



**US Army Corps
of Engineers**

Engineer Institute for
Water Resources

Civil Works Task Force on Emergency Water Planning (EWP)

Working Group Report to the Steering Committee

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to the Steering Committee

Washington, DC
July 1983

EXECUTIVE SUMMARY

Because of the recent transfer from the Department of the Interior to the Department of the Army of the emergency water planning (EWP) functions contained in Executive Order (EO) 11490, the Corps of Engineers must determine what new responsibilities EWP entails, what resources may be required, and how the Headquarters, U.S. Army Corps of Engineers, (HQUSACE) should organize to perform the new mission. As recommended by the Director of Civil Works, the Operations-Readiness Division created a nine member, working group to address the above questions. Each of these questions contains a view of technical and policy judgments. Those dealing with responsibilities and resources are more technical than policy, while the organizational question is more policy than technical. After reviewing EO 11490, National Security Decision Directive (NSDD) 47, and other pertinent literature and conferring with representatives of other Federal agencies, the working group concluded that:

- o EWP significantly increases the scope of the Corps responsibilities under EO 11490,
- o there are 25 new tasks associated with the EWP mission,
- o short term, FY 1984-85, resources required are roughly estimated at 14.5 man-years of effort, 8 personnel spaces, and \$1.1 million;
- o long term, FY 1986-90, resources required are roughly estimated at 154 man-years of effort, 30 personnel spaces, and \$24 million;
- o 80 percent of the short-term resources will be concentrated at OCE, while 90 percent of the long-term resources will be concentrated in the field.

The working group also considered the organizational structures to accomplish EWP. Of the six viable options considered within Civil Works, a survey of the working group members showed a preference for creating a new division by combining the Hydraulics and Hydrology Division (CWH), Emergency Management Branch (CWO-E), Floodplain Management Services and Coastal Resources Branch (CWP-F), and the new EWP functions. The primary advantage of this option is that it maximizes the consolidation of water and emergency related technical support, planning, and management.

The working group addressed only the new EWP responsibilities in developing a mission statement, scoping a general short-term and long-term program, as well as making preliminary estimates of the manpower and funding requirements. However, the working group recognizes the substantial responsibilities and efforts in the Corps in emergency management and mobilization previously existing under EO 11490 and several statutory authorities. Some of these efforts also relate to water. The organizational policy options are intended to address the new EWP responsibilities as a part of the total Corps mobilization and emergency preparedness program.

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I. Introduction and Approach

On 28 April 1983, the Secretary of the Army was assigned the water resources function contained in Part 7 of EO 11490 as amended, concerning emergency water planning (EWP). These functions were formerly assigned to the Secretary of the Interior.

Based on the Director of Civil Works recommendation, Civil Works Operations and Readiness Division (CWO) formed a task force to identify the Corps emergency water planning mission, propose goals for accomplishing the mission, and recommend implementation approaches. Initiated 27 May 1983, the task force consisted of a steering group and a working group. This document summarizes the deliberations and conclusions of the working group of the Civil Works task force, produced during its work from 13 June to 8 July 1983.

As directed by the steering group in meetings of 16 and 29 June 1983, the working group addressed the following questions:

- o What is the mission?
- o How should the Corps approach the mission?

The working group addressed these questions through the following operational questions:

- o What basic assumptions should be made to define the mission?
- o What are the Corps new responsibilities stemming from the transfer of EWP from the Department of the Interior?
- o What is the mission statement for the Corps new EWP responsibilities?
- o What programmatic activities, personnel, and funding will be required by the new EWP responsibilities?
- o How should EWP fit into the Corps organizational structure?

Each of these questions contains a mix of technical and policy judgments. Those dealing with assumptions and organizational approaches are more policy than technical, while the others are more technical than policy.

During its four weeks of deliberation, the working group listened to other federal agency experts; reviewed a number of legal, research, and policy documents; and deliberated both as a whole and in subgroups. The working group was professionally facilitated by Institute for Water Resources (IWR) personnel, who were not members of the working group. In this way, group members' time and productivity were maximized.

While the degree of consensus on specific items varies, the report represents basic agreement among the working group members. This agreement emerged incrementally, after a period of review, learning, and some debate

over the group's role. Members agreed to basic assumptions and assertions, new responsibilities of the mission, and a mission statement. At this point, the group broke into two subgroups to define approaches to the mission. One group took an organizational approach, the other a programmatic approach. Contrary to initial expectations, both approaches produced results that were far more commensurate than conflicting. From this dual approach, agreement emerged on the likely programmatic activities, personnel, and funding requirements as well as on six viable organizational options for Civil Works to manage the program. Finally, members expressed preference for the organizational options which were aggregated into a group preference.

Throughout its deliberations, the working group assumed that new spaces are unlikely to be allocated in the short-term, made estimates that are general and that indicate orders of magnitude rather than detail, made programmatic estimates that do not include procurement of operational equipment which eventually will be needed, and assumed that statements of program tasks personnel and funding are starting point estimates subject to change by those eventually charged with managing EWP as the program evolves.

Task Force Membership and Support Elements

Steering Group*

- o BG Charles Edgar/
COL Paul Kavanaugh DAEN-CWZ-B: Deputy Director of Civil Works
- o Mr. Cecil Goad DAEN-CWO: Chief, Operations and Readiness
Division
- o Mr. Alex Shwaiko DAEN-CWO: Chief, Policy Division
- o Dr. Robert Wolff DAEN-CWP: Assistant Chief, Planning Division

Working Group*

- Robert P. Fletcher, Jr. DAEN-CWO-EO: Chief, Operations Section
- John G. Housley DAEN-CWP-F: Civil Engineer
- LCDR Charles A. Huber DAEN-CWO: U.S. Coast Guard Liaison Officer to
the Corps of Engineers
- Lynn M. Lamar DAEN-CWH-W: Biological Scientist
- Steven A. Monte NADEM: Natural Emergency Coordinator
- Ramon K. Powell DAEN-CCJ: Assistant Counsel for Interagency
Relations
- David Steele SWTPL: Assistant to Chief, Planning Division
- William Wilson DAEN-CWO: Special Assistant, Emergency Water
Planning
- Dr. Robert Wolff DAEN-CWP: Assistant Chief, Planning Division

Facilitator

- Dr. Jerome Delli Priscoli Institute for Water Resources

Support Team

- Mary Vincent Institute for Water Resources
- Cadet Robert Percy West Point -- Interim Assignment to IWR

*Organizational elements are shown for identification purposes only; group members participated as individuals and not necessarily as representatives of their organizations.

II. What Are the Basic Assumptions and Assertions?

After review of speaker presentations, EO 11490, NSDD 47, Department of Interior's Draft Emergency Water Plan, Civil Works Policy Digest, Digest of Disaster Assistance, and several structured brainstorming sessions, the group developed the following basic assumptions and assertions:

- The existing EO 11490 will be changed and signed as per 27 January 1983 draft, and by changes proposed by the Army on 9 March 1983.
- The essence of the new EWP responsibilities is within EO 11490 (Revised) and NSDD 47.
- EWP will be managed within the Civil Works Directorate.
- The Corps of Engineers will be designated as the Federal agency with primary responsibility for EWP.
- EWP adds Corps responsibilities for water as a resource in emergency planning.
- Mobilization includes domestic emergencies.
- EWP is an important function which the Corps should immediately pursue.
- Emergency water resource responsibilities include water, water facilities, and water support requirements.
- The peacetime chain-of-command for EWP responsibilities is through the Chief of Engineers to the Assistant Secretary of the Army for Civil Works (ASA[CW]) to the Office of Management and Budget.
- The Corps could provide EWP support to the Department of Defense (DoD) under its federal engineer role in addition to meeting its direct responsibilities under EO 11490.
- The Corps will chair some type of interagency EWP coordinating group.
- The NSDD 47 policy "In peacetime, principal responsibility for preparing for, and responding to, domestic emergencies rests with state and local governments," requires a formal federal-state coordinating mechanism for EWP.
- National security includes a broad spectrum of war scenarios.
- Planning for claimancy, prioritization, allocation, and other aspects under new EWP authorities (such as Sections 204 and 205 of EO 11490) will be applied to domestic emergencies as well as to national emergencies.

- The ASA(CW) will interact with the Emergency Mobilization Planning Board (EMPB) either by being a member or by chairing a new working group for water resources.

- EO 11490 Section 201 (Continuity of Government) applies to all emergencies.

- EO 11490 will be revised to link the Department of the Interior's water functions with the Department of the Army/Corps of Engineers EWP functions.

III. What Is the Mission?

In answering this question, the working group agreed that the transfer of the EWP function brought 25 areas of new responsibilities. From these agreements, the group then wrote a mission statement.

A. What Are the Corps New EWP Responsibilities?

Based on its review of EO 11490 (as amended, and its draft revisions), NSDD 47, and the assumptions listed above, the group finds that major new responsibilities have been transferred to the Corps. These new responsibilities can be classified into 25 specific areas of responsibility and summarized into five general categories. (The categories and areas are listed on Chart 2.) Four of these categories are considered direct mission responsibilities, while a fifth, support to DoD, is viewed as optional. The new areas are detailed in Appendix A, together with paragraph citations to EO 11490 and to NSDD 47.

B. What Is the Mission Statement for New Corps EWP Responsibilities?

Based upon the assumptions listed in Section II and the identified areas of new responsibilities (Appendix A), the group prepared the following mission statement:

"The mission of the U.S. Army Corps of Engineers, pursuant to national emergency water and water resources responsibilities under EO 11490, as amended, and consistent with NSDD 47, is to assure the nation's readiness to respond to national security and domestic emergencies by:

- developing overall plans for the management, control, allocation, claimancy, and use of water and water resources consistent with plans of other federal agencies having specific water responsibilities;

- establishing a system of priorities and allocations for the emergency production, distribution, and use of water and water resources;

- providing guidance and assistance to, and coordinating plans with, other federal agencies, states, local governments, and the private sector; and

- achieving and maintaining implementation capability through data collection and analysis, training, exercises, research, and human resources development."

IV. How Should the Corps Approach its New Responsibilities?

The working group approached this question from a programmatic perspective and an organizational perspective.

A. What Programmatic Activities, Personnel, and Funding Are Required by the New EWP Responsibilities?

To estimate programmatic activities, personnel, and funding needs, the working group determined the specific activities, budget requirements, and program funding sources for each of the 25 areas of new responsibilities. The group did this for the short term (FY 1984-85) and long term (FY 1986-90). It also defined field and HQ responsibilities during each time period. While these estimates are based upon preliminary judgment, and therefore should not be viewed as either accurate or precise, the group feels they outline the order of magnitude of the Corps new responsibilities. Chart 1 summarizes new EWP program personnel and funding requirements. Appendix F contains the detailed programmatic estimates by each new responsibility.

In the short term (FY 1984-85), new EWP responsibilities should require about 14.5 man-years, 8 spaces and \$1.1 million. Over the long term (FY 1986-90), the new EWP responsibilities are likely to require an additional 154 man-years, 30 spaces, and \$24 million. While 80 percent of short-term program resources will be spent at headquarters, 90 percent of long-term program resources will be spent at the field operating activity (FOA) level.

In the short term, the Corps should be: identifying general voids in state, local, and federal emergency water plans; beginning to scope interagency and private sector coordination; initiating a public information program through the Federal Emergency Management Agency (FEMA); cataloging federal financial assistance methods; reviewing statutory authorities; identifying new legislative requirements; reviewing the facilities under Corps responsibility along with DoD needs; ascertaining possible strategic stockpile requirements; and identifying critical water resources. A process to ascertain claimancy plans and coordination of claimancy plans among federal agencies should also begin. A training and exercise program including the National Defense Executive Reserve (NDER) should be outlined together with research and data requirements.

In the long term, Corps activity will progress beyond the initial scoping, reviewing, and initiating stage to active management. The Corps will be developing, reviewing, and managing EWP among other federal agencies. It will be distributing guidance and developing plans for activities such as priorities, allocation, claimancy, and financial assistance. Also, the Corps

will be proposing to ASA(CW), appropriate EWP legislation and managing a coordination program among private and public (state, local, federal) sectors. The Corps will also be conducting training programs and simulation exercises as well as managing and conducting relevant research programs, data bases, and models.

CHART 1

NEW EMERGENCY WATER PLANNING (EWP) PROGRAM
MANPOWER AND FUNDING REQUIREMENTS

SUMMARY

Category	Short Term (FY 1984-85)			Long Term (FY 1986-90)			
	Man Years	Spades	\$000	Man Years	Spades	\$000	
I. Development of Plans	HQ	6.1	3.0	460	13.5	2.7	810
	FOA	<u>1.0</u>	<u>0.5</u>	<u>60</u>	<u>80.0</u>	<u>15.1</u>	<u>13,800*</u>
SUB-TOTAL		7.1	3.5	520	93.5	17.8	14,610
II. Coordination Only	HQ	1.0	0.5	60	1.3	.3	75
	FOA	<u>—</u>	<u>—</u>	<u>—</u>	<u>5.0</u>	<u>1.0</u>	<u>300</u>
SUB-TOTAL		1.0	0.5	60	6.3	1.3	375
III. Support to DoD	HQ	0.5	.3	30	- OMA Funding through DoD - management of work included in estimate for Category II		
	FOA	<u>—</u>	<u>—</u>	<u>—</u>			
SUB-TOTAL		0.5	.3	30			
IV. Guidance and Assistance	HQ	2.0	1.0	120	3.0	0.6	250
	FOA	<u>—</u>	<u>—</u>	<u>—</u>	<u>3.5</u>	<u>0.7</u>	<u>280</u>
SUB-TOTAL		2.0	1.0	120	6.5	1.3	530
V. Implementation Capability**	HQ	1.9	.9	195	9.0	1.8	1,085
	FOA	<u>2.0</u>	<u>1.5</u>	<u>180</u>	<u>39.0</u>	<u>7.8</u>	<u>7,450</u>
SUB-TOTAL		3.9	2.4	375	48.0	9.6	8,535
	HQ	11.5	5.7	865	26.8	5.4	2,220
	FOA	<u>3.0</u>	<u>2.0</u>	<u>240</u>	<u>127.5</u>	<u>24.6</u>	<u>21,830</u>
TOTALS		14.5	7.7	1,105	154.3	30.0	24,050

*Maximum possible or approximate community level of \$150 million is not reflected, because developing plans to the community level was judged unlikely at this time.

**Estimates do not include procurement of operational equipment which will eventually be needed.

B. How Should the Corps Organize to Manage the Program?

To answer this question, the working group first compared the 25 areas of new responsibilities to existing Corps programs. Second, the group generated an array of organizational options which were then reduced to six viable options to manage the new EWP program. Finally, the group identified advantages and disadvantages of the six options. To be responsive to the steering group's guidance, the working group members were individually surveyed to determine a group preference.

1. How do new responsibilities fit with existing programs?

Chart 2 shows existing organizations that could accept either a lead or a support role in each of the 25 areas of new responsibilities. Based on the group's judgment, the chart shows that current organizational elements can assume lead in only 9 of the 25, or 35 percent of new responsibilities based on their current program responsibilities. The remaining 16 new responsibilities, or 65 percent, require some new management element, either standing alone or merged with an existing division.

2. How should Civil Works organize to manage the new EWP responsibilities?

Of the numerous ways to manage the outlined program, the working group considers the following six distinct options the most viable organizational approaches for Civil Works.

- A. Management by Hydrology and Hydraulics Division (CWH)
- B. Management by Planning Division (CWP)
- C. Management by Operations and Readiness Division (CWO)
- D. Management by a new division of (EWP)+(CWO-E)
- E. Management by a new division of (EWP)+(CWO-E)+(CWH)
- F. Management by a new division of (EWP)+(CWO-E)+(CWH)+(CWP-F)

As Chart 3 shows, the aggregated individual preferences of the working group members tended to option F, which creates a new Civil Works division bringing together a full spectrum of emergency water resources related operations. Also, this option would centralize mobilization, give mobilization and EWP high visibility, formalize existing informal organizations, shorten response time by direct access to the Director of Civil Works, establish an organization similar to deputy chief of staff for operations, consolidate CWH support capability, place floodplain management services closer to other FEMA-related programs, strengthen both CWO-E and CWH, and enhance technical support to management for mobilization. To its disadvantage, the option would detract from CWO; separate mobilization from the mainstream; be harder to back away from, once started; and, weaken planning capability.

