded the same.

Process for requesting support: First 24-36 hours, local support is provided by Logistics Deployment Point (LDP):

(1) Funds are required to deploy logistics planners/SMEs and LPRT upon activation. The RLP will coordinate funding transfers between the impacted Division/District/FOA EOCs and the LOC with HQUSACE.

(2) Request for ULA augmentation (LPRT/LST/SME) submitted from district/Division to UOC.

(3) ULA receives/fills tasker.

(4) Teams/SMEs begin movement within six hours and arrive on the site by 24-36 hours.

(5) All logistics responders should be deployed as early as possible in order to provide continuity of logistics support to USACE responders.

c. Safety Cadre: The Chief, Safety and Occupational Health (SOH), for Jacksonville District (SAJ) has been delegated by HQUSACE, to function as the SOH primary support designee for natural and technological disaster preparedness and response. As such, the Chief, SOH, SAJ, is delegated to function as the National Program Manager with the authority for overall responsibility for the SOH.

The Chief, SOH, SAJ, will identify several highly qualified SOH professionals from Division or district personnel. The primary function of these personnel will be to provide "up front"

recommendations to the Division Commander regarding the SOH impact of a disaster on the affected area's population and infrastructure. These selections will be made during the pre-disaster phase of the life-cycle management. At the request of the impacted Division Commander, and based on a tasker from HQUSACE, a SOH Cadre manager will deploy to the location identified by the Division Commander. In most cases, deployment will commence immediately after the event. Deployment to accomplish this mission will typically last 7 to 14 days for the SOH Cadre manager. The role of the SOH Cadre manager is to provide an on-site assessment of SOH resources needed, provide on-the-job training to the supported district/RFO SOH manager on disaster response SOH issues, and establish a basic SOH Office structure.

Based on the determination made by the Division Commander, a SOH Cadre may be placed on alert for possible deployment. The basic SOH Cadre is comprised of three SOH professionals. The mix of SOH professionals can and will be changed to support the specific mission most effectively.

d. Information Management Cadre: The Enterprise Emergency Response Team (EERT) is an 11-member team that, together with partner, Lockheed Martin, is capable of providing all information technology needs for emergency events. EERT consists of members who have experience in:

- (1) Providing communications within just a few hours as first responder.
- (2) Deployment to support overseas contingency operations.
- (3) Working with or on the DTOS team and know this function well.
- (4) Working in an RFO situation as team leaders and help desk touch labor.
- (5) Working as System Administrators supporting deployed personnel.
- (6) Working in Emergency Management offices.
- (7) Records management for emergency response.

Information Management - Cadre Activation Process:

(1) Notification will be through the local RIO/CECI/CRM to ACE-IT Enterprise Service Desk (ESD).

(2) Upon notification from ESD and approval from CECI, EERT and Lockheed Martin, are deployable within 12 hours.

(3) Equipment caches are stored and ready for deployment to meet the EERT on-site.

(4) EERT will assess and determine the quickest method of establishing communications (VSAT/DTOS/TSP).

(5) During operations, additional requests for EERT support will require approval from the CECI Mission Manager.

(6) EERT will work with Mission Managers to plan, order, and deploy all incremental units of equipment and service needs.

(7) The unit equipment menu will provide standardized equipment lists and quantities, services, and support staffing with associated costs.

(8) ACE-IT partner, Lockheed Martin, will provide support, and ESD will provide 24/7 support coverage as required.

(9) EERT will work with Mission Managers to identify additional facilities (RFO/EFO).

e. Resource Management (RM) Cadre: The Resource Management (RM) Cadre is comprised of qualified volunteers who have the permission of their supervisor/commander. Individuals of the RM Cadre have skills in budgeting or accounting, with a strong background in the USACE Financial Management System (CEFMS). Cadre members will deploy immediately after notification by their EOC. Deployment normally will not exceed 30-45 days.

RM Cadre's responsibilities are to:

(1) Assist the supported Division/District Commander, through the local resource manager.

(2) Assist with the timely execution of Mission Assignments by providing budget and accounting support until the emergency is physically and financially complete.

(3) Maintain competency by experience, on-the-job training, and formal classroom training (e.g., Financial Management of Emergency Management Program and Resource Management Functional Support cadre training).

(4) Be ready to deploy within six hours of notification.

(5) Participate in after-action critiques.

f. Real Estate: Disaster response operations require access to public property owned by state and local governments and private property. The district real estate division is responsible for obtaining or coordinating access agreements with state and local governments/entities and private property owners. Real estate acquisition may fall within two distinct objective areas:

(1) Access to property to support response and recovery operations under USACE's own authorities; and

(2) Access to property to support response and recovery operations under the authorities of others (e.g., FEMA for the NRF).

