



# READINESS MANAGEMENT

Bulletin

US Army Corps of Engineers



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## From the Top

**By Ed Hecker**  
Chief,  
USACE Office of Homeland Security

As our nation continues to recover from one of the largest natural disasters in U.S. history, we find ourselves in a time of rapid change. Post-Katrina reports, reviews, audits and legislation are driving many of the changes that impact the U.S. Army Corps of Engineers Emergency Management Community of Practice (EM CoP). USACE is making internal changes to address post-Katrina findings related to our levee systems and those identified by our Remedial Action Program (RAP). Both the Senate and the House have released reports with numerous recommendations, and Congress has passed legislation that will strengthen and change the Federal Emergency Management Agency (FEMA). DHS has initiated an effort to re-write the National Response Plan (NRP) based on lessons learned from the 2005 Hurricane Season. It has also issued new Joint Field Office standard operating procedures that change the way we will work with our State and Federal partners. The USACE Campaign Plan, Civil Works Strategic Planning initiative, and the 12-point USACE "Action for Change" will effect important changes as we strive to assure a high state of readiness and anticipate future vulnerabilities, risks, and mission requirements. The roles and responsibilities of the EM CoP are also evolving in this dynamic environment, and we will need to work together to define the national and regional functions, roles and responsibilities of the Homeland Security/Emergency Management Leadership Team and CoP as we move forward.

"Readiness 21" is the USACE initiative that captures the essence of many of the USACE changes and improvements that will be made in the coming years as we consolidate and improve our systems for responding to military contingency and

domestic incidents. Readiness 21 will help define our future and determine how we further develop capabilities and align our teams and resources to best meet global challenges. All Major Subordinate Commands (MSCs) had an opportunity to comment on the Draft CONPLAN, and the Office of Homeland Security (OHS)/G3 are now working on the final document for approval by the Chief. This will be quickly followed by the development of an Operational Plan (OPLAN) to implement the Readiness 21 doctrine.

We have already made significant EM CoP improvements, and additional improvements are planned for the future. The EM CoP has recently drafted SOPs that capture how we prepare, organize, deploy, and execute our missions. We have established a rehired annuitant program that allows us to tap into some of our most qualified and experienced retirees for disaster deployments. We are implementing better communications within the EM CoP that includes a quarterly "Readiness Management Bulletin," a Red Sheet for leadership, monthly Division Emergency Manager (DEM)/Deputy Division Engineer conference calls, DEM Action Plan, Weekly Readiness Action Plans, and the development of an EM CoP Portal. We recently formed HQ/MSC/District PDTs to formalize and document policies, guidelines, and procedures related to Catastrophic Planning and Budget Development. There will also be a 2007 initiative to better organize our Homeland Security and EM CoP Research and Development program.

The USACE EM CoP continues to grow stronger and now includes thousands of USACE responders, hundreds of rehired annuitants, private sector corporations, Emergency Management professionals and Federal/State/Local partners. The quarterly Readiness Management Bulletin has been developed as just one method to stay in touch with the USACE EM CoP.

# EPA and USACE Forge Stronger Relationship



An EPA employee takes water samples in Louisiana.



EPA investigators assess the damage in Gulfport, MS, following the destruction of Hurricane Katrina.

## By Debbie Dietrich and Staff EPA

The Environmental Protection Agency (EPA) and U.S. Army Corps of Engineers have historically worked together during national disasters to coordinate activities related to the management of debris. In the wake of 9/11, as the federal family increased its emphasis on planning for terrorist incidents and developed a new National Response Plan (NRP), USACE and EPA, together with the Federal Emergency Management Agency (FEMA), stepped up efforts to plan for the management of debris that could be contaminated by radiological, biological, and chemical weapons constituents. USACE and FEMA are leading an interagency group that includes EPA to identify and address policy and technical issues related to contaminated debris management for weapons of mass destruction (WMD) incidents. USACE and EPA have also formed a partnership specifically for radiological terrorist incidents, identifying how to best work together to draw on strengths of the two agencies to respond to

environmental impacts of such incidents.