Of the first three options (A, B, C), the group tended to prefer CWO management to CWP management and preferred management by CWH the least. A CWO management option (C) has the advantage that a budget line item for EO 11490 responsibilities already exists and that most program funds are likely to come

Chart 2

Relation of New Responsibilities to Existing Organizations

Existing Organizations New Responsibilities	New Management Element*									
	Operations and Readiness Division	Planning Division	Hydraulics and Hydrology Division	Assistant Chief of Engineers	Resource Management Directorate	Research and Development Directorate	Real Estate Directorate	Engineering and Construction Div.	Public Affairs Office	
I. Development of Plans										
1. Overall Plans	L	S	S	S	S					
2. Salvage & Rehab	L	L						S		
3. Public Info to FEMA	L								S	S
4. Financial Assistance in Market			L			S				
5. Priorities & Allocations	L	S	S	S						
6. Emergency Assistance to Public Water Supply		L	S							
II. Coordination Only										
1. Corps Primary Resp Fed EWP	L	S	S	S						
2. Foster Understanding w/Private Sector	L	S	S							
3. W/State and Local thru Fed Agencies	L	S	S	S						S
III. Support to DOD										
1. Strategic Guidance		L			S					
2. Identify Mil Water Rqmts		L	S		S				S	
3. Recommend Solution beyond DoD	L	S			S				S	
4. Analyze Problem for Def Mob - Industrial Base		L			S			S		
IV. Guidance and Assistance										
1. Water Facilities Protection Guid.	L	S	S	S		S				
2. Wartime Effects Monitoring		L	S				S			
3. Data Collection, Asses. & Eval.	L	S	S	S						
4. Tech Guidance State & Local	L	S	S	S			S			
5. Federal Agencies	L	S	S	S				S		
6. Claimancy	L	S	S	S			S			
V. Implementation Capability										
1. Achieve State of Readiness		L	S	S		S	S	S	S	
2. Training & Exercises	L	S	S	S		S	S	S	S	
3. Water Research	L					S				
4. Wartime Effects Monitoring		L	S							
5. Data Collection, Asses. & Evaluation	L	S	S	S			S			
6. Human Resource Dev NDER	L					S		S		

* New Management Element

- o includes those activities not unique to one of the existing divisions
- o activities could be in stand-alone organization or merged within existing division
- o encompasses broad management functions of the program, scheduling, guidelines, budget development, resource identification

o Lead Element (L)

- o has major role in existing program direction with which that activity must closely align
- o controls resources for specific activities
- o directs work among elements
- o coordinates internal program elements
- o effects interagency coordination
- o accomplishes specific work assignments

o Support Element (S)

- o receives proper direction from lead element
- o responsible for specific tasks within program area
- o coordinates through lead element

Chart 3

Rank Order Option Preferences of Individual
Members of Working Group*

Options \ Place	1st (6 pts)	2nd (5 pts)	3rd (4 pts)	4th (3 pts)	5th (2 pts)	6th (1 pt)	Total Score Per Option
A (CWH-Management)				x (3)	x (2)	xxx xxxx (7)	12
B (CWP-Management)	xx (12)	x (5)			xxxx (8)	xx (2)	27
C (CWO-Management)	x (6)	x (5)	x (4)	xxxx (12)	xx (4)		31
D (EWP+CWO-E)		xx (10)	xxx (24) xxx		x (2)		36
E (EWP+CWO-E+CWH)	x (6)	xxxx (20)	x (4)	xxx (9)			39
F [EWP+CWO-E+CWH+ CWP-F]	xxxxx (30)	x (5)	x (4)	x (3)	x (2)		44

* Key

(#) = Total points per cell

x = An individual ranking

from operations and maintenance (O&M) general accounts. Also, the Operations and Readiness Division has: experience and capability in emergency planning and implementation, the HQUSACE has responsibility for continuity of government programs, established contacts with the EMPB and the Emergency Resources Board (ERB), authority and funds for domestic water planning, well-defined FOA support structure, experience with programming and budgeting for emergencies, an established exercise organization, experience with similar mobilization programs, and a large O&M budget relative to EWP funding requirements.

The major disadvantage of the CWO management option (C), their limited water resources planning capability and experience, is the major advantage of the CWP management option. The CWP management option (B) would also give planning a mobilization mission; directly link wide experience and capability in water resource planning to EWP; provide EWP with Planning's strong experience in coordinating with state, local, and federal entities; enhance Planning capability; and provide EWP with strong analytical methods experience. To its disadvantage, the CWP management option would split the mobilization mission and the domestic emergency management mission. Also, Planning lacks experience in responding to emergencies, has little organizational link to emergency mobilization in the field, has no experience with EMPB, and has no general funding source for EWP activities.

A CWH management option (A) would strengthen CWH by providing Senior Executive Service space, people, and visibility. Also, CWH has interagency coordination experience, manages a research program with techniques potentially applicable to EWP, and has experience with water resources data collection. To its disadvantage, CWH has little experience in emergency management or with EMPB, limited experience with water supply planning, no implementation capability, and no DoD interface.

APPENDIX A:

CORPS OF ENGINEERS

NEW RESPONSIBILITIES IN WATER EMERGENCY PLANNING

7 July 1983

CORPS OF ENGINEERS

NEW RESPONSIBILITIES FOR EMERGENCY WATER PLANNING (EWP)

I. DEVELOPMENT OF PLANS

- | | <u>CITES 1/</u> |
|---|---|
| 1. Develop overall, flexible plans for management, control, allocation, and use of water consistent with other agency responsibilities, for natural security and domestic emergencies | 501(28)
102(1)
201
212(2)
303(4)
402(6)
903(2)
2401
NSDD 47 |
| 2. Salvage and rehabilitation of water resources facilities | 205(3) |
| 3. Public information to FEMA | 214 |
| 4. Financial assistance to private sector | 210 |
| 5. Priorities and allocations for production, distribution, and use of water | 204(3)
NSDD 47 |
| 6. Emergency assistance to public water supplies | 501(30) |

II. COORDINATION ONLY

- | | |
|---|---------------------------|
| 1. Corps has primary responsibility for Federal EWP | 212(2)
1801
NSDD 47 |
| 2. Foster understanding and partnership in EWP with private sector | 212(1)
NSDD 47 |
| 3. With State and local governments through Federal agencies with statutory or Delegated responsibilities | 501(28)
NSDD 47 |

1/ Section numbers are from draft revision of EO 11490.

III. SUPPORT TO DOD (OPTIONAL)

- | | |
|--|---|
| 1. Strategic guidance | 501(1)
501(7)
501(13)
501(20)
501(22) |
| 2. Identify military water requirements | 501(2)
NSD 47 |
| 3. Recommend solutions beyond DoD authority to FEMA concerning industrial base | 501(9)
NSD 47 |
| 4. Analyze problems for defense mobilization production base | 501(12) |
| 5. Human resource development | 206 |

IV. GUIDANCE AND ASSISTANCE

- | | |
|--|---|
| 1. Water facilities protection guidance | 205(1) |
| 2. Wartime effects monitoring | 205(2) |
| 3. Technical guidance to State and local governments | 212(1)
NSDD 47 |
| 4. Federal agencies | 208
209
215
303(4)
1803
3501(4)
NSDD 47 |
| 5. Claimancy to support EWP mission | 204(6)
NSDD 47 |

V. IMPLEMENTATION CAPABILITY (NOT LIMITED TO PLANS)

- | | |
|--|-----------------------------|
| 1. Achieve state of readiness for domestic and national security emergencies | 202
212(3)
NSDD 47 |
| 2. Training and exercises | 213 |
| 3. Water research | 207 |
| 4. Wartime effects monitoring | 205(2) |
| 5. Data collection, assessment, and evaluation of water requirements | 204(4)
NSDD 47 |
| 6. Human resources development, including NDER | 204(2)
212(4)
NSDD 47 |

6 July 1983

CORPS OF ENGINEERS NEW RESPONSIBILITIES

FOR

EMERGENCY WATER PLANNING (EWP)

<u>Authority</u>	<u>Reference</u>	<u>Description</u>
	I.	<u>DEVELOPMENT OF PLANS</u>
	1.	Develop overall, flexible plans for management, control, allocation, and use of water, consistent with other agency responsibilities.
EO 11490	SEC 501(28)	<u>Department of Defense Functions.</u> Secretary of the Army shall Develop overall plans for the management, control, allocation and use of the water and water resources of the Nation consistent with the planning efforts of the Federal agencies and departments having specific statutory or delegated water responsibilities.
EO 11490	SEC 102(1)	Activities undertaken by the department and agencies pursuant to this Order, except as provided in Section 206...., shall be responsive to the full spectrum of emergencies, including domestic and national security emergencies.
EO 11490	SEC 201	<u>Continuity of Government.</u> Each department and agency with essential functions....shall develop plans and take such actions....as may be necessary to assure that it will be able to perform its essential functions.
EO 11490	SEC 212(2)	<u>Functional Guidance.</u> Emergency preparedness functions shall be coordinated by the head of the department or agency having primary responsibility with all other departments and agencies having related supporting functions.

EO 11490	SEC 303(4)	<p><u>Functions.</u> With respect to lands under the jurisdiction of the Secretary of Agriculture, the Secretary of Agriculture shall develop, under guidance of the DoD, acting through the SecArmy, plans and programs relative to water and water resources to be used in agricultural production and food processing.</p>
EO 11490	SEC 402(6)	<p><u>Production functions.</u> Department of Commerce shall develop a system and procedures to provide requirements for essential industrial water and water resources to the DoD, acting through the SecArmy, in an emergency.</p>
EO 11490	SEC 903(2)	<p><u>Housing and Community Facilities Functions.</u> Department of Housing and Urban Development shall develop plans to restore community facilities related to housing affected by an emergency in coordination with the EPA and the DoD, acting through the SecArmy, regarding water and sewers.....These should include plans for the repair of damage, the construction of new facilities, and the use of alternate or back-up facilities.</p>
EO 11490	SEC 2401	<p><u>Responsibilities.</u> The Chairman, Interstate Commerce Commission shall prepare emergency plans for...the use of equipment and shipping on the inland waterways. Specifically excluded are....the St. Lawrence Seaway, Ocean and Great Lakes ports and port facilities,....; maintenance of inland waterways, and any transportation owned or preallocated to the DoD.</p>
NSDD 47	Preamble	<p>Plans and procedures should be designed to retain maximum flexibility for the President and other senior officials in the implementation of emergency actions both above and below the threshold of declared national emergencies and wars. Plans should avoid rigid "either-or" choices that limit.</p>

NSDD 47	Preamble	Inherent in that obligation is the requirement to have an emergency mobilization preparedness program which will provide an effective capability to meet defense and essential civilina needs during national security emergencies and major domestic emergencies.
NSDD 47	Preamble	This directive aims not to commit the Federal Government to a particular course of action, but rather to assure that a range of options are available in time of grave national emergency.
NSDD 47	General Principles	Initial preparedness measures should focus on short-term improvements and make effective use of the existing mobilization base. Measures to increase adequate mobilization base capabilities should be developed in the longer term.
NSDD 47	General Principles	The general principles apply to all emergency programs, while the division between national security and domestic emergency principles emphasizes that the respective and appropriate response for each category may differ. Taken together, however, these principles can be developed.
NSDD 47	National Security Principles	Preparedness measures should address the full spectrum of national security emergencies.
NSDD 47	National Security Principles	The development of the structure of policies, plans, authorities, and requirements for full mobilization should receive priority attention. Foundations for total mobilization planning should be introduced concurrently.
NSDD 47	Principles for Domestic Emergencies	Primary emphasis should be placed on natural dissters or other domestic emergencies of a catastrophic nature that cannot be managed effectively without substantial Federal presence; or arise within spheres of activity in which there is an established Federal preeminence.

NSDD 47

Specific
Policies and
Programs

Programs are to be directed initially at the development of a credible and effective capability to harness the mobilization potential of America in support of the Armed Forces, while meeting the needs of the national economy and other civil emergency preparedness requirements.

2. Salvage and rehabilitation of water resources facilities.

EO 11490

SEC 205(3)

In consonance with the national preparedness, security, and mobilization readiness plans, programs, and operations of FEMA, the head of each department and agency shall develop plans for salvage, decontamination, and rehabilitation of facilities involving assigned resources.

3. Public information to FEMA.

EO 11490

SEC 214

In consonance with plans, programs, and procedures established by the Federal Emergency Management Agency to provide for the coordination of all emergency public information dissemination, the head of each department and agency shall provide to the Federal Emergency Management Agency, for dissemination to the American people during an emergency:

(1) Information as the emergency functions or assignments of the department or agency.

(2) Information, advice, and guidance pertaining to the continuity of program service by the department or agency.

4. Financial assistance to the private sector.

EO 11490

SEC 210

The head of each department and agency shall develop plans and procedures in cooperation with the Federal financial agencies for financial and credit assistance to those segments of the private sector for which the department or agency is responsible in the event such assistance is needed under emergency conditions.

5. Priorities and allocations for production, distribution, and use of water.

EO 11490

SEC 204(3)

Resource Management. In consonance with the national preparedness, security, and mobilization readiness plans, programs and operations of FEMA under E.O. 12148, as amended,....the head of each Executive department and agency shall:

o Develop systems for the emergency application of priorities and allocations to the production, distribution, and use of resources for which the department or agency has been assigned.

o In particular, Defense, through SecArmy, shall maintain emergency priorities and allocations systems for water that is capable of supporting a defense mobilization in a timely and effective manner.

o All departments shall report annually to FEMA on the development and maintenance of systems for priorities and allocations for their respective resources.

NSDD 47

Principles for Domestic Emergencies

Preparedness measures for allocation of resources during domestic emergencies should rely on market-based mechanisms.

NSDD 47

Principles for Domestic Emergencies

Preparedness measures for allocation of resources during domestic emergencies should rely on market-based mechanisms.

NSDD 47

Principles for Domestic Emergencies

Economic stabilization preparedness measures should provide mechanisms that do not rely on the imposition of direct economic controls.

NSDD 47

National
Security
Principles

Resource management and economic stabilization programs should include standby plans and procedures for governmental intervention, as necessary, into the market place to ensure the enhancement of supply and the allocation of resources to military and essential civilian needs. These mechanisms should provide for both gradual and abrupt replacement of market forces by governmental regulations.

NSDD 47

Economic
Stabilization
and Public
Finance

The system of water priorities and allocations will increase capabilities to:

- o Minimize economic dislocations and distortions associated with national security emergencies by carrying out appropriate fiscal, monetary, and regulatory policies, including controlling inflation and shortages arising from the transfer of resources from non-essential to priority uses;

- o Facilities resource reallocation necessitated by any relocation of the populace;

- o Assure an equitable distribution of consumer goods;

- o Provide the Government with efficient and equitable financing sources and payment mechanisms for emergencies; and

- o Provide fiscal authorities with adequate revenue-raising powers to stabilize the economy in the face of any additional resource requirements needed to deal with or recover from an emergency; available fiscal measures should be selected to provide maximum efficiency and equity, preserve incentives, and maximize administrative burdens.

6. Emergency assistance to public water supplies.

EO 11490 SEC 501(30) Functions. The Secretary of Defense shall develop plans for emergency assistance to public water supply utilities working as necessary through agencies having primary responsibility and with State and local governments.

II. COORDINATION ONLY

1. Corps has primary responsibility for Federal emergency water planning.

EO 11490 SEC 212(2) Functional Guidance. The head of each department shall be guided by following: Emergency preparedness functions shall be coordinated by the head of the department or agency having primary responsibility with all other departments and agencies having related supporting functions.

EO 11490 SEC 1801 Responsibilities. The Administrator, EPA, is responsible for assisting and coordinating with all primary resource agencies regarding plans to preserve the quality of resources needed in an emergency.

NSDD 47 General Principles Preparedness measures should reflect functional interdependencies among agency activities and across preparedness programs. Close and continuous coordination between military and civilian agencies is required to ensure consistent approaches to common problems.

NSDD 47 National Security Principles Preparedness measures should include all appropriate coordination with our allies.

2. Foster understanding and partnership in emergency water planning with private sector.

EO 11490 SEC 212(1) National Program Guidance. The head of each department and agency in consonance with....FEMA, shall be guided by the following: Relations with the appropriate segment of the private sector shall be maintained to foster mutual understanding of Federal emergency roles.

NSDD 47	General Principles	To the maximum degree possible, consistent with security requirements, the private sector should be brought into a planning partnership with responsible government agencies prior to the outset of an emergency.
3. With State and local governments through Federal agencies with statutory or delegated responsibilities.		
EO 11490	SEC 501(28)	Coordinate emergency water resource planning at the regional, State and local levels through the Federal departments and agencies concerned with each area of planning.
NSDD 47	Policy	Where applicable, preparedness measures should emphasize the partnership and interdependence between Federal, State, and local governments.
NSDD 47	Policy	Preparedness measures must reflect the Constitutional roles of the Federal, State, and local governments. In peacetime, principal responsibility for preparing for, and responding to, domestic emergencies rests with State and local governments.

