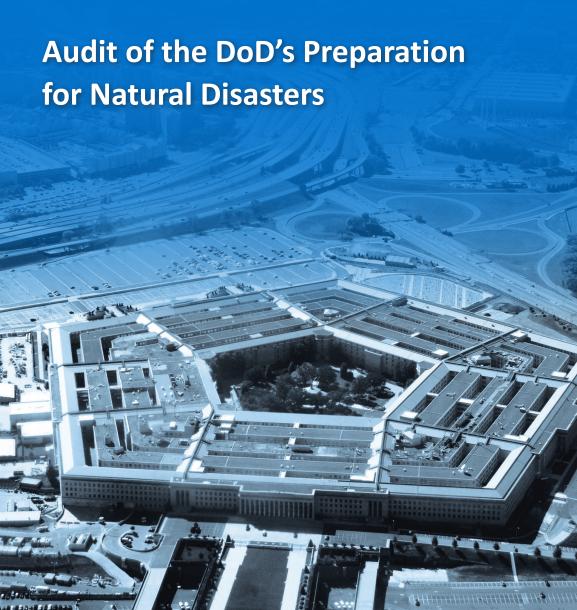


INSPECTOR GENERAL

U.S. Department of Defense

MAY 16, 2019









Results in Brief

Audit of the DoD's Preparation for Natural Disasters

May 16, 2019

Objective

We determined to what extent the DoD has prepared to respond to future natural disasters within U.S. Northern Command's area of responsibility.

We performed this audit as part of a Disaster Assistance Working Group-Cross Cutting Functional Effort by the Council of Inspectors General on Integrity and Efficiency (CIGIE). Seven Offices of Inspector General were part of this working group: the Departments of Defense, Homeland Security, Transportation, Interior, Housing and Urban Development, Health and Human Services, and the Small Business Administration. Each Office of Inspector General involved with the working group agreed to determine the extent to which its agency had prepared to respond to future natural disasters.

We addressed the objective by reviewing the DoD's policies and guidance, exercises, corrective action programs, training, contracts, and agreements related to natural disaster preparedness.

Our audit focused on the DoD's preparation for natural disasters, in the U.S. Northern Command (USNORTHCOM) area of responsibility (the continental United States, as well as Alaska, Puerto Rico, and the U.S. Virgin Islands). The scope of the audit, as coordinated with the Disaster Assistance Working Group–Cross Cutting Functional Effort by CIGIE, was to review preparedness and not response. Therefore, we did not evaluate, and cannot state, whether or to what extent the DoD's preparedness measures will enhance its disaster response.

Background

The DoD provides support for natural disaster response through mission assignments from the Federal Emergency Management Agency (FEMA) or requests for assistance from other Federal agencies. According to Public Law 93-288, "Robert T. Stafford Disaster Relief and Emergency Assistance Act," (the Stafford Act) February 23, 2018, a natural disaster is any hurricane, tornado, storm, flood, high water, tidal wave, tsunami, earthquake, volcanic eruption, mudslide, snowstorm, drought, fire, or other catastrophe that may cause damage or injury to civilian property or people. The Stafford Act defines a "mission assignment" as a work order that FEMA issues to the DoD to direct completion of a specific task and provide funding.

The DoD Components with primary roles and responsibilities for preparing for natural disasters, which we reviewed, are the Office of the Assistant Secretary of Defense for Homeland Defense and Global Security (OASD[HD&GS]); Joint Chiefs of Staff (JCS); USNORTHCOM; U.S. Army Corps of Engineers (USACE); and Defense Logistics Agency (DLA).

Finding

The DoD prepared for natural disasters by developing a framework for natural disaster preparedness. The DoD's framework includes guidance, recurring exercises in disaster scenarios, corrective action programs that incorporate lessons learned and after-action reports, training, advanced contracts, and agreements. We determined the DoD's support and resources are critical to supplement state, local, territory, and tribal response efforts. Continuous preparation and process improvement are key to ensuring that the DoD can rapidly deploy essential resources in support of FEMA mission assignments and requests for assistance from other Federal agencies.

Guidance. The JCS, the OASD(HD&GS), USNORTHCOM, USACE, and the DLA developed policies and procedures to plan and prepare for natural disaster events. A Defense Support of Civil Authorities (DSCA) Execute Order (EXORD)



Results in Brief

Audit of the DoD's Preparation for Natural Disasters

Finding (cont'd)

delegates limited approval authority to USNORTHCOM for DSCA operations to allow for the DoD's rapid and flexible response. Each DoD Component we reviewed followed the DSCA EXORD or developed its own internal guidance related to preparation for natural disaster events. Furthermore, USNORTHCOM, USACE, and the DLA developed concept of operations documents that provided organizational structure and general principles for managing disasters, and incorporated processes for managing disaster operations.

