

NPDR 500-1-2
Change 1

DEPARTMENT OF THE ARMY
NORTH PACIFIC DIVISION, CORPS OF ENGINEERS
P.O. Box 2870
Portland, Oregon 97208-2870

CENPD-ET-OE
Regulation
No. 500-1-2

1 October 1996

Emergency Employment of Army and Other Resources
NATURAL DISASTER PROCEDURES
OPERATIONS UNDER THE FEDERAL RESPONSE PLAN

1. NPDR 500-1-2, 1 May 1996, is changed as follows.
2. Insert Appendix T, Tab 2, Vital Records, Page T-3.
3. File this change in front of the publication for reference.

FOR THE COMMANDER:



CLIFTON P. JACKSON
Executive Assistant

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A and C

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31 May 1996

Emergency Employment of Army and Other Resources
NATURAL DISASTER PROCEDURES
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History. This issue establishes a new regulation.

Summary. This regulation describes procedures for North Pacific Division (NPD) in carrying out its responsibilities under the Federal Response Plan (for Public Law 93-288, as amended). It identifies essential functions and missions to be executed following the occurrence of a major disaster within NPD's area of responsibility. In particular, it defines Headquarters North Pacific Division's (HQNPD) responsibilities and requirements for performing Emergency Support Function (ESF) #3, Public Works and Engineering and for support of other ESFs under the Federal Response Plan.

1. PURPOSE.

- a. To identify essential functions and missions which must be executed following the occurrence of a major disaster within North Pacific Division's area of responsibility.
- b. To provide HQNPD and District staffs with guidance necessary to accomplish emergency response planning and execution.
- c. To define HQNPD's responsibilities and requirements in performing Emergency Support Function (ESF) #3, Public Works and Engineering and in supporting other assigned ESF's under the Federal Response Plan (FRP).
- d. To define HQNPD's role in support of recovery operations as directed by the Federal Emergency Management Agency (FEMA).

2. APPLICABILITY. This regulation is applicable to all organizational elements of HQNPD and its districts.

3. SCOPE. USACE is part of a massive integrated Federal response effort designated to supplement state and local agencies' response and recovery operations after a major disaster occurs. Planning will be based on the provision of ESF #3 needs and life-saving efforts within the

31 May 1996

assigned areas. It is essential that Districts develop appropriate response plans. District Emergency Management offices are responsible for coordinating the preparation of District plans. Although this plan specifically addresses the USACE response under the FRP, the following is a list of responsibilities which must be addressed in the aftermath of a disaster.

- a. Recovery and reconstitution of Corps offices
- b. Emergency flood response
- c. Inspection of completed works
- d. Dam inspections
- e. Navigation
- f. Support to DOD installations
- g. Mission support to FEMA, public works and engineering (ESF#3), and support to other ESFs
- h. Preliminary damage assessment (PDA), damage survey reports (DSR), and other FEMA missions (direct missions)

4. REFERENCES.

- a. Public Law 84-99 [Flood and Coastal Storm Emergencies (33 U.S.C. 701n) (69 STAT. 186)].
- b. Public Law 93-288 [Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5121 et seq) (88 STAT 143)].
- c. Federal Response Plan
- d. ESF #3 Regional Appendix to FEMA Region X Response Plan
- e. AR 500-60, Disaster Relief.
- f. ER 11-1-320, Civil Works Emergency Management Activities.
- g. ER 37-2-10, Accounting and Reporting Civil Works Activities.
- h. ER 500-1-1, Natural Disaster Procedures.
- i. ER 500-1-28, Response Planning Guide.

5. PLANNING ASSUMPTIONS.

- a. A major disaster could occur without warning.
- b. A major disaster could cause many casualties, damage a large number of structures, and result in the disruption of essential life support services.
- c. Local resources and capabilities to respond to a disaster of this magnitude could be inadequate and Federal assistance may be necessary.
- d. All types of transportation systems will be affected depending on the magnitude of the disaster. Roads and bridges may be impassable due to failure or obstructions. Railroads and airports will sustain damage in varying degrees. Navigation could be curtailed or severely impacted by the disaster.
- e. Water treatment and waste water treatment plants could be damaged and/or inoperable.
- f. Flood control structures could sustain damage, creating a threat of flooding that could displace additional people and impede response efforts.

6. MISSION. In the event of a disaster, the Commander may use resources under his control to save human life, prevent human suffering, and lessen property damage under the authority of AR 500-60 (See ER 500-1-1). Upon activation of the FRP under PL 93-288, HQNPD will take the lead for USACE's ESF #3 response activities within its civil works boundaries. HQNPD will ensure that the Districts execute response missions, inspect Corps projects, implement PL 84-99, and provide support to military installations.

7. EXECUTION.

a. Pre-disaster Planning. Proper planning and preparation is essential to being successful in responding to human needs following a disaster. The Emergency Manager is responsible for the overall coordination of response plans; however, it is each director and separate office chief's responsibility to develop planning for their functional area which includes identifying and training the personnel necessary to provide a quick response. These activities will be reviewed by the Crisis Management Team (CMT) to assure compliance with command goals. Some of the activities which should be included during planning are:

- (1) Ensure that all appropriate elements will exercise, review and revise this plan.
- (2) Provide the necessary representation on the FEMA planning committees and response teams.
- (3) Designate a primary and alternate district(s) for each state.

- (4) Ensure that each District develop a plan to sufficiently support the FRP.
- (5) Coordinate plans with regional Federal agencies which support ESF #3.

b. Concept of Operations.

(1) Notification/Activation. In the event of a major disaster, the Emergency Manager, as directed by the Commander, will activate the CMT and notify each member. Each CMT member is responsible for notifying their respective office staffs if supplemental personnel are needed to execute their disaster response missions. Emergency Management will notify HQUSACE, and subordinate districts, along with the Federal agencies which support ESF #3.

(2) Deployment. Upon notification by FEMA or the decision of the Commander, the EOC will deploy designated personnel for the Regional Operations Center (ROC), Advanced Emergency Response Team (ERT-A), and needs assessment teams as necessary. Seattle District will provide the initial staff representation at the ROC for Region X. Response district will provide initial representation to ERT-A.

(3) Response.

(a) In the event of a major disaster, HQNPD will establish contact with Districts to determine their capability to respond. If a primary District is unable to respond, Commander, HQNPD will direct an alternate District to execute missions under the FRP. Alternate Districts are Seattle for Alaska, Walla Walla for Portland or Seattle, and Portland for Walla Walla. Walla Walla District will assume HQNPD response if the Division office is rendered non-functional. Tables 1 and 2 show a typical Corps response organization. Some or all functional elements may be required for a response to a major disaster.

(b) The Disaster Field Office (DFO) will be established in or near the disaster area and will contain the Federal Coordinating Officer (FCO) and the Emergency Response Team (ERT) which is the aggregation of all activated ESFs. A separate DFO will be established in each affected state. Once the DFO is established, which will take 2-3 days (minimum), Division Headquarters will ensure that necessary representation is provided to cover both response and recovery operations. HQNPD will head the ESF #3 organization at the DFO and will coordinate its primary response District's execution of the ESF #3 mission. Personnel may be from Division and/or District offices. The ROC and ERT-A will end operations at this time. The Division Headquarters will coordinate all requests for resources from outside of its own boundaries. The following is a recommended action checklist but is not all inclusive:

- 1 Notify Commander.
- 2 Activate Emergency Operations Center (EOC).
- 3 Establish contact with primary districts to determine their capability to respond.
- 4 Activate and test all emergency communication systems.

- 5 Deploy personnel for ROC and ERT-A as appropriate.
- 6 Establish contact with neighboring divisions.
- 7 Contact HQUSACE and initial reporting activities.
- 8 Determine from FEMA if ESF #3 will be activated.
- 9 Initiate liaison with CONUSA'S and contact ESF #3 support agencies.

(c) Ensure Districts:

- 1 Establish and maintain contact/liaison with State emergency management agencies.
- 2 Inspect and repair District facilities (levees, locks, dams, lakes, etc.).
- 3 Implement Corps authorities (PL 84-99) as required.
- 4 Provide support to military installations as necessary.
- 5 Alert/dispatch response personnel as required.
- 6 Respond to requests from state and local governments and report all requests received to the HQNPD EOC.

(4) Recovery. HQNPD will assist and enable districts in recovery operations. Under PL 93-288, FEMA has the authority to assign mission work to the Corps of Engineers. HQNPD will assign FEMA missions to the proper district command. Missions may include work in the following areas:

(a) Infrastructure. This work may involve both PDAs and DSRs on damage to publicly-owned facilities.

(b) Humanitarian Assistance. This work may involve performing habitability surveys on individual homes.

(c) Hazard Mitigation. This will involve providing the necessary representation on the Interagency Hazard Mitigation Team.

(d) Other Missions. FEMA has the option of giving the Corps a direct mission assignment, such as debris clearance in a town or city. These missions are engineered, contracted, and managed by Corps personnel.