III. SUPPORT TO DoD (Optional)

1. Strategic guidance.

EO 11490	SEC 501(1) SEC 501(7)	Provide specific strategic guidance on <u>water resources</u> for use of DoD and other agencies, including the location of production facilities for maximum dispersion to minimize the effects of enemy attack or sabotage. <u>1/</u>
EO 11490	SEC 501(13)	Assist the Department of Commerce with respect to the identification and evaluation of <u>water resources</u> facilities important to national defense. <u>1/</u>
EO 11490	SEC 501(20) SEC 501(22)	Furnish requirements and data to the Secretary of Transportation for <u>water</u> transportation for emergency planning including foreign water transportation facilities important to the security of the United States. <u>1/</u>

1/ Underlined words in narrative added by Corps EWP Task Force

2. Identify military water requirements.

EO 11490 SEC 501(2) Develop and furnish quantitative and time-phased military requirements for water resources use. 1/

NSDD 47 Military Mobilization The emergency program for military mobilization will increase capabilities to:

o expand the size of the force from partial through full to total mobilization;

o deploy forces to theaters of operations, and sustain them in protracted conflict; and

o provide military assistance to civil authority, consistent with national defense priorities and applicable legal guidelines.

3. Recommend solutions beyond DoD authority to FEMA concerning industrial base.

EO 11490 SEC 501(9) Recommend to FEMA and appropriate resource agencies, measures for overcoming potential deficiencies in water resources related to the capacity to produce selected military supplies and equipment needed to fulfill emergency requirements, when measures cannot be effected by DoD.1/

NSDD 47 Industrial Mobilization The emergency preparedness for industrial mobilization will:

Improve the capability of United States industry to meet current and mobilization requirements by identifying water resources production and supply deficiencies and initiating actions to overcome them. 1/

4. Analyze problems for defense mobilization production base.

EO 11490 SEC 501(12) Analyze water resources problems that may arise in maintaining an adequate defense mobilization production base.1/

1/ Underlined words in narrative added by Corps EWP Task Force.

5. Human resources development.

EO 11490

SEC 206

The Secretaries of Defense, Commerce, and Labor shall carry out the mandate of the National Security Council, dated February 15, 1968, to "maintain a continuing surveillance over the National's workforce needs and identify any particular occupation or skill that may warrant qualifying for deferment on a uniform national basis." In addition, the Secretaries of Defense, Commerce, Labor, Education, and Health and Human Services shall carry out the mandate of the National Security Council to "maintain a continuing surveillance over the Nation's workforce and education needs to identify any area of graduate study that may warrant qualifying for deferment in the national interest." In carrying out these functions, the Secretaries concerned shall consult with the National Science Foundation with respect to scientific workforce requirements for water resources. 1/

1/ Underlined words in narrative added by Corps EWP Task Force.

IV. GUIDANCE AND ASSISTANCE

1. Water facilities protection guidance.

EO 11490

SEC 205(1)

In consonance with the national preparedness, security and mobilization readiness plans, programs, and operations of FEMA, the head of each department and agency shall provide facilities protection guidance material adapted to the needs of the facilities and services concerned and promote a national program to stimulate emergency preparedness and control in order to minimize the effects of overt or covert attack on department or agency resources such as facilities, personnel, materials, systems, and procedures. Guidance shall include, but not be limited to, organization

1/ Underlined words in narrative added by Corps EWP Task Force.

and training of facility employees, personnel shelter, evacuation plans, records protection, continuity of management, emergency repair, dispersal of resources, and mutual aid associations for an emergency.

2. Wartime effects monitoring.

EO 11490

SEC 205(2)

In consonance with the national preparedness, security and mobilization readiness plans, programs, and operations of FEMA, the head of each department and agency shall maintain a capability, both at national and field levels, to estimate the effects of attack on assigned resources and facilities and to collaborate with and provide data to the Federal Emergency Management Agency, the Department of Defense, and other agencies, as appropriate, to verify and update resource status through exchanges of data and mutual assistance.

3. Technical guidance to State and local governments.

EO 11490

SEC 212(1)

In consonance with the national preparedness, security, civil defense, mobilization readiness plans, programs, and operations of the Federal Emergency Management Agency, technical guidance shall be provided to State and local government and instrumentalities thereof so that all planning concerned with functions assigned herein will be effectively coordinated.

• NSDD 47

Principles of Domestic Emergencies

Federal preparedness measures should assist State and local jurisdictions in increasing their capabilities to meet their responsibilities.

4. Federal agencies.

EO 11490

SEC 208

National Defense Stockpile. The head of each department and agency with emergency responsibilities shall assist the Federal Emergency Management Agency in formulating and carrying out plans for stockpiling strategic and critical materials and survival items.

EO 11490	SEC 209	Direct Economic Controls. The heads of all departments and agencies shall cooperate with the Federal Emergency Management Agency and the Federal financial agencies in the development of emergency preparedness measures involving financial and credit measures; price, rent, wage and salary stabilization; and consumer rationing programs.
EO 11490	SEC 215	Legislation. Assist the Federal Emergency Management Agency with the preparation of legislative programs and legislation, if appropriate, in support of emergency preparedness programs.
EO 11490	SEC 303(4)	The Secretary of Agriculture shall develop, under guidance of the Secretary of Defense acting through the SecArmy, plans and programs relative to water and water resources to be used in agricultural production and food processing.
EO 11490	SEC 1803	The Administrator, EPA, shall develop, coordination with the DoD, acting through the SecArmy, emergency plans to assure the provision of potable water supplies to meet community needs; develop plans and procedures to safeguard water quality under emergency conditions, and develop emergency programs and allocation procedures designed to assure the availability of materials and equipment for community water supply systems.
EO 11490	SEC 3501(4)	TVA shall, in collaboration with DoD, acting through the SecArmy, the Admin., EPA, and Dept. of HHS, prepare plans for the management, operation and maintenance of the Tennessee River System consistent with the needs for sanitary public water supplies, waste disposal and vector control.

NSDD 47 General Principles Preparedness measures should reflect functional interdependencies among agency activities and across preparedness programs.

5. Claimancy to support EWP mission.

EO 11490 SEC 204(6) Prepare plans to claim from the responsible resource agencies, the materials, energy, water, minerals, land, equipment, supplies, services, and workforce which would be needed to carry out assigned responsibilities and other essential functions, and cooperate with other agencies in developing programs to insure availability of such resources in an emergency.

NSDD 47 Industrial Mobilization Increase the capability of industry and infrastructure systems, including transportation and energy, to meet national security needs through use of improved guidance on resource-claimancy, continued use of appropriate use of Defense Production Act authorities in cases where the free market cannot be reasonably expected to provide the required national security capability in a timely manner.

V. IMPLEMENTATION CAPABILITY (NOT LIMITED TO PLANS)

1. Achieve state of readiness for domestic and national security emergencies.

EO 11490 SEC 202 Heads of departments shall:

- o Develop preparedness programs, prepare emergency plans, and attain an appropriate state of readiness with respect to the functions assigned to them in this Order for all conditions of emergency.
- o Give appropriate consideration to emergency preparedness factors in the conduct of the agency's regular function, particularly those functions essential in time of emergency.

o Be prepared to implement the plans developed under this Order in an emergency.

EO 11490

SEC 212(3)

The head of each department and agency shall be guided by the following: Emergency plans, programs, and an appropriate state of readiness, including organizational readiness, shall be developed as an integral part of the continuing activities of each department or agency having the responsibility for carrying out such plans and programs during an emergency. Modifications and temporary organizational changes, based on emergency conditions, shall be in accordance with policy determinations by the President.

NSDD 47

National Security

Preparedness measures should emphasize a rapid and effective transition from routine to emergency operations and should be designed to make effective use of any periods of time that may be available following the receipt of strategic and tactical warnings. the Government must develop capabilities to minimize the start-up time required for emergency responses.

NSDD 47

General Principles

Initial preparedness measures should focus on short-term improvements and make effective use of the existing mobilization base. Measures to increase adequate mobilization base capabilities should be developed in the longer term.

NSDD 47

General Principles

Preparedness programs should also be designed to increase capabilities to cope with resource shortages arising from disruptions of essential supplies from foreign sources, and serious disruptions of services (e.g., transportation communications) that threaten national security.

NSDD 47 Policy

It is the policy of the United States to have an emergency mobilization preparedness capability that will ensure that government at all levels, in partnership with the private sector and the American people, can respond decisively and effectively to any major national emergency with defense of the United States as the first priority.

NSDD 47 General Principles

Preparedness measures that involve the waiving or modification of socioeconomic regulations that delay emergency responses should receive priority attention.

Preparedness measures that are, or may be, impeded by legal constraints should be identified as a priority task.

NSDD 47 Principles for Domestic Emergencies

Federal preparedness measures should assist State and local jurisdictions in increasing their capabilities to meet their responsibilities.

2. Training and exercises.

EO 11490 SEC 213

Training. The head of each department and agency shall develop and direct training programs which incorporate emergency preparedness and civil defense training information programs necessary to insure the optimum operational effectiveness of assigned resources, systems, and facilities.

3. Water research.

EO 11490 SEC 207

Within the framework of research policies and objectives established by the Federal Emergency Management Agency, the head of each department and agency shall supervise or conduct research in areas directly concerned with carrying out emergency preparedness responsibilities, designate representatives as necessary for ad hoc or task force groups, and provide advice and assistance to other agencies in planning for research in areas involving each agency's interest.

4. Wartime effects monitoring.

EO11490

SEC 205(2)

In consonance with the national preparedness, security, and mobilization readiness plans, programs, and operations of FEMA, the head of each department and agency shall maintain a capability, both at national and field levels, to estimate the effects of attack on assigned resources and facilities and to collaborate with and provide data to the Federal Emergency Management Agency, the Department of Defense, and other agencies, as appropriate, to verify and update resource status through exchanges of data and mutual assistance.

5. Data collection, assessment, and evaluation of water requirements.

EO 11490

SEC 204(4)

Resource Management. In consonance with the national preparedness, security, and mobilization readiness plans, programs, and operations of FEMA, under E.O. 12148, as amended, the head of each Executive department and agency shall assemble, develop, and evaluate requirements for water resources, taking into account estimated needs for military and civilian personnel, nuclear energy, and foreign commitments. Such evaluations shall take into consideration geographical distribution of requirements under emergency conditions.

NSDD 47

National
Security
Principles

o High priority must be given by Federal agencies to identify and prioritize their requirements for national resources needed in a mobilization.

o Improvement in the capabilities of Federal agencies to identify and manage the resources under their cognizance to meet military and essential civilian requirements in a mobilization will be achieved.

6. Human resources development including National Defense Executive Reserve (NDER).

- EO 11490 SEC 204(2) Resource Management. In consonance with the national preparedness, security and mobilization readiness plans, programs, and operations of FEMA under E.O. 12148, as amended, the head of each Executive department or agency shall establish a unit of the National Defense Executive Reserve, if deemed necessary and appropriate, to augment executive staffing in an emergency, in accordance with the Defense Production Act of 1950 and Executive Order 11179, as amended (original version at 28 FR 819, 3 CFR, 1959-1963 Comp., 701, 1963), hereinafter referred to as Executive Order 11179.
- EO 11490 SEC 212(4) The head of each department and agency shall be guided by the following: Mutual understanding and support of emergency preparedness activities shall be fostered, and the National Defense Executive Reserve shall be promoted, by maintaining relations with appropriate non-governmental sectors.
- NSDD 47 Human Resources The emergency mobilization preparedness program will develop systems and plans to:
- o identify the required civilian skills and potential supply problems for support of the Armed Forces, essential defense industries, and other critical mobilization tasks.
 - o facilitate the channelling of skilled workers toward the most critical mobilization needs;
 - o provide for maximum reliance on voluntary mechanisms to allocate human resources to critical industrial and other emergency mobilization tasks;

o provide for a standby system for attracting workers to critical mobilization tasks, if necessary, during national security emergencies;

o minimize the impact of labor-management conflicts on expansion of defense production;

o enhance the availability of the requisite scientific, engineering, technical and other human resources to support both military and industrial mobilization needs; and

o ensure that human resources policies complement economic stabilization plans and procedures for mobilization.

APPENDIX B: DEFINITIONS

Any National Emergency in Effect. For the purpose of this section, the words "any national emergency in effect" means a general declaration of emergency made by the President. [PL 94-412 (101)(b)].

Associated Federal Claimant Agencies. Those which have claimancy responsibility for the resources necessary to carry out designated programs that are within a broader grouping of programs assigned for consolidation to a Federal claimant agency. [Federal Preparedness Circular #6].

Civil Defense. All those activities and measures designed or undertaken (1) to minimize the effects upon the civilian population caused or which would be caused by an attack upon the United States or by a natural disaster, (2) to deal with the immediate emergency conditions which would be created by any such attack or natural disaster, and (3) to effectuate emergency repairs to, or the emergency restoration of, vital utilities and facilities destroyed or damaged by any such attack or natural disaster. Such term shall include, but shall not be limited to, (A) measures to be taken in preparation for anticipated attack or natural disaster (including the establishment of appropriate organizations, operational plans, and supporting agreements; the recruitment and training of personnel; the conduct of research; the procurement and stockpiling of necessary materials and supplies; the provision of suitable warning systems; the construction or preparation of shelters, shelter areas, and control centers; and, when appropriate the non-military evacuation of civil population); (B) measures to be taken during attack or natural disaster (including the enforcement of passive defense regulations prescribed by duly established military or civil authorities; the evacuation of personnel to shelter areas; the control of traffic and panic; and the control and use of lighting and civil communications); and (C) measures to be taken following attack or natural disaster (including activities for fire fighting; rescue, emergency medical, health and sanitation services; monitoring for specific hazards of special weapons; unexploded bomb reconnaissance; essential debris clearance; emergency welfare measures; and immediately essential emergency repair or restoration of damaged vital facilities). [PL 81-920 (3) (c)].

Civil Emergency. Any accidental, natural, man-caused, or wartime emergency or threat thereof, which causes or may cause substantial injury or harm to the population or substantial damage to or loss of property. [EO 12148 (2-203)].

Defense. As used in title II of PL 81-774 (The Defense Production Act of 1950) the term "defense" shall be construed to include "civil defense" as defined in PL 81-920. [PL 81-920 (202)].

Emergency. Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other catastrophe in any part of the United States which required Federal emergency assistance to supplement state and local efforts to save lives and protect property, public health and safety or to avert or lessen the threat of a disaster. [PL 93-288 (102) (1)].

Facilities. Except as otherwise provided in this Act, shall include building, shelters, utilities, and land. [PL 81-920 (3) (f)].

Facilities. Shall not include farms, churches or other places of worship, or private dwelling houses. [PL 81-774 (702) (c)].

Federal Agency. Any department, independent establishment, Government corporation, or other agency of the executive branch of the Federal Government, including the United States Postal Service, but shall not include the American National Red Cross. [PL 93-288 (102) (7)].

Federal Claimant Agencies. Those which have emergency preparedness responsibilities for representing and stating, to the appropriate Federal resource agencies, the essential resource needs of designated public and private sectors with which they are charged. (Federal resource agencies also act as Federal claimants in representing and stating to other resource agencies their requirements for carrying on their assigned resource programs). [Federal Preparedness Circular #6].

Federal Resource Agencies. Those which have emergency preparedness responsibility for regulating, controlling, or providing direction or incentives for specified sectors of the economy to achieve national objectives in the emergency production, distribution, and use of resources. [Federal Preparedness Circular #6].

Major Disaster. Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other catastrophe in any part of the United States which in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act, above and beyond emergency services by the Federal Government, to supplement the efforts and available resources of states, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby. [PL 93-288 (102) (2)].

National Defense. As used in title II of PL 81-774 (The Defense Reduction Act of 1950) the term "national defense" shall be construed to include "civil defense" as defined in PL 81-920. [PL 81-920 (202)].

National Defense. Programs for military and atomic energy production or construction, military assistance to any foreign nation, stockpiling, space, and directly related activity. [PL 81-774 (702) (d)].

National Disaster. Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, or other catastrophe in any part of the United States which causes, or which may cause, substantial damage or injury to civilian property or persons and, for the purposes of this Act, any explosion, civil disturbance, or any other manmade catastrophe shall be deemed to be a natural disaster. [PL 81-920 (3) (b)].