During the federal response to Katrina, USACE and EPA successfully coordinated across a spectrum of debris management activities, including the management of general hurricane debris, collection and disposal of household hazardous waste, recycling of large appliances (refrigerators, freezers, air conditioners), and recycling of electronic goods (<http://www.epa.gov/katrina/anniversary.html>). As part of the “lessons learned” process following Katrina, the agencies have also identified and begun to address a number of interagency debris coordination areas that could be improved.

Katrina also highlighted the importance of USACE/EPA coordination in providing federal support for the assessment and restoration of damaged drinking water and wastewater infrastructure under the NRP Emergency Support Function (ESF) #3. EPA is a Support Agency to USACE/FEMA under ESF #3, and is also the designated sector-specific agency for the water sector under Homeland Security Presidential Directive (HSPD)-7, which makes EPA primarily responsible for collaborating with

federal, state and local agencies and the private water sector on infrastructure protection activities. Interagency discussions are underway at the headquarters level to clarify respective roles and responsibilities and discuss how EPA and USACE resources can be accessed and utilized. In addition to providing expertise and coordination, EPA is capable of supporting the USACE water sector field operations by providing technical assistance such as:

- Mobile water quality lab operations
- Water sample collection
- Data interpretation
- Liaison with State drinking water and wastewater programs

EPA and USACE are developing water sector pre-scripted mission assignments for EPA’s water sector assistance based on experience and generally anticipated needs. The agencies are also engaging in coordination activities at the regional/district level, collaboration that should prove invaluable in the event of an incident of national significance with ESF #3 water sector impacts.

# Division Perspective on Emergency Response

By Col. Albert Bleakley  
Deputy Commander, MVD

Oddly enough, all my Army deployments have occurred while assigned to the U.S. Army Corps of Engineers. These include the Loma Prieta Earthquake in California in 1989, Desert Storm in 1991, Somalia in 1993, Bosnia in 1996, Kuwait in 2002, and Hurricanes Katrina and Rita in 2005. The first and last were civil disasters, and I was primarily working for the Federal Emergency Management Agency (FEMA). The others were contingency operations supporting military customers. I have been encouraged by the progress over the years in preparing USACE organizations and individuals for civil and military response.

Since I have returned to the U.S. I have been impressed by the caliber of our civil Planning & Response Teams (PRTs) and standing emergency contracts. Together they make a well-oiled machine, ready to swing into action when needed.

Following are a few lessons learned from Katrina and Rita:

**Advanced planning pays off.** PRTs, Operational Plans (OPLANs), and exercises allowed us to respond quickly and efficiently to these disasters. The Mississippi Valley Division (MVD) also had specific rehearsed plans for missions outside of the normal Emergency Support Function #3 (ESF#3) roles including unwatering New Orleans and restoring hurricane protection.

**Use contractors wherever possible.** Hiring local contractors has the double benefits of reducing the logistical burden of supporting Temporary Duty (TDY) government staff and putting local people back to work to rebuild their economy.

**Streamline processes.** The Mississippi Resident Field Office (RFO) developed an automated debris ticket system to eliminate double- or triple-handling and data entry for thousands of load tickets. This system is being incorporated into future Advance Contracting Initiative (ACI) contracts.

**Self-evaluate.** We spent roughly 20 percent of the funding for the debris and roofing missions to manage the other 80 percent that went to prime contracts. After

working your way through tiers of subcontractors, a significant share of the billions of dollars spent on this mission went to management and overhead. We must focus on making this process as efficient and cost effective as possible.

**Use open cost competition wherever possible.** We are frequently criticized for “costing too much.” The only effective defense against this charge is to establish costs through competitive bids in the open market. Pre-existing ACI contracts are critical to immediate response but they must be replaced with contracts competing in the impacted areas as quickly as possible.

Looking back over the responses of which I have been a part, I’m glad to see USACE and the engineer community are learning organizations that have continually improved their ability to respond when the nation calls. Looking forward, I see a continued blending of the traditionally separate missions of civil and military response as we move toward Readiness 21. I am confident we will meet whatever challenges the future holds. Essayons!