Real Property Access: To the maximum extent possible, it is preferable for the state and local governments to actually execute the access rights agreements. USACE real estate personnel work with other USACE mission personnel to develop the needed access criteria and assist state and local officials in the development of the appropriate legal instruments to acquire the agreements needed. Real estate personnel are responsible for securing the necessary assurances, acquiring and disposing of real estate interests, and coordinating and monitoring the real property component of response and recovery operations. Specific actions include obtaining:

(1) Leases

(2) Temporary easements

(3) Rights-of-entry

(4) Hold harmless agreements

Real estate planning must be initiated, as contingency plans are developed to ensure that adequate facilities and land are

provided to support initial operations in the disaster area. Requirements for a facility must be identified in terms of space, utilities, structural characteristics, anticipated duration of use, and proximity to the impacted area and the other responding agencies (e.g., the FEMA JFO and staging facilities for US military forces deployed to the disaster area). The real estate planners must address the real property requirements of the USACE district commander's response plan in both deliberate planning and crisis action planning. Real property requirements include:

(1) Provision of temporary office (e.g., RFO and EFO) and storage space.

(2) Access to land to support the DTOC.

(3) Temporary easements for contractor operations (e.g., sites for equipment and materials).

(4) Easements for temporary stockpiling of debris.

(5) Easements for debris collection/reduction/disposal operation.

Real estate personnel must be part of the initial deploying personnel in support of district operations to affect leases, when required, for DTOC siting and temporary office space. The Real Estate Response Team (RERT) provides that initial contingency support capability. To the extent that the requirements for real estate personnel exceed the capabilities of the Support District, a RERT may be deployed to support the response operations. Each Division RERT will be comprised of members possessing all the real estate skills to reinforce the committed Support District. Once placed on alert status, the division RERT is deployable within six hours of activation.

g. Others. Human Resources, Internal Review, Contracting and GIS support are provided through reachback capabilities as needed.

## CHAPTER 4

### Emergency Communications

4-1. Preparedness. All Divisions/Districts are responsible for developing emergency communication plans and procedures to include compliance with NIMS to ensure effective coordination between all key Federal, state, and local agencies. To accomplish this, Divisions and districts will:

a. Conduct regularly scheduled communications tests, exercises, and training to ensure reliable connectivity using the following systems as applicable:

(1) Make provisions to maintain the appropriate NIPR and SIPRNET systems in accordance with AR 25-1 and AR 380-40.

(2) High Frequency Single Side Band (HF/SSB) radios for long distance point-to-point, voice and data communications among USACE districts, divisions, HQUSACE elements, FEMA, and other Federal and state agencies.

(3) Very High Frequency (VHF) radios, including portable repeaters. These will be used primarily for the operational communications needs at the field office level.

b. Utilize cellular, satellite, and other forms of communication as appropriate.

c. Maintain Government Emergency Telecommunications Service (GETS) cards for key staff and responders. GETS is a Federal program that prioritizes calls over wireless networks and has been endorsed by the National Communications Systems for contingency operations.

d. In coordination with ACE-IT develop alternative intercommunications capabilities, as appropriate.

4-2. Facilities. All available communications facilities will be used in emergencies with emphasis on the following systems:

a. HF/SSB and VHF Radio Systems. Both radio systems will be utilized for emergency communications in accordance with Network Operating Instructions for those facilities with these units.

b. Commercial or Civilian Services. Amateur Radio (Ham) radio operations will be utilized, as available.

c. Cellular telephones should be used, if possible, for communications in all phases of the emergency. In many cases, FEMA may provide cellular telephones to response personnel from other ESFs upon request when a JFO structure is established.

d. Deployable Tactical Operations System (DTOS). The DTOS provides mobile command and control platforms in support of the quick ramp-up of initial emergency response missions for the U.S. Army Corps of Engineers. DTOS is a system designed to respond to District, Division, National, and International events. DTOS consists of the following three parts:

6 Rapid Response Vehicles (RRVs)

3 Deployable Tactical Operations Centers (DTOCs)

2 Containerized Tactical Operations Centers  
(CTOCs)

DTOS is a multi-level national system strategically staged within the USACE Divisions (Custodial Divisions) to provide timely tactical support for emergency response operations. The South Atlantic Division, Mobile District (CESAM) is the home of the DTOS Team's headquarters and the USACE Readiness Support Center (RSC) who is tasked to oversee the DTOS program. HQUSACE through the G-33 is responsible for directing the deployment of DTOS assets throughout CONUS and OCONUS.