8. ADMINISTRATION AND LOGISTICS. See appropriate appendix.

9. COMMAND AND SIGNAL.

a. Command:

(1) The normal command and staff relationships of the division do not change for the execution of this plan. Deployment specified herein will be viewed as temporary organizations reporting to the Commander.

(2) Command and Control will be assisted by the use of Liaison Officers to appropriate agencies. Liaison Officers have no command authority per se, but they do represent the division and specifically the Commander. Liaison Officers are under staff supervision of the EOC Chief.

b. Communications: (See Appendix T).

FOR THE COMMANDER:



CLIFTON P. JACKSON, JR.
Executive Assistant

22 Appendices

- App A - Organization and Functions
- App B - Support Agencies
- App C - Corps Support to Other Agencies
- App D - Acronyms
- App E - Glossary of Terms
- App F - Reporting
- App G - Physical Security
- App H - Audit Office
- App I - Contracting
- App J - Construction Support
- App K - Engineering
- App L - Resource Management
- App M - Emergency Management
- App N - Human Resources
- App O - Programs Management
- App P - Real Estate
- App Q - Safety
- App R - Logistics Management
- App S - Legal
- App T - Information Management
- App U - Public Affairs
- App V - Examples of Summary Sheets

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Table 1
North Pacific Division Disaster Response Organization

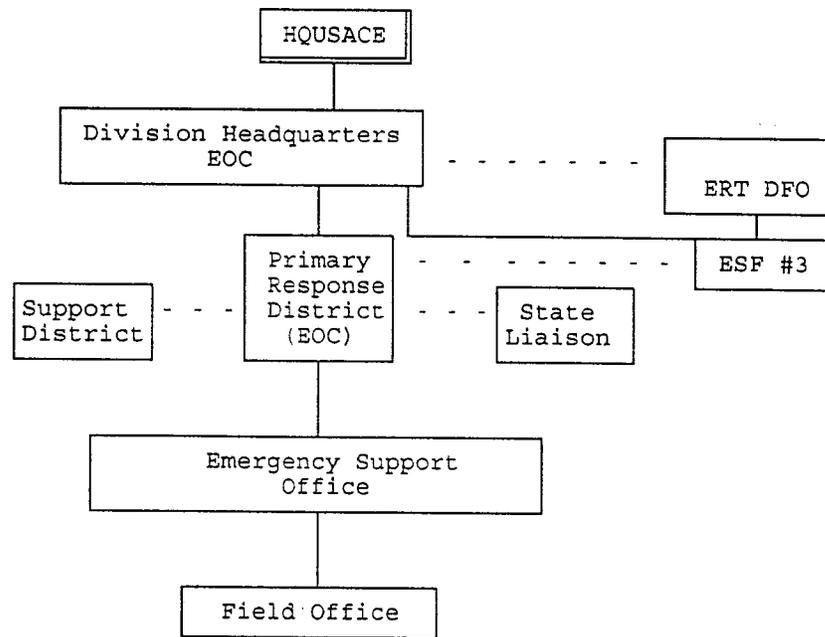
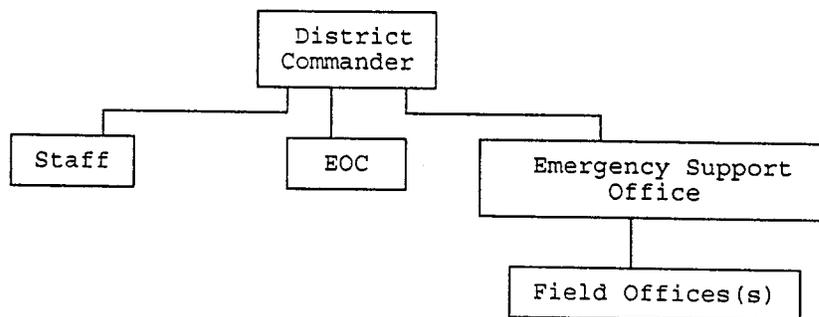


Table 2
Emergency Support Office



APPENDIX A

ORGANIZATION AND FUNCTIONS

A-1. PURPOSE. This Appendix prescribes the immediate response organization and structure for HQNPD. This Appendix also summarizes the broad functions to be performed by the responding Districts.

A-2. SCOPE. This Appendix applies to HQNPD and those Districts that may be called upon to support a response and recovery mission in the event of a major disaster.

A-3. EXECUTION. This plan envisions three phases of activity in any response to a major disaster. These are: pre-disaster planning, response, and recovery.

a. Pre-disaster Planning.

(1) Plans. Proper planning and preparation during this phase is essential to being responsive to human needs and achieving success in the second phase. It is imperative that HQNPD and its Districts develop and maintain accurate plans for their response to such a need. As these plans are formulated and internal procedures established, the plans will be tested through a series of Division/District exercises. Based on these results, the plan will be revised to improve the overall responsiveness.

(2) Crisis Management Team (CMT). The CMT is comprised of senior representatives of the Directorates and separate offices with the Emergency Manager. The CMT is responsible for assuring that appropriate levels of emergency preparedness throughout HQNPD are met.

b. Response. In the event of a major disaster, personnel will be deployed for staffing various emergency organizations. Individual organization responsibilities are listed below:

(1) Regional Operations Center (ROC). The ROC is activated by the FEMA Regional Director and is located at the FEMA Regional Office. It is staffed by FEMA and representatives from the primary agencies and other agencies as needed to initiate Federal Response activities. It serves as a link with the affected state(s) to gather information on the status of the impacted area and provides temporary coordination of Federal activity until the ERT is established in the Disaster Field Office (DFO).

(2) Emergency Response Team Advance Element (ERT-A). This is the initial group to respond in the field to the incident. It is headed by a team leader from FEMA and is composed of FEMA personnel and representatives from the ESF primary agencies. It is organized with administration and logistics, information and planning, and operations groups and includes staff for public information, congressional liaison, and community liaison activities, as required. The ERT-A will deploy to the State EOC or other designated State Operating Facilities to work directly with the state to obtain information on the impact of the event and to begin identifying specific state requirements for Federal Response assistance.

(3) Division Headquarters.

(a) General. Upon occurrence of a major disaster, HQNPD will assess the capability of the primary District to respond to their area of responsibility. If deemed necessary, HQNPD will direct the alternate District to assist or take over. Division Headquarters will activate the EOC to oversee the primary response district's establishment of its response organization and execution of its ESF #3 mission.

(b) The CMT, representing the various functional disciplines, will intensively manage emergency situations. Alternate CMT members may be required for extended operating hours or due to absence of primary individuals. In a heightened crisis, the CMT may grow considerably as the situation severity increases, but it is important to keep in mind that the CMT should remain as a management cell whose prime responsibility is to facilitate expedited decision making in support of disaster operations. CMT functions are:

- 1 Monitor the crisis situation and implement command decisions.
- 2 Point of contact for matters pertaining to the crisis situation.
- 3 Coordinate and exchange appropriate operational information with: higher, lateral, and subordinate operations centers concerning the crisis.
- 4 Disseminate Command requirements to HQNPD staff offices and subordinate elements as necessary to respond to tasking.
- 5 Participate in daily Commander's briefings.
- 6 Maintain operations and intelligence situation maps, the status of personnel and logistics, and pertinent information on the crisis situation.
- 7 Contribute input to daily situation reports and other reports as required.
- 8 Prepares necessary operations orders and directives.
- 9 Maintains briefing book, and establishes such other records as are necessary to compile a complete account of the crisis team operation.
- 10 During periods when the CMT is activated, the level of the decision-making process is essentially unchanged from that used during non-crisis periods. However, the mechanism for providing information to decision-makers is accelerated in order to expedite the response to command requirements. The CMT may make decisions on matters not

specifically covered by policy when they are within the guidance received from the Commander. Information and recommendations regarding decisions are normally presented to the Commander at the daily situation briefing. Information and recommendations presented at these briefings will be developed by the CMT staff representatives.

(4) Emergency Support Function #3 Team. An ESF #3 Team will be established at the DFO. This office and team will be co-located with the other ESF Teams and the FCO. Together they will constitute the ERT. The ESF #3 team will:

(a) Execute pre-assigned missions and accept all response missions deemed within the scope of ESF #3.

(b) Monitor and report work accomplished.

(c) Prioritize, in coordination with the State, all ESF #3 response missions and manage the funding of these missions. Other ESF may request assistance from the ESF #3. The ESF #3 leader will accept, reject, or forward any such request to the Division Headquarters. The ESF #3 will provide reports of all response activities within that State to the Division Headquarters.

(d) Elevate unresolved requests to higher headquarters.

(e) Provide liaison, as necessary, to the ESFs which the Corps supports and to the DCO.

(f) Monitor, coordinate and adjust deployed resources. Request additional resources as required.

(g) Conduct damage intelligence for possible missions.

(h) Maintain fiscal controls, accounting and timekeeping.