National Emergency. Means a general declaration of emergency with respect to the national defense made by the President or by the Congress. [PL 96-41 (12)].

Primary Equipment and Material Resources. Those planned for management by the Federal Government. These generally are considered to be wholesale stocks and manufacturer's inventories having a national or major interstate use. [The National Plan, 1964].

Primary Water Resources. Generally interstate or international sources of water which has a major interstate or international use. [The National Plan, 1964].

Public Water Supply. Any water supply, regardless of ownership, which serves two or more unrelated users. [The National Plan, 1964].

Resources. The manpower, goods, and services comprising the national economy, including personnel, materials, equipment, facilities, and processes involved in the production, construction, processing, and commercial distribution of goods, and in the provision of business, professional, and industrial services. [Federal Preparedness Circular #6].

Requirement. The estimates or forecasts of the amounts of resources that will be required under specific situations during stated future periods to carry out particular programs. Total requirements are estimates of manpower, goods, or services that will be required by all programs -- military, civilian, industrial, governmental, and foreign. [Federal Preparedness Circular #6].

Secondary Water Resources. Generally intrastate sources available to meet essential needs within a single state. Military water supplies are secondary water resources available for civilian use only by agreement with the military authorities. [The National Plan, 1964].

Strategic and Critical Materials. Means materials that (A) would be needed to supply the military, industrial, and essential civilian needs of the United States during a national emergency, and (B) are not found or produced in the United States in sufficient quantities to meet such need. [PL 96-41 (12)].

Water. Used herein in its commonly understood meaning. It includes all waters which are essential to national survival. [The National Plan, 1964].

Water. All useable waters from all sources within the jurisdiction of the United States, which can be managed, controlled and allocated to meet emergency requirements. [EO 11490, Sec. 501 (28)].

Water Utility or Water Supply Utility. Includes public water supply systems whether publicly or privately owned or controlled. [The National Plan, 1964].

APPENDIX C:
BIBLIOGRAPHY OF MATERIALS USED

Executive Orders

- EO 10480. Further providing for the Administration of the Defense Mobilization Program (14 August 1953).
- EO 11490 (Draft Revisions). Assignment of Emergency Preparedness Functions to Federal Departments and Agencies. (Draft of 27 Jan 1983 with DAEN-CWO-EP required charges of 9 March 1983).
- EO 12148. Establishing the Federal Emergency Management Agency. (20 July 1979).

Public Laws

- PL 80-253. National Security Act of 1947.
- PL 81-774. The Defense Production Act of 1950.
- PL 81-920. Federal Civil Defense Act of 1950.
- PL 93-288. The Disaster Relief Act of 1974.
- PL 94-412. National Emergencies Act.
- PL 96-41. Strategic and Critical Materials Stock Piling Revision Act of 1979.

Other Issuances

- DMO-3. Policy Guidance to Federal Agencies with Regard to Use of Priorities and Allocations and Delegations of such Authority.
- DMO-4. Guidance on Priority Use of Resources in the Immediate Postattack period.
- NSDD 47. Emergency Mobilization Preparedness. The White House. 22 July 1982.
- Annex 32, National Water Plan. The National Plan for Civil Defense and Defense Mobilization. Prepared by the Office of Civil and Defense Mobilization. April 1960.
- The National Plan for Emergency Preparedness. Published by the Office of Emergency Planning. December, 1964.
- NSDD 26. (unclassified version). U.S. Civil Defense Policy. The White House. 16 March 1982.

FEMA Publications

o Federal Preparedness Circulars:

- #2 National Objectives and Subobjectives for Civil Emergency Preparedness (14 June 1968).
 - #5 Emergency Preparedness Test and Exercise Program for the Executive Branch of the Federal Government (20 April 1964).
 - #6 Designation of Major Resource and Claimant Assignments of Federal Agencies for Emergency Planning (11 April 1977).
 - #7 General Guidance for Resource Management in National Emergencies (12 August 1966).
 - #11 Continuity of the Executive Branch of the Federal Government (12 April 1972).
 - #13 Federal Preparedness Planning and Emergency Operations at Regional Level (27 June 1973).
 - #16 Organizational Arrangements and Procedures for the Coordination of Executive Branch Activities in Response to Emergency on Crisis Situations of National Concern (29 October 1980).
- o Digest of Federal Disaster Assistance Programs. FEMA manual 8600.2 (ECS - 2). June 1982.
 - o Program Guide: Disaster Assistance Programs. DR&R - 18. FEMA. March, 1983
 - o A Guide to the Disaster Preparedness Grant Program. CPG 1-31. FEMA. April 1982.

Department of the Interior Publications

- o Water Emergency Plan (draft). Prepared by the Interior Emergency Water Interagency Planning Group. Draft is dated July 1982.
- o Claimancy Resource Exercise - Water (CREW). Chapter I: Primer on Claimancy Management. Prepared by the Interior Emergency Water Interagency Planning Group. Report dated 5 December 1982, Exercise held 14 January 1983.
- o The National Defense Executive Reserve (NDER): A Question and Answer Brochure. Prepared by Office of the Secretary, Land and Water Resources. March 1980.

US Army Corps of Engineers

- Natural Disaster Procedures. ER 500-1-1. 9 January 1978. (Being Revised).
- National Emergency Procedures. ER 500-2-1. 12 January 1978.
- Digest of Water Resources Policies and Authorities. EP 1165-2-1. 27 March 1981.
- Mobilization and Operations Planning System (CEMOPS). February 1982. (Being revised).
- Corps of Engineers Mobilization Plan (CEMP). May 1982.

APPENDIX D:

LIST OF SPEAKERS

13 June

- IWR Legislative Study - Mary Vincent, IWR
- Briefings on EO's 10480, 11490, 12148, and PL's: Defense Production Act, National Security Act, Civil Defense Act, Strategic and Critical Materials Act, and the National Disaster Assistance Act - Bill Wilson, CWO

14 June

- Continuation of PL's and EO's; Interior's EWP Activities; Federal Preparedness Circulars; and classified presentations including the National Plan of Action and National Policy, Industry Evaluation Board Studies on Water Resources, Presidential Emergency Action Documents (PEAD's), Emergency Action Guidelines, and Plan D including the Water Resources Chapter - Bill Wilson, CWO
- Emergency Water Planning, A New Mission for the Corps -LTC Mark Moran, CWO
- CWO Emergency Operations - LTC Gene Rizer, CWO
- FEMA, National Preparedness - Gerald Oplinger, Chief of Resources Planning Division, Office of Resource Preparedness, FEMA
- Army Regulations on Interagency Committees - Cadet Robert Percy, West Point

15 June

- EPA, Hazardous Spills - Henry Van Clieve, Acting Director, Emergency Response Division, EPA
- EPA, Potable Water - John Trax, Chief, Drinking Water Branch, EPA
- EPA, Wastewater Construction Grants - Don Brady, Environmental Protection Specialist, EPA
- FEMA, Natural Hazards Policy - Charles Lindsey, Policy Analyst Hydrologist, FEMA
- FEMA, Disaster Relief/Public Assistance - Charles Stuart, General Engineer, FEMA
- FEMA, State and Local Civil Defense - Seymour Wengrovitz, Chief, Planning Development Branch, Programs Division, State and Local Programs, FEMA

16 June

- EPA, Contingency Plans - Joseph A Cotruvo, Director of Criteria and Standards Division, Office of Water Supply, EPA; and Ken Biglane, Director of Hazardous Response Support Division, EPA
- FEMA, Emergency Mobilization Planning Board - Hon. John Brinkerhoff, Deputy Executive Secretary, Emergency Mobilization Planning Board, FEMA

23 June

- USACE, Federal Engineer - MG John F. Wall, Director of Civil Works

APPENDIX E:
DELIBERATIONS OF THE
WORKING GROUP ON EMERGENCY WATER PLANNING MISSION
(WEDNESDAY 15 JUNE to FRIDAY 1 JULY)

WEDNESDAY - 15 JUNE
(Flip Chart Listings)

I. Needs of Group

1. Spend time with Mary's presentation
2. More time to work within the group
3. Need a feel for relative importance of documents
4. Need some better formats amendable to policy discussions
5. Goals and objectives of group unclear
6. Need a concept of mission: How to take laws and authority
7. To do this you need options
 - New authorities
 - Centralized and Decentralized
 - Low budget vs. High budget
8. What is emergency water?
9. What was the product that failed?
10. There was no product, only a schedule
11. Meet with steering group sooner
12. What is on the steering groups mind?
 - Hear their ideas/philosophy
 - Need to be educated by steering committee
13. Is this to find C.W. missions?
14. Does this mission matter?
15. Are there goals/constraints?
16. What happens if work group produces answers steering group doesn't like?
17. Should we go to committee first with ideas?
18. If steering group won't let you know what they want - work group would not be set-up.
19. Go to steering group: What have we learned? What options? Which way do we go?
20. Need working relation between working group and steering group
21. Present steering group a menu of questions to get their ideas

II. What Are This Groups Purposes - Brainstorming Session

1. Prepare document to give scope and direction to Corps for emergency planning.
2. Define type of emergency that would warrant Corps action.
3. To give credibility/legitimacy to new mission to Corps that might be self-surveying on its face.
4. To identify the "Givens" (e.g. Authority-precedent-Structure that already are established).
5. To draft goals (Goals are unclear).
6. To provide Policy Options to director of C.W. for emergency.
7. To decide on the scope of the mission.
8. To agree on definition of key words in 11490.
9. To present goals, objectives and direction for implementation of Corps Emergency Water Response pursuant to scope 11490.
10. To define "Emergency" and "Water Resources".
11. Be able to defend escalating program beyond Interiors work.
12. To define options:
 1. Definition of mission (authorities)
 2. Use of those authorities
13. To define conceptual options for accomplishing missions:
 1. Chain Command
 2. Organization
 3. Resources
14. To define possible new authorities as related to defined responsibilities.
15. To provide program outline to accomplish whatever mission is decided.
16. To define resources levels needed.
17. How compatible is this with other authorities? (e.g. 8499)
18. To define the role of other Government agencies.
19. What are internal and external (Corps) goals?
20. Is group a "Delaying Tactic"?

III. Discussion of Brainstorming Ideas

- Is this group to come up with solution or facilitate C.W. to dist.? (#7 and #6 in conflict?)
- 1st priority is: What is mission?
- Mission doesn't tell us need - the "Scope" is important.
- Are we defining a policy on management program?
- We can't define policy - But can we define options?
- Felt steering committee looking for 1 option.
- One solution vs. Options vs. Criteria for choice.
- What are the emergencies to be included?
- Corps as overseer of other agencies plans.
- Examples:
 - One option: Low visibility (bury it)
 - Another option: New Separate - High Visibility
- Get the steering committee's finger prints on the product.
- Are options a means or an end?
- Is final product: One proposed solution or option?
- Product
 - Lay-out options
Minimal - High visibility
 - Recommend/Support one?
Visibility (H-L)
Budge (H-L)
- Why the meeting/steering committee?
 - Progress report
 - Draw them into process
 - Get general reactions "Red Flags"
- Report group's current thinking on directives: Purpose
- Report on the kinds of questions we will be getting into

THURSDAY - 16 JUNE
(Flip Chart Listings)

Thursday, 16 June, Working Group Briefing to Steering Committee: (COL Kavanaugh, BG Edgar, Mr. Sawaiko and Mr. Goode, present).

I. Briefing to Steering Group

A. Task force's final product will be presented in terms of options

B. Task force purpose

- How to define the mission

Options for Defining:

- Relationship to other Corps missions
- Definitions of scope
- Authorities to apply
- Reasoning behind options

CORPS INTERNAL MISSION

MISSION OF OTHER AGENCIES

DEFINE AND REVIEW FIT

- How to accomplish mission

- Organization
- Chain of Command
- Resources
- Relation to other agencies

C. Issues for Consideration

- Real significance of EO 11490 to Corps in light of Corps activities now underway. (Single purpose water supply), (Corps Water Czar).

- National need in emergency vs. Corps perception

EO 11490 - Possible need for additional authority to implement tasks stated by

- Exploraton of funding mechanisms

- Rationale for Corps acceptance of mission

- Corps lead vs. example set by EMPB and FEMA (membership visibility)

- Utility of Interior's prior work to this mission

- Risk to Corps in event of an 11490 type emergency if Corps has done nothing under the 11490 authority

- Organizational turf

- Mission impact on the COOP

- Chain of Command in disasters and emergencies

- Amount of sensitivity of Corps to DoD and Army direction and trends (COE Executive agent)

- Existing R&D work relevant to Emergency Management/Voids (needs)

- Nature of Corps interface with State Governments

- Size of the "Elephant" - as big or small as possible

II. Discussion With Steering Group

- Does this make Corps water Czar?
- What about single purpose water supply?
- Are the voids in authority that would require further legislation for peace time?
- In context of disaster, what are linkages to OSD?
- Expansion of 99? Do we expand or do we keep 99 separate?
- What about use of military appropriated funds?
- Is the Mob. package now in Army relevant to here?
- We got mission - Now what do we do? Did we back into?
- This mission can be made into what we want
- Is our purpose to decide: What do we want to make the mission? Within basic constraints, is it "piddling" or isn't it?
- Whatever we can do to buttress our authorities with those of other agencies - should pursue:
 - Get "big hitters" on our side to help with dollars and policy
 - Look at membership visibility for Corps where we don't now have it
- If answers were pre-determined, this group would not be here
- Have we been given a mission without funds? If yes - that's why we must look at places such as Defense
- Make "Elephant" the size it ought to be - maybe it ought to be modest
- "Ought to be" vs. Want
- Our groups should bring in other broader perspective
- With a mission, you also get responsibility - whether it takes 1 day or ten years - but don't avoid it.

- Is our group "Doing enough" with options and concepts
- We don't have to have nitty gritty
- Maybe a 2nd increment needed later
- If we could get back to where we were (i.e. a plan of study) that is thought thru (e.g. is it a planning mission or emergency OPS) should it be divided?
- How big is mission?
- Federal Czar vs. other
- Mission would be helped if one person at Federal level speaks for water
- Possible-Practical-Impossible-Realistic
- 5 year, 11 year
- Plan approved
- Mission Def.
- Of transfer -
 - Authorities existing - define changes (how big + small)
 - Visibility - where program is big or small - is important
 - Water Czar might be bigger than authority
 - What does Czar mean?

FRIDAY, JUNE 17, 1983

(Flip Chart Listings)

III. Brainstorming Session on Options

1. Integrate all water authorities - missions internal and external under one umbrella - coordinate and supervise "all" activity in emergency
2. Seek for Czar role
3. Total integration of all authority and other mission that are arguably relevant
4. Fit existing authorities to task
5. Corps should take aggressive leadership in explicitly stated tasks in 11490 and low key role in other water related areas on a day-to-day OP's
6. Low Profile: Integrating
7. High Profile: Rewrite our own Reg's COOP-MO-PL, etc. - Identify Corps as lead in emergency water supply
8. Max. integration of 11490 and NSD47 into existing Corps programs - (there is something new being introduced to Corps)
9. Establish a new Corps program based on 11490 and 47 for Nat'l emergencies only
10. Establish a new Corps program based on 11490 + 47 for all water emergencies - (including State, Local)
11. Take only Nat'l security aspects under 11490 and let FEMA handle domestic emergency under PL 93-288 (let FEMA resolve voids if they exists)
12. Assume mission 11490 as a sub-set of existing Nat'l emergency planning set-up
13. Maintain status quo and keep with what Interior did
14. Assume states have pre-eminent role and then Corps formulate role under existing authority

IV. Discussion of Some Major Dimensions in Thinking About Options

- Size of Elephant
- Planning type activities vs. implementing
- Resources levels vs. tasks levels
- Meeting responsibilities of missions
- Authorities given vs. tasks

V. Framework for Generating Options for Defining Missions

Substantive Scope Program Approach	N Narrow the Scope As Much As Possible	B Broaden the Scope As Much As Possible
I Integrate EWM As Much As Possible Into Existing Corps Programs	IN GROUP #1	IB GROUP #2
N Put As Much Of EWM As Possible Into New Program	NN GROUP #2	NB GROUP #1

VI. Assignments of Task Members to Groups to Develop Options Under The Above Framework

Group #1

Charlie H.

Dave S.

Bob F.