## CHAPTER 5

### Funding

5-1. Preparedness Funding. The Flood Control and Coastal Emergencies (FCCE) appropriation (96x3125), Category/Class 910-100, is the appropriate funding utilizing normal budgeting processes for those preparedness planning activities authorized and associated with response, recovery, and mitigation operations under P.L. 93-288, The Stafford Act, as amended. This may be either routine mission assignments from FEMA or mission assignments under the NRF to include support to other agencies. Preparatory activities conducted by Functional support cadres are not considered to be FCCE funded. Funding for planning activities associated with CDRP scenarios are provided by the National Emergency Preparedness Program funded under the Operation and Maintenance, General appropriation (96x3123).

5-2. Response/Recovery Funding. The following guidance is provided for various activities so identified:

a. Activities associated with EOC management activities should be funded under FCCE Category/Class 910-200 and approved by HQUSACE.

b. Activities conducted by Functional support cadres in anticipation of FEMA Mission Assignments are not considered to be FCCE funded.

c. The NRF authorizes USACE to accept response and recovery missions within the scope of ESF #3. ESF #3 will prepare estimates for mission assignment(s) and submit them for approval to the FCO.

d. The ESF #3 IMAT member will provide FEMA a preliminary estimate of funding requirements within 72-hours of activation for each mission assignment. Estimates will be provided in accordance with Chapter 4 ER 11-1-320.

e. Missions outside the scope of ESF #3 or assignments made verbally by the FCO, or his designee, will be confirmed in writing and will serve as the basis for reimbursement.

f. FEMA will provide reimbursement for mission assignments provided in support of NRF activities.

g. Work accomplished by support agencies in support of ESF #3 shall be billed directly to FEMA, in accordance with the financial management annex of the NRF and Appendix F of ER 11-1-320.

h. Divisions will include a financial management annex or appendix in their plans. Divisions will prepare fiscal closeout plans and provide copies to higher headquarters upon request. Fiscal closeout of FEMA mission assignments should be accomplished within 120 days of physical completion.

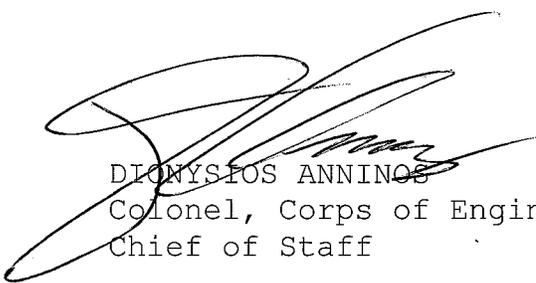
i. Divisions and districts will report and account for all expenditures incurred under the authority of the NRF and maintain records for audit purposes.

j. FFE capabilities to support a USACE Mission under the NRF come through a FEMA Mission Assignment. FFE capabilities to support COCOM or ASCC FEMA Mission Assignment receive funding through the RFF and DEPORD process as part of the COCOM or ASCC's mission assignment.

k. Additional clarification on funding, budgeting and accounting procedures are contained in ER 11-1-320. P2 is not required for execution of mission under FEMA response operations.

FOR THE COMMANDER:

Appendix A - ACRONYMS



DIONYSIOS ANNINOS  
Colonel, Corps of Engineers  
Chief of Staff

APPENDIX A

Acronyms

AAR - After Action Report  
ACE-IT - Army Corps of Engineers Information Technology  
ACI - Advanced Contract Initiative  
AFO - Area Field Office  
AO - Action Officer or Area of Operation  
AOC - Army Operations Center (Located in the Pentagon)  
APO - Accountable Property Officer  
ARC - American Red Cross  
ARF - Assistance Request Form  
ARNORTH - Army North  
ASC - Army Service Component  
ASCC - Army Service Component Command  
ATL - Assistant Team Leader  
BDT - Base Development Team  
BOM - Basic Order of Materials  
BOR - Bureau of Reclamation  
CAT - Crisis Action Team  
C2 - Command and Control  
CDM - Contaminated Debris Management  
CDRP - Catastrophic Disaster Response Planning  
CEERP - Corps of Engineers Emergency Response Portal  
CEFMS - Corps of Engineers Financial Management System  
CERCLA - Comprehensive Environmental Response, Compensation, and Liability Act  
CIA&R - Critical Infrastructure Assessment & Restoration  
CI/KR - Critical Infrastructure and Key Resources  
C&L - Commodities and Logistics  
CLO - Congressional Liaison Office  
COA - Course of Action  
COD - Common Operating Database  
COE - Corps of Engineers  
COG - Continuity of Government  
CoP - Community of Practice  
COP - Common Operating Picture  
COOP - Continuity of Operations  
CORE - Cadre of Response Employees  
COTR - Contracting Representative  
CMT - Crisis Management Team  
CONOP - Concept of Operations  
CPF - Critical Public Facilities  
CR - Continuing Resolution  
CST - Contingency Support Team  
CTPR - Critical Temporary Power Restoration  
CUSEC - Central U.S. Earthquake Consortium