(i) Prepare and submit Situation Reports (SITREPS) to higher headquarters.

(5) Emergency Support Office (ESO). The ESO is a supplemental District Office set up by the affected District to deal specifically with accomplishment of ESF #3 tasking. ESO organizational placement is shown in Table 2. The ESO will:

(a) Establish field offices to accomplish emergency missions. The size and structure of each office may vary.

- (b) Prepare and award contracts in support of response missions.
 - (c) Maintain fiscal controls, accounting and timekeeping.
 - (d) Provide engineering and project management support to accomplish all tasking.
 - (e) Provide necessary support in the areas of real estate, information management, and other offices as necessary.
- (6) District Emergency Operations Center. The impacted District will activate its EOC. Through the EOC the District will:
- (a) Establish and maintain liaison with the State Emergency Organization.
 - (b) Support the establishment of the ESF #3 Team at the DFO, providing resources (including personnel).
 - (c) Coordinate supplementing resources from support Districts.
 - (d) Manage resource needs for the inspection and repair, if required, of Corps facilities.
 - (e) Provide SITREPS of all USACE activities.
 - (f) Provide support to DOD facilities.
 - (g) Provide support to all Corps response and recovery activities.
- c. Recovery. If the Federal Response Plan is implemented, traditional recovery missions such as DSR and PDA preparation will be assigned as missions under the Plan.

APPENDIX B

SUPPORT AGENCIES

B-1. DEPARTMENT OF AGRICULTURE (USDA).

a. Provide engineering and contracting/procurement assistance in emergency debris removal, demolition, repair of roads and bridges, temporary repair of essential public facilities, and water supply. The U.S. Forest Service (USFS) will be the regional contact for this support.

b. The Natural Resource Conservation Service (NRCS) will provide technical support to evaluate damage to water control facilities.

B-2. DEPARTMENT OF DEFENSE (DOD). Provide available military resources (technical assistance, personnel, supplies, and equipment) to support ESF activities, including debris removal, emergency demolition, emergency power, restoration of essential public facilities, and water supply. The DCO will be the contact for this support at the regional level.

B-3. DEPARTMENT OF ENERGY (DOE). Assist in establishing priorities. Provides technical assistance on energy systems and suppliers. Act as liaison with energy industries.

B-4. DEPARTMENT OF HEALTH AND HUMAN SERVICES (HHS) (PUBLIC HEALTH SERVICE - (PHS)).

a. Assist in corrective actions related to water, waste water, and solid waste facilities.

b. Provide guidance related to health problems associated with hazardous materials.

B-5. DEPARTMENT OF THE INTERIOR (DOI).

a. Provide engineering support to assist in evaluating damages to water control facilities such as dams, levees, water delivery facilities and structures.

b. Provide technical assistance in contract management, contracting, procurement, construction inspection, environmental and archeological assessment.

c. Provide technical assistance for Preliminary Damage Assessments, Damage Survey Reports, Structural inspections, debris clearance, demolition, and restoration of facilities in general. (Bureau of Reclamation will be regional contact).

B-6. DEPARTMENT OF LABOR (DOL). Assess threat to public health and safety. Provide supplemental assistance in debris removal or demolition activities performed by the ESF. The Occupational Safety and Health Administration (OSHA) will be the regional contact for this support.

B-7. DEPARTMENT OF TRANSPORTATION (DOT).

- a. Assess damage to all types of transportation systems and assist in evaluating alternatives for repair or temporary replacement.
- b. Assist in identifying and arranging for utilization of all types of transportation including transport of water.
- c. Arrange for movement of required engineering and construction resources into the disaster area.

B-8. ENVIRONMENTAL PROTECTION AGENCY (EPA).

- a. Assist in damage assessment of water and waste systems and determine necessary emergency repairs.
- b. Assist in locating disposal sites for debris clearance activities.
- c. Provide locations and safety guidance on areas affected by hazardous materials. Insure that protection and cleanup of these areas is accomplished.

B-9. GENERAL SERVICES ADMINISTRATION (GSA).

- a. Provide engineering and contracting/procurement support for emergency debris clearance, demolition, public works repair, and water supply missions.
- b. Provide logistical support to the ESF.
- c. Assist in locating construction resources not available in the disaster area.
- d. Contract for technical assistance.

B-10. DEPARTMENT OF COMMERCE. Using the Interagency Committee of Seismic Safety in Construction/Building and Fire Research Laboratory/National Institute of Standards and Technology, provide direct technical support and advice on procurement of external consulting services for assessing the structural and fire safety of damaged buildings and lifelines (public works and utilities).

B-11. FEDERAL EMERGENCY MANAGEMENT AGENCY.

- a. Provide reconnaissance and remote sensing support.
- b. Provide Situation Assessment.

APPENDIX C

CORPS SUPPORT TO OTHER AGENCIES

C-1. PURPOSE. This Appendix outlines the role of the Corps in providing support to other Emergency Support Functions (ESFs).

C-2. SCOPE. As executive agent for DOD, Department of the Army Director of Military Support (DADOMS) will provide representatives (points of contact) to support other ESFs, who will request USACE participation where necessary.

C-3. EXECUTION. Under DOD's support role, the Corps will be required to assist several ESFs including Transportation, Fire Fighting, Urban Search and Rescue, Information and Planning, Health and Medical Services, Energy and Hazardous Materials, and others as necessary. This support role will be as follows:

a. Transportation - ESF #1. Department of Transportation is the primary agency for this ESF. HQNPD will provide support of ESF #1 in emergency operation of inland waterways, ports and harbors, including dredging operations.

b. Fire Fighting - ESF #4. The U.S. Forest Service is the primary agency for this ESF. HQNPD may be tasked to provide contracting services as needed for disaster-related fires.

c. Information and Planning - ESF #5. FEMA is the primary agency for this ESF. HQNPD will assess and report damage to dams and other flood-protection works in coordination with the Department of the Interior and the State and local governments, and will assess and report damages to harbors, navigable channels and locks, and port facilities in coordination with the DOT. HQNPD will support Joint Information Center (JIC).

d. Health and Medical Services - ESF #8. The Department of Health and Human Services (DHHS) is the primary agency for this ESF. HQNPD will provide technical assistance, equipment, and supplies as required in support of ESF #8 to accomplish temporary restoration of damaged public utilities affecting public health.

e. Urban Search and Rescue - ESF #9. FEMA is the primary agency for this ESF. HQNPD will provide engineer advisors to assist this team as necessary to locate and extract trapped or injured people from collapsed structures.

f. Energy - ESF #12. The Department of Energy is the primary agency for this ESF. HQNPD will assess damage to hydropower facilities and provide information to DOE. The Corps will supply emergency generators that are at its disposal.

APPENDIX D

ACRONYMS

AO Area Office	DOE Department of Energy	ERT Emergency Response Team
AR Army Regulation	DOEd Department of Education	ERT-A Emergency Response Team- Advance
ARC American Red Cross	DOI Department of Interior	ESF Emergency Support Function
CAP Collection, Analysis & Planning	DOJ Department of Justice	ESO Emergency Support Office
CDRG - Catastrophic Disaster Response Group	DOL Department of Labor	FAR - Federal Acquisition Regulation
DA Damage Assessment	DOMS Director of Military Support	FAX Facsimile
DCO - Defense Coordinating Officer (DoD Rep)	DOS Department of State	FCC - Federal Communications Commission
DFAR - Defense Federal Acquisition Regulation	DOT - Department of Transportation	FCO - Federal Coordinating Officer
DFO Disaster Field Office	DSR Damage Survey Report	FEMA - Federal Emergency Management Agency
DHUD - Dept of Housing & Urban Development	EM Emergency Management	FRP - Federal Response Plan
DHHS - Dept of Health & Human Services	EOC - Emergency Operations Center	GSA - General Services Administration
DOC Department of Commerce	EPA - Environmental Protection Agency	HFSSB - High Frequency Single Side Band Radio
DoD Department of Defense	ER Engineering Regulation	

Appendix D
NPDR 500-1-2
February 1996

HQ USACE
Headquarters, U.S. Army Corps
of Engineers

OFDA
Office of U.S Foreign
Disaster Assistance

USACE
U.S. Army Corps of
of Engineers

ICC - Interstate
Commerce Commission

OPM
Office of Personnel Management

USDA - U.S.
Dept of
Agriculture

IM
Information Management

PAO
Public Affairs Office

USFS - U.S.
Forest Service

JIC
Joint Information Center

PDA
Preliminary Damage Assessment

US&R
Urban Search
and Rescue

LDT
Leader Divisional (ESF) Team

PDS
Permanent Duty Station

USPS - U.S.
Postal Service

MACOM
Major Command

PHS
Public Health Service

VA - Department
of Veterans Affairs

MIPR
Military Interdepartmental
Purchase Request

ROC - Regional
Operations Center

NASA - National
Aeronautics and Space
Administration

SITREP
Situation Report

NCS
National Communications
System

T&A
Time and Attendance

NOI
Notice of Interest

TREAS
Department of Treasury

NRC
Nuclear Regulatory
Commission

TVA
Tennessee Valley Authority

NRCS - Natural Resource
Conservation Service

APPENDIX E

GLOSSARY OF TERMS

Affected Area: An area in which there is some damage to the infrastructure, but it is functional. There is serious, but non-life threatening damages, and the local assets are overwhelmed, but state assets are adequate.