John

Group #2

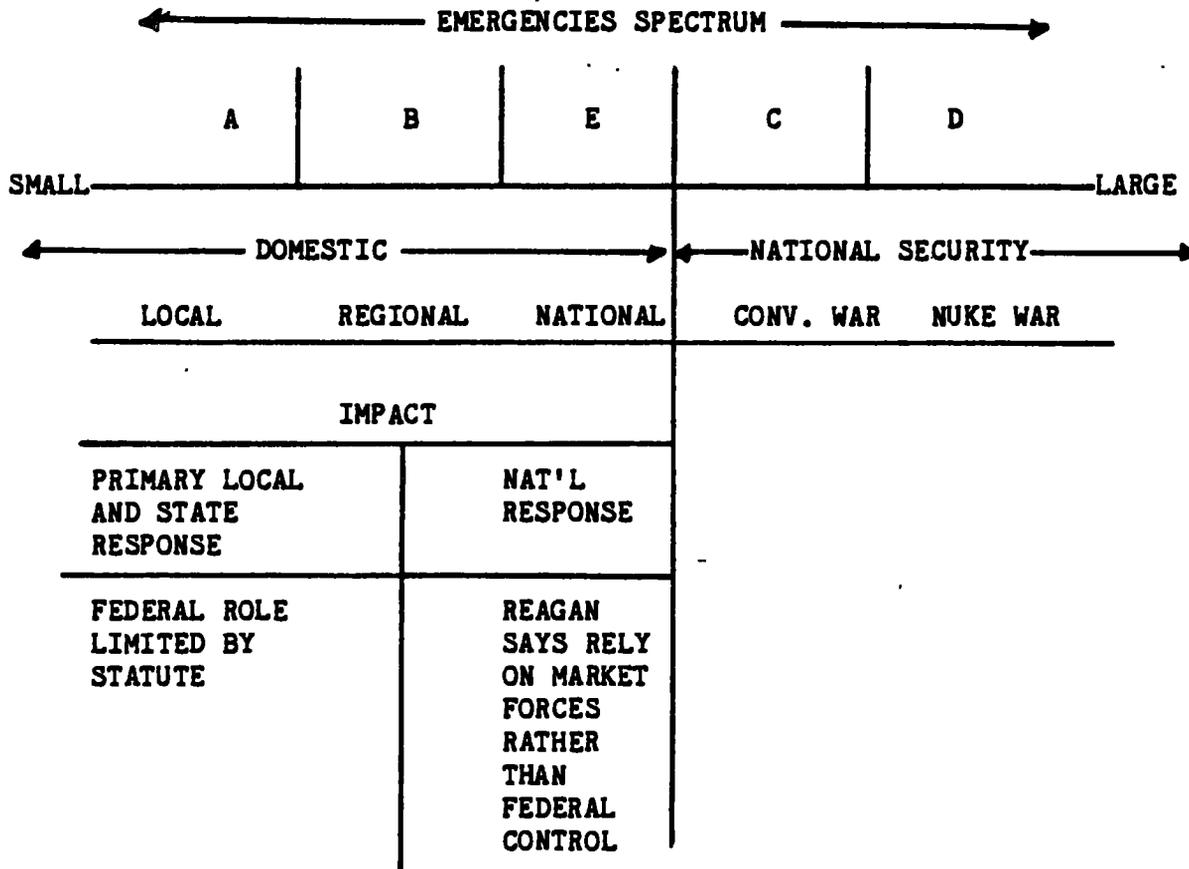
Bob W.

Steve

Ray

Lynn

VI. Framework for Defining Emergencies (FEMA)



VIII. Questions From Field Perspectives Which Should be Considered in Any Option

1. Who will do work?
2. Where will money come from?
3. Who will maintain and/or generate data base? (If any)
4. Who puts out reports or updates it?
5. How do we interact with other Federal and State agencies?
6. What delegations of authority?
7. Cost/Sharing with States?
8. Types of disasters - problems

IX. Key to Resources to Use in Creating Options

1. Tab 5
2. Supplement: Tasks to 11490
3. F-1, F-6 (Yellow Boole)
4. C.W. Policy Digest (Blue Book)
5. Digest of Disaster Ass't (Blue Book)
6. 11490 - How we used it in past

X. Discussion of Important Points of Speakers

Mary Vincent

- (III-6) 11490 restricted to Nat'l disasters declared by President
- Exec. order didn't apply to floods
- Water impacts not comprehensively covered - (must look at type of disaster)
- Look at implementing Reg's, not Law itself
- More coverage in planning and Prevention than Response
- Authority vs. Capability

Bill and Bob

- Key on 81-920 Fed. Civil Defense Act includes possible funding authority in Nat'l defense
- #47 doesn't specify water per-se
- FPA #5 - exercises run by FEMA normally focused on Mobilization
- FPC #7 - Phil. of Resource Management
- Corps as resource agency as well as claimancy agency
- Nat'l Emergency Act - there is a def. of emergency

Mark Moran

- Corps responsible for coordination and development of overall plans for water
- Gianelli wanted mission
- PL 94-412: Presidential prerogative
 - Commitment to get water on the agenda
 - Possible water working group
 - We don't own water and can only allocate it
 - Energy + HUD have implemented fo 11490
- FMW fits our Fed. Eng. role

COL Rizer

- Definitive out year funding program for Mobilization
- Big improvements in past few years

Oplinger

- New on job
- They have a plan to orchestrate total Fed. response
- Sincerity to do something and but not enough resources
- Ways of coping/resource scarcity
- Certain agencies will take charge of certain resources - It is not really planned
- Only assigning responsibilities but no plans
- No master list of resources
- No existing Federal authority to intervene into private sector unless Defense related (re-allocation)
- Industrial procurement DIS/DPS only operating system during emergencies
- All resource allocation overlap + need to be coordinated by FEMA

MONDAY - JUNE 20, 1983
and
TUESDAY, JUNE 21, 1983

MISSION STATEMENT

FOR

NEW RESPONSIBILITIES

The mission of the U.S. Army Corps of Engineers, pursuant to national emergency water and water resources responsibilities under EO 11490 as amended, and consistent with National Security Decision Directive Number 47, is to assure the Nation's readiness to respond to national security and domestic emergencies by:

- developing overall plans for the management, control, allocation, claimancy for, and use of water and water resources, consistent with plans of other Federal agencies having specific water responsibilities.

- establishing a system of priorities and allocations for the emergency production, distribution, and use of water and water resources.

- providing guidance and assistance to, and coordinating plans with, other Federal agencies, States and local governments, and the private sector, and

- achieving and maintaining implementation capability through data collection and analysis, training, exercises, research, and human resources development.

CORPS OF ENGINEERS

NEW RESPONSIBILITIES FOR EMERGENCY WATER PLANNING (EWP)

I. DEVELOPMENT OF PLANS

	<u>CITES 1/</u>
1. Develop overall, flexible plans for management, control, allocation, and use of water consistent with other agency responsibilities, for natural security and domestic emergencies	501(28) 102(1) 201 212(2) 303(4) 402(6) 903(2) 2401 NSDD 47
2. Salvage and rehabilitation of water resources facilities	205(3)
3. Public information to FEMA	214
4. Financial assistance to private sector	210
5. Priorities and allocations for production, distribution, and use of water	204(3) NSDD 47
6. Emergency assistance to public water supplies	501(30)

II. COORDINATION ONLY

1. Corps has primary responsibility for Federal EWP	212(2) 1801 NSDD 47
2. Foster understanding and partnership in EWP with private sector	212(1) NSDD 47
3. With State and local governments through Federal agencies with statutory or Delegated responsibilities	501(28) NSDD 47

1/ Section numbers are from draft revision of EO 11490.

III. SUPPORT TO DOD (OPTIONAL)

- | | |
|--|---|
| 1. Strategic guidance | 501(1)
501(7)
501(13)
501(20)
501(22) |
| 2. Identify military water requirements | 501(2)
NSD 47 |
| 3. Recommend solutions beyond DoD authority to FEMA concerning industrial base | 501(9)
NSD 47 |
| 4. Analyze problems for defense mobilization production base | 501(12) |
| 5. Human resource development | 206 |

IV. GUIDANCE AND ASSISTANCE

- | | |
|--|---|
| 1. Water facilities protection guidance | 205(1) |
| 2. Wartime effects monitoring | 205(2) |
| 3. Technical guidance to State and local governments | 212(1)
NSDD 47 |
| 4. Federal agencies | 208
209
215
303(4)
1803
3501(4)
NSDD 47 |
| 5. Claimancy to support EWP mission | 204(6)
NSDD 47 |

V. IMPLEMENTATION CAPABILITY (NOT LIMITED TO PLANS)

- | | |
|--|-----------------------------|
| 1. Achieve state of readiness for domestic and national security emergencies | 202
212(3)
NSDD 47 |
| 2. Training and exercises | 213 |
| 3. Water research | 207 |
| 4. Wartime effects monitoring | 205(2) |
| 5. Data collection, assessment, and evaluation of water requirements | 204(4)
NSDD 47 |
| 6. Human resources development, including NDER | 204(2)
212(4)
NSDD 47 |

WEDNESDAY, JUNE 22, 1983

(Deliberations)

22 June 1983

What are the possible ways for the Corps to approach our mission statement?

1. A new EWP Directorate.
2. A new EWP division within existing
 - a. C.W. Directorate
 - b. RMO
 - c. E&C Directorate
3. A new EWP division within a new directorate.
4. Special Assistant to the Chief of Engineers with overall coordination, guidance, and directives to existing programs.
5. Special Assistant to Director of Civil Works to coordinate, guide, and direct EWP functions carried out by existing elements.
6. Integrate EWP program into existing _____ division (under division chief) without creating a new branch.
 - a. Policy
 - b. Planning
 - c. O&R
7. Create a new branch in O&R, planning, policy or CWH to handle CWP program.
8. Integrate EWP into existing emergency management plans to be administered as an additional item in CWO-E (that is where it is today).
9. Assign EWP to appropriate planning function (could be a group within any organizational element) until it approaches an operational level (probably 2 years) at which time assign to operational element.
10. Program managing office in existing Emergency Management (CWO-E) with task offices in each of the other divisions policy, planning, CWH, etc.
11. Set-up a special office or task group (1-27 persons) to initiate, task, and get function of the group until integrated into existing programs (under the Chief - or one full time person)
12. Set-up a task group in Gianelli's office to do above in #11.
13. Create a new V.P. of Civil Works for EWP.

THURSDAY - JUNE 23, 1983

(Deliberations)

What do you think are the 3 most important issues that must be resolved to determine how the Corps should approach accomplishing the mission?

1. The Chain of Command for New Responsibilities should be Chief → Gianelli → OMB
2. EWP is an Important Program which the Corps should move out on.
3. The Corps should try to integrate as much as possible, the new EWP Responsibilities into existing programs.
4. The Corps should provide EPW support to DoD.
5. The policy "States have primary responsibilities for water," requires a formal Federal-State coordinating mechanism for EWP.
6. In spite of President Reagan's current policy, the policy for Federal Involvement in Category E emergencies should be low.
- 7a. On EWP planning, the Corps should interact with EMPB: by a separate working group.
- 7b. On EWP planning, the Corps should interact with EMPB: through Cabinet Council.
- 7c. The Corps should interact with EMPB by being an EMPB member.
- 7d. The Corps should interact with EMPB via a sub-working group.
8. The Corps should use EWP to seek major new authority and resources to deal with water from:
 - 8a) Congress
 - 8b) FEMA
 - 8c) DoD
 - 8d) Other agencies
9. The Corps should assert approval authority over other Agency's EWP plans.
10. The Corps should assert approval authority over State and local EWP plans.
11. The Corps should chair some type of interagency EWP coordinating group.
12. Claimancy, prioritizing and allocation under new EWP authorities should be applied to domestic emergencies.

How to Approach Mission

1.
 - o Determine level of detail
 - o Determine who has primary responsibility for each item
 - o Identify who is primary conducting agency for each item
 - o Identify manpower and funding levels
 - o Begin separate line item budgeting
 - o Prepare detailed field guidance

2. Provide a range: minimum and maximum for overall program.
 - o Identify definition of water resource
 - o Identify spectrum of emergency
 - o Tacit----to strong----leadership
 - o Integrated Program----to new

Examples:

Low---High Visibility
 Low---Liberal Interpretation
 Small---Large Resource Program

3.
 - o To give us some idea of resource constraints
 - o New legislative initiative on NUKE; do with what we have
 - o EXTERNAL ORGANIZATION
 - DOD -- other agency
 - FEMA
 - o INTERNAL ORGANIZATION
 - Piggy back on leverage of other Corps missions
 - Federal Engineer - single purpose water supply - other civil works
 - o Guidance and Assistance
 - Aggressive role with States and local vs. Passive Recipient
 - o Leadership Role: Water Czar vs. Coordination

4.
 - o Corps' leadership role will vary on each responsibility.
 - o DOD support is not specifically delegated but could expand Corps role.
 - o Incorporate EWP - playing catch-up as was done pursuant to NEPA

5.
 - o Assign initial lead to an organizational element and resource it.
 - o Call together other C.W. elements and give them our mission statement and DOI plan.
 - o Ask for agency comments.
 - o Have Chief set tone by relating to white paper and federal emergency.
 - o Ask each Division Chief to recommend changes.
 - o Include either existing or new legislation.
 - o Consider impacts to Field.
 - o Take internal Corps comments.
 - o Set-up interagency meeting.

6.. Review what we have done:

- o Defining: goal, mission, policy (difficult).
- o We have defined responsibilities.
- o Approach to support DoD.
- o Policy: spend too much time concerning it.
- o Where options of high and low profile or middle-of-the-road located?

7. o Seek delegation authority from Sec. of Army.
- o Don't wait on FEMA.
 - o Create a separate office of EWP - under Director of C.W.
 - o EWP office - organization for budget, personnel, etc.
 - o Plans to be developed for full spectrum of emergency; Including how FOA's respond.
 - o Develop full coordination with other agencies including DoD.
 - o Seek stand-by legislation.

8. o Chief transmit to FOA a mission statement.
- Define division and district area of responsibility.
 - Indicate OCE primary organizational responsibility.
 - o OCE establish an interagency committee for federal-state coordination.
 - o Establish a separate office for EWP and have that office develop a list of tasking with organizational assignments and have each manager develop a plan of action.

GROUP SESSION TO IDENTIFY AREAS OF
AGREEMENT AND DISAGREEMENT
ON IMPORTANT POLICY QUESTIONS

	<u>S.A.</u>	<u>A.</u>	<u>No Op.</u>	<u>D.A.</u>	<u>S.D.A.</u>
1a. Concerning Chain of Command		X		XXXX	XXXX
1b. Concerning Chain of Command	XXXXX	XX		X	X
2a. Concerning Levels of Resource Commitment	X	XXXXXXXX		X	
2b. Concerning Levels of Resource Commitment	X	XXXXXXXX	X	X	
3. Concerning Integration	X	XXXX		XXX	X
4. Concerning DoD Support	XXXX	XXXX		X	
5. Formal Fed-State Coordinating Mech.	XX	XXXX	XX		X
6. Concerning President Reagan's Policy E-Type Emergencies			X	XXXX XXXX	
7a. Concerning EMPB and Separate Group	XXX	XXX	X	XX	
7b. Concerning EMPB and Cabinet Council		XX	X	XXXX	
7c. Being EMPB Member	XXXX	XX		X	X
7d. Concerning Sub-Working Group	X	XX	X	XXXXX	
8a. Concerning the use of EWP to Seek New Authority & Resources	X	XXX	XX	X	XX
8b. Concerning the use of EWP to Seek New Authority & Resources		XXX	X	XXX	XX
8c. Concerning the Use of EWP to Seek New Authority & Resources	XX	XX	X	XX	XX
8d. Concerning the Use of EWP to Seek New Authority & Resources	X	XXX	X	X	XXX
9. Concerning the Assertions of Approved Authority Over Other Agencies	XXX	XXX	X	XX	
10. Concerning the Assertion of Approved Authority Over States	XXX	XX		XXXX	
11. Concerning Chairing Intragency Coordinating Group	XXXXX	XXXX			
12. Applying Claimancy to Domestic Emergency	XX	XXXX		X	XX

23 June 1983

AGREEMENT

While perfect concensus has not been achieved in the following, there is substantial tendancy in the group toward agreement in the following areas:

- #1a. Concerning Chain of Command
- #1b. Concerning Chain of Command
- #2a. Concerning levels of resource commitment
- #2b. Concerning levels of resource commitment
- #4. Concerning DoD support
- #5. Formal Fed-State coordinating mechanisms
- #6. Concerning President Reagan's Policy E-Type emergencies
- #7a. Concerning EMPB and separate group
- #7b. Concerning EMPB and Cabinet Council
- #7c. Being EMPB member
- #11. Concerning chairing Interagency Coordinating Group
- #12. Applying claimancy to Domestic emergencies

23 June 1983

MAJOR AREAS OF DISAGREEMENTS

- #3. Concerning Integntion
- #8. Concerning the use of EWP to seek New Authority & Resources
- #9. Concerning the assertion of approved authority over other Agencies
- #10. Concerning the assertion of approved authority over States
- #7d. Concerning Sub-working Group

FRIDAY, JUNE 24, 1983

(Deliberations)

24 June 1983

Brainstorm Ideas on Options

- o Process to get an answer vs. a proposed solution
- o We ourselves are the "APPROACH" - we must do it
- o Initial a pilot Emergency Water Plan and have a District do a plan and review it (Do a simulation)
- o Take #5, #7, #8 and massage/combine them together to see what we get
- o List decision that the steering committee must make before goals can be stated

SUGGESTION TO THE STEERING COMMITTEE

Sirs:

You've read our mission statement, in response to your question concerning my personnel view on the best way to approach the mission, I would suggest we do the following.