CXs - Centers of Expertise  
DC - Distribution Center  
DCO - Defense Coordinating Officer  
DCW - Director of Civil Works  
DFA - Direct Federal Assistance  
DFC - Division Forward Command  
DHS - Department of Homeland Security  
DHS-IP - Department of Homeland Security, Infrastructure and Protection  
DHS/OIP - Department of Homeland Security, Office of Infrastructure and Protection  
DNR - Department of Natural Resources  
DoD/DOD - Department of Defense  
DOE - Department of Energy  
DOI - Department of Interior  
DOMS - Directorate of Military Support (Office within the Pentagon)  
DOT - Department of Transportation  
DRF - Disaster Relief Fund  
DRG - Disaster Response Group  
DSR - Damage Survey Report  
DTC - Deployable Tactical Operations Centers  
DTOS - Deployable Tactical Operations System  
EEI - Essential Elements of Information  
EEO - Equal Employment Opportunity  
EERT - Enterprise Emergency Response Team  
EIS - Environmental Impact Statement  
EM - Emergency Manager or Emergency Management  
EMAC - Emergency Management Assistance Compact  
EMIMS - Emergency Management Information Management System  
EMP - Emergency Management Program  
EO - Executive Order  
EOC - Emergency Operation Center  
EFO - Emergency Field Office  
EPA - Environmental Protection Agency  
ER - Engineer Regulation  
ESD - Enterprise Service Desk  
ESF - Emergency Support Function  
ESFLG - Emergency Support Function Leaders Group  
EWP - Emergency Watershed Protection/Emergency Water Program  
EXSUM - Executive Summary  
FCO - Federal Coordinating Officer  
FCP - Forward Command Post  
FEMA - Federal Emergency Management Agency  
FFE - Field Force Engineering  
FLM - Flood Risk Management  
FOA - Field Operating Agency  
FOC - Full Operational Capability

FOS - Federal Operations Support  
FOSA - Federal Operations Staging Area  
FRPCC - Federal Radiological Preparedness Coordinating Committee  
F&W - Fish and Wildlife  
FWLS - Fish and Wildlife Service  
GAP - Gap Analysis Program  
GETS - Government Emergency Telecommunications System  
GIS - Geographical Information System  
GOCO - Government Operated, Contractor Owned  
GSA - General Services Administration  
HF/SSB - High Frequency/Single Side Band  
HHS - Health and Human Services  
HLT - Hurricane Liaison Team  
HQ - Headquarters  
HQUSACE - Headquarters, United States Army Corps of Engineers  
HR - Human Resources  
HSC - Homeland Security Council  
HSIN - Homeland Security Information Network  
HSPD - Homeland Security Presidential Directive  
HUD - Housing and Urban Development  
IA - Individual Assistance or Infrastructure Assessment  
IAA - Inter-Agency Agreement  
IAAT - Independent Assessment and Assistance Team  
IAP - Interagency Planning  
IA-TAC - Individual Assistance - Technical Assistance Contracting  
I&A - Information and Analysis  
ICAL - Infrastructure Capability List  
ICP - Information Collection Plan  
ICS - Incident Command System  
ILTF - Interagency Levee Task Force  
ILWG - Interagency Levee Work Group  
IMAT - Incident Management Assistance Team  
IMPT - Incident Management Planning Team  
INS - Immigration Naturalization Service  
IOC - Initial Operating Capability  
IOF - Initial Operating Facility  
IOP - Interagency Operational Planning  
ISB - Incident Support Base  
JDOMS - Joint Director of Military Support  
JFCOM - Joint Forces Command  
JFO - Joint Field Office  
JIC - Joint Information Center  
JTF - Joint Task Force  
KW - Kilowatt  
LDP - Logistics Deployment Point  
LMD - Logistics Management Directorate or Division  
LNO - Liaison Officer  
LOC - Logistics Operations Center

