Defense Coordinating Officers
Point of View on Catastrophe Readiness/Response

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DCO FEMA Region VI
Denton, TX
We’re good, but we can be better…
The Strategic Context

Billion Dollar Weather Disasters 1980 - 2004

Legend:
- Hurricane
- Tropical Storm
- Flood
- Severe Weather
- Blizzard
- Fire
- Nor'easter
- Ice Storm
- Heat Wave/drought
- Freeze

Dollar amounts shown are approximate damages/costs in $ billions.
Location shown is the general area for the regional event.
Damage costs for those events have not been adjusted for population growth.

Additional information for these events is available at NCDC WWW site:
www.ncdc.noaa.gov/virtureports/billionz.html

The U.S. has sustained 62 weather related disasters over the last 24 years with overall damages/costs exceeding $1.0 billion for each event. 50 of the disasters occurred or after 1990. Total costs of the 62 events were over $360 billion using an inflation/wealth index.
In 2005, we experienced the largest number climatic disaster in US history

Southern states hit the hardest

Creation of ARNORTH accelerated to prepare for 2006

Immediately after Hurricane Katrina struck, criticism began about how slow the federal response was.

However, response timelines from other, similar natural disasters show that the military arrived at least at its typical speed.
Examples of High Profile Events

- Presidential Debate
- Marine Corps Marathon
- Presidential Election Day
- Clinton Presidential Library Opening
- World Junior Hockey Championship
- Presidential Inauguration
- Super Bowl XXXIX
- Special Olympics World Games
- National Veterans Golden Age Games
- US Navy Fleet Week
- National Veterans Wheelchair Games
- National Scout Jamboree
- International Sea Power Symposium

Tempe, AZ
Arlington, VA
Arlington, VA
Little Rock, AR
Grand Forks
Washington, DC
Jacksonville, FL
Nagano, Japan
Oklahoma City, OK
New York City, NY
Minneapolis, MN
Fort AP Hill, VA
Newport, RI
NRP: The Spectrum of Incident Management

Pre-Incident

Incident

Post-Incident

Prevention

Preparedness

Response

Mitigation

Recovery
Three Pillars of Incident Response
JFO Organization During Natural Disasters

JFO Coordination Group
- State Coordinating Officer (SCO)
- Federal Coordinating Officer (FCO)
- Senior Federal Officials (SFOs)

JFO Coordination Staff
- Chief of Staff
- Safety Coordinator Liaison Officer(s)
- Infrastructure Liaison
- Others as needed

JFO Sections
- Operations Section
  - Human Services Branch
  - Emergency Services Branch
  - Infrastructure Support Branch
  - Community Recovery and Mitigation Branch
- Planning Section (ESF – 5)
  - Situation Unit
  - Resource Unit
  - Documentation
  - Technical Services
  - Demobilization Unit
- Logistics Section
  - Coordination and Planning Branch
  - Resource Management Branch
  - Supply Branch
  - Information Services Branch
- Finance/Admin Section (Comptroller)
  - Time Unit
  - Procurement Unit
  - Cost Unit
  - Compensation/Claims Unit

Principal Federal Official (PFO)

External Affairs

Office of Inspector General

Defense Coordinating Officer (DCO)
A permanently assigned Defense Coordinating Officer and Element (DCO/E) in each FEMA region in order to Plan, Coordinate, and Integrate DSCA with local, state and Federal agencies.
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Typical Defense Coordination Element Organization

31 Personnel

Commo Tm
- Commo Off
- Commo NCO
- ADP NCO

State LNO Tm
- DCSC Planner (Civ)
- NCO
- National Guard LNO

1SG

DCO

Dep DCO

DCE Operations
- Opns Off (Civ)
- Asst Opns Off
- Opn NCOIC
- Opns NCO (2)

SEPLOs

PAO

SJA

Unit LNOs

Aviation Team
- Avn Off
- Asst Avn Off
- Avn NCO

Engineer Team
- Engr Off
- Asst Engr Off
- Engr NCO

Logistics Team
- Logistics Off
- Trans Off
- Log NCO

Medical Team
- Joint Regional Med Planner
- Asst Medical Off
- Med NCO

Admin Team
- Admin Off
- Budget NCO
- Reports Off

Challenge: How To Training This Team!
Training a Defense Coordination Element

How We Train

• **Individual Training**
  A. DoD Defense Support to Civil Authorities (DSCA) Course – Resident (DSCA 101)
  B. Online FEMA Courses (ICS (IS 100 & 200), NIMS (IS 700), and NRP (IS 800))
  C. Emergency Preparedness Liaison Officer (EPLO) Training

