

Defense Coordinating Officers Point of View on Catastrophe Readiness/Response

COL Laverm "Bullett" Young

**DCO FEMA Region VI
Denton, TX**



Briefing Agenda



Strategic Context

Operational Concept

**Defense Coordinating
Officer/Defense Coordinating
Element Role in the National
Response Plan**

DCO/DCE Operations

DCE Organization and Training

Hurricane Katrina Case History

Chronology and Statistics

DCO/DCE Operations

RFIs and MAs

Lessons Learned

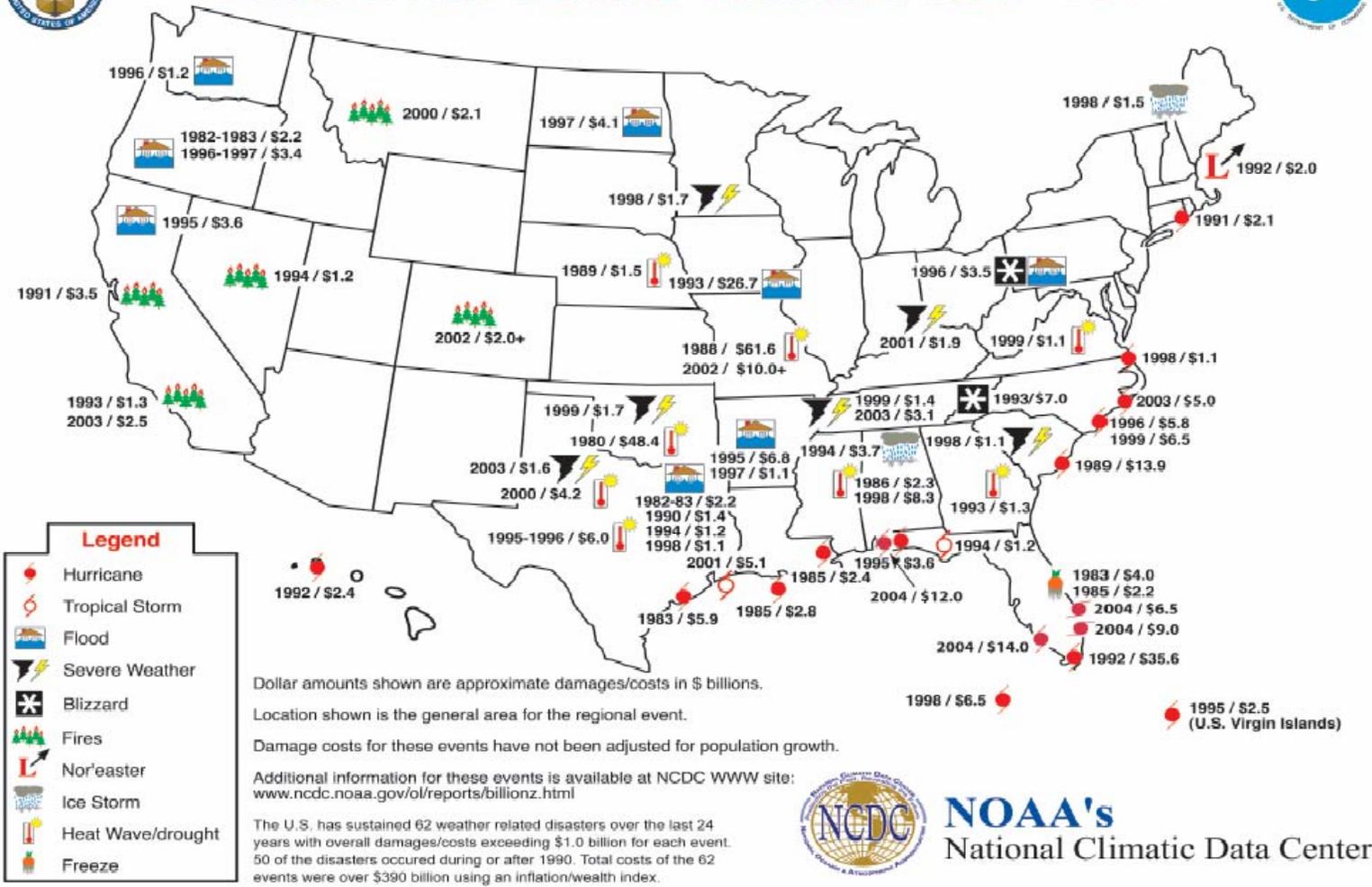
We're good, but we can be better...



The Strategic Context

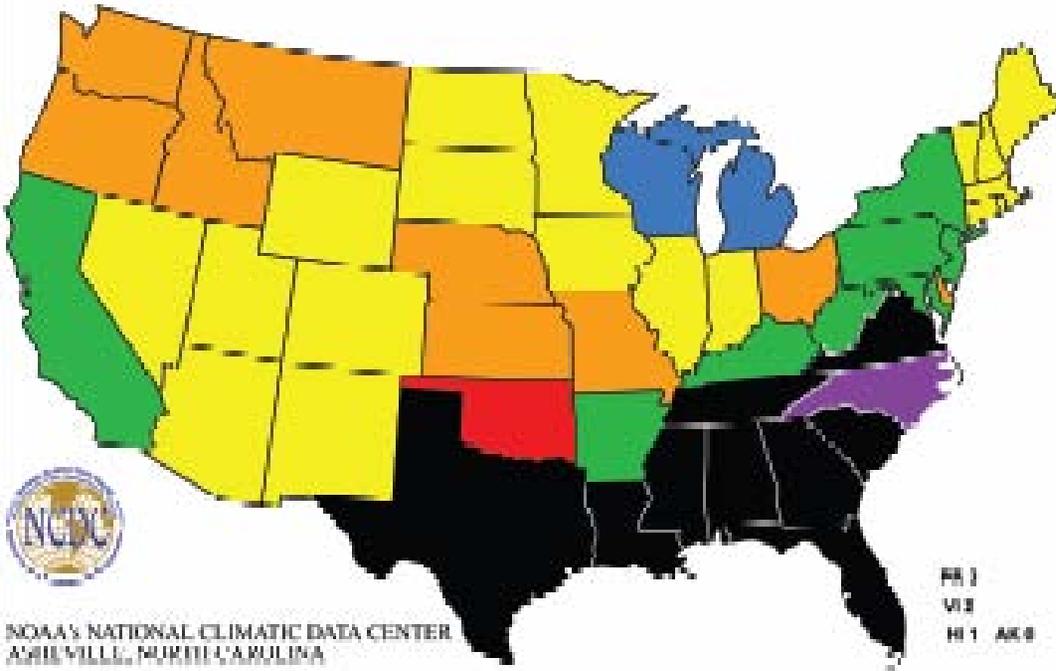


Billion Dollar Weather Disasters 1980 - 2004





The Strategic Context



NOAA'S NATIONAL CLIMATIC DATA CENTER
ASHEVILLE, NORTH CAROLINA

NUMBER OF EVENTS	DISASTER TYPE	NUMBER OF STATES	PERCENT FREQUENCY	NORMALIZED NUMBER (Billion of Dollars)	PERCENT DAMAGE
1 - 3	Tropical Storms/Hurricanes	20	32.3%	164	34.8%
4 - 6	Non-Tropical Floods	19	18.4%	35	14.1%
7 - 9	Droughts/Freezes	18	16.2%	144	28.5%
10 - 12	Severe Weather	7	11.3%	13	3.3%
13 - 15	Wildfires	6	9.8%	14	4.4%
16 - 20	Ice Storms	2	3.2%	6	1.8%
21 - 25	Blizzards	3	3.3%	9	3.7%
	Ice Storms	3	3.3%	3	1.3%
	Blizzards	1	1.8%	2	0.5%
		101		101	

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.