## RSC Supports You

By Pat McFarlane  
RSC Chief

Over the past four to five years, there have been many changes in the U.S. Army Corps of Engineers Emergency Management (EM) community. These changes are reflected in our revised mission under the National Response Plan (NRP), the birth of the Homeland Security Office, Readiness 21, and the new faces that are assuming leadership roles at the District, Division, and Headquarters level. With the reemergence of the Readiness Management Bulletin, this is the perfect opportunity to reacquaint you with the Headquarters Readiness Support Center (RSC) and its mission.

In 2002 the decision was made by Ed Hecker and other senior staff at HQ to combine both the Tactical Support Center (TSC) and the RSC into one organization. The TSC, which was located in Mobile, was responsible for the Deployable Tactical Operations System (DTOS) and the ENGLink Automated Information System. The RSC, which was located in San Francisco, was responsible for EM Training, EM Workshops, After Action Reports and Corrective Actions, as well as other strategic support requirements.



RSC hosted FEMA/USACE MOB Center training.

The newly formed organization, which kept all of the responsibilities of the TSC and RSC, would still be called the Readiness Support Center but would now be attached to the Mobile District.

Once the new RSC was established the following Mission Statement was developed: “The Headquarters Readiness Support Center (RSC) provides emergency management planning, training, project management/development, and response support to the Corps of Engineers and the Nation. Programs administered by the RSC strengthen and insure USACE’s capability to respond to civil and military contingencies. Supported areas include training and exercise development, evaluation and cor-

rective action, command and control software, deployable tactical operations support equipment, emergency operations center design, and national emergency management communications equipment.”

The RSC is broken down into three main offices: 1) the DTOS Office, 2) the Training, Exercise, Evaluation and Corrective Action (TEECA) Office and 3) the Command, Control, Computers, Communications and Intelligence (C4I) Office. Without going into great detail about the responsibilities of each office, the key component of this organization that I want to make sure that each of you understands is “Support.” The RSC is here to support each and every one of you from the District to Headquarters level. If there is something about ENGLink you don’t understand or need help with, call John Sharp. If you have questions about available training or exercise support call Steve Diaz. If you need help understanding the evaluation and corrective action process call Pat Kuzmiak. For DTOS support questions call Doug Nester or any of his support team. Lastly, for any general questions about the RSC, call either me or Holmes Walters.

The RSC is filled with dedicated, hard-working individuals ready to provide you whatever assistance we can. If you have a question, just give us a call. Always remember, the RSC is here to *support* you.

# New Initiatives in Debris Management

By Allen Morse  
EM Permanent Cadre

Hurricanes Katrina and Rita were, by far, the U.S. Army Corps of Engineer's greatest debris management challenge to date. Like all major challenges, our systems, teams, and tools were tested to the maximum. In the aftermath, once the politics, media hype, and multitude of audits were meticulously analyzed, a lot of positive initiatives have resulted.

At the headquarters level, the Federal Emergency Management Agency (FEMA) has modified the federal/state cost share such that reimbursement to local governments will be the same whether they execute debris removal themselves, or have USACE execute the mission for them. During Katrina and Rita the cost share favored having USACE perform the debris removal mission which resulted in most local governments asking for USACE assistance. FEMA is also limiting the length of time for a direct Federal assistance debris mission to 60-day intervals that must gain FEMA approval for each interval renewal. This will encourage local governments to do more debris management planning, and to prepare to take more responsibility for the debris removal mission.

On the USACE front, the Debris Planning & Response Teams (PRTs) have been modified relative to both number and composition, contracting strategy has been changed to reflect recent lessons learned, planning support is being provided to Local governments, and new partnering agreements have been initiated with key support agencies to clearly identify responsibilities. There are now eight Debris PRTs (formerly seven), and three additional personnel have been added to each team. The new team members are one database manager and two office engineers. These new team members will fill gaps that were highlighted as shortfalls during the Katrina response. The most significant USACE change regards debris management contracting strategy. The new Advance Contracting Initiative (ACI) contracts will be available for FY07 if needed, but will be fully active in FY08. Existing ACI contract coverage continues for FY07, but some contracts have very little capacity remaining. The ACI contracts will include both large business and 8A, HUBZone, and Veteran-Owned businesses. Some of the most significant contract changes are:

- **Performance-based contracts hold**



**the contractors responsible.** If the contractor does not perform adequately relative to the performance evaluation factors listed below, a reduction in payment to the contractor may be imposed.