Assign the lead of developing the mission to an organizational element such as Operations Readiness Division. Resource it. Call together all appropriate CW elements. Have them review the work that Interior has done on the Water Emergency Plan in the context of the new mission statement. Set the tone of the meeting by giving some background on why we (the Corps) wanted the mission and the relative significance it has to the goals and objectives of the Corps, the White Paper (Challenges for the 1980's) and our developing role as the Federal Engineer.

Use the organizational expertise. Ask each Chief to provide within x-days, recommended changes to the plan to have it conform with the revised mission statement. Ask for general resource requirements to implement the plan over the next five years, in each functional area under existing support and new requirements. Consider impacts on the field with respect to resources.

Incorporate the internal Corps comments into a draft Corps plan and then expand the effort to other agencies involved. Contact each agency, arrange for high level (agency deputy head) to discuss the initiative and Corps feelings on the significance of the program. Ask for other agency plans and comments on the Corps plan.

Consolidate agency data, revise plan accordingly, and go to the field for comments.

TBC

SUGGESTION TO THE STEERING COMMITTEE

Plan of Approach:

1. Seek delegation of authority from Secretary of the Army to Chief of Engineers.
2. Take aggressive leadership - don't wait for FEMA guidance.
3. Create a separate office of EWP to report directly to D/CW.
4. EWP office to organize to seek implementing budget, personnel on a legislation authority for gaps.
5. Plans to be developed for the full spectrum of water emergencies, including how FOA's respond to the various levels of emergency.
6. Develop full coordination with other Federal agencies, including DOD.
7. Seek standby legislation for full authority over water (via states) during critical water emergency.

SUGGESTION TO THE STEERING COMMITTEE

1. Have Chief transmit to FOA Commanders a mission statement for use in the event of emergency but withhold implementation pending resourcing decisions.

- Need to define division/district area of responsibility.
- Need to indicate OCE organizational responsibility (Establish special office some place).

2. Have OCE establish interagency committee to coordinate water plan development and Federal-state-local coordination activities.

3. Have EWP Chief develop list of taskings with organizational assignments and let each organizational manager develop a detailed plan of action and approach.

Most Important Questions to Group

2. What is the level of Resource Commitment both in dollars and manpower?
Are they high or low? How fast?
3. Should the Corps try to integrate, as much as possible, the new EWP responsibilities into existing programs?
9. Should the Corps assert approval authority over other agency's EWP plans?
12. Should claimancy and priority and allocation, under new EWP responsibilities, be applied to domestic emergencies?

GROUP'S ASSUMPTIONS FOR NEW RESPONSIBILITIES

1. The Chain of Command for New Responsibilities should be Chief →
Gianelli → OMB
2. EWP is an Important Program which the Corps should move out on.
3. The Corps should provide EWP support to DoD.
4. The policy "States have primary responsibilities for water," requires a formal Federal-State coordinating mechanism for EWP.
5. In spite of President Reagan's current policy, the policy for Federal Involvement in Planning for Category E emergencies should be high.
6. The Assistant Secretary for C. W. should interact with EMPB by being an EMPB member or chairing a new working group for water resources.
7. The Corps should chair some type of interagency EWP coordinating group.
8. Planning for claimancy, prioritizing and allocation under new EWP authorities should be applied to domestic emergencies.
9. What is new is contained within 11490(Rev) & NSD 47
10. National Security includes a broad spectrum (i.e., all types of wars)
11. Mobilization includes domestic emergencies
12. New responsibility of EWP includes water as a resource
13. Assume COE has been designated primary Federal responsibility for EWP
14. Assume 11490 will be changed and signed as per draft
15. 11490 will be revised to link Dept of Interior with DOA/CORPS
16. SEC 204 & 205 applies to both National Security and domestic emergencies
17. SEC 102 (1) (3) could be interpreted to allow implementation authority in some other sections of the Order
18. SEC 201 (Continuity of Government) applies to events other than nuclear attack
19. SEC 204(3) on plans for priorities and allocations may be interpreted applies to both National Security and domestic emergencies
20. The relation of Civil Defense to Defense Production Act as in P.L. 81-920 is applicable to EWP

THE TASK GROUP SEEKS GUIDANCE ON THESE ASSUMPTIONS

1. The Corps should try to integrate as much as possible, the new EWP Responsibilities into existing programs.
2. The Corps should use EWP to further push for new authority to deal with water from Congress.

BASELINES

Completed
June 24, 1983

PL 84-99

1. DISASTER PREPAREDNESS

- FUNDING - MANPOWER
- PLANNING
- SUPPLIES AND EQUIPMENT
- EXERCISES AND TRAINING
- INSPECTION OF NON-FED F.C. WORKS
- TECH ASSISTANCE

2. FLOOD FIGHT AND RESCUE

- TECH ASSIST. TO STATE AND LOCAL
- PHYSICAL ASSIST. TO STATE AND LOCAL
- DATA COLLECTION/DISSEMINATION

3. REHABILITATION

- REPAIR OF FED/N.F. F.C. WORKS
- REPAIR OF FED AUTHORIZED AND CONSTRUCTED HURRICANE AND SHORE PROTECTION PROJECTS

4. EMERGENCY WATER SUPPLIES

- CONTAMINATION OF DRINKING WATER
- DROUGHT PHYSICAL ASSISTANCE
(WELL DRILLING, TRANSP. OF WATER)

5. ADVANCED MEASURES

NATIONAL SECURITY & MOBILIZATION PROGRAM

- NATIONAL EMERGENCY PLANS
- NATIONAL EMERGENCY TRAINING
- NATIONAL EMERGENCY EXERCISES
- SUPPLIES AND EQUIPMENT
- MASTER PLANS
- INSTALLATION SUPPORT BOOKS
- AMMUNITION BASE MASTER PLANS
- RECAPTURING PROPERTY BOOKS
- JCS/DA SPONSORED EXERCISES
- MOBILIZATION STATIONING ANALYSIS
- M-DRAWINGS

BASIN-WIDE FEASIBILITY STUDIES

Detailed studies for decision-making purposes concerning the need for undertaking specific water resources projects and programs. Studies require individual authorization on a basin-wide basis with specific projects studied as interim reports.

SEC 216, PL 91-611

Authorizes the review of the operation of completed projects and recommendation of modification of those projects when found advisable due to significantly changed conditions.

SEC 22, PL 93-251

- PREPARE PORTIONS OF STATE'S COMPREHENSIVE PLANS FOR STATEWIDE W.R. DEVELOPMENT.
- ASSISTENCE PROVIDED ON STATE-BY-STATE BASIS.
- MAX OF \$200,000 PER YEAR PER STATE, \$4,000,000 ANNUAL NATIONAL CEILING.

Continuing Authorities

Provides planning, design, and construction of small projects for flood control, navigation, shore protection, emergency protection, and erosion mitigation. There are various monetary limitations to the various authorities. (Sec 205, 107, 103, 14, 111)

SEC 206 (PL 86-645, AS AMENDED)

- PROVIDE TECHNICAL PLANNING ASSISTANCE AND GUIDANCE ON FLOOD HAZARDS
- FLOOD INFORMATION STUDIES TO FEMA

MONDAY, JUNE 27, 1983

(Deliberations)

What Criteria should be used by OCE in Choosing an
organizational option for implementing the
Mission statement?

1. Bear a relationship to field organizations that will actually do work.
2. Organization level must be at least equal to that of other federal agencies with which we will be coordinating.
3. Experience with water supply planning.
4. Established relationship with national and regional elements of FEMA.
5. The organization should be experienced with emergency programs with DoD and Federal.
6. Initial (2-3 years) focus should be at Washington level.
7. Mr. Gianelli's perception of EWP.
8. The organizations doing the "Planning should be capable of, and available to, implement the plans during emergencies.
9. The organizations should be experienced in developing plans for management, control, and allocation of water.
10. The organizational level must accomodate existing SES.
11. The organization should be experienced with other national security type emergency planning (CEMOPS-CEMP, CECOPS, CECOOP, CEAAP,...etc.)
12. The organization must be experienced with other domestic emergency planning (e.g. Drought, Coastal,...etc.)
13. Should have existing interface with existing military assistance and civil sector (AOC, DAMO,...etc.)
14. The principle EWP manager should also be responsible for majority of EWP tasks at OCE.
15. EWP should control EWP funding.
16. Ties to state and local Emergency planning/execution agencies.
17. Ties to state and local water resources Agencies.
18. Existing workforce capability: #'s to absorb.
19. Existing programming and funding mechanisms.
20. Desired visibility will require EWP on the OCE organizational chart.

21. Must have ability to sign correspondence and access to Director of C.W.
22. Existing responsibilities across organizational elements.
23. Classified material handling capability and security clearances.
24. Capability to develop and manage social/economic interventions.
25. Ties to Congressional Committees.
26. Ties to EMPB.
27. Experience planning of emergency facilities.

STEERING GROUP MEETING - 27 June, 1983

(Present: BG Edgar, A. Shwaiko, COL Kavanaugh, and C. Goad)

- o Is DoD support with reimbursement?
- o Corps should chair: who within Corps should chair?
- o What does existing program mean? Hide it? Bury it?
- o Programmatic vs. organizational - question is how as opposed to who?
- o What answer would free the group?
- o Analyze what we can do from new responsibility within existing resources
- o May be premature to use Emergency Water Planning to push for other authority
- o Emergency Water Planning as a new budget item
- o Where does it fit within the organization?
- o See it out there like Flood Control, etc., so you can see it regardless of how it is executed. Visibility is therefore, important - budget-wise
- o Not wedded to Operations or Planning; if we knew where it should be organizationally we would not have asked this group
- o Programmatic = money (not necessarily organization)
- o Start modest and then beef up later. After there is some demonstrated experience, can "sneak up" on it
- o How can the field do anything until we have charted the course?
- o How many state water plans are there?
- o We can consider the question of whether or not there are new authorities we could use
- o Make sure that when we transfer from non-emergency to emergency time, that there is a smooth transition
- o Does EO 11490 support, in any way, single purpose supply? If we cannot support it, say so.
- o If there are avenues, identify them
- o We do not know where it ought to be within the organization
- o Look at the short term and then the thereafter - "crawl before walk"
- o Originate within one organization and then move it later is acceptable
- o Can look at older elements
- o This is a Civil Works function
- o There may be a role in both Planning and Operations & Readiness
- o We will have to bite the bullet and make a preferred recommendation

Questions from a Field Perspective

- o Who will do the work?
- o Where will the money come from?
- o Who will maintain and generate the data base (if any)?
- o Who puts out reports or updates them?
- o How do we interact with other Federal and state agencies?
- o What are the delegations of authority?
- o What about cost sharing with the states?
- o What types of disaster problems?

Questions Asked

- o Has the Corps performed an Emergency Water Planning mission previously or currently? YES

- o Is the Emergency Water Planning mission expanded with new responsibilities and/or added emphasis? YES

FRIDAY - 1 July 1983

E50

IMPLEMENTATION OPTIONS

- A. CWH Management
- B. CWP Management
- C. CWO Management
- D. EWP + CWO-E
- E. EWP + CWO-E + CWH
- F. EWP + CWO-E + CWH + CWP-F

Option A: CWH Management

Advantages

- o Will strengthen CWH
 - give it SES space
 - give it people
 - give it visibility
- o Interagency coordination experience
- o Manages a research program which could accommodate EWP
- o Experience in water resource data collection and manages program

Disadvantages

- o No experience in emergency management
- o Limited experience in water supply planning
- o Limited experience in budgeting
- o No implementation capability
- o No policy function
- o No interface with DoD
- o Would split mobilization planning among divisions
- o Not as advantageous to the Federal Engineer concept
- o Coordination difficulties with E + C (i.e. need for joint guidance to the FOA's)
- o No experience with EMPB (Emergency Mobilization Planning Board) or other emergency organizations

Option B: CWP Management

Advantages

- o Gives planning a mobilization mission
- o Wide experience and expertise and capability in water resources
- o Wide experience in coordination at state, local, and Federal levels
- o Enhances Civil Works Planning capability
- o Experience in methods and analytical techniques in planning
- o Level of effort for EWP can be easily managed as part of \$100 Million planning program
- o Could accommodate some of 5 spaces required for mission

Disadvantages

- o Two SES positions
- o Split mobilization mission
- o Split domestic emergency management mission
- o Lacks experience in responding to emergency
- o No organizational links to emergency mobilization in the field
- o No experience with the EMPB (Emergency Mobilization Planning Board) or other emergency organizations
- o No GI source of funds

Option C: CWO Management

Advantages

- o Centralization of mobilization mission
- o Has existing headquarters, USACE with responsibility for continuity of government programs
- o Experience in emergency planning
- o Established contacts with EMPB (Emergency Mobilization Planning Board) and ERB (Environmental Resources Board)
- o Experience with programming and budgeting with emergency programs
- o Has a current line-budget item for EO 11490
- o Has authority and funds for domestic water planning
- o Has experience in implementing emergency plans
- o Has experience with similar programs, such as mobilization
- o Has exercise/training cells/organizations already established
- o Headquarters USACE is POC for use for FEMA/Corps mission
- o Has well-defined FOA support structure
- o O&M General (\$12 billion) program allows funding liquidate
- o Emergency function has always been CWO-E

Disadvantages

- o Centralization of mobilization
- o Limited water resources planning capability
- o Detracts from military mobilization readiness

Option D: EWP + CWO-E

Advantages

- o Strong central management of full spectrum of emergency management activities
- o Establishes a DCS OPS
- o Gives mobilization and emergency water planning higher visibility
- o Facilitates coordination among elements
- o Formalizes the existing informal organization
- o Shortens response time by allowing direct access to Director, Civil Works

Disadvantages

- o Takes away from CWO as a division
- o Splits up operations in the Corps (50% of emergency management in the field are in operations)
- o Separates mobilization from the mainstream
- o Hard to back out of
- o Too much centralization of mobilization responsibility
- o Another division reporting to Civil Works

Option E: EWP + CWO-E + CWH

Advantages

- o Advantages as for Option D
- o Provides technical support to management of mobilization
- o Official control of Hydraulics and Hydrology personnel supporting domestic emergencies
- o Strengthens both CWO-E and CWH organizations
- o Resolution of the SES problem

Disadvantages

- o Disadvantages as for Option D
- o Hard to back out of
- o Detracts from peacetime Civil Works mission

Option F: EWP + CWO-E + CWH + CWP-F

Advantages

- o Advantages as for options D and E
- o Puts flood plain management where it belongs (i.e. with other FEMA-related programs)
- o Consolidates Hydraulics and Hydrology capability
- o Enhances cooperation in a new division

Disadvantages

- o Hard to back out of
- o Disadvantages as for options D and E
- o Takes flood plain management away from traditional organizational home
- o Weakens planning capability

Rank Order Option Preferences of Individual
Members of Working Group*

Options \ Place	1st (6 pts)	2nd (5 pts)	3rd (4 pts)	4th (3 pts)	5th (2 pts)	6th (1 pt)	Total Score Per Option
A (CWH-Management)				x (3)	x (2)	xxx xxxx (7)	12
B (CWP-Management)	xx (12)	x (5)			xxxx (8)	xx (2)	27
C (CWO-Management)	x (6)	x (5)	x (4)	xxxx (12)	xx (4)		31
D (EWP+CWO-E)		xx (10)	xxx (24) xxx		x (2)		36
E (EWP+CWO-E+CWH)	x (6)	xxxx (20)	x (4)	xxx (9)			39
F [EWP+CWO-E+CWH+ CWP-F]	xxxxx (30)	x (5)	x (4)	x (3)	x (2)		44

* Key

(#) = Total points per cell
 x = An individual ranking

APPENDIX F:

A PROGRAMMATIC APPROACH TO IMPLEMENTING
THE EMERGENCY WATER PLANNING MISSION

Introduction

The programmatic approach reviewed each emergency water resource task and brainstormed the specific work items to be accomplished in the short term (FY 84 and FY 85) and in the long term (FY 86-90). Then, the extent of the work items to be accomplished by the field and at OCE was determined, and very rough approximations of the resources in man-years, dollars, and spaces were negotiated among the sub-group. It must be emphasized that the work items and resources are in essence calculated guesses and upon working experience and further evaluation may change dramatically due to unforeseen events and circumstances.