LPRT - Logistics Planning and Response Team  
LRD - Great Lakes and Ohio River Division  
LST - Logistics Support Team  
MA - Mission Assignment  
MAC - Mission Assignment Coordinator  
MAM - Mission Assignment Manager  
MAP - Mission Assignment Process  
MERS - Mobile Emergency Response System  
MCC - Movement Coordination Center  
MIPR - Military Inter-departmental Purchase Request  
MOA - Memorandum of Agreement  
MVD - Mississippi Valley Division  
NAD - North Atlantic Division  
NCP - National Contingency Plan  
NG - National Guard  
NGB - National Guard Bureau  
NGO - Non-Governmental Organization  
NHC - National Hurricane Center  
NICC - National Infrastructure Coordinating Center  
NIMS - National Incident Management System  
NIPR - Non-Secure Internet Protocol Router  
NMFS - National Marine Fishery Service  
NMSZ - New Madrid Seismic Zone  
NOAA - National Oceanographic and Atmospheric Administration  
NOC - National Operations Center (under DHS)  
NORTHCOM - Northern Command  
NPES - National Planning and Execution System  
NRCC - National Response Coordination Center  
NRCS - Natural Resources Conservation Service  
NRF - National Response Framework  
NSSE - National Special Security Events  
NWD - Northwestern Division  
OFA - Other Federal Agencies  
OHS - Office of Homeland Security (Structure within USACE)  
OPLAN - Operations Plan  
OPORD - Operations Order  
PA - Public Affairs  
PACOM - Pacific Command  
PAO - Public Affairs Officer  
PDA - Preliminary Damage Assessments  
PDT - Project Delivery Team  
PFO - Principal Federal Official  
PIO - Public Information Officer  
PL - Public Law  
POC - Point of Contact  
POD - Point of Distribution or Pacific Ocean Division  
POTUS - President of the United States  
PRT - Planning and Response Team

PSMA - Pre-scripted Mission Assignment  
QA - Quality Assurance  
QC - Quality Control  
RA - Regional Administrator  
RAP - Remedial Action Program  
RE - Resident Engineer  
RERT - Real Estate Response Team  
RFA - Request for Action  
RFF - Request for Forces  
RFI - Request for Information  
RFO - Recovery Field Office  
RISC - Regional Interagency Steering Committee  
RLP - Regional Logistics Planner  
RM - Resource Management  
ROE - Right-of-Entry  
ROR - Response Organization Roles and Responsibilities  
RRCC - Regional Response Coordination Center  
RRV - Rapid Response Vehicle  
RSC - Readiness Support Center (USACE organization)  
RS/GIS - Remote Sensing/Geographical Information System  
RSOI - Reception, Staging, Onward movement, and Integration  
SAD - South Atlantic Division  
SAR - Search and Rescue  
SBU - Sensitive But Unclassified  
SCO - State Coordinating Officer  
SES - Senior Executive Service  
SFO - Senior Federal Official  
SIPRNET - SECRET Internet Protocol Router Network  
SITREP - Situation Report  
SLS - Senior Leaders Seminar  
SME - Subject Matter Expert  
SOH - Safety and Occupational Health  
SOP - Standard Operating Procedure  
SOUTHCOM - Southern Command  
SOW - Statement of Work  
SPD - South Pacific Division  
SPOTREP - Spot Report  
SSA - Sector Specific Agencies  
SUPSAL - Supervisor of Salvage (USCG entity)  
SWO - Staff Watch Officer  
SWD - Southwestern Division  
TA - Technical Assistance  
TAV - Total Asset Visibility  
TCE-D - TeleEngineering Communications Equipment - Deployable  
TDA - Table of Distribution and Allowances  
TF - Task Force  
TH&R - Temporary Housing and Roofing  
TL - Team Leader

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TLC - Territory Logistics Center  
TTX - Table Top Exercise  
ULA - United States Army Corps of Engineers Logistics Activity  
UOC - United States Army Corps of Engineers Operations Center  
UROC - USACE Reachback Operations center  
USACE - United States Army Corps of Engineers  
USCG - United States Coast Guard  
US&R - Urban Search and Rescue  
USFWS - United States Fish and Wildlife Service  
UTFC - USACE Task Force Commander  
VAL - Volunteer Agency Liaison  
VHF - Very High Frequency  
VOLAG - Volunteer Agency  
VTC - Video Teleconference  
WG - Work Group  
WMD - Weapons of Mass Destruction