Advance Element of the ERT (ERT-A): The portion of the Emergency Response Team which is the first group deployed to the field to respond to a disaster incident.

Catastrophic Disaster Response Group (CDRG): A multi-agency, national-level group which serves as a centralized coordinating group to support on-scene Federal response and recovery efforts.

Disaster Field Office: The office, established in each affected state or city, within which is located:

The Federal Coordinating Officer and support staff
The State Coordinating Officer and support staff
All ERT for Response
All Recovery Activities

Emergency Response Team (ERT): An interagency team, consisting of the lead representative from each Federal department or agency assigned primary responsibility for an Emergency Support Function and key members of the Federal Coordinating Officer's staff, formed to assist the FCO in carrying out coordination responsibilities.

Emergency Support Function (ESF): Pre-assigned response missions with a designated lead agency and assigned support agencies. The basic mission is to perform those functions, which that agency normally does, in an immediate response to a disaster.

Emergency Support Team (EST): An interagency group operating from FEMA headquarters. The EST oversees the national level response support effort and coordinates activities with the ESF primary and support agencies in the field. The EST provides administrative, logistical, and operational support to the CDRG.

Federal Response Plan (FRP): The FRP establishes the basis for the provision of Federal assistance to a state and its affected local governments impacted by a catastrophic or significant disaster or emergency which results in a requirement for Federal response assistance.

Impacted Area: An area that has imminent threat to safety. The infrastructure is not functional, and both local and state teams are overwhelmed.

Joint Information Center (JIC): The primary field location for the coordination of Federal and state media relations located in or near the DFO.

Primary Response District: The district which is assigned the responsibility to respond, within a specified state or city, to supplement non-Federal efforts.

Regional Operations Center (ROC): The temporary operations facility for the coordination of Federal response and recovery activities, located at the FEMA regional office and led by the FEMA regional director or deputy director until the DFO becomes operational.

Response: Activities to address the immediate and short-term effects of an emergency or disaster. Response includes immediate actions to save lives, protect property, and meet basic human needs.

Staging Area: A pre-identified location where personnel and material, for response to a catastrophic disaster, will be sent. The personnel and material will be assembled and sent into the affected areas to perform pre-assigned missions.

State Coordinating Officer: The representative of the Governor who coordinates state response and recovery activities with those of the Federal Government.

Support Agency: A Federal department or agency designated to assist a specific primary agency with available resources, capabilities, or expertise in support of ESF response operations, under the coordination of the primary agency.

Support District: A district which is near the affected area, not charged with primary response duties, and is the prime source of supplementing the resources of the primary response district.

Victim District: A district which lies in the extreme damage area. This district will probably be non-functional. Its personnel being unable to return to work because of damage at home, no access to the district office or no office to work from. If a district is considered a victim district, the backup district will respond for the victim district.

APPENDIX F

REPORTING

F-1. PURPOSE. To provide timely and accurate information to appropriate elements.

F-2. SCOPE.

a. The provisions of this appendix are applicable to all Corps offices established as a result of activation of ESF #3 in response to a major disaster.

b. Means of Reporting.

(1) High Speed Digital Facsimile (FAX). This will be the primary means of transmitting reports in an emergency situation, provided telecommunications lines are available from the disaster area.

(2) Telephone. The telephone can be used as a means for providing preliminary information on developing emergency situations or serious changes in field conditions during a response mission. Telephonic reports will be followed by more detailed written reports.

(3) Electronic Mail (if available). Electronic mail may be utilized where this is the most rapid means of communication. Confirmation of receipt must be assured.

(4) HF-SSB Radios. If telecommunications are unavailable from the disaster area then radio communications will be used to transmit emergency reports.

c. SITREP Content. SITREPs will be provided after the disaster. The initial SITREP may consist of only one page with subsequent SITREPs containing a cover sheet/narrative report, summary sheets and mission specific data sheets which are broken into four sections.

(1) Cover Sheet/Narrative Report. This will report significant events of the past 24-hour period as well as planned actions over the next 24-hour period (Appendix V).

(2) Summary Sheets. These sheets contain a summarization of assigned personnel, contract activities and DSR status (Appendix V). The applicable sheets will be prepared by all offices. It will be the responsibility of the next higher headquarters to compile the data from subordinate offices.

(3) Mission Specific Data Sheets. These sheets describe mission specific data. Each work assignment or project may be depicted on separate sheets or combine smaller assignments on one sheet. Description of the mission specific data sheets is as follows:

(a) Corps Infrastructure/DoD Installation. Includes information on infrastructure/DoD installation damage, operational status and the status of contracts for the repair of those damages. This section will be completed by the district EOC (Appendix V).

(b) PL 84-99/AR 500-60 Activities. Includes all actions and information on damaged Corps constructed projects and missions taken under AR 500-60 and PL 84-99. This section will be completed by the district EOC (Appendix V).

(c) PL 93-288 Response. Includes information on all ESF #3 response missions received from the state or other ESFs. This section will be completed by the field offices and the ESF#3 cell located at the DFOs (Appendix V).

(d) PL 93-288 Recovery. Provide information on all PL 93-288 recovery missions. This includes DSR missions, direct mission assignments from FEMA, habitability inspections, etc. This section will be completed by the field offices and the ESF#3 cell located at the DFOs (Appendix V).

d. Report Submission. Initial notification of a major event/disaster will be provided telephonically and followed by a timely written report based on the best information available. These reports will not be delayed in order to collect and compile additional data. Daily reports will be provided CDR USACE (CECW-OE-D) by 1400Z and will include the latest information possible. Supplemental reports are to be provided as conditions warrant.

e. After Action Report. Detailed procedures and guidance are provided in ER 500-1-1.

F-3. EXECUTION. Diagram F-1 shows the flow of information from the field level offices to HQUSACE.

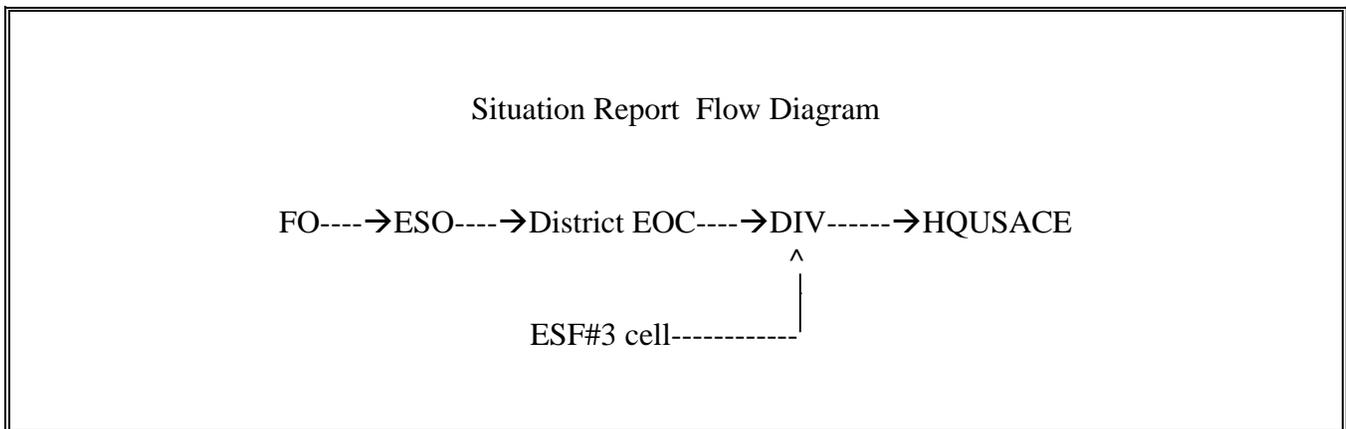


Diagram F-1

- a. Each field office will provide any PL 93-288 information (response/recovery) as appropriate and data pertaining to that particular office as found on the summary sheets. This information will be provided to the ESO coordinating all work for that particular area. Examples of summary sheets are located in Appendix V and copies may be obtained from the proponent of this memorandum
- b. ESOs will assimilate and compile the data sheets from all reporting field offices. The ESO will incorporate data pertaining to any activities which are specific or unique to the ESO. This includes personnel resources and contracting activities. Once compiled, the ESO SITREP will be forwarded to the EOC located at the District. Example of summary sheets are located in Appendix V. and copies may be obtained from the proponent of this memorandum.
- c. The EOC located at the District will likewise perform a similar operation for reporting. It will assimilate, compile, and incorporate District unique data and forward the final District SITREP to the respective division headquarters EOC.
- d. The district SITREP will include information pertaining to Corps infrastructure, DoD installation, PL 84-99 and AR 500-60 missions, along with the summary sheets relating to personnel and contracting activities. Examples of these summary sheets are located in Appendix V and copies may be obtained from the proponent of this memorandum.
- e. Division EOC will compile and prepare a division SITREP from all subordinate district EOCs and the ESF#3 team. Divisions responding to multiple state areas are required to separate information by states. This Division SITREP will be forwarded to HQUSACE. An example of the SITREP cover sheet/narrative report is located in Appendix V.