- o Rate of Production
- o Operational Planning
- o Contractor Quality Control
- o Safety
- o Subcontracting

- **Contractor Quality Control (QC)** will reduce the number of government Quality Assurance (QA) inspectors while increasing contractor QC responsibility. The goal is to engage one government QA per every three debris loading sites as compared to one for each site in previous operations. Government QA personnel will continue to "call" debris quantities for contractor payment.

- **Automated Debris Management System (ADMS)** will utilize a smart card technology to capture and provide information to a common database, eliminating handwritten debris tickets and hand-entered data into databases. ADMS will greatly reduce manpower and speed up reconciliation of contractor claims for payment.

- **Significant contract scope of work revisions** have been added that better de-

fine contract requirements and expectations of contractor performance.

In addition, a significant effort has been made to gain industry input into the new ACI contracts. A USACE-sponsored "Industry Day" was hosted by the New Orleans District on 29 August 2006, and a draft solicitation has been posted on the web inviting industry comment.

With respect to planning, USACE has launched the Corps of Engineers Emergency Response Portal, ([www.enlink.usace.army.mil](http://www.enlink.usace.army.mil)). U.S. Army Corps of Engineers Emergency Response Portal (CEERP) addresses all aspects of USACE response capabilities and missions. The debris portion provides detailed planning information to help local governments produce a comprehensive debris management plan.

Lastly, scheduled meetings are being conducted with key debris partners. Great partnering progress has been made with the Environmental Protection Agency (EPA) to iron out mission responsibilities, define support capabilities, and to look ahead to development of pre-written taskers. Other partnering agencies include the Natural Resource Conservation Service (NRCS), Bureau of Recreation (BOR), and the U.S. Coast Guard.

# Inspection of Completed Works Program Update

By Jeff Jensen

Response Planner, FCCE

Lessons learned from impacts to the hurricane protection systems in New Orleans and Southeast Louisiana from hurricane Katrina and Rita have demonstrated a need to address and update the U.S. Army Corps of Engineers inspection programs. Under current USACE inspection programs the inspection of flood damage reduction projects is governed by separate regulations depending on the projects type and authorization. In some cases these inspections are performed by different branches within a district and evaluated and rated using different evaluation and rating criteria.

To address the USACE inspection program as well as other levee safety issues, USACE has established a Flood Risk Management Initiative that defines responsibilities and activities that include development of a national geospatial database inventory of levees & flood walls, development of a methodology for performing risk assessments of levees & flood walls, flood risk communication strategies, and update of the USACE inspection program.

Currently our policies for inspections of flood damage reduction projects are based on the type of project being inspected. Inspections of federally constructed and maintained projects are covered by Emergency Regulation (ER) 1110-2-100 "Periodic Inspection and Continuing Evaluation of Completed Civil Works Structures." Inspections of locally constructed and locally

maintained projects that are active in the Corps Rehabilitation and Inspection Program (RIP) are covered by ER 500-1-1 and EP 500-1-1, "Civil Emergency Management Program & Procedures." Inspections of federally constructed and locally maintained projects are covered by ER 1130-2-530.

As part of the Flood Risk Management Initiative, USACE is reviewing and strengthening the policies, methods, and procedures for uniform inspections and developing policy to incorporate risk assessments into the inspection program. To address the need to review and revise the USACE inspection program, a project delivery team has been formed to review current guidance and procedures in EC 1110-2-6061 (Draft ER 1110-2-1156), ER 1130-2-530, ER 511-1-1, EP 500-1-1, and recommend changes and improvements to USACE policy and procedures for the inspection of federal and non-federal Flood and Storm Damage Reduction Systems. These revised procedures are intended to standardize the inspection criteria used for both federal and non-federal projects and specify management and execution responsibilities at the district, division, and HQ levels, in order to improve the quality and consistency of USACE's overall inspection program. Recommendations will consider any lessons learned from Katrina, with the overall goal of developing a standardized USACE inspection and assessment program for Flood and Storm Damage Reduction Systems. This team began work in FY

2006 and will provide its initial program recommendations during the 2nd quarter 2007.