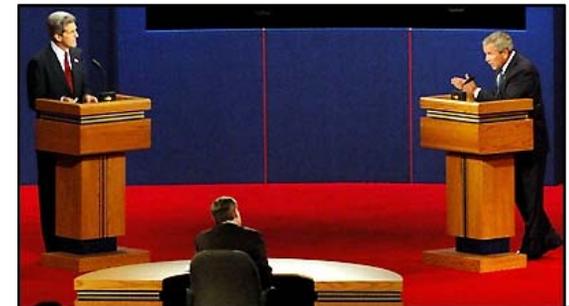


Examples of High Profile Events



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



Recovery

Mitigation



JFO Organization During Natural Disasters



Principal Federal Official (PFO)



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

External Affairs

Office of Inspector General

Defense Coordinating Officer (DCO)

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

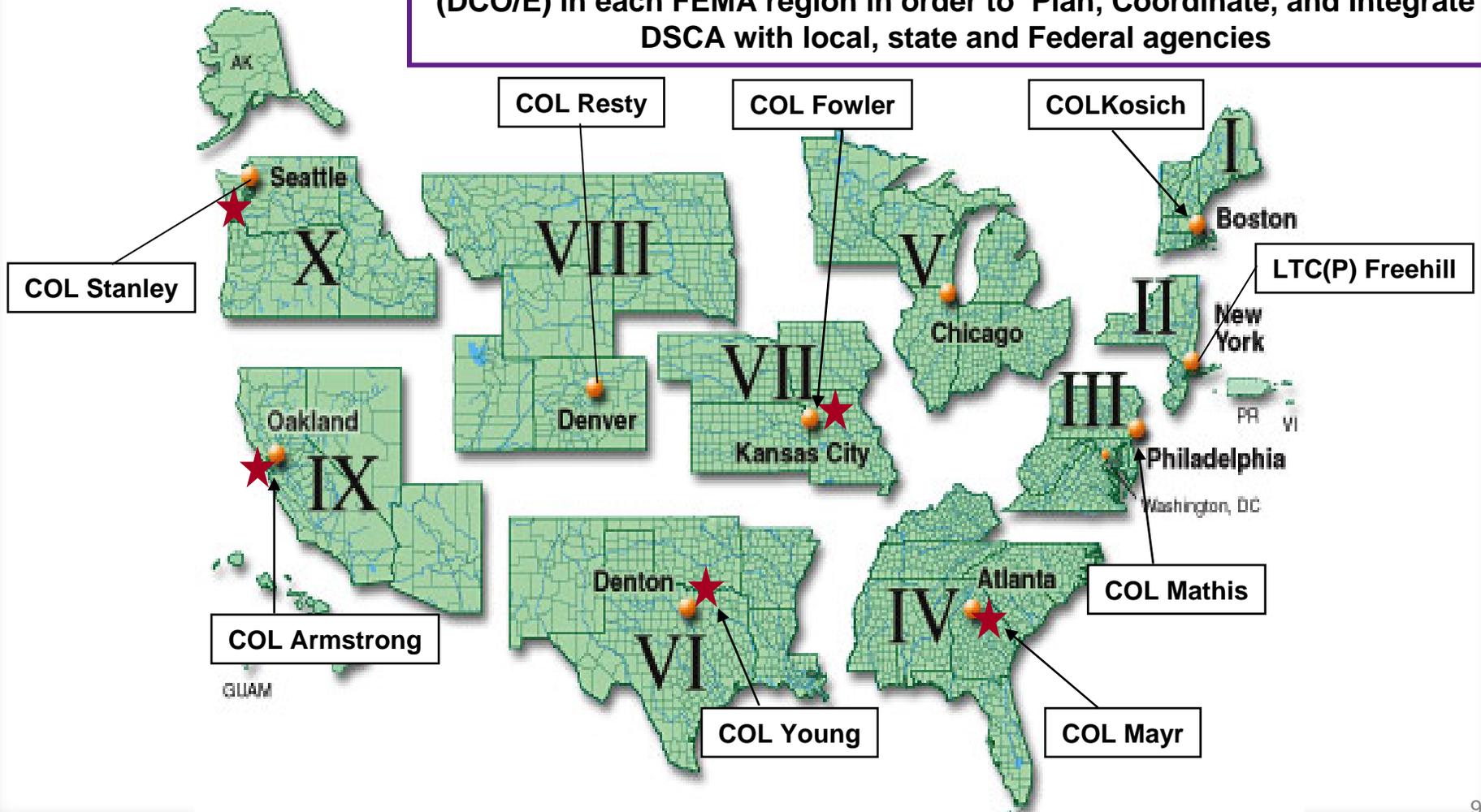
Compensation/Claims Unit



DCO Future Structure & Deployment



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

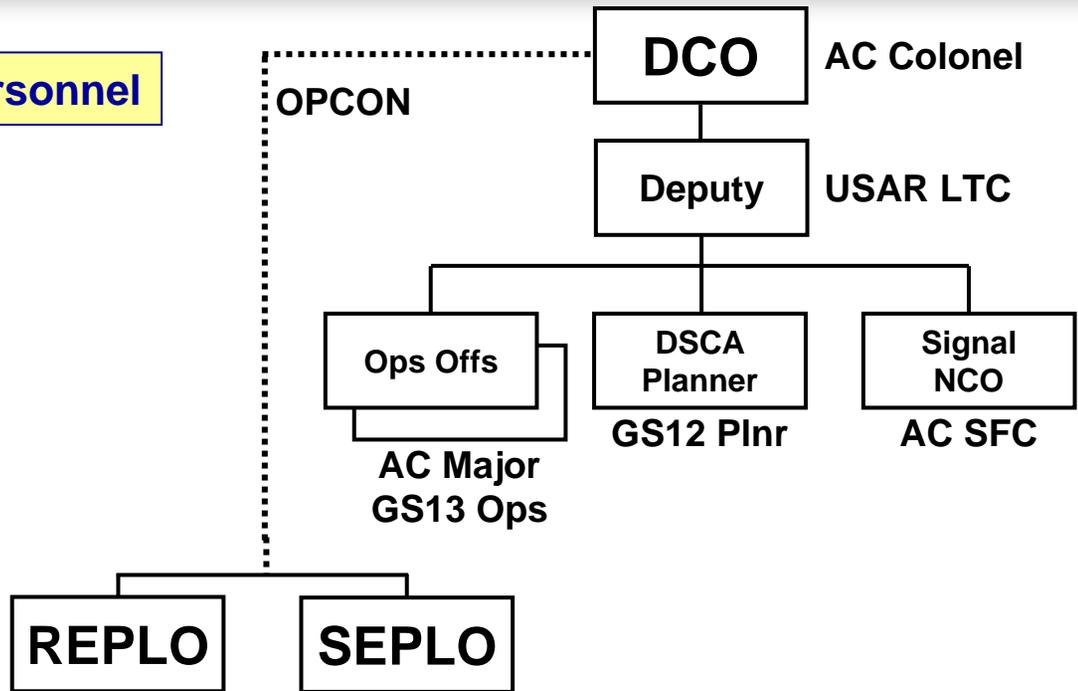




Future DCE Structure



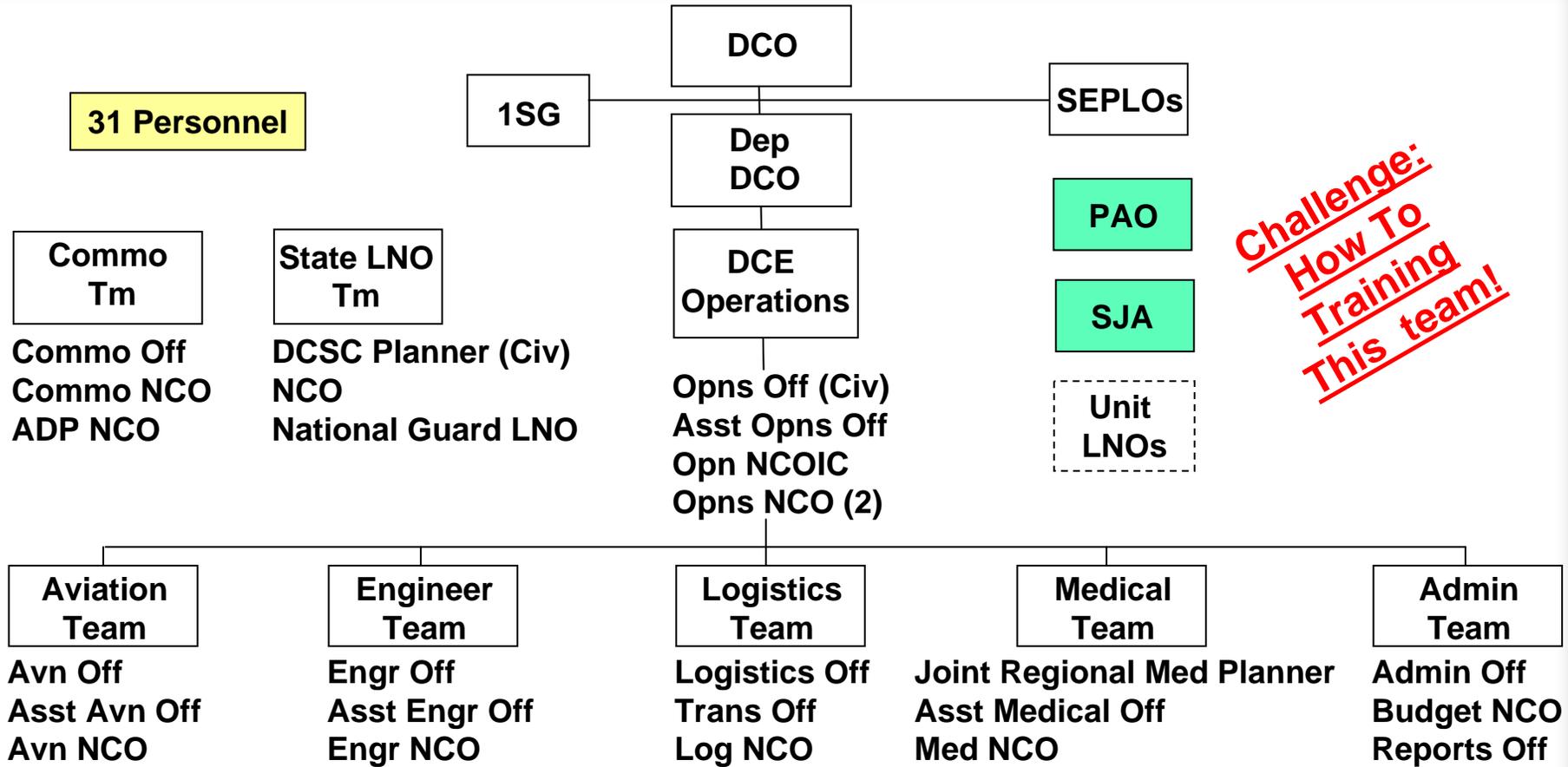
6 Personnel



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