APPENDIX G

PHYSICAL SECURITY

G-1. PURPOSE. To provide basic physical security guidance and a plan of action for protecting Corps and Contract resources employed under the conditions set forth in the basic plan. To implement a physical security program that protects Corps and contract personnel, assets, and facilities from acts of theft, vandalism, or sabotage.

G-2. SCOPE. The provisions of this appendix are applicable to Corps employees, government-owned/government-leased property and Corps contractors.

G-3. EXECUTION. Prior review and evaluation must be done to analyze the physical security threats and to counter threats by developing and implementing security control procedures, techniques and methodologies. Reference 1b, USACE Supplement 1 to AR 190-13, Physical Security Checklist, is an excellent planning tool for developing physical security considerations and possible requirements.

a. Pre-disaster Planning.

(1) Assess the physical threat for each Corps operating location to include protection of Corps and Contract personnel, facilities, vehicles, equipment and supplies.

(2) Identify security control procedures, techniques, and methodologies to minimize the threat.

(3) Identify local, state and Federal law enforcement authorities to be employed in the area and develop an effective communication and coordination network.

(4) Develop a physical security plan of action for each area of operation taking into consideration the assumption in the basic plan.

(5) Ensure contract specifications for security are in place to minimize time and effort in implementing security contracts.

(6) Coordinate with higher authority and develop effective means of receiving and reporting intelligence information and submitting incident reports.

b. Response.

(1) Implement the physical security control procedures, review and evaluate procedures, techniques, and methodologies as required to counter changing threat conditions.

(2) Establish communication and maintain close coordination among key law enforcement agencies.

(3) Participate with PAO in an effective command information program to provide essential elements of information to Corps employees and contractors relevant to emergency operations and physical security. Security elements should maintain close coordination with local Public Affairs Officer.

(4) Respond to security incidents effectively. Refine response procedures using lessons learned as operations continue.

(5) Ensure incident reports are submitted to all cognizant levels of command in daily SITREPS, and in accordance with references c and d.

G-4. REFERENCE.

- a. AR 190-13, Army Physical Security Program.
- b. USACE Supplement 1 to AR 190-13, Physical Security Checklist (ENG Form 4930-R).
- c. AR 190-40, Serious Incident Report.
- d. ER 190-1-50, Law Enforcement Policy, U.S. Army Corps of Engineers.

APPENDIX H

AUDIT OFFICE

H-1. PURPOSE. To provide information on the responsibilities and activities of the North Pacific Division Audit Office in response to a major disaster mission. More detailed information and guidance is provided in the Headquarters USACE “Audit Handbook for Emergency/Disaster Operations.”

H-2. RESPONSIBILITIES.

a. Audit Office personnel are responsible for:

(1) Establishing an effective audit plan to provide contract audit support for emergency/recovery operations and

(2) Preparing and implementing an internal audit plan to deter and minimize the potential for waste, fraud and abuse of resources.

b. In the event of emergency/disaster, qualified Audit Office personnel should coordinate with the Command’s recovery team during the early stages in order to establish an effective audit plan.

H-3. EXECUTION.

a. Pre-disaster Planning.

(1) Audit Office personnel will be knowledgeable of HQ USACE, North Pacific Division and Division Audit Office functional responsibilities and plans for emergency/disaster operations.

(2) Ensure that Audit Office emergency operations plans are well documented, current and consistent with HQ USACE and North Pacific Division plans.

b. Response.

(1) Contract Audit Program. The following contract audit actions should be taken during the early stages of any declared disaster recovery operation to (i) identify contract audit requirements as early as possible, (ii) allow adequate time for researching and (iii) prevent unnecessary delays:

(a) Establish a close working relationship with the emergency contracting and technical personnel.

(b) Identify and prioritize the contract audit workload by type of contract and dollar amount.

(c) Determine what resources are required based on the projected workload and audit cognizant assignments.

(d) When a contractor is located in another Division's territory, that Division will be requested to perform the audit. If they cannot perform the audit in a timely manner, relief may be obtained from CEAO.

(e) If another agency is the cognizant auditor, they will be requested to perform the audit. If they cannot perform the audit in a timely manner, CEAO should be notified, and the auditor should obtain copies of the most recent audit reports to determine if the information is sufficient to evaluate the contractor's proposal. If the data is not sufficient, CEAO should be contacted before beginning an audit of the contractor's records.

(f) Evaluate the emergency and normal workload to determine if outside auditor assistance is required. The Division in which the disaster/emergency occurs should dedicate works contracts. If resources are not available to audit emergency and normal contract audit work, CEAO should be notified and audit assistance for the Division's normal and emergency contract audit workload should be obtained from the appropriate cognizant audit (Corps, DCAA or other federal agency) when possible.

(2) Internal Review Program. The following actions should be taken during the early stages of any disaster recovery operations in order to establish an effective internal review program:

(a) Arrange to attend scheduled staff meetings to obtain an update of potential problems identified by functional managers, and the goals and objectives of the Command.

(b) Attend briefings held at the Emergency Operations Center (EOC) and/or arrange to get on the "EOC Data Distribution List" to obtain a daily update of actions being taken by the Command's Emergency Response Team.

(c) Interview Emergency Response Team's functional managers to become knowledgeable of the scheduled recovery activities with special emphasis on: types of contracts (competitive/noncompetitive, sole source, etc.)' procedures for emergency acquisition of materials and supplies (i.e., credit cards, SF 44's (Purchase Order Invoice Voucher), etc.); and financial considerations such as procedures for costing labor, travel, per diem, vehicle rentals, overtime, reporting of time and attendance, etc.

(d) Using the information obtained by the above actions, prepare a “Proposed Action Plan” with the review issued arranged in prioritized order based on your assessment of the vulnerabilities identified in each area. Request input from the Commander. If the action plan covers Division office functions, obtain approval from the Commander to proceed with plan. If the action plan cover District functions, coordinate with Districts’ Internal Review Offices to ensure that the areas identified as most vulnerable to waste, fraud and abuse are schedule for review.

(e) Remain flexible in order to adjust to changing conditions. Revise the approved audit plan if conditions warrant and clear changes with the commander.

(f) Maintain a register of external audit teams. Ensure that entrance conferences are scheduled and that the Commander and functional managers are fully aware of the audit assignment and issues to be examined. Document the scope of the audit.

(g) Established adequate “ground rules” to ensure that all external auditors check-in with the Internal Review Office, and with the official in charge when tin the field.

(f) Prepare and maintain a brief “external audit status Report” for the Commander and as needed to keep well informed of events as they occur.

(g) Prepare a brief synopsis of external audit team’s entrance/exit conferences and provide copies to the Commander and HQ USACE (CEAO).

APPENDIX I
CONTRACTING

I-1. PURPOSE. This appendix describes objectives and methods of accomplishing contracting support following a major disaster.

I-2. SCOPE. Contracting will coordinate activities to best utilize manpower and other resources to accomplish the contracting and procurement mission in a timely manner.

I-3. EXECUTION.

a. Pre-disaster Planning.

- (1) Assess contracting mission to include "on the shelf" standardized contracts.
- (2) Develop deployment plan to provide necessary contracting expertise at all field sites.
- (3) Train personnel to include administrative contracting and ordering officers to meet requirements of disaster response.
- (4) Assure districts have identified prospective contractors and coordinated workable notification plans based on emergency requirements with limited communications capability.
- (5) Ensure necessary personnel have standby emergency contracting officer authority.
- (6) Develop an augmentation plan from other available Corps contracting resources.

b. Response.

- (1) Activate response plan actions.
- (2) Deploy personnel and equipment, as required.
- (3) Assure districts conduct contracting and procurement actions to meet mission requirements.

I-4. REFERENCES.

- a. Federal Acquisition Regulation (FAR).
- b. Defense Federal Acquisition Regulation Supplement (DFAR).

Appendix I
NPDR 500-1-2
February 1996

c. Engineering Regulation (ER) 10-1-41. Corps-wide Centralized Functions and Special Missions Assigned to Divisions and Districts, Chapter 1.

d. ER 500-1-1. Natural Disaster Procedures.

APPENDIX J

CONSTRUCTION SUPPORT

J-1. PURPOSE. This appendix outlines the construction role during response to a major disaster.

J-2. SCOPE. This appendix applies to all construction elements organic to or in support of CENPD.

J-3. EXECUTION.

a. Pre-disaster Planning.