In addition to the efforts of the inspection program Project Delivery Team (PDT), specific guidance to prioritize FY07 inspection activities was published in September 2006. This guidance established three major priorities for the expenditure of inspection funds during FY2007. The first priority is the continued evaluation of projects with I-Wall construction. The first phase of the I-wall evaluation was completed in FY2006. The second phase evaluation activities will be completed in FY2007. The second priority inspection activities include sponsor notification for projects that have received an inspection rating of Fair, Poor or Unacceptable during the last project inspection and coordination with Federal Emergency Management Agency (FEMA) regions regarding project conditions to support FEMA execution of Map Modernization. The third priority is to conduct scheduled inspections of those projects that the district determines a priority to inspect. Vertical team interaction and coordination with FEMA is actively on-going to accomplish these inspection priorities.

The development of updated, responsive inspection policies and procedures will be a major contributing element to achieving our national vision to provide and maintain safe and reliable flood protection systems that are managed in a partnership of shared responsibility and assessed in a comprehensive and continuing process.

## Improving CISP

By Bruce Heide

Program Manager, CISP

Protecting our Nation's critical infrastructure and key resources (CI/KR) is vital to our national security, economic vitality, and way of life. Within this global CI/KR framework, the U.S. Army Corps of Engineers has the primary responsibility for 879 flood control projects (of which 605 are dams), 456 major lakes and reservoirs (with about 385 million annual visitors), and maintains about 8,500 miles of levees. USACE operates 238 navigation locks and maintains 400 miles of coastal structures. USACE also operates 75 hydroelectric power generation projects that provide about 25 percent of the nation's hydro-power capability. Many of these facilities are critical to the nation as a means to move

much of its industrial, chemical and agricultural commerce. These are unique facilities whose failure could ultimately result in extreme consequences in terms of loss of life and severe economic impact.

In response to the terrorist events of September 11, 2001, the USACE Directorate of Civil Works established the Critical Project Security Program (CPSP) to evaluate, identify, prioritize, and implement security upgrades to critical USACE Civil Works owned and operated projects. Since then, this program has expanded to include all USACE Civil Works infrastructure (administration buildings, laboratories, other assets) and is now called the Critical Infrastructure Security Program (CISP).

In FY02, using a combination of consequence data and a Risk Assessment tool called the Risk Assessment Methodology for Dams (RAM-D), USACE identified 263 critical projects for security upgrades and initiated RAM-D upgrades at 83 proj-

ects. In FY04, USACE adopted the Baseline Security Posture (BSP) program for all remaining critical projects due to escalating costs for RAM-D upgrades and a desire to expedite some baseline measure of risk reduction at all 263 projects. Most of these upgrades were completed during FY06. The remainder will be completed in FY07.

For the future, USACE recognizes the need to adopt an "all hazards" systems approach to protecting critical infrastructure that integrates Dam Safety, operation and maintenance, and security risk reduction investment strategies. In addition, USACE recognizes the need to adopt a regional resiliency approach to security that is based on collaboration with other federal, state and privately owned dams, local law enforcement, and rapid recovery measures. Despite the significant gains made in regard to security since 9/11, more work is needed to improve the security posture at USACE projects and to protect its workforce.

# CMEP Establishes a “Network of Networks”

By **Andy Brucewicz**  
Program Manager, CMEP

Civil-Military Emergency Preparedness (CMEP) is part of the Warsaw Initiative working with countries in Europe and Asia. CMEP’s mission is to encourage and assist civil government leadership and military support in the planning for and response to catastrophic disasters in both nations and regions. The priority focus is on managing the consequences of the use of weapons of mass destruction and recognizing that the approaches used essentially apply to all hazards, including natural and technological disasters.