Typical Defense Coordination Element Organization





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

**D
C
O**

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

**D
C
E**

- The EXEVAL is used to assess collective readiness of DCO/E Team based on personnel, equipment, and training indicators



Training a Defense Coordination Element



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.**



Training a Defense Coordination Element



ELEMENT: DCO Denton, TX

TASK: Conduct DCE Operations in support of civil authorities.

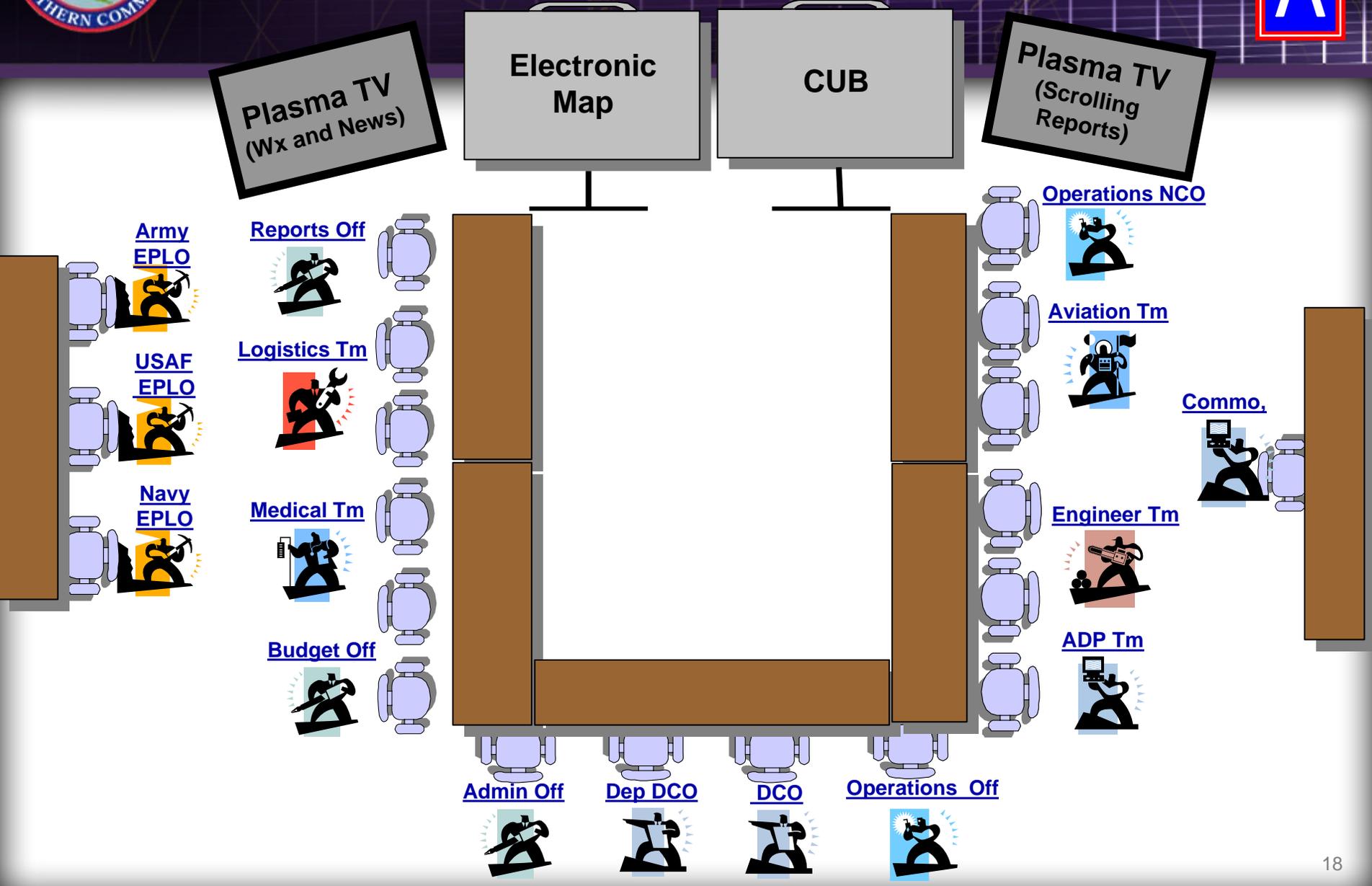
CONDITIONS: During a **manmade or natural disaster/emergency** situation that has occurred in an assigned state or territory Which requires the Department of Defense (DOD) to provide DSCA.