(1) Develop a construction response plan.

(2) In coordination with Human Resources and Emergency Management (EM) assure districts train construction personnel and their related support elements designated to execute construction missions.

(3) Exercise, review and revise this plan.

b. Response. Within each impacted area, the Primary Response District may establish Emergency Support and Field Offices (ESO and FO) to provide direct response. The location and severity of the damage will determine the need for establishing these offices. When the district establishes these offices, construction personnel from the district office, unaffected field offices, and support districts will be assigned to staff them.

APPENDIX K

ENGINEERING

K-1. PURPOSE. This appendix provides information on the responsibilities and activities of the engineering function, as part of the overall preparation and response to a major disaster.

K-2. SCOPE. In the event of and in preparation for a major disaster, the engineering function will develop response plans, train pre-designated response teams, and provide engineering services to the ESF#3 leader at the DFO. Potential missions include:

a. Provide advice and consultation to the ESF#3 leader for the execution of pre-assigned missions.

b. Provide engineering resources, including personnel, and fully support the response effort being conducted at the DFO. This will include assuring staffing for the following response teams:

(1) Damage Assessment. Damage Assessment (DA) teams will be assembled to gather information to assist USACE in carrying out its responsibilities at all levels. Recognizing that ESF #5 is charged with the DA, in a more general way, DA teams will focus on information more specific to organizational needs. As much as possible, those teams should be developed around the existing teams specified in the FEMA-USACE Memorandum of Agreement. The following is a list of essential elements of information:

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

(b) Locations of potential Corps authority and ESF #3 missions, as well as necessary work within USACE statutory authorities.

(c) Anticipated ESF #3 tasking.

(d) Resource requirements and preliminary assessment on 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 operating projects.

(h) Status of Corps office facilities, manpower.

- (i) Status of Corps communication capabilities, in conjunction with IM.
- (2) Dam Safety Inspections:
 - (a) Conduct Dam Safety Inspections of Corps' dams.
 - (b) Conduct Dam Safety Inspections of non-Corps' dams, per local request.
- (3) Structural Hazard Inspection. Structural hazard inspection teams will be used to advise local building officials on hazards posed by structures. Advice will include precautionary measures to abate the public's exposure to hazards such as recommendations on posting, cordoning, and full or partial demolition. Expertise to include structural, foundation, and forensic engineering will be necessary. Available expertise should be recruited from USACE, support agencies to ESF #3, and engineering consultants.
- (4) Technical Assistance to Search and Rescue. These teams will provide engineering advice and construction assistance to personnel performing Urban Search and Rescue (US&R) which is ESF #9. Engineering talents necessary will be similar to those required for the structural hazard inspection team except that they will be applied to collapsed structures as well. These teams should be developed utilizing training at the national level and deployed to the impacted region.

K-3. EXECUTION.

- a. Pre-disaster Planning.
 - (1) Develop an engineering response plan.
 - (2) In coordination with Human Resources and EM, assure districts train engineering personnel and their related support elements designated to execute engineering missions.
 - (3) Exercise, review and revise districts' plans.
- b. Response.
 - (1) Assure and assist districts to perform their respective missions.
 - (2) Advise the CMT leader as to the status of the engineering response mission.

APPENDIX L

RESOURCE MANAGEMENT

L-1. PURPOSE. This appendix provides information on the responsibilities and activities of the resource management function in response to a major disaster mission.

L-2. SCOPE.

a. Resource Management personnel are responsible for ensuring that financial operations during the emergency are conducted in accordance with established policies, regulations, and standards.

b. During an actual emergency, a qualified financial manager will assist the ESF#3 leader to ensure expeditious dissemination of financial guidance and information.

L-3. EXECUTION.

a. Pre-disaster Planning.

(1) Financial Management personnel will be knowledgeable of the basic provisions of ER 37-2-10, ER 500-1-1, ER 11-1-320, and the FRP.

(2) Assure District Resource Managers develop a financial appendix to the local response plan.

b. Response.

(1) Implementation of the FRP for ESF #3 authorizes the Corps to accept ESF #3 missions directly from the state, in coordination with the FCO. Funds will subsequently be reimbursed by FEMA from the Disaster Relief Fund.

(2) Primary response districts will establish ESF #3 work under 96X3125, Appropriation Reimbursement Activity. If funds are not immediately available under 96X3125, reimbursable accounts will be established in the Revolving Fund. Primary districts will issue Military Interdepartmental Purchase Request (MIPR) to support agencies and support districts rendering assistance in the response. support districts will record such work in the Revolving Fund.

c. Support Under Other ESFs. Implementation of the FRP authorizes the Corps to accept support missions from other ESFs. Primary districts will record work for other agencies under 96X3125, Appropriation Reimbursement Activity. If funds are not immediately available under 96X3125, reimbursable accounts will be established in the Revolving Fund. MIPRs will be issued to other districts providing support; support districts will record work in the Revolving Fund.

d. Response under Corps Authorities. Authority under PL 84-99 could be applicable if a disaster creates a potential flood hazard or flooding situation. Information on PL 84-99 authority is contained in ER 11-1-320.

L-4. ADMINISTRATIVE INSTRUCTIONS.

a. The Resource Management Office of each primary response district will maintain a log of all funding authorities and allocations (ER 11-1-320, Appendix L-1). A copy of the log will be faxed to HQNPD and to the ESF#3 leader on a daily basis.

b. Within 72 hours, the Resource Management Office will request an appropriate amount of Reimbursable Apportionment Target from CERM-B, based upon the value of ESF #3 and other reimbursable work anticipated.

c. ER 11-1-320 contains information concerning costs that are eligible for reimbursement by FEMA, as well as information on records required for audit.

d. Each FEMA/state request will be numbered separately. All cost accounts established will indicate the authority for providing the work and the state in which the work is performed. Other subaccounts will be maintained as needed to provide local management information or support reimbursable billings.

e. Primary districts for ESF #3 will forward all FEMA bills through NPD, to the FCO or the designated representative. Final billings will be submitted to FEMA within 180 days following completion of the mission or termination by the FCO.

APPENDIX M

EMERGENCY MANAGEMENT

M-1. PURPOSE. This appendix describes the functions and responsibilities of the EM element, as part of the overall preparation and response to a major disaster.

M-2. SCOPE. EM will initiate the command's response plans, activate the command's EOC, establish liaison, and prepare to mobilize and deploy pre-designated response teams. The EM staff will:

- a. Provide advice and consultation to the Commander and staff on subjects related to emergency authorities and command responsibilities.
- b. As the Commander's representative, the EM will be the point of activation.
- c. Assist other elements in the development of response plans.
- d. Ensure EOC is activated and operational.

M-3. EXECUTION.

a. Pre-disaster Planning. During the planning phase, the EM element will coordinate response planning. Efforts will include but are not limited to the following:

- (1) Develop a response plan to support the FRP.
- (2) In coordination with the CMT, ensure districts train and maintain personnel to execute the ESF missions.
- (3) Exercise, review and revise the response plan.

b. Response. Once a disaster has occurred, EM will perform the following actions:

(1) EM in coordination with the Commander will activate the EOC and establish a liaison with FEMA. The EM staff will notify the members of the CMT and assist deployments to the DFO.

(2) If ESF #3 is implemented, EM will perform the following actions:

(a) As the response efforts proceed, EM will advise the Commander in providing the necessary resources and support to the districts.

(b) Maintain liaison with FEMA, and provide an avenue of communications for the transfer of information regarding the status of resources and actions.

(c) Activate and operate the EOC until activities related to the disaster are completed.

APPENDIX N

HUMAN RESOURCES

N-1. PURPOSE. This appendix describes the functions and responsibilities of both the Human Resource Offices and other elements tasked with the development or oversight of response teams (i.e. Engineering, Construction, Real Estate, etc.) in anticipation of a major disaster.

N-2. SCOPE. The primary district will be responsible for providing the personnel necessary for staffing its field response organization as well as supporting the ESF#3 organization at the DFO. If the personnel requirements exceed the capability of the primary district, personnel from the support districts will be utilized. The following assumptions were used when developing this concept:

- a. Many of the positions identified will need to function on a 24-hour basis, thus dramatically increasing personnel requirements.
- b. Physical demands and extended hours must be considered when designating individuals for duty.
- c. The need may exist to hire temporary personnel to fill needs during the initial response.
- d. The response to a major disaster will take precedence over all routine Corps activities.

N-3. EXECUTION.

a. Pre-Disaster Planning. Human Resource Offices will assure the following actions are accomplished.

- (1) Assist in development of response teams and other response personnel based on clearly defined missions assigned to USACE in the FRP.
- (2) Ensure that proper training is provided for all pre-identified personnel involved in the response.
- (3) Determine which personnel will be performing work at least 20% of the time that is considered non-exempt from the Fair Labor Standards Act.
- (4) Identify retirees who possess needed skills and are available for reemployment in case of a disaster.
- (5) Pre-identify, to the extent possible, those personnel shortfalls within the primary district and coordinate shortfalls with support districts.