• **Internal Team Training**
  A. DCE Team Training (DCO Directed)
  B. DCO/Defense Coordinating Element (DCE) Orientation Course (DSCA 102)

• **Collective Training**
  A. United States Army North (ARNORTH) Certification Exercise (Texas Table Top Exercise)
  B. State Table Top Exercises (Vigilant Guard)
  C. Federal Exercises (Baton Rouge JFO Stand Up Exercise)
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Training a Defense Coordination Element

How We Train

- **Sustainment Training**
  
  A. Biennial DCO/E EXEVAL  
  B. EXEVAL Train-up  
  C. Internal “Primetime” training events  
  E. National, NORTHCOM, Regional, and State Exercises  
  F. FEMA RRCC drills  
  G. DOD DSCA Course Phase III
Certification / EXEVAL

Concept

• Designed to ensure the DCO and DCE, respectively, are capable of conducting DSCA and HLD missions
• May occur independently or within a singular CPX or actual DSCA event
• CPX includes actual or role-played FEMA and other interagency personnel within a JFO setting
• Certification occurs once and EXEVALs take place biennially

• The Certification is applicable to the DCO only and includes appropriately tailored assessment criteria
• DCOs with requisite experience may earn alternate certification

• The EXEVAL is used to assess collective readiness of DCO/E Team based on personnel, equipment, and training indicators
TYPICAL TRAINING OBJECTIVES:

Provide training, through a series of briefings and practical exercises, to ensure the DCE can accomplish the following:

a. Establish the Defense Coordinating Element.
b. Establish communications and coordination with NORTHCOM, ARNORTH Emergency Operations Center, Emergency Management Division, National Guard, the Federal Emergency Management Agency and other federal agencies.
c. Receive and process message traffic and Mission Assignments (MA); prepare and submit Mission Tasking Orders (MTO).
d. Execute operational control of DOD forces assigned in support of mission assignments.
e. Execute Action Team rotations.
f. Conduct briefings:
   (1) Initial Situation and periodic updates.
   (2) VIP.
g. Prepare and submit the NORTHCOM Situation Report.
h. Be prepared to provide situation updates to CG, U. S. Army North and NORTHCOM as required.
ELEMENT: DCO Denton, TX

TASK: Conduct DCE Operations in support of civil authorities.

CONDITIONS: During a manmade or natural disaster/emergency situation that has occurred in an assigned state or territory which requires the Department of Defense (DOD) to provide DSCA.

STANDARDS: Within 18 hours of the DoD execute order and on order, deploy and establish a DCE at a specified disaster area IAW Army FUNCPLAN 2501.00. Establish communication with the NORTHCOM EOC, U.S. Army North JOC, FCO, ESFs, Emergency State or Territory EOC and National Guard EOC.

TRAINING STATUS: Trained (T), Partially Trained (P), Untrained (U), Yes (Y), No (N), Not Observed (NO) Not applicable (NA)
Hurricane Katrina

Employment of the Alabama DCO AND DCE
**Hurricane Katrina**

<table>
<thead>
<tr>
<th><strong>Formed</strong></th>
<th>August 23, 2005</th>
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</thead>
<tbody>
<tr>
<td><strong>Dissipated</strong></td>
<td>August 31, 2005</td>
</tr>
<tr>
<td><strong>Highest winds</strong></td>
<td>175 mph (280 km/h) sustained</td>
</tr>
<tr>
<td><strong>Damages</strong></td>
<td>$\sim 75$ billion (costliest tropical cyclone of all time)</td>
</tr>
<tr>
<td><strong>Fatalities</strong></td>
<td>1,383 (potentially more)</td>
</tr>
<tr>
<td><strong>Areas affected</strong></td>
<td>Bahamas, South Florida, Cuba, Louisiana, Mississippi, Alabama, Florida Panhandle, most of eastern North America</td>
</tr>
</tbody>
</table>
POTENTIAL RAIN TOTAL
6 TO 20 INCHES
POTENTIAL STORM SURGE
4 TO 6 FEET
COASTAL WAVE HEIGHTS
6 TO 8 FEET

LOCATION
CURRENT HURCON
CLOSEST POINT OF APPROACH
HOMESTEAD 1 17 MILES (FRI 26/0000E)
TYNDALL 4 52 MILES (MON 29/2300E)