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)



DCE Set Up





Hurricane Katrina

Employment of the Alabama DCO AND DCE



Hurricane Katrina

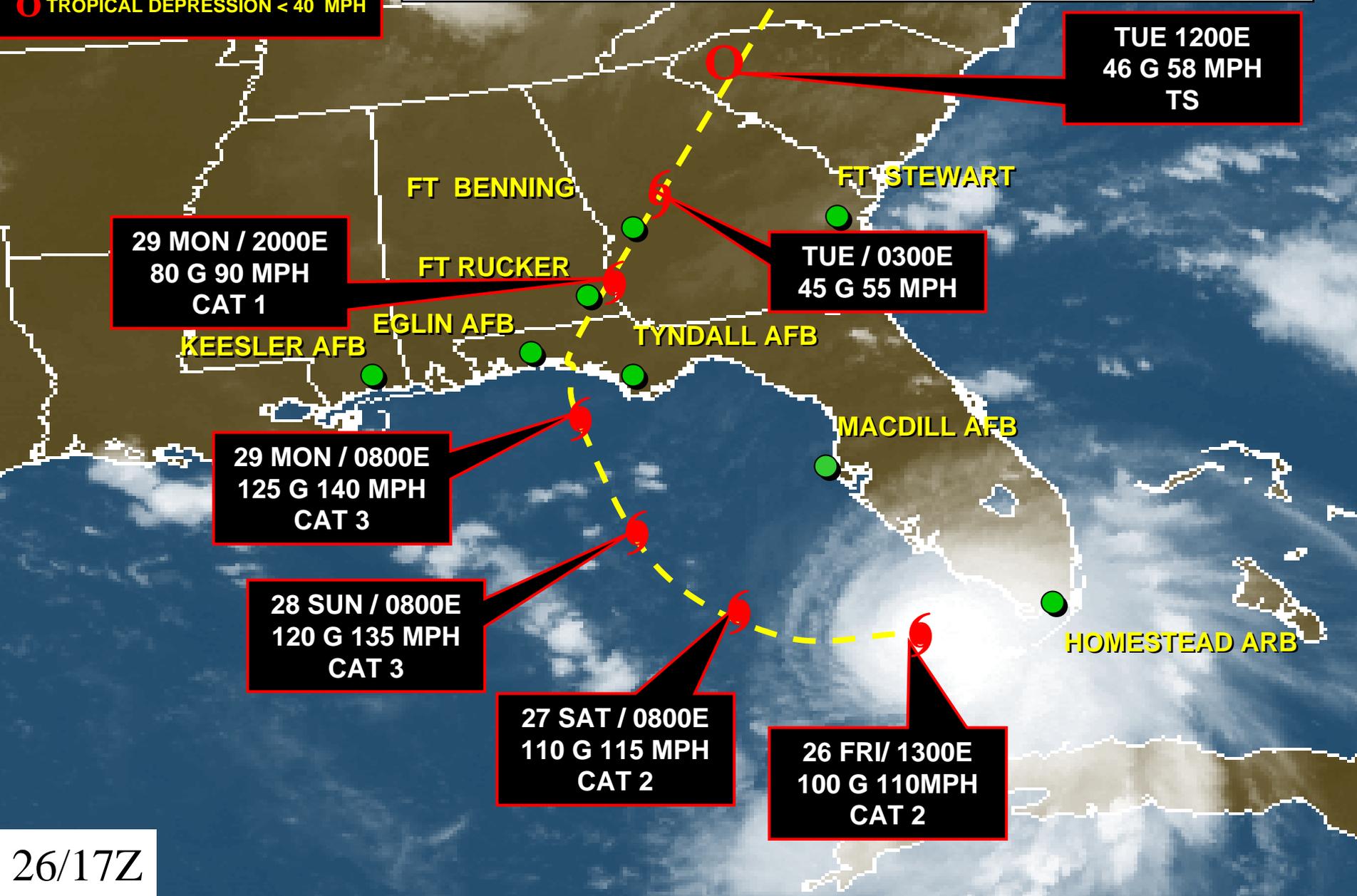


- Formed** August 23, 2005
- Dissipated** August 31, 2005
- Highest winds** 175 mph (280 km/h) sustained
- Damages** \$~75 billion (costliest tropical cyclone of all time)¹
- Fatalities** 1,383 (potentially more)
- Areas affected** Bahamas, South Florida, Cuba, Louisiana, Mississippi, Alabama, Florida Panhandle, most of eastern North America