As part of CMEP activities, civil capacity is enhanced through preplanned mutual support between civil and military authorities. A more efficient and sustainable sharing of information is enabled through enhanced use of the Internet, databasing of resources, use of North Atlantic Treaty Organization (NATO) messaging protocols and interaction with the Euro Atlantic Disaster Response Coordination Center, introduction to the geospatial technologies, and the demand for military assistance consequently is reduced.

CMEP was started in 1993 in support of NATO’s Partnerships for Peace (PfP) seeking to develop information-based process and skills and to develop and sustain a technological base to help nations respond to disasters. CMEP provides a timely, no-risk and highly cost-effective tool to influence the evolution of military support for democratic governments, the development and sustaining of democratic institutions, and regional capability building. The Partnership for Peace Information Management System (PIMS) has been a key component of these activities through the loan of hardware and provision of software, setting up of simulated Emergency Operations Centers at workshops and Table Top Exercises (TTXs), and through the creation and support of the PIMS server which provides access to PIMS-related computer services and resources.

Since 1998 more than 25 regional activities have taken place. Originally run by the Office of the Secretary of Defense and then Department of Army, the US Army Corps of Engineers accepted responsibility for the execution of program activities in 2004. The 2007 program includes a Seaport Cities Seminar hosted by Turkey, A Black Sea Initiative TTX in Georgia, support of two meetings of the Southeastern Europe

(SEE) CMEP Council, and a Regional Cooperation Workshop in Kazakhstan in association with CENTCOM.

## CMEP Approach



The CMEP mission is accomplished through a range of program activities that have been developed within a policy framework established by the Office of the Secretary of Defense to meet the needs of each country. These needs are identified by the Combatant Commands (COCOMS) and described in country plans. NATO also is involved in the needs identification process. CMEP program elements include the New Hampshire Program, Table Top Exercises, the Black Sea Initiative (BSI) seminars, regional workshops, and support to the South Eastern Europe CMEP Council.

The New Hampshire Program is focused on democracy and democratic institutions in the United States. These institutions and their relationship to emergency management as it occurs within private industry, and at the Local, State, and National level, are illustrated in a weeklong program that is managed by the University of New Hampshire. This is often the initial CMEP contact for a nation that wants to participate in the program.

A series of planning meetings culminating in a TTX has been the keystone of CMEP since 1998. These workshops involve a host nation and other countries in the region, with the focus on a disaster pertinent to the host and its neighbors. A scenario is developed, and presentations are provided by each participating nation on its response capabilities. Additional US and international expertise is provided as required, and existing plans and structures are tested during the TTX. A hot wash and after action report are used to capture the activities, record successes, and identify any existing shortfalls that need to be addressed.

The BSI is an expanded TTX series focused on protection of the commercial port cities of the Black Sea littoral nations (Romania, Bulgaria, Turkey, Georgia, Russia, Ukraine, and Moldova) from the consequences of weapons of mass destruction. The first BSI TTX was held in Constanta, Romania, in September 2005 with the BSI Georgia TTX, Albatross 2007, scheduled for February in Batumi, Georgia. Seminars can be organized around any appropriate topic. One focusing on broad issues related to seaport city protection will be held in Turkey in 2007 and involves all interested PfP Partners and the Allied nations. Support to the SEE CMEP Council has involved limited support for PfP Partner Nations with responsibility taken by a lead nation. Romania, as outgoing chair, is hosting the next meeting in Bucharest, Romania, in December 2006.



## Outcomes

Through CMEP we seek enhanced leadership and initiative by all participating nations in planning for and responding to disasters that threaten populations and property. This will be achieved through improved inter-ministerial and regional civil-military cooperation regarding any form of disaster. Sustained cooperation for emergency planning for the nations and sustained development of existing and needed mutual assistance agreements, as well as the use of Geographic Information Systems (GIS) and appropriate computer- and Internet-based technologies by the PfP Partner and Allied neighboring nations, are being fostered. Through CMEP a “network of networks” involving key agencies and involved civil and military planning experts has been established and continues to grow. Assisted by CMEP and related Warsaw Initiative funded activities, emerging democracies will be better prepared to respond to the catastrophic disasters that threaten all nations.