The group did agree that in the short term, the most apparent source of funds was located in the O&M, General 500 account, and in the long term a separate accounting structure should be created for accountability and documentation.

From the information created, no clear organizational location for the emergency water resources mission was generated.

**NEW EMERGENCY WATER PLANNING (EWP) PROGRAM
MANPOWER AND FUNDING REQUIREMENTS**

SUMMARY

Category		Short Term (FY 1984-85)			Long Term (FY 1986-90)		
		Man Years	Spaces	\$000	Man Years	Spaces	\$000
I. Development of Plans	HQ	6.1	3.0	460	13.5	2.7	810
	FOA	<u>1.0</u>	<u>0.5</u>	<u>60</u>	<u>80.0</u>	<u>15.1</u>	<u>13,800*</u>
SUB-TOTAL		7.1	3.5	520	93.5	17.8	14,610
II. Coordination Only	HQ	1.0	0.5	60	1.3	.3	75
	FOA	=	=	=	<u>5.0</u>	<u>1.0</u>	<u>300</u>
SUB-TOTAL		1.0	0.5	60	6.3	1.3	375
III. Support to DoD	HQ	0.5	.3	30	- OMA Funding through DoD - management of work included in estimate for Category II		
	FOA	=	=	=			
SUB-TOTAL		0.5	.3	30			
IV. Guidance and Assistance	HQ	2.0	1.0	120	3.0	0.6	250
	FOA	=	=	=	<u>3.5</u>	<u>0.7</u>	<u>280</u>
SUB-TOTAL		2.0	1.0	120	6.5	1.3	530
V. Implementation Capability**	HQ	1.9	.9	195	9.0	1.8	1,085
	FOA	<u>2.0</u>	<u>1.5</u>	<u>180</u>	<u>39.0</u>	<u>7.8</u>	<u>7,450</u>
SUB-TOTAL		3.9	2.4	375	48.0	9.6	8,535
		HQ	11.5	5.7	865	26.8	2,220
		FOA	<u>3.0</u>	<u>2.0</u>	<u>240</u>	<u>127.5</u>	<u>21,830</u>
TOTALS		14.5	7.7	1,105	154.3	30.0	24,050

*Maximum possible or approximate community level of \$150 million is not reflected, because developing plans to the community level was judged unlikely at this time.
**Estimates do not include procurement of operational equipment which will eventually be needed.

CATEGORY I - DEVELOPMENT OF PLANS

(FY 84 - FY 85)

Short Term

		<u>M.Y.</u>	<u>Space</u>	<u>(\$000) Dollars</u>	<u>Acct.</u>
1. Overall Plans	HQ	4.0	2.0	240	FC & CE
	FOA	-	-	-	O&M
2. Salvage & Rehab.	HQ	.5	.25	100	FC & CE
	FOA	-	-	-	O&M
3. Public Info.	HQ	-	-	-	-
	FOA	-	-	-	-
4. Financial Assistance	HQ	.5	.25	30	FC & CE
	FOA	-	-	-	O&M
5. Priorities & Allocation	HQ	1.5	.75	90	O&M
	FOA	-	-	-	R&D
6. Assistance to Public Water Supplies	HQ	0.1	-	-	FC & CE
	FOA	.9	.50	60	O&M

CATEGORY I - DEVELOPMENT OF PLANS

(FY 86 - FY 90)

Long Term

		<u>M.Y.</u>	<u>Space</u>	<u>(\$000) Dollars</u>	<u>Acct.</u>
1. Overall Plans	HQ	10.0	2.0	600	New
	FOA	66.0	13.2	6,000	New
2. Salvage & Rehab.	HQ	.5	.1	30	New O&M, FC & CE
	FOA	2.0 min.	.4	120	New
	FOA	4.0 max.	.8	5,000	New
3. Public Info.	HQ	(Included in I-1)			
	FOA				
4. Financial Assistance	HQ	.5	.1	30	FC & CE
	FOA	-	-	-	O&M
5. Priorities & Allocation	HQ	2.0	.4	120	New
	FOA	5.0	.1	300	New
6. Assistance to Public Water Supplies	HQ	.5	.1	30	New
	FOA	5.0 max.	1.0	2,500	New
		State (5.0 max.* Community)	1.0	150,000	New

	HQ	6.2	3.0	460
	FOA	1.0	.5	60
TOTAL		7.1	3.5	520

	HQ	13.5	2.7	810
	FOA-min.	78.0	14.7	8,920
	-max. State	80.0	15.1	13,800
	-max. Comm.	80.0	15.1	161,300
TOTAL- State		93.5	17.8	14,610

* Maximum community level of \$150 million is not reflected because of current administrative policy on federal financing.

I. DEVELOPMENT OF PLANS

CITES

1. Develop overall flexible plans in management, control, allocation, and use consistent with other agency

402(6)
501(28)
303(4)
903(2)
NSDD 47
212(2)
201

National Security and Domestic EWP

2401
102(1)
NSDD 47

SHORT TERM

LONG TERM

o Identify voids in overall emergency water resource planning through inter-agency coordination.

o Identify and commence resolution of consistency approach problems in planning.

o Develop overall EWR plan.

o Review agency plans for consistency with other plans, policy, and guidance.

o Review of State plans (as appropriate) for consistency with the overall plan, policy, and guidance.

Field None

FOA = Development/manage region EWR Plans consistent with National EWR Plans.

HQ All

OCE = Develop/manage National EWR Plans.

BUDGET \$240,000
4.0MY at OCE

OCE = 600,000/10 MY
FOA = 6,000,000
FOA = 66 MY (11 Div.) at
(60 K/MY) = \$4.0 million +
\$2.0 contract.

Program . FC & CE
Funding O&M General

New Program

Organization OPS
Location Planning
New

OPS
Planning
New

Assumption: OCE takes two years to develop a National EWR plans then FOA develops more specific regional EWR plans consistent with National EWR plans.

I. DEVELOPMENT OF PLANS

2. Salvage and Rehabilitation of Water Resources Facilities

205(3)

<u>SHORT TERM</u>		<u>LONG TERM</u>
o Scope the option for salvage, decontamination, and rehab planning and decide upon planning policy.		o Develop the plan for Salvage, decontamination and rehab of water resources.
A - Salvage/Rehab applies only to aftermath of attack or disaster.		
B - Salvage/Rehab applies to preparedness for emergencies in advance		
<u>Field</u>	Minimal	FOA = Manage development of plans.
<u>HQ</u>	All	HQ = Planning policy and guidance.
<u>Budget</u>	\$100,000 (\$30K salary, \$70K contract) OCE - 0.5MY	Min. \$150,000 Max. \$5.0 million FOA = 2.0MY min. 4.0MY max. OCE = 0.5MY min. 0.5MY max. = \$30K
<u>Program Funding</u>	FC & CE O&M General	FC & CE O&M General New Program
<u>Organizational Location</u>	OPS Plan	OPS Plan

I. DEVELOPMENT OF PLANS

3. Public information to FEMA

214

<u>SHORT TERM</u>		<u>LONG TERM</u>
o Provide FEMA with emergency water info. for dissemination on agency functions and assignments		o Provide info. to FEMA on water resources services and programs
<u>Field</u>	None	FOA = Provide local/regional information to FEMA per emergency
<u>HQ</u>	All	HQ = Provide info to FEMA HQ for emergencies
<u>Budget</u>	Included in I-1	Included in I-1
<u>Program Funding</u>	-0-	-0-
<u>Organizational Location</u>	OPS	OPS

I. DEVELOPMENT OF PLANS

4. Financial Assistance to Private Sector

210

<u>SHORT TERM</u>	<u>LONG TERM</u>
o Ascertain & catalogue methods of Federal financial assistance and Federal agencies involvement	o Develop financial and credit assistance measures plan
o Identify voids/shortfalls in assistance	
<u>Field</u> None	None
<u>HQ</u> All	All
<u>Budget</u> \$30,000 0.5 M.Y.	\$30,000 0.5 M.Y.
<u>Program</u> FC & CE	FC & CE
<u>Funding</u> O&M General	O&M General
<u>Organi- zational</u> OPS	OPS
<u>Location</u>	

I. DEVELOPMENT OF PLANS

5. Priorities and Allocations for production, distribution, and use of water

NSDD 47
204(3)

<u>SHORT TERM</u>		<u>LONG TERM</u>
o Ascertain & evaluate present priorities and allocations systems		o Develop final priorities allocations systems; setting priorities and establishing implementation system
o Develop & coordinate a draft priorities and allocation system		
<u>Field</u>	None	FOA = Coordinate state & regional Federal agency plans
<u>HQ</u>	All	HQ = Setting policy & providing guidance proponents for legislative authority
<u>Budget</u>	\$90,000 (includes contract) 1.5 MY	HQ = \$120,000 & 2.0 MY FOA = \$300,000 & 5.0 MY
<u>Program Funding</u>	O&M General Planning methodologies for R&D	New Program with Claimancy
<u>Organizational Location</u>	OPS Planning	Planning OPS

I. DEVELOPMENT OF PLANS

6. Emergency Assistance to Public Water Supplies

501 (30)

Short Term Objective
(FY 83-85)

Long Term Objective
(FY 86 - 90)

- o Determine present agency and state plans for assistance to public water supplies.
- o Determine other Federal agency statutory authority for plans and assistance to public water supplies.
- o Develop scope of plans to be prepared in long term.

Corps

- o Contact States to determine points of contact, State organization and and existing State plans and programs.

HQ

- o Contact Federal agencies to ascertain present programs, plans and authorities, and organization.

BUDGET

\$ 60,000 salary
(50 States x 1 man-week)
State

HQ = NIL

Man-years (MY 0.9 FOA 0.1MY OCE)

PROGRAM FUNDING FC & CE
Possible O&M

ORGANIZATION LOCATION OPS

- o Manage development of plans for emergency assistance to public water supply.

- o Coordinate and manage the development of State, local, and regional Federal plans.

- o Coordinate the development of plans at the Federal level and insure planning consistency through the issuance of planning guidance, policy and procedures.

HQ = .5 MY and \$30,000

Total cost to prepare plans:
Corps cost could be minor
\$250,000 for total program amount.

Max. State level=2.5 to 150 million (50 State plans x \$50,000)

Max. Community level:

60,000 public water supplies (1/2 plans)(\$5,000 plan) = \$150 million.

FOA 5.0MY (50 states x 1 man month)

New Program

OPS or Plan

CATEGORY II - COORDINATION ONLY
(FY 84 - FY 85)

		Short Term		(\$000)
1. 2. & 3		<u>M.Y.</u>	<u>Space</u>	<u>Dollars</u>
	HQ	1.0	0.5	60
	FOA	-	-	-
	TOTAL	<u>1.0</u>	<u>0.5</u>	<u>60</u>

CATEGORY II - COORDINATION ONLY
(FY 86 - FY)

		Long Term		(\$000)	Ac-
1. 2. & 3		<u>M.Y.</u>	<u>Space</u>	<u>Dollars</u>	<u>Ne</u>
	HQ	1.25	.25	75	
	FOA	5.0	1.0	300	
	TOTAL	<u>6.25</u>	<u>1.25</u>	<u>375</u>	

F11

II. COORDINATION ONLY

- | | |
|--|-------------------------|
| 1. Corps has primary responsibility for Federal EWP | 212(2)
1801, NSDD 47 |
| 2. Foster understanding and partnership in EWP with Private Sector | 212(1), NSDD 47 |
| 3. With State and local through Federal agencies with statutory Delegated Responsibilities | 501(8), NSDD 47 |

SHORT TERM

LONG TERM

- o Assess means of communicating and interacting with the private sector, and identify private sector interest

- o Commence establishment of Interagency coordination of committees for emergency water resource planning

- o Communicate, inform and involve private sector in EWR planning

- o Continue to review and resolve interagency problems in emergency water resource planning

- o Refine and update interagency plans

<u>Field</u>	None
<u>HQ</u>	All
<u>Budget</u>	60,000 1.0 M.Y.
<u>Program Funding</u>	O&M General
<u>Organizational Location</u>	

(all of the above)

FOA = 5.0 M.Y. & \$300,000
OCE = 1.25 M.Y. & \$75,000

New

CATEGORY III - SUPPORT TO DoD
(FY 84 - FY 85)

Short Term

		<u>M.Y.</u>	<u>Space</u>	<u>(\$000) Dollars</u>	<u>Acct.</u>
1 - 5	HQ	0.5	0.25	30	O&M General
	FOA	-	-	-	
TOTAL		<u>0.5</u>	<u>0.25</u>	<u>30</u>	

CATEGORY III - SUPPORT TO DoD
(FY 86 - FY 90)

Long Term

Federal Engineer reimbursable. Included in estimate
Category II.

III. SUPPORT TO DoD

- | | |
|--|---------------------------------|
| 1. Strategic Guidance | 501(1), (7), (13), (20), & (22) |
| 2. Identify Military Water Requirements | 501(2), NSDD 47 |
| 3. Recommend Solutions Beyond DoD | 501(9), NSDD 47 |
| 4. Analyze Problems for Defense Mobilization Production Base | 501(12) |

SHORT TERM

LONG TERM

o Determine DoD water resource support data and contacts

o Assess future problems and needs

o Assess relationship of Corps to DoD as water resource manager

Field None

HQ All

Budget \$30,000
1/2 MY

Program Funding

Organizational Location

Federal Engineer
(Reimbursable)

Included in estimate for
task category II

5. Human Resources Development, including NDER

206

<u>SHORT TERM</u>		<u>LONG TERM</u>
<ul style="list-style-type: none"> o Evaluate need and use NDER o Identify critical occupation and skills for water resources for military deferment 		<ul style="list-style-type: none"> o Develop an approach for NDER o Develop systems and plans to assure adequate personnel levels to met EWR needs
<u>Field</u>	None	FOA = Develop NDER at Regional level
<u>HQ</u>	All	OCE = Develop NDER at National level and system for deficiencies of critical water resource skills & occupations
<u>Budget</u>		

(Included in Category V 6)

Program
Funding

Organi-
zational
Location

FIG 16

CATEGORY IV
(FY 84 - FY 85)
Short Term

CATEGORY IV
(FY 86 - FY 90)
Long Term

		M.Y.		Space	DollarsAcct.		M.Y.		Space	(\$000) Dollars
		0.5	0.5	0.25	30	O&M	HQ	0.5	0.1	100
1. Water Facilities	HQ	0.5		0.25	30	O&M	HQ	0.5	0.1	30
Protection	FOA	-		-		O&M	FOA	0.5	0.1	
Guidance										
2. Wartime Effects	HQ						HQ	-	-	-
monitoring Data	FOA						FOA	-	-	-
3. Technical guidance							HQ	-	-	-
states and locals							FOA	-	-	-
4. Federal Agencies	HQ	0.5		0.25	30	O&M or New	HQ	2.5	0.5	150
	FOA	-		-	-	O&M or New	FOA	-	-	-
5. Claimancy and	HQ	1.0		0.5	60	O&M	HQ	-	-	250
support	FOA	-		-	-	O&M	FOA	3.0	.6	
	HQ	2.0		1.0				3.0	0.6	250
	FOA	0.0		0.0				3.5	1.7	280
TOTALS		2.0		1.0				6.5	1.3	530

IV. GUIDANCE AND ASSISTANCE

1. Water Facilities Protection Guidance

205(1)

<u>SHORT TERM</u>		<u>LONG TERM</u>
o Identify facilities guidance for which we have responsibility		o Prepare guidance
o Develop scope of guidance		o Distribute guidance to the facilities
<u>Field</u>	None	Distribute guidance to facilities
<u>HQ</u>	Identify categories and scope guidance	Prepare guidance
<u>Budget</u>	\$30,000 1/2 MY	Field \$30,000 1/2 MY OCE \$100,000 1/2 MY
<u>Program Funding</u>	O&M - General	O&M - General or other
<u>Organizational Location</u>		

IV. GUIDANCE AND ASSISTANCE

2. Wartime effects monitoring

205(2)

3. Technical guidance to states and locals

NSDD 47, 212(1)

SHORT TERM

LONG TERM

(There is no specific organizational or budgetary impact on this mission separate from other mission elements.)