Predicted Track of HURRICANE KATRINA

-  HURRICANE ≥ 74 MPH
-  TROPICAL STORM 40 – 73 MPH
-  TROPICAL DEPRESSION < 40 MPH



TUE 1200E
46 G 58 MPH
TS

TUE / 0300E
45 G 55 MPH

29 MON / 2000E
80 G 90 MPH
CAT 1

29 MON / 0800E
125 G 140 MPH
CAT 3

28 SUN / 0800E
120 G 135 MPH
CAT 3

27 SAT / 0800E
110 G 115 MPH
CAT 2

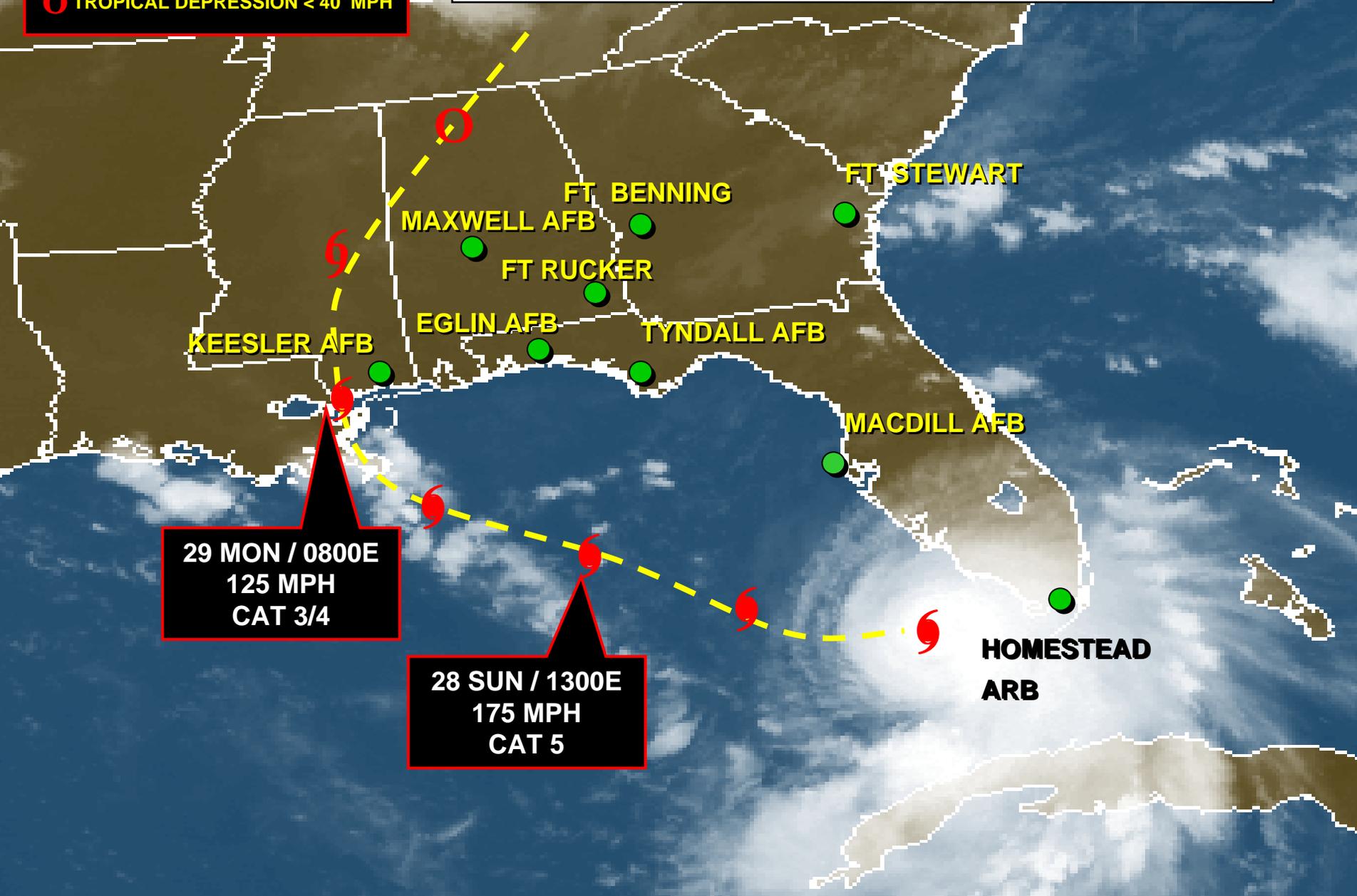
26 FRI / 1300E
100 G 110 MPH
CAT 2

26/17Z

True Track of HURRICANE KATRINA

29 Aug 05

-  HURRICANE ≥ 74 MPH
-  TROPICAL STORM 40 – 73 MPH
-  TROPICAL DEPRESSION < 40 MPH



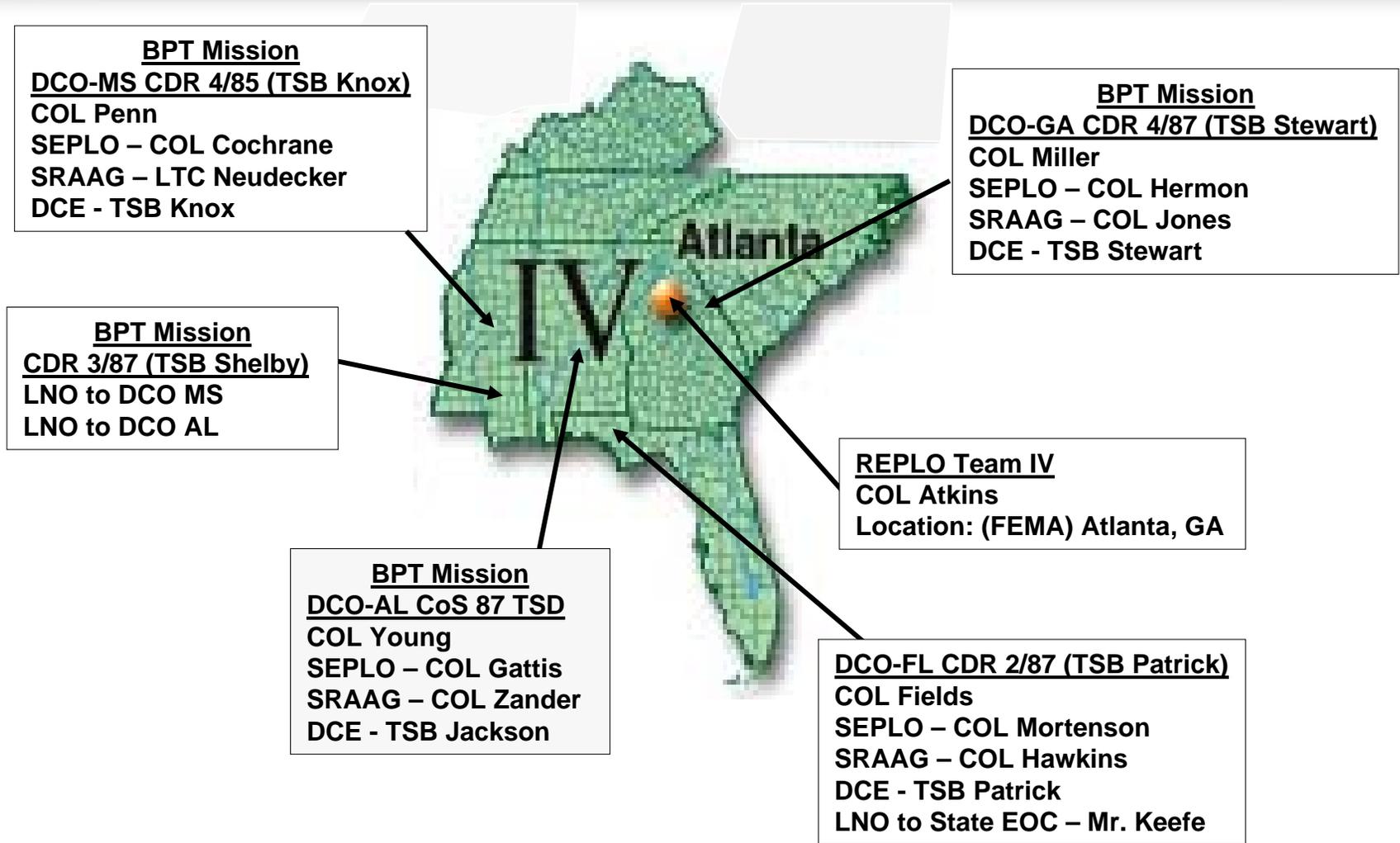
29 MON / 0800E
125 MPH
CAT 3/4

28 SUN / 1300E
175 MPH
CAT 5

KEESLER AFB
MAXWELL AFB
FT BENNING
FT RUCKER
EGLIN AFB
TYNDALL AFB
FT STEWART
MACDILL AFB
HOMESTEAD ARB



Task Organization Region IV





JTF-KATRINA Task Organization



DoD
JCS/JDOMS

Peterson AFB, CO
★★★★★
USNORTHCOM

NGB

Langley, VA
★★★★★
NORTHAF

Ft McPherson, GA
★★★★★
ARNORTH

Norfolk, VA
★★★★
MARFORNORTH

Norfolk, VA
★★★★★
NAVNORTH

Ft Monroe, VA
★★★
JTF-CS
CBRNE-CM

Ft McNair, DC
★★★
JFHQ-NCR
NCR OPS

Ft Bliss, TX
★
JTF-6
CD/CN

Fort Gillem
★★★★★
JTF KATRINA

Camp Shelby
JTF KATRINA (FWD)

FEMA

EPLO

DCO MS

DCO LA

JTF-CS JPAC

PAD

SJFHQ-N (-)

MCC

DCO AL

ACC

LCC LA

LCC MS

USN SURSALV Emer Ship

USN Fleet Sur Tm

USNS COMFORT

USS BATAAN

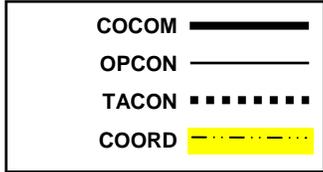
Avn Assets

Exp Strike Group

HSV SWIFT

USNS ARTIC

USS IWO JIMA
USS TORTUGA
USS SHREVEPORT





Hurricane Timeline



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-conference with President Bush

29 Aug **Hurricane Katrina makes a second landfall near Buras, Louisiana, United States with 125 mph winds (0610 hrs).**



Hurricane Timeline



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

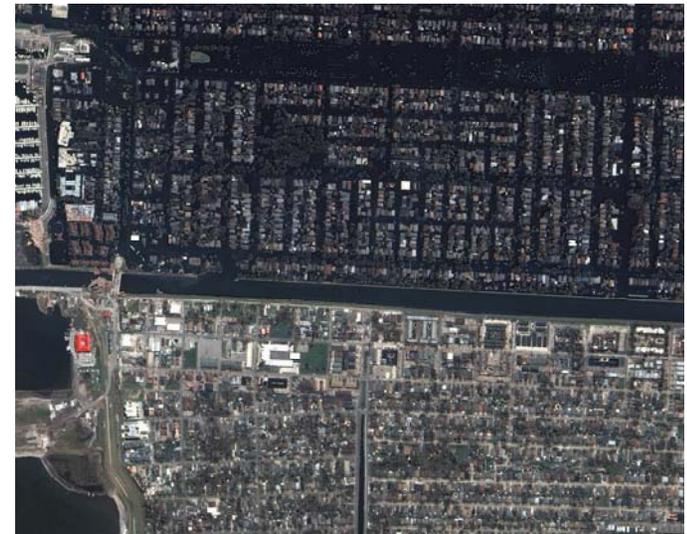
NORTCOM approves using Maxwell AFB as Base Support Installation

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





Hurricane Timeline



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



Produced by the Dept. of Geography
College of Arts and Sciences
The University of Alabama