# Farewell to Colleagues, Friends

**By Jose Delatorre**  
Chief of Emergency Management, SAD

I would like to take this opportunity to congratulate two of the finest and most committed members of our South Atlantic Division (SAD) Emergency Management (EM) members.

Mickey Fountain has been a great EM leader. As EM Chief for the Savannah District, he always excelled at tackling challenges head-on and improving EM Programs. He avidly used his knowledge and experiences to make outstanding permanent changes to the Emergency Support Function #3 (ESF#3) Team Leader and HQ's cadre programs. Of special note is his outstanding work in the development and maintenance of the ESF#3 Guidebook which has been widely accepted by the EM community. He has gained the respect, appreciation and admiration of the EM Community throughout USACE, the Federal Emergency Management Agency (FEMA), Department of Defense (DOD) and many other federal, state and local agency members. He is a consummate professional who will leave a legacy and a deep void in the EM program. I personally appreciate his mentorship, strong character and friendship.

Bruce Seltzer has served superbly as

Chief Emergency Manager for the Charleston District. During his tenure the Corps benefited tremendously from his leadership. He was very instrumental in coordinating with FEMA Region 2 to establish a contract to pre-position stocks of ice in refers pre-hurricane season in Puerto Rico. His works with this initiative recently resulted in letting a contract to preposition a Vendor Warehoused and Managed ice contract in Puerto Rico. Another great accomplishment for Bruce was the establishment of a National Ice Planning & Response Team (PRT) in Charleston District. Under his leadership, this team successfully supported huge supply requirements from FEMA for Hurricanes Katrina, Rita and Wilma during 2005. He was also one of the pioneers in volunteering for the Global War on Terrorism (GWOT) by volunteering to serve in the first cadre of USACE members to deploy in support of the reconstruction operations in Iraq. His abilities and professionalism are remarkable. Bruce will be remembered for his amenable character and true example of an EM leader.

Both will be greatly missed by their EM peers! To both I give my personal thanks and wish many years of happy, healthy and joyous retirement together with their families.

## FAREWELL

**Dave Christenson**  
MVP

**Mickey Fountain**  
HQ

**Steve Philben**  
POD

**Bruce Seltzer**  
SAC

## WELCOME

**Richard Locklair**  
OHS

**Yazmin Seda-Sanabria**  
OHS

## In Loving Memory

We were deeply saddened by the passing of Eric Tolbert and Lacy Suiter in 2006. Both Lacy and Eric were national leaders in emergency management and were good friends to the U.S. Army Corps of Engineers Emergency Management Community of Practice (EM CoP).

Eric Tolbert had served at FEMA as the Director of the Response Division and as the Deputy Director of National Preparedness. Eric was also the former State Emergency Management Director for North Carolina and a past president of the National Emergency Management Association (NEMA).

Lacy Suiter formerly served as the Executive Associate Director for Response and Recovery and also had served as the lead for the Tennessee Emergency Management Agency. Lacy directed, coordinated or participated in preparedness, response and recovery of most major disasters in the U.S. since Hurricane Camille in 1969 through the immediate aftermath of 9/11.

We extend our heartfelt sympathy to the families of our dear friends.

## CALENDAR

**Dec. 4 – 7**  
USACE/FEMA RAP

**Dec. 4 – 7**  
CMEP TTX Batumi Georgia

**Jan. 8 – 12**  
TL Workshop (Orlando)

**Jan. 23 – 26**  
SOP Rewrite (Kansas City)

**Feb. 11 – 16**  
FFE Training Primary  
(Mobile)

**Feb. 25 – Mar. 2**  
Alternate FFE

**Mar. 4 – 16**  
FEST-A Primary (Mobile)

**Mar. 6 – 9**  
BCDP (Mobile)

**Mar. 12 – 16**  
Roofing Exercise

**Mar. 19 – 23**  
Housing Exercise

**Mar. 27 – 28**  
District Support Team  
Training

**Mar. 27 – 30**  
BCDP (LRL, SAM, NWS)

**Mar. 6 – 7**  
Senior Leaders Seminar  
(Miller)

**Mar. 20 – 22**  
NORAD/USNORTHCOM  
Conference

**Apr 2 – 6**  
National Hurricane  
Conference