IV. GUIDANCE AND ASSISTANCE

4. Federal Agencies

NSDD 47, 208, 209, 215, 303(4), 1803, 3501(4)

SHORT TERM

LONG TERM

- o Identify strategic and critical water resources for Federal stockpile
- o Identify legislation required for EWR planning and implementation
- o Develop Memorandums of Understanding with other Federal agencies with EWP responsibilities (i.e., DOA, EPA) to Corps and provide guidance and assistance (what is needed and how to accomplish)
- o Determine direct economic controls appropriate to EWR

- o Develop guidance and provide assistance as determined in short term
- o Develop financial controls as appropriate, through FEMA
- o Initiate with FEMA legislative proposals

Field None

None

HQ All

All

Budget \$30,000
1/2 MY

\$150,000
2.5 MY

Program Funding O&M General
New

New

Organizational Location OPS

IV. GUIDANCE AND ASSISTANCE

5. Claimancy to Support EWP Mission

204(6)

NSDD 47

SHORT TERM

LONG TERM

- a) ascertain present claimancy plans, and
- b) develop Federal consensus on claimancy plans, procedures, and policy

- a) issue guidance on water resource claimancy
- b) initiate data collection
- c) identify claimancy planning shortfalls
- d) resolve agency claimancy conflict

Field None

FOA = State Coordination
Regional Federal Agency
Coordination

HQ All

HQ = Policy guidance & resolve
conflicts

MY = NIL

Budget \$60,000
1 M.Y.

FOA = \$250,000 - \$500,000
3.0 - 6.0 M.Y.

Program
Funding O&M General

New Program

Organi-
zational
Location Planning - water as a resource
Engineering - water resource
Support
OPS

Planning
OPS

CATEGORY V - IMPLEMENTATION CAPABILITY
 (Not Limited to Plans)
 (FY 84 - FY 85)

CATEGORY V - IMPLEMENTATION CAPABILITY
 (Not Limited to Plans)
 (FY 86 - FY 90)

Short Term

Long Term

		(\$000)						(\$000)			
		<u>M.Y.</u>	<u>Space</u>	<u>Dollars</u>	<u>Acct.</u>	<u>M.Y.</u>	<u>Space</u>	<u>Dollars</u>	<u>Acct.</u>		
1. Achieve State of Readiness		There is no specific organizational or budgeting impact of this task separate from other tasks.				There is no specific organizational or budgeting impact of this task separate from other tasks.					
F 21	2. Training and Exercises	HQ	.25	.12	15.0	O&M General	HQ	2.5	0.5	150	Personnel, O&M
		FOA	-	-	-	-	FOA	20.0	4.0	1,350	- General
	3. Research	HQ	0.5	.25	30	O&M General	HQ	1.5	.25	75	New, R&D
		FOA	1.0	1.5	60	-	FOA	15.0	3.0	5,000	New, R&D
	4. Wartime Effects Monitoring	HQ	0.5	.25	30	O&M General	HQ	4.00	0.8	700	New
		FOA	-	-	-	-	FOA	-	-	-	-
5. Data Collection	HQ	0.1	.05	40	O&M General	HQ	-	-	100	New, O&M General	
	FOA	2.0	1.0	120	-	FOA	4.0	0.8	1,000	-	
6. Human Resources Including NDER	HQ	0.5	.25	80	O&M General	HQ	1.0	0.2	60	O&M, New	
	FOA	-	-	-	-	FOA	-	-	100	-	
SUB-TOTAL		HQ	1.85	.92	195		HQ	9.0	1.75	1,085	
		FOA	2.0	1.5	180		FOA	39.0	7.8	7,450	
TOTAL			3.85	2.4	375			48.0	9.5	8,535	

V. IMPLEMENTATION CAPABILITY

1. Achieve a State of Readiness for Domestic and National Security
Emergencies. 202, 212(3), NSDD 47

SHORT TERM

LONG TERM

There is no specific organizational or budgetary impact on this mission
separate from other missions.

(Does not include operational equipment)

V. IMPLEMENTATION

2. Training and Exercises

213

<u>SHORT TERM</u>		<u>LONG TERM</u>
o Evaluate existing Corps, interagency and other training and exercise programs in which joint Training & Exercises can be accomplished		o Develop Corps interagency, States, and local training curriculum as necessary for emergency water resources mission
<u>Field</u>	None	FOA = Assess in-house, and state and local training needs
		FOA = Develop and present local emergency water courses and exercises
		FOA = Attend appropriate training sessions and participate in exercises
<u>HQ</u>	All	HQ = Develop Corps wide interagency training courses and provide guidance to field on training and exercises
<u>Budget</u>	\$15,000 .25 M.Y.	FOA = \$1.35 million 20.0 M.Y. (\$5K/Dist. & Div.) 1 yr. HQ = 2.5 M.Y. \$150
<u>Program Funding</u>	O&M General	Personnel OPS
<u>Organizational Location</u>	OPS	Personnel OPS

V. IMPLEMENTATION

3. Water Research

207

SHORT TERM

LONG TERM

- o Determine water resource research needs
- o Determine on-going interagency research related to emergency water planning.
- o Investigate scope of possible programs under FEMA directives

- o Perform water research and supervise, coordinate emergency water resources research

Field None

FOA = Identify reasearch requirements as needed

HQ All

HQ = Support field and manage R&D program

Budget \$30,000
OCE = 0.5 M.Y.

\$75,000
OCE = 1.5 M.Y.

RDO(Labs) = \$60,000/1.0 MY

RDO(Labs) = \$1-5 million/10-15 MY

Program Funding O&M

New R&D

Organizational Location R&D
OPS

R&D
OPS

Areas of Possible Research:

- o Wartime effects prediction models
- o Methods of water supply decontamination
- o Desalivation techniques
- o Socio/Economic and Behavioral Aspects of EWP

V. IMPLEMENTATION

4. Wartime efforts monitoring

205(2)

SHORT TERM

LONG TERM

- o Identify criteria to be utilized as a basis to estimate effects on water resources.
- o Investigate development of a coordinated approach interagency approach
- o Evaluate use of DoD residual capability assessment program, and other agency programs for nuclear, chemical and biological monitoring
- o Evaluate

Field None

HQ All

Budget \$30K
0.5 M.Y.

Program Funding O&M General

Organizational Location OPS

- o Develop a capability for monitoring wartime effects and assessing impact upon water resources; including coordination and input from other agencies and states and reporting to FEMA

- o Develop a manual plan

- o Develop and maintain implementation capability for warfare effects monitoring

Contract the development of this capability (model maybe)

New \$700K
4.0 M.Y.

EO 11490

OPS

V. IMPLEMENTATION CAPABILITY

5. Data collection, assessment, and evaluation of water requirements 204(4), NSDD 47

<u>SHORT TERM</u>		<u>LONG TERM</u>
<ul style="list-style-type: none"> o Evaluate National water assessment for emergency water resource requirements o Decide sufficiency of present data and what further data needs to be collected for evaluation 		<ul style="list-style-type: none"> o Assemble, develop and assess water resource requirements for the full spectrum of emergencies
<u>Field</u>	FOA = Evaluate regional reports of National Water assessments	FOA: Collect, assemble & evaluate data
<u>HQ</u>	HQ = Evaluate National reports of National Water assessment and provide guidance for review & evaluation	HQ = Policy & guidance for FOA mission and national level assessment
<u>Budget</u>	\$160,000 (\$120K FOA; \$40K HQ) 2.1 M.Y. (FOA = 2.0; HQ = 0.1)	FOA = \$1.0 million for collection OCE = \$100K contract MY = NIL FOA = 4.0 M.Y.
<u>Program Funding</u>	O&M General	O&M General New
<u>Organizational Location</u>	OPS PLAN	OPS PLAN

V. IMPLEMENTATION IN CAPABILITY

6. Human Resources Development, including NDER 204(2), 212(4), NSDD 47

<u>SHORT TERM</u>		<u>LONG TERM</u>
o Evaluate need and use NDER		o Develop an approach for NDER
o Identify critical occupation and skills for water resources for military deferment		o Develop systems and plans to assure adequate personnel levels to met EWR needs
<u>Field</u>	None	FOA = Develop NDER at Regional level
<u>HQ</u>	All	OCE = Develop NDER at National level and system for deficiencies of critical water resource skills & occupations
<u>Budget</u>	\$80,000 (\$50K contract) 0.5 M.Y.	FOA = \$100,000 (2 people/ 11 Divisions, \$10K/ person/year) MY = NIL
		OCE = \$60,000 with 2 NDER
<u>Program Funding</u>	O&M General	O&M General
<u>Organizational Location</u>	OPS RMO PERS	OPS RMO PERS

APPENDIX G:

AN ORGANIZATIONAL APPROACH TO IMPLEMENTING
THE EMERGENCY WATER PLANNING MISSION

Introduction

The purpose of the exercise was to analyze the components of the mission statement from the organizational perspective to determine if any apparent tendencies existed which would indicate a preference for locating the "new" aspects of the emergency water planning mission in any particular organization.

The agreed upon approach was to perform the following tasks.

- analyze all feasible organizational options within the Civil Works organization
- create a conceptual framework from within which the mission activities could be grouped under organizational elements
- provide a rationale for the above groupings
- create an organizational alignment matrix to display graphically organizational lead and support alignments
- consider existing funding options which might align with the new mission activities
- activity descriptions by fiscal year

The group's major effort was concentrated on analysis of emergency water planning activity assignments with existing organizational responsibilities. The assumption was made that some broad management activities were dependent upon the eventual organizational location and the emergency water planning mission. Consequently, the matrix assumed an organizational element called "management organization" which aligned with none of the existing organization. The matrix exercise then, consisted of deciding whether mission activities naturally aligned with existing organizational elements, in either a lead or support role.

The funding matrix analyzed potential funding ties to existing program activities in Civil Works. The O&M category referred to the existing O&M General line item for EO 11490 mobilization planning.

ORGANIZATIONAL OPTIONS

Existing Organizational Lead

- CWH Management
 - New Branch in CWH
 - Existing Branch in CWH (CWH-W)
- CWP Management
 - New Branch in CWP
 - Existing Branch in CWP (CWP-F)
- CWO Management
 - New Branch in CWO
 - Existing Branch in CWO (CWO-E)

New Division Lead

- EWP + new staffing
- EWP + CWP-F
- EWP + CWO-E
- EWP + CWH
- EWP + CWP-F + CWH
- EWP + CWO-E + CWH
- EWP + CWO-E + CWP-F + CWH

Special Staff

- Assistant Director of Civil Works for EWP
- Special Assistant for EWP

Other Considerations

- SES position disposition
- Career development opportunities
- Visibility
- Resolve any Existing Organization Misalignments
- Realignment vs. New Spaces

NOTE: EWP is spaces transferred from DOI.

ASSUMPTIONS FOR ORGANIZATIONS ALIGNMENT MATRIX

Lead Element (L)

- has major role in program direction
- controls resources
- directs work among elements
- coordinates internal program elements
- effects interagency coordination
- accomplish

Support Element (S)

- receives proper direction from lead element
- responsible for specific tasks within program area
- coordinates through lead element

Management

- includes those activities not unique to one of the existing divisions
- Activities could be in stand-alone organization or merged with existing division

WHY WE PICKED THE L&S FOR EACH ELEMENT

- I. 1. Encompasses broad management functions of the program, scheduling, guidelines, budget development, resource identification.
2. Emphasis on rehab. program is currently in Ops. w/technical support from E&C.
3. Programmatic info will be provided by management element w/support from PAO.
4. Primarily an activity for economists who are normally resident in planning.
5. Operations, planning and H/H all input to complete the program requirements. Management element has the lead.
6. Current source of funds PL 84-99 for short-range domestic water emergency planning gives Operations the lead. Planning provides water supply and distribution planning support. H/H provides water quality support.

- II. 1. General coordination role
2. " " " " General management responsibilities compatible
3. " " " " with those in I.1. - Support as required.

- III. 1. Aligns most closely with Mobilization responsibility of CW (CWO-E)
2. " " " " " " " " " "
3. Management coordinates w/FEMA on solution, beyond DOD authority
4. Aligns w/mobilization mission of CW (CWO-E)
All of 1-4 could be done as Federal Engineer on reimbursable basis

- IV. 1. Requires input from all elements
2. National Emergency Planning function--Plan. Damage Assess.-- E/C-technical support RADMON
3. Requires input from all elements
4. Management element direct area of guidance/support
5. " " " " " " " "
6. Ops, Plng, H&H, and RE all provide support to complete requirement: Management element takes lead in coordination of effort.

- V. 1. **Emphasis on operational aspects of readiness**
2. **Management determines needs for training. Exercise will be incorporated into COREX.**
3. **Management directs R&D effort**
4. **National emergency planning organization is in Ops. Activity primarily involves interagency coordination with DOD and FEMA; Planning support in damage assessment.**
5. **All elements are involved with collection, assessment, evaluation of data within respective program areas. Management directs, prioritizes program data requirements.**
6. **Management determines needs: Resource Management, Personnel and PAO executes the program.**

Relation of New Responsibilities to Existing Organizations

Existing Organizations New Responsibilities	New Management Element + Operations and Readings Division	Planning Division	Hydraulics and Hydrology Division	Assistant Chief of Engineers	Resource Management Directorate	Research and Development Directorate	Real Estate Directorate	Engineering and Construction Div.	Public Affairs Office
I. Development of Plans									
1. Overall Plans	L	S	S	S	S				
2. Salvage & Rehab		L						S	
3. Public Info to FEMA	L								S
4. Financial Assistance in Market			L		S				
5. Priorities & Allocations	L	S	S	S					
6. Emergency Assistance to Public Water Supply		L		S					
II. Coordination Only									
1. Corps Primary Resp Fed EWP	L	S	S	S					
2. Foster Understanding w/Private Sector	L	S	S						
3. W/State and Local thru Fed Agencies	L	S	S	S					S
III. Support to DOD									
1. Strategic Guidance		L			S				
2. Identify Mil Water Eqmts		L	S		S			S	
3. Recommend Solution beyond DoD	L	S			S			S	
4. Analyze Problem for Def Mob - Industrial Base		L			S		S		
IV. Guidance and Assistance									
1. Water Facilities Protection Guid.	L	S	S	S		S			
2. Wartime Effects Monitoring		L	S				S		
3. Data Collection, Asses. & Eval.	L	S	S	S					
4. Tech Guidance State & Local	L	S	S	S		S			
5. Federal Agencies	L	S	S	S			S		
6. Claimancy	L	S	S	S		S			
V. Implementation Capability									
1. Achieve State of Readiness		L	S	S		S	S	S	
2. Training & Exercises	L	S	S	S		S	S	S	
3. Water Research	L					S			
4. Wartime Effects Monitoring		L	S						
5. Data Collection, Asses. & Evaluation	L	S	S	S		S			
6. Human Resource Dev NDER	L				S			S	

* o New Management Element

- o includes those activities not unique to one of the existing divisions
- o activities could be in stand-alone organization or merged within existing division
- o encompasses broad management functions of the program, scheduling, guidelines, budget development, resource identification

o Lead Element (L)

- o has major role in existing program direction with which that activity must closely align
- o controls resources for specific activities
- o directs work among elements
- o coordinates internal program elements
- o effects interagency coordination
- o accomplishes specific work assignments

o Support Element (S)

- o receives proper direction from lead element
- o responsible for specific tasks within program area
- o coordinates through lead element

FY	ACTIVITY DESCRIPTION
83	Initiate implementation of Task Group Findings <ul style="list-style-type: none"> o Identify short term mgmt/give mission to FOAs,etc o Organize EWP tasks; develop detailed schedule o Initiate Draft Guidance to field (EC) o Initiate Interagency contacts (POC) o Letters to Agencies; EMPB o Define OCE/DA/DOD relationship (Item III)
84	<ul style="list-style-type: none"> o Finalize draft guidance to FOAs o Initiate pilot studies o Data collection (Agency plans) o Initiate NDER program o Initiate Emergency Water Planning System
86	<ul style="list-style-type: none"> o Findings of Pilot Studies o Publish Final Guidance (ER,) o Finalize EWP system o Field initiates support plans to EWP o Initiate R&D as required o Readiness evaluation of FOAs o Exercises and Training
90	<ul style="list-style-type: none"> o Correct shortfalls in readiness o Review supporting plans to EWP o Exercises and Training o Refine EWP o Guidance to state and locals

SHORT TERM

LONG TERM