Federal

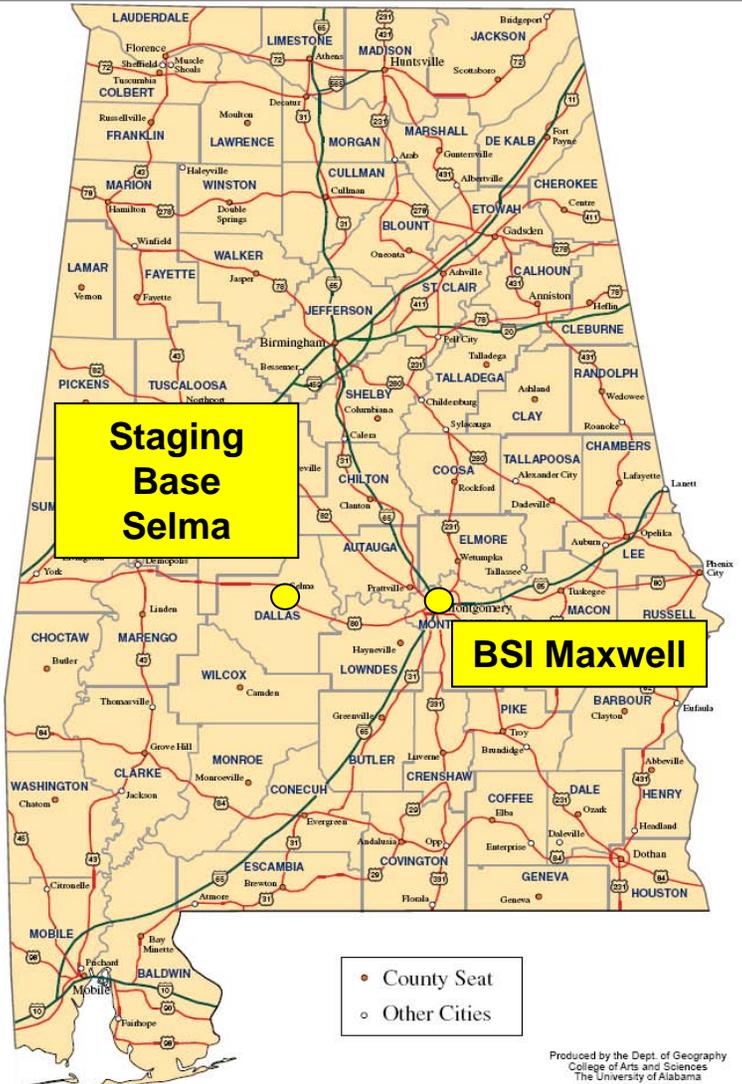
- Deploy ERT-A to state EOCs
- After Disaster declaration use ERT-A Tm Ldr as Federal Coordination Officer (FCO)
- Stand up JFO if required in Montgomery or Mobile
- Principal Federal Officer has the lead

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**

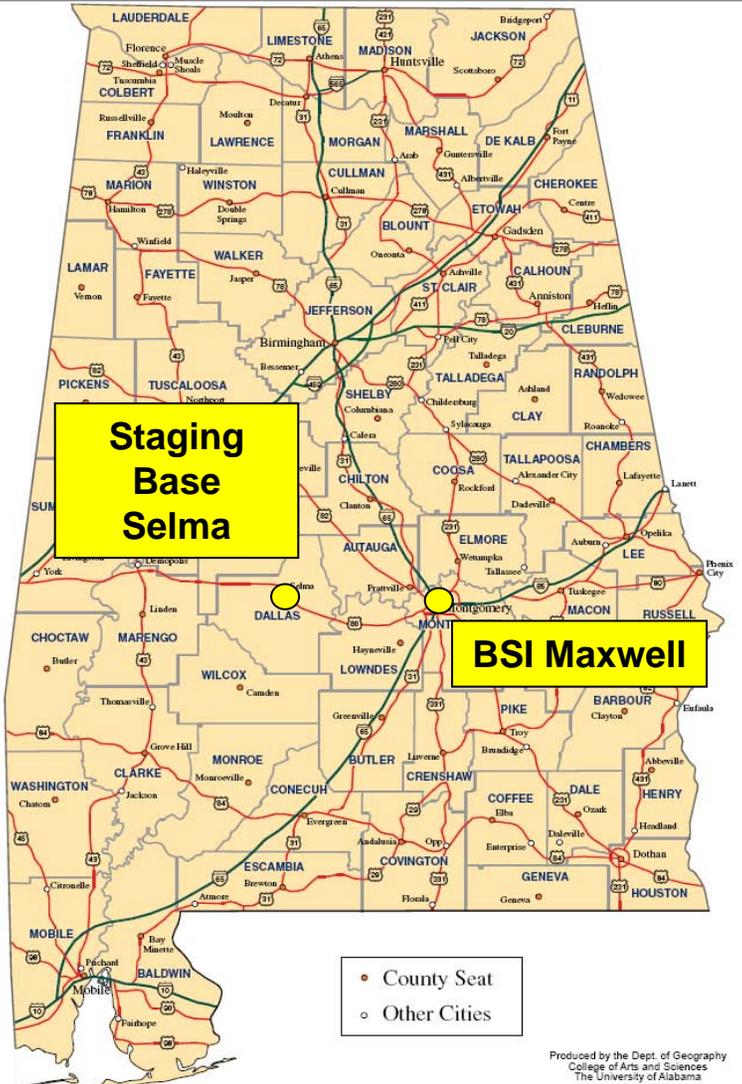
**Attend daily “County Needs”
teleconference**