(6) Pre-process, to the extent possible, those personnel that have been identified as members of response teams.

(7) Notify and coordinate with Exclusive Bargaining Unit.

b. Response.

(1) Establish processing center for those coming from support districts or other USACE divisions.

(2) Refer to the support district those positions that cannot be filled within the primary district.

APPENDIX O

PROGRAMS MANAGEMENT

O-1. PURPOSE. This appendix describes Programs Management functions and responsibilities during a major disaster.

O-2. EXECUTION.

a. Pre-Disaster Planning.

(1) Develop PM response plan relating to appropriate actions on Division Civil and Military projects, studies, and programs.

(2) Exercise, review, and revise the response plan.

b. Response.

(1) Establish communication channels for Civil and Military programs.

(2) If reconstitution is required, assist in the Division office's reconstitution actions in a timely and prudent manner.

(3) Assure District's execution of response missions as assigned.

(4) Advise the Commander about impacts on Civil and Military projects, studies, and programs. Recommend actions to be taken.

(5) Implement Commander's decisions relating to Division Civil and Military projects, studies, and programs.

APPENDIX P

REAL ESTATE

P-1. PURPOSE. This appendix describes the functions and responsibilities of Real Estate, during response a major disaster.

P-2. SCOPE. The mission of Real Estate is the acquisition, recapture and management and disposal of real property for elements of DOD and to provide support for other Federal agencies real property management operations. This task will be accomplished by establishing real estate teams from throughout USACE to support the accomplishment of ESF #3, Public Works and Engineering missions.

P-3. EXECUTION.

a. Pre-disaster Planning.

(1) Provide support to other Federal agencies in the development of plans for the coordination of real estate actions required during a response mission.

(2) Develop a Real Estate personnel orientation program to ensure that personnel are fully briefed on emergency response procedures and participate in readiness exercises.

(3) Develop plans and procedures to support ESF #3.

b. Response.

(1) Assure and assist district Real Estate offices support response missions.

(2) Assure districts develop acquisition plans to support construction requirements.

(a) Acquisition of Lands or Interests in Land. Unless instructions are issued by higher headquarters to the contrary, no lands or interests in land will be acquired until a directive has been issued by the appropriate authority (ER 405-1-12, para. 2-36 and 2-37).

(b) Acquisition by Inleasing.

(c) Management of Government-owned Property. Review all leases and other outgrants to ensure that government-owned property is being utilized in ways most advantageous to disaster response operations. Consider cancellation of those leases and outgrants for which higher uses are available.

(3) Maintain coordination with major commands (MACOM) real estate points of contact and aid in formulating real estate requirements.

(4) Establish and maintain points of contact with other Federal, state and local agencies and cooperate in identifying real estate requirements.

(5) Support agreements should be prepared to define the Corps participation in emergency response projects. These agreements should limit the right obtained by the Corps to rights-of-entry (unless a base agreement provides otherwise) and must hold and save the Corps harmless from future claims for damages. Any acquisition of real estate or interests therein will be accomplished by the Corps.

(6) Provide real estate support in the accomplishment of Public Works and Engineering missions.

(a) Research land records to identify ownership and obtain title evidence.

(b) Prepare maps and tentative tract descriptions for subsequent use.

(c) Prepare rights-of-entry for construction and occupancy of the land for owners/tenants to sign.

(d) Prepare appropriate forms to apply for relocation benefits under Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 (PL 91-646 as amended by Title IV of PL 100-7).

(e) Prepare complaints for condemnation covering required lands or interests in lands.

(f) Prepare for required EM activities relating to government-owned property.

APPENDIX Q

SAFETY

Q-1. PURPOSE. This appendix addresses some of the unique safety concerns that can exist in a post disaster environment.

Q-2. SCOPE. Providing and maintaining safe and healthy working conditions is important and uniquely difficult. There will be many hazardous situations encountered while performing work following a disaster. Provisions of EM 385-1-1, U.S. Army Corps of Engineers Safety and Health Requirements, will be applied to all emergency work activities.

Q-3. EXECUTION.

a. Pre-disaster Planning.

- (1) Conduct pre-disaster planning to increase readiness.
- (2) Assess all safety requirements expected to occur in responding to a disaster.
- (3) Identify Corps and non-Corps training which may be required and recommend these courses for proper disciplines.
- (4) Develop a personnel orientation program to ensure personnel are fully briefed on emergency response procedures.

b. Response.

- (1) Advise ESF#3 leader of accident potentials and requirements for control.
- (2) Evaluate the application of safety policy and criteria in plans, designs, specifications, operating and maintenance procedures.
- (3) Provide advisory safety engineering services for all ESF activities in support of accident prevention, occupational health, radiological and hazardous materials safety, and safety in all end use items or services.
- (4) Survey all activities for compliance with the policies and objectives of the safety program.
- (5) Survey facilities for fire protection, fire fighting capability, and emergency and rescue equipment to establish adequate and efficient utilization thereof.
- (6) Provide hazardous material advice when required and ensure proper safe zones are established.

APPENDIX R

LOGISTICS MANAGEMENT

R-1. PURPOSE. This appendix describes the functions and responsibilities of the Logistics Management office during a major disaster response.

R-2. SCOPE. The Logistics mission in an emergency support or field office will be to support the day to day emergency operations by:

- a. Providing space management in coordination with Real Estate.
- b. Providing necessary equipment and supplies. Coordinate with Information Management (IM) in communications area.
- c. Coordinating with all command elements to affect logistics support.

R-3. EXECUTION.

- a. Pre-disaster Planning. Assure districts:
 - (1) Maintain an up-to-date inventory of available government-owned emergency supplies/equipment, i.e., generators, batteries, water coolers, vehicles by location.
 - (2) Requisition, replenish and distribute existing stocks of emergency supplies.
- b. Response. Assure districts:
 - (1) Coordinate travel needs of personnel.
 - (2) Coordinate transportation requirements of materials and equipment.
 - (3) Arrange for quarters for emergency personnel.
 - (4) Dispatch vehicles (government-owned and rental), with government credit cards, for emergency use.
 - (5) Coordinate with Contracting Division to provide for fuel replacement for immediate needs as well as periods of extended use subsequent to initial emergency operations.
 - (6) Oversee the needs of workers both in the field and office in respect to their equipment needs to complete their assigned tasks. Supervise space requirements and the furnishing and arrangements for necessary office furniture and equipment.

APPENDIX S

LEGAL

S-1. PURPOSE. This appendix describes the functions and responsibilities of the Office of Counsel during a major disaster response.

S-2. SCOPE. In the event of a major disaster, Office of Counsel will continue to provide timely legal advice to the various elements of the Corps of Engineers. Because of the demands associated with a disaster response, Counsel must be prepared to give increased emphasis to all areas of the law relating to contracting and emergency authorities. Counsel also must be prepared to function effectively in the disaster environment, and should develop procedures by which legal staffs may be augmented as necessary with trained personnel. Basic duties will include:

- a. Provide legal support to the Corps of Engineers.
- b. Assist Corps Real Estate as necessary in legal responsibilities for the acquisition, management and disposal of real property.

S-3. EXECUTION.

- a. Pre-disaster Planning.
 - (1) Counsel will be familiar with existing emergency legislation.
 - (2) Counsel will provide legal support in the development of local plans.
 - (3) Counsel will participate as necessary in readiness exercises.
 - (4) The Office of the Chief Counsel will:
 - (a) Develop and provide to contracting officers legal guidance for emergency procurement activities.
 - (b) Develop, in conjunction with the Department of Justice and other appropriate Federal agencies, procedures for handling claims litigation during the response.
 - (c) Draft legislation in support of the Corps' disaster response mission.
- b. Response.
 - (1) Fulfill responsibilities specified in applicable response plans.
 - (2) Augment staffing to ensure successful fulfillment of responsibilities.

APPENDIX T

INFORMATION MANAGEMENT

T-1. PURPOSE. This appendix describes the functions and responsibilities of the Information Management (IM) during a major disaster response.

T-2. SCOPE. Because of the conditions that will exist after a major disaster (i.e., lost communication) IM must be prepared to support response efforts on a 24-hour basis by:

a. Providing automated data processing support at command headquarters and all field locations.

b. Coordinating teletype, radio communication telephone and facsimile support.

c. Providing graphics, printing and photography services.

T-3. EXECUTION.

a. Pre-disaster Planning.

(1) Develop an information management response plan.

(2) Exercise, review and revise the response plan.

b. Response.

(1) Communications. See Tab 1 to Appendix T.

(2) Message Control Center. IM will manage and operate a Message Control Center on a 24-hour, 7-day a week basis, as required. The Message Control Center is responsible for logging, tracking, and maintaining copies of all messages, and ensuring all messages have been correctly prepared and properly coordinated for release.