TUE / 1400E
26 SAT / 0800E
110 G 115 MPH
CAT 2

MACDILL AFB
TUE / 0300E
26 FRI / 1300E
100 G 110 MPH
CAT 2

HOMESTEAD ARB

HURRICANE > 74 MPH
TROPICAL STORM 40 – 73 MPH
TROPICAL DEPRESSION < 40 MPH
**True Track of HURRICANE KATRINA**

29 Aug 05

- **POTENTIAL RAIN TOTAL**: 6 TO 20 INCHES
- **POTENTIAL STORM SURGE**: 4 TO 6 FEET
- **COASTAL WAVE HEIGHTS**: 6 TO 8 FEET

**29 MON / 0800E**
- 125 MPH
- CAT 3/4

**28 SUN / 1300E**
- 175 MPH
- CAT 5

**29 AUG / 0800E**
- 125 MPH
- CAT 3/4

**MAXWELL AFB**
- 29 Aug 05
- 125 MPH
- CAT 3/4

**KEESLER AFB**
- 29 Aug 05
- 125 MPH
- CAT 3/4

**MACDILL AFB**
- 28 Aug 05
- 175 MPH
- CAT 5

**HOMESTEAD ARB**
- 28 Aug 05
- 175 MPH
- CAT 5

**Tropical Depression** < 40 MPH

**Tropical Storm** 40 – 73 MPH

**Hurricane** ≥ 74 MPH
Task Organization
Region IV

BPT Mission
DCO-MS CDR 4/85 (TSB Knox)
COL Penn
SEPLO – COL Cochrane
SRAAG – LTC Neudecker
DCE - TSB Knox

BPT Mission
DCO-GA CDR 4/87 (TSB Stewart)
COL Miller
SEPLO – COL Hermon
SRAAG – COL Jones
DCE - TSB Stewart

BPT Mission
CDR 3/87 (TSB Shelby)
LNO to DCO MS
LNO to DCO AL

REPLO Team IV
COL Atkins
Location: (FEMA) Atlanta, GA

BPT Mission
DCO-AL CoS 87 TSD
COL Young
SEPLO – COL Gattis
SRAAG – COL Zander
DCE - TSB Jackson

DCO-FL CDR 2/87 (TSB Patrick)
COL Fields
SEPLO – COL Mortenson
SRAAG – COL Hawkins
DCE - TSB Patrick
LNO to State EOC – Mr. Keefe

Location: (FEMA) Atlanta, GA
21 Aug  AL DCO attends state EOC planning conferences
23 Aug  1A alerts DCOs
25 Aug  Hurricane Katrina makes first landfall in Southern Florida
26 Aug  AL DCO directed to deploy to state EOC
27 Aug  Emergency Response Team – A arrives at the Clanton EOC
        Alabama DCE State LNO Arrives
28 Aug  President Bush declares a state of emergency in Alabama and Mississippi, and a major disaster in Florida under the authority of the Stafford Act.
        Video-teleconference with President Bush
29 Aug  Hurricane Katrina makes a second landfall near Buras, Louisiana, United States with 125 mph winds (0610 hrs).
29 Aug Hurricane Katrina makes a third landfall near Pearlington, Mississippi, United States with 120 mph winds after crossing Breton Sound (1000 hrs).

Fort Jackson DCE departs Ft Jackson

NORTCOM approves using Maxwell AFB as Base Support Installation

Levee breaks near French Quarters. 8 ft of water in 9th ward of New Orleans

30 Aug AL DCO/DCE WARNORD - be prepared to forward deploy to support the JTF Katrina Fwd in Southern Mississippi per LTG Honore’s guidance.

Levy on Lake Ponchartrain breached: 200 ft wide

NORTHCOM MOD_4 to NC EXORD Authorizes use of Maxwell AFB as a Federal Operational Staging Area
30 Aug  FCO Florida Releases FL DCO/DCE

31 Aug  Alabama FCO, Mr. Ron Sherman, released the AL DCO/DCE. Tm maintained one USAF EPLO at the Clanton, EOC until 2 Sept
Alabama Operational Concepts

**Federal**
- Deploy ERT-A to state EOCs
- After Disaster declaration use ERT-A Tm Ldr as Federal Coordination Officer (FCO)
- Stand up JFO if required in Montgomery or Mobile
- Principal Federal Officer has the lead

**State**
- Request ERT-A 48-72 hrs prior to land fall
- Typically go to 24 hr operations 48 hrs prior to landfall
- Request Disaster Declaration prior to landfall
- Use contraflow of traffic to evacuate personnel
- Pre-deploy assets
- Distribution of commodities
  - Use Maxwell as a Base Support Installation
  - Corps of Engineers pre-agreement to stage items at Maxwell
  - FEMA pushes commodities to Points of Distribution (PODs) – NG pushes supplies to county and local distribution points
Alabama EMA / FEMA Distribution Plan