**Use Federal agencies to protect and
run Staging Bases/Installations**

Preposition, Preposition, Preposition



Alabama Lessons Learned



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



Hurricane Timeline



- 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



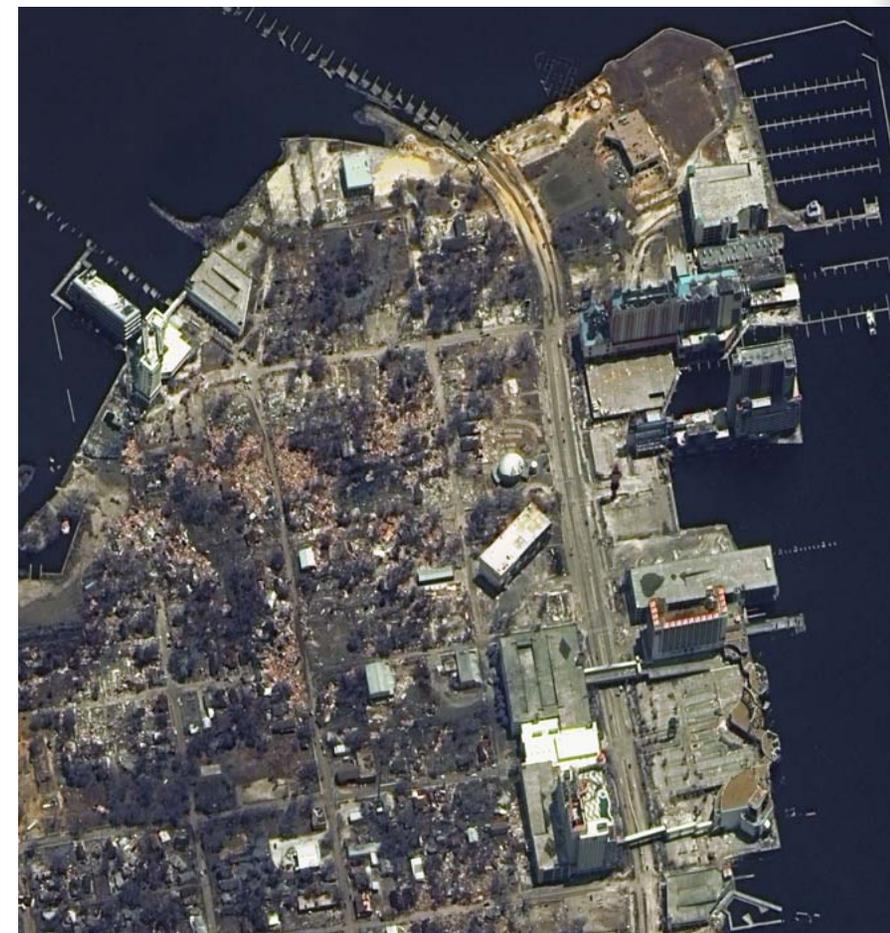


The Level of Destruction Point Cadet



Before

After



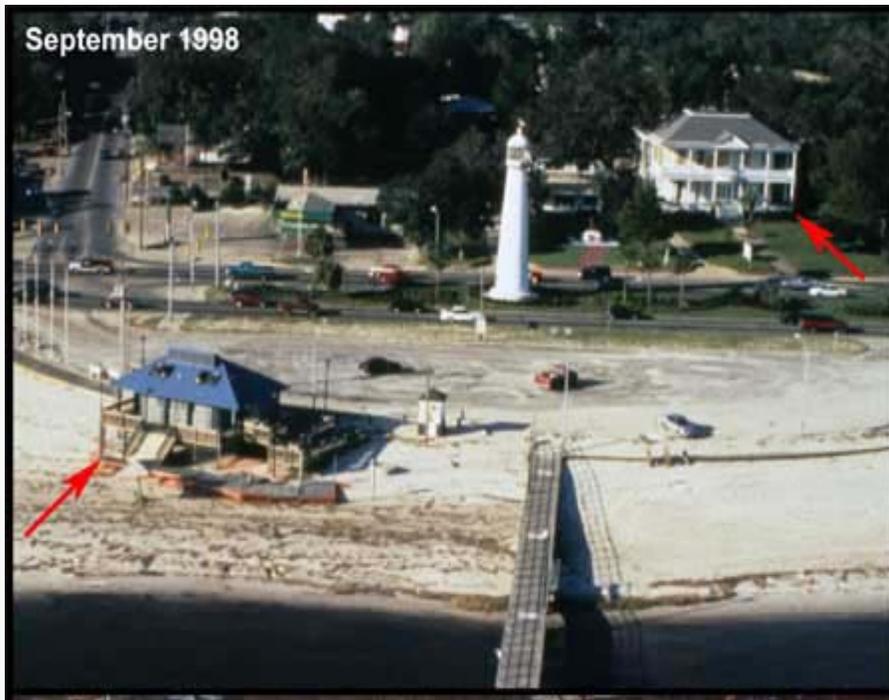


The Level of Destruction Biloxi Lighthouse, MS



Before

After





The Level of Destruction Family Homes



Before



After





The Level of Destruction Point Cadet



Before

After

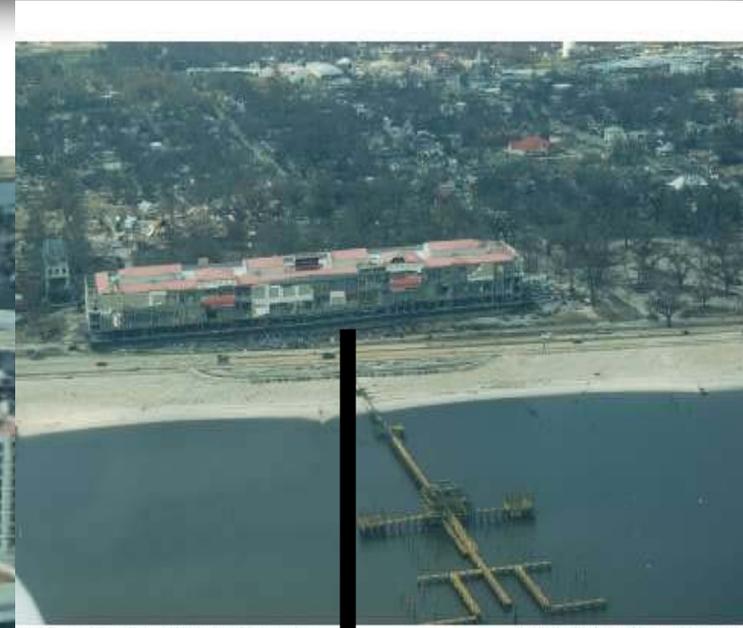




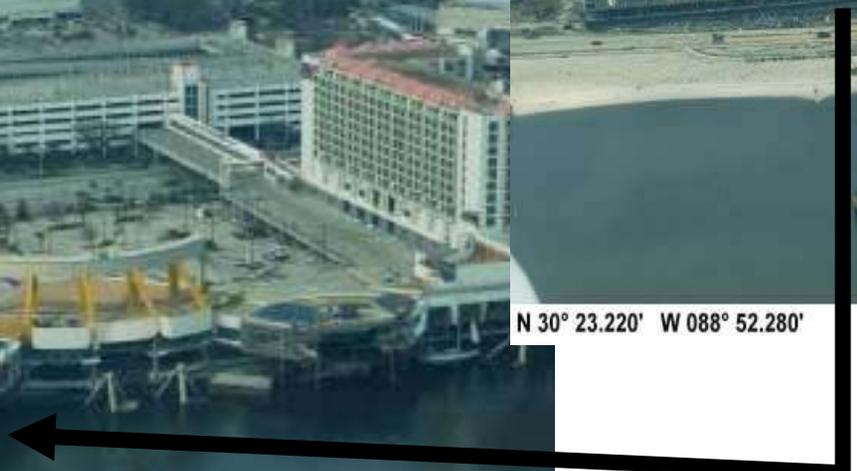
The Level of Destruction Grand Casino, Biloxi



1° 23.190' W 088° 52.020' 08/31/2005 4:18:45 PM



N 30° 23.220' W 088° 52.280' 08/31/2005 4:18:53 PM



This Should Have Been Here



The Level of Destruction Storm Surge



**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



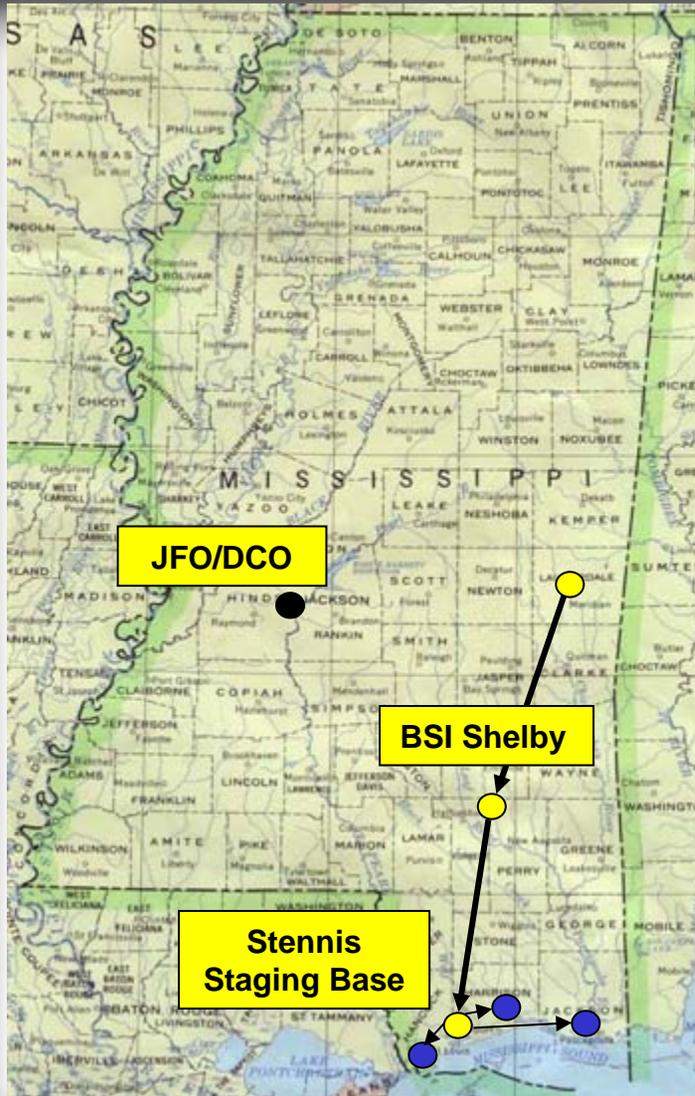


The Level of Destruction Trailer Mission





Mississippi Operational Concepts



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



Mississippi Lessons Learned



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 you 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



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.