(3) Visual Information. IM will provide all photographic (still and video), graphic, and audio support on a 24-hour, 7-day a week basis, as required.

TAB 1 TO APPENDIX T

COMMUNICATIONS

T-T-1. PURPOSE. This section describes the functions and responsibilities of IM for providing reliable communications for Corps division, district and field elements following a disaster.

T-T-2. SCOPE. In the event of a major disaster, normal communications capability will be significantly reduced or non-existent. Commercial electric services could be disrupted. The most reliable and easily erectable communications network for the Corps following a major disaster may be radio. IM must be prepared to:

a. Provide all necessary communications equipment, including generator sets, operators and repair technicians at division and district headquarters, and all field sites.

b. Those district offices that could be directly affected by a disaster should establish HFSSB radio communications with emergency power at alternate sites.

T-T-3. EXECUTION.

a. Pre-disaster Planning.

(1) Develop a communications response plan.

(2) Exercise, review and revise the plan.

b. Response. Upon the occurrence of a major disaster, communication should be established with HQUSACE, subordinate districts, FEMA, and supporting Federal agencies.

T-T-4. REFERENCES. Operating Plans and Procedures for the U.S. Army Corps of Engineers National HFSSB Emergency Communications Network.

TAB 2 TO APPENDIX T

VITAL RECORDS

T-T-2-1. PURPOSE. This section emphasizes the necessity of a vital records program within HQNPD and Districts. The vital records program will identify and protect those records required to maintain continuity of operations before, during, and after an emergency.

T-T-2-2. RESPONSIBILITIES.

- a. Each commander will ensure that vital records are a part of the agency's emergency management program.
- b. The records administrator at HQNPD and each records manager at district level will be recognized as the vital records program manager.

T-T-2-3. EXECUTION.

- a. Pre-disaster Planning.
 - (1) Develop a vital records plan to include emergency operating records and legal and financial rights records.
 - (2) Determine when and how the plan will be used. Contingency planning should consider various types of disasters and emergencies.
 - (3) Exercise, review, and revise the plan to assure agreement with the agency's emergency management program.
- b. Response. Upon occurrence of an actual disaster, the agency's vital records plan will be put into execution according to the emergency management program.

T-T-2-4. REFERENCES.

- a. AR 25-1, The Army Information Resources Management Program.
- b. AR 25-400-2, The Modern Army Recordkeeping System (MARKS).
- c. 36 Code of Federal Regulation (CFR) Part 1236.

APPENDIX U

PUBLIC AFFAIRS

U-1. PURPOSE. This appendix describes the functions and responsibilities of the Public Affairs Office (PAO) during a major disaster response.

U-2. SCOPE. The mission of PAO is to provide timely and accurate information to the media and the public as to actions being taken and information needed in such a way as to promote recovery and to offset rumors, misinformation or panic. This includes establishing an information point during the early stages of operation for orderly and effective dissemination of information.

a. A Visitor Control Group will be established at the ESO. The control group will be responsible for ensuring that any visiting dignitaries are provided with the latest and most accurate information, to include maps, if required. Either they, or selected personnel without functional mission assignments, will escort all tours of the damaged area. This group will ensure that the district PAO personnel are advised (in advance) of all tours, duration of stay, number of people involved, and areas to be visited. On-site briefings by ESO personnel will be minimized, whenever and wherever possible, especially in the early stages of response actions.

b. The Public Affairs Officer will assure assignment of a full-time representative to each active field office if possible and prudent. This representative will serve as the media contact point and be responsible for developing and coordinating accurate and timely public affairs information for the SITREP and other reports necessary to properly inform district and division level PAOs of activities underway.

c. The District Public Affairs Officer will ensure adequate photographic coverage of the emergency activities is available to the field office (either from in-house resources or by contract, if necessary)

d. The Public Affairs Officer will establish coordination with FEMA Public Affairs to ensure that adequate and timely information is available to FEMA on USACE activities. If necessary, the Public Affairs Officer will co-locate to the DFO or provide a liaison with ESF #5 operations.

U-3. EXECUTION.

a. Pre-disaster Planning.

(1) Develop a public affairs response plan.

(2) Exercise, review and revise the plan.

b. Response.

(1) Staffing. The PAO will constantly monitor the PAO workload demands and make appropriate adjustments.

(2) Interviews and Statements. The Public Affairs Officer and/or designated representative will handle all media requests for interviews or statements. If additional personnel or technical sources are required to meet the media request, the PAO personnel will select and pre-brief the persons involved to ensure that all policies and directives are followed.

(3) Release of Information. The PAO representative will review releases to ensure that they are accurate, timely and responsive to the needs of the emergency situation. Releases will be provided to the division headquarters, the district, and higher levels as necessary to maintain an accurate record of media interface and information distribution.

(4) FEMA Interaction.

(a) The Public Affairs Officer will support ESF #5 by serving as liaison for ESF #5 responsibilities, and by coordinating Corps public affairs actions, such as news releases, in accordance with ESF #5 requirements.

(b) As required, the Public Affairs Officer or a designated representative will serve on the staff in the Joint Information Center (JIC).

APPENDIX V

EXAMPLES OF SUMMARY SHEETS

COVER SHEET/NARRATIVE REPORT (EXAMPLE)

FROM: CENPP-EOC	TELEPHONE NO.	FAX NO.
TO: CENPD-EOC		
INFO: CECW-EOC		
CENPA-EOC		
CENPS-EOC		
CENPW-EOC		
FEMA Region X		

- F-1. SITREP/Portland/DATE/LOCAL TIME/DTG ZULU
- F-2. CATEGORY: EARTHQUAKE RESPONSE AND RECOVERY
- F-3. SEQUENCE NO.: Initial
- F-4. EVENT NAME: Major Earthquake
- F-5. SITUATION:
- F-6. PAST 24:
- F-7. NEXT 24:
- F-8. OTHER EFFORTS:
- F-9. DATA:

SECTIONS: The following sections describe the response and recovery efforts being accomplished under PL 84-99, PL 93-288, Corps Operations and Maintenance, and AR 500-60.

Table V-1

Summary Sheet
 _____ District

Date _____
 Time _____

For Period Ending 1500 Hours (2300Z)

1. Personnel Summary.

Office	Assigned Civilian	Assigned Military	TOTAL
ESO			
DIST OFC			
FLD OFC 1			
FLD OFC 2			
TOTAL			

2. Contracting Summary.

Assistance	Number of Contracts	Total Dollar Amount
Corps Authorities		
DoD Installations		
PL 84-99		
Response (93-288)		
Recovery (93-288)		

Table V-2

Summary Sheet

Date _____
 Time _____

_____ District

For Period Ending 1500 Hours (2300Z)

3. Damage Survey Reports.

ITEM	SINCE LAST REPORT	TOTAL
NOI Received		
NOI Under Insp		
NOI On Hold		
NOI Completed		
DSR's Turned Into Quality Assurance Cell		
DSR's To FEMA for Final Review		
DSR's Returned by FEMA for Correction		
DSR's Completed (signed by PA Officer)		

Table V-3

Reporting Office _____

CORPS INFRASTRUCTURE / DOD INSTALLATION
 OPERATIONS AND MAINTENANCE, GENERAL
 For Period Ending 1500 Hours (2300Z)

Declaration Number: _____ Date _____
 Number: _____ Time _____

Corps Projects	Damage/Impacts	Operational Status	Number Personnel Dispatched	Estimated Time to Repair
<u>CONTRACTS:</u>				
Mission	Contract Number	Contract Amount	NTP	Scheduled Completion
Narrative/Comments:				

Table V-4

Reporting Office _____

PL 84-99 / AR 500-60 ACTIVITIES
 For Period Ending 1500 Hours (2300Z)

Declaration
 Number: _____

Location/ Project	Damage / Impacts	Code	Critical Project Y/N	Personnel Deployed	Estimated Cost
<u>CONTRACTS:</u>					
Mission	Contract Number	Contractor	Contract Amount	NTP	Scheduled Completion
					Percent Complete
<u>Narrative/Comments:</u>					

Table V-5

Reporting Office _____

PL 93-288 RESPONSE
 Emergency Support Function #3
 For Period Ending 1500 Hours (2300Z)

Declaration Number: _____ Date _____
 Number: _____ Time _____

Missions	Location	Damage / Impacts	Personnel Dispatched	Percent Complete		
CONTRACTS:						
Mission	Contract Number	Contractor	Contract Amount	NTP	Scheduled Completion	Percent Complete
Narrative/Comments:						

Table V-6

Reporting Office _____

Declaration Number: _____

PL 93-288 RECOVERY

For Period Ending 1500 Hours (2300Z)

Date _____ Time _____

Missions Assignments	Mission Description	NOI Received	NOI Completed	Personnel Dispatched	Estimated Date of Completion
<u>CONTRACTS:</u>					
Mission	Contract Number	Contractor	Contract Amount	NTP	Scheduled Completion
					Percent Complete
<u>Narrative/Comments:</u>					

Table V-7