- Push from Region
- Establish staging base in Selma
- Use Maxwell as a last resort
- Rely on the National Guard to run the Points of Distribution
- Attend daily “County Needs” teleconference
- Use Federal agencies to protect and run Staging Bases/Installations
- Preposition, Preposition, Preposition
DSCA 101 briefing for BSI commanders and their staff a must

EPLO computer with DoD asset data base should be loaded on all team members computers

DCE team must research all RFIs and MA in detail before sending to higher (ie. Capabilities may exist in the state – AL Power has bridging equipment)

Put an LNO in place early

EOCs don’t have room from DCE team, be prepared to set up and operate independently

Robust communication's package a must

Be self sufficient
31 Aug  MOD 6 To CDRUSNORTHCOM EXECUTION ORDER (EXORD) ESTABLISHES JTF-KATRINA

1 Sep  AL DCO/DCE request 6 HMMWVs for use in disaster area

2 Sep  AL DCO/DCE deploys to Gulfport, MS as JTF LNO Team

3 Sep  1st Army issues mission change to team – “Gain and Maintain Situational Awareness, serve as MS DCO/DCE Forward”

30 Sep  All members of the team redeployed
The Level of Destruction
Point Cadet, Biloxi MS
The Level of Destruction
Port, Gulfport MS
The Level of Destruction
Point Cadet

Before

After
The Level of Destruction
Biloxi Lighthouse, MS

Before

September 1998

After

August 31, 2005
The Level of Destruction
Family Homes

Before

After
The Level of Destruction
Point Cadet

Before

September 1998

After

August 31, 2005
The Level of Destruction
Grand Casino, Biloxi

This Should Have Been Here
Picture taken from 3rd floor window at St. Stanislaus when Katrina came in.
A couple blocks from the Firedog
The Level of Destruction
Search and Rescue
The Level of Destruction
Trailer Mission
Commodities flow in from Meridian to CP Shelby and finally to the coast

MS National Guard was suppose to provide security and distribution of commodities

Normal DCO remained at Camp Shelby to assist with prep of installation for the storm and to bed down troop training at the installation

DCO deployed to MS from Kentucky TSB (COL Damon Penn – “Hurricane Magnet”)  

Some commodities prepositioned at Camp Shelby
State lost all communications with the coast - robust communications required

Civil Support Teams save the day by establishing comms for military and civil organizations (internet, voice and data); ask for them before you deploy

Don’t leave home without your Iridium Satellite Cell Phones and GPS

Some portion of the DCE should always deploy as far forward as possible to maintain situational awareness (i.e. Tm in Jackson thought water and food needed on the coast, in reality food and ice most needed)

One DCO in charge, all other forces OPCON to the DCO

Incoming forces must place an LNO with the DCE

Understand State National Guard vs Federal mission
Mississippi Lessons Learned

Must establish habitual relationships with State officials and National Guard

You will get lots of help, even if you don’t ask for it

Size of the DCE team driven by METT-T, element on the ground knows the needs

Be careful of your use of military tactical terms when dealing with people who are suffering (Safety vs Security; Commanders Update vs Battle Staff Update Brief; Evacuees vs Refugees; etc)

Deploy with everything you need to be self-sufficient, don’t become a burden on the state

Vehicles must be capable of operating in all terrain

Know the regulations but use common sense when saving lives

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Human Side of What We Do!

98 yr old woman who lived alone had not received help for over 3 days, she died two weeks later.

85 yr old couple was stuck in their attic in Moss Point MS, they called directly to the DCE team in Alabama for HELP!

A couple found someone else’s home on their property and asked the DCE team if they could keep it

Ocean Springs Mayor asked for more troops in her city, there were over 2500 sitting at the airport, DCE interaction resulted in a happy Mayor

A Law Enforcement Officer handcuffed a Major to a tree and took two MRE trucks by force - desperate people will take desperate measures.

NATO send approximately 50,000 MRE’s to help the cause, the DCE was told to round them up and lock them down.
Alberto, Beryl, Chris, Debby, Ernesto, Florence, Gordon, Helene, Isaac, Joyce, Kirk, Leslie, Michael, Nadine, Oscar, Patty, Rafael, Sandy, Tony, Valerie, William

Next Years Cast
(Storms for 2006)
Defense Coordinating Officers Point of View on Catastrophe Readiness/Response

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DCO FEMA Region VI
Denton, TX