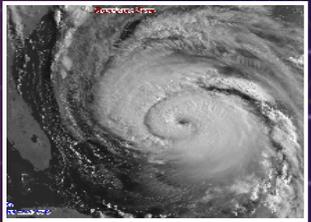
NATO send approximately 50,000 MRE's to help the cause, the DCE was told to round them up and lock them down.



Next Years Cast (Storms for 2006)



Alberto, Beryl, Chris, Debby,
Ernesto, Florence, Gordon, Helene,
Isaac, Joyce, Kirk, Leslie, Michael,
Nadine, Oscar, Patty, Rafael,
Sandy, Tony, Valerie, William

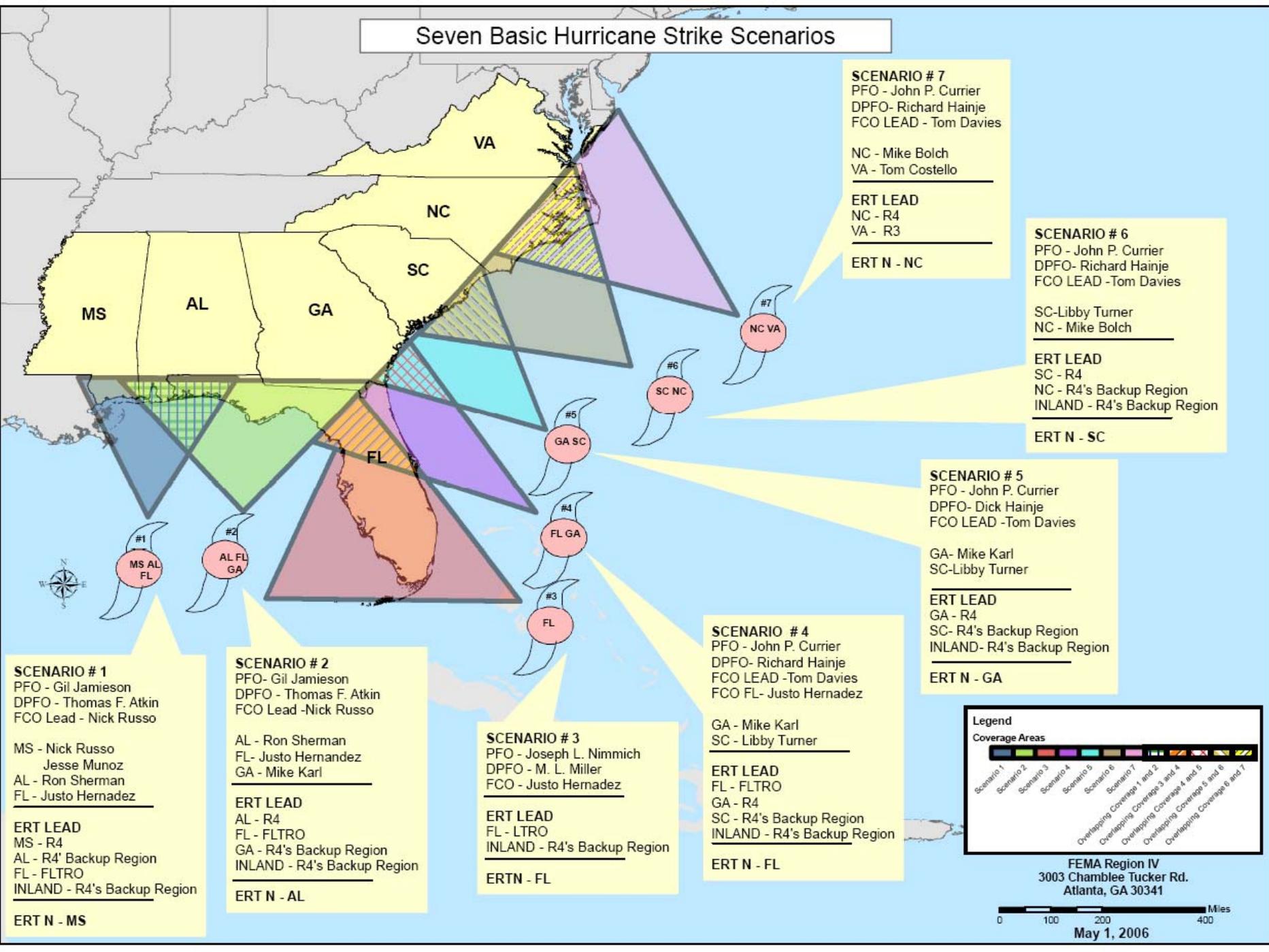


Defense Coordinating Officers Point of View on Catastrophe Readiness/Response

COL Laverne "Bullett" Young

**DCO FEMA Region VI
Denton, TX**

Seven Basic Hurricane Strike Scenarios



SCENARIO # 1
 PFO - Gil Jamieson
 DPFO - Thomas F. Atkin
 FCO Lead - Nick Russo

MS - Nick Russo
 Jesse Munoz
 AL - Ron Sherman
 FL - Justo Hernandez

ERT LEAD
 MS - R4
 AL - R4's Backup Region
 FL - FLTRO
 INLAND - R4's Backup Region

ERT N - MS

SCENARIO # 2
 PFO - Gil Jamieson
 DPFO - Thomas F. Atkin
 FCO Lead - Nick Russo

AL - Ron Sherman
 FL - Justo Hernandez
 GA - Mike Karl

ERT LEAD
 AL - R4
 FL - FLTRO
 GA - R4's Backup Region
 INLAND - R4's Backup Region

ERT N - AL

SCENARIO # 3
 PFO - Joseph L. Nimmich
 DPFO - M. L. Miller
 FCO - Justo Hernandez

FL - Justo Hernandez

ERT LEAD
 FL - LTR0
 INLAND - R4's Backup Region

ERTN - FL

SCENARIO # 4
 PFO - John P. Currier
 DPFO - Richard Hainje
 FCO LEAD - Tom Davies
 FCO FL - Justo Hernandez

GA - Mike Karl
 SC - Libby Turner

ERT LEAD
 FL - FLTRO
 GA - R4
 SC - R4's Backup Region
 INLAND - R4's Backup Region

ERT N - FL

SCENARIO # 5
 PFO - John P. Currier
 DPFO - Dick Hainje
 FCO LEAD - Tom Davies

GA - Mike Karl
 SC - Libby Turner

ERT LEAD
 GA - R4
 SC - R4's Backup Region
 INLAND - R4's Backup Region

ERT N - GA

SCENARIO # 6
 PFO - John P. Currier
 DPFO - Richard Hainje
 FCO LEAD - Tom Davies

SC - Libby Turner
 NC - Mike Bolch

ERT LEAD
 SC - R4
 NC - R4's Backup Region
 INLAND - R4's Backup Region

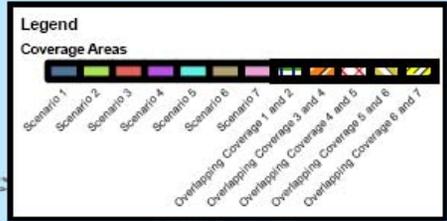
ERT N - SC

SCENARIO # 7
 PFO - John P. Currier
 DPFO - Richard Hainje
 FCO LEAD - Tom Davies

NC - Mike Bolch
 VA - Tom Costello

ERT LEAD
 NC - R4
 VA - R3

ERT N - NC



FEMA Region IV
 3003 Chamblee Tucker Rd.
 Atlanta, GA 30341

0 100 200 400 Miles

May 1, 2006