Exercises. USNORTHCOM developed incident-specific exercises to support plans and enhance preparedness for natural disasters. USNORTHCOM exercises simulated disasters such as hurricanes and earthquakes. Stakeholders from FEMA, various components within the Office of the Secretary of Defense, the ICS, the DLA, USACE, and other DoD Components, Military Departments, and Federal agencies participated in the exercises.

Corrective Action Programs. The DoD Components developed policies and after-action reports to incorporate lessons learned into future operations. With the exception of USACE, DoD Components used the Joint Lessons Learned Information System as a central repository for lessons learned across the DoD. USACE used a separate information system, ENGLink, to upload and store lessons learned data. USACE shares lessons learned with other DoD and Government agencies during joint and interagency events on a yearly basis.

Training. The DoD Components incorporated training requirements through various methods such as instructions, manuals, and operational plans. These training courses reinforced the concepts and procedures described in internal policies, and integrated the lessons learned from exercises. The training courses were available to personnel from USACE, DLA, USNORTHCOM, and other DoD Components, Military Departments, Federal agencies, and state and local officials.

Advanced Contracts. USACE and the DLA awarded 54 contracts in preparation for natural disasters. Through these contracts, the DoD can procure goods and services related to emergency power, debris removal, temporary roof repairs, Rapid Disaster Infrastructure Response, fuel, meals, and generator deployment.

Agreements. The DoD entered into 29 agreements for various natural disaster preparedness activities including the following.

- Food protection in emergency situations
- Planning and implementing roles during a national emergency
- · Commodity support with supply chain management services
- Logistical support for non-fuel support, fuels support, and generator leasing
- · Light powered aircraft, aircrews, and communication support
- Management of water and related natural resources
- Hurricane evacuation software for tracking hurricanes.

Conclusion

The DoD prepared for natural disasters by developing a framework for natural disaster preparedness that includes guidance, exercises, corrective action programs, training, advanced contracts, and interagency agreements. Based on the scope of this audit, as coordinated with the Disaster Assistance Working Group-Cross Cutting Functional Effort by CIGIE, we did not evaluate the adequacy of this framework; therefore, we are not providing recommendations.

Recommendations Table

Management	Recommendations Unresolved	Recommendations Resolved	Recommendations Closed
Under Secretary of Defense for Acquisition and Sustainment			
Under Secretary of Defense for Policy			
Commander, U.S. Northern Command			
Assistant Secretary of Defense for Homeland Defense and Global Security	None	None	None
Director, Joint Chiefs of Staff			
Director, Defense Logistics Agency			
Commanding General, U.S. Army Corps of Engineers			





INSPECTOR GENERAL DEPARTMENT OF DEFENSE

4800 MARK CENTER DRIVE ALEXANDRIA. VIRGINIA 22350-1500

May 16, 2019

MEMORANDUM FOR UNDER SECRETARY OF DEFENSE FOR ACQUISITION AND SUSTAINMENT UNDER SECRETARY OF DEFENSE FOR POLICY COMMANDER, U.S. NORTHERN COMMAND ASSISTANT SECRETARY OF DEFENSE FOR HOMELAND DEFENSE AND GLOBAL SECURITY DIRECTOR, JOINT CHIEFS OF STAFF DIRECTOR, DEFENSE LOGISTICS AGENCY COMMANDING GENERAL, U.S. ARMY CORPS OF ENGINEERS

SUBJECT: Audit of the DoD's Preparation for Natural Disasters (Report No. DODIG-2019-086)

We are providing this report for your information and use. We conducted this audit in accordance with generally accepted government auditing standards.

We performed this audit as part of a Council of Inspectors General on Integrity and Efficiency (CIGIE) Disaster Assistance Working Group Cross-Cutting Functional Effort.

We did not make any recommendations; therefore, no management comments are required. We considered management comments on the discussion draft of this report when preparing the final report.

If you have any questions or would like to meet to discuss the audit, please contact me at (703) 604-9312 (DSN 664-9312). We appreciate the cooperation and assistance received during the audit.

Theresa S. Hull

Meres Hull

Assistant Inspector General for Audit Acquisition, Contracting, and Sustainment

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Introduction

Objective

We determined to what extent the DoD has prepared to respond to future natural disasters within U.S. Northern Command's (USNORTHCOM's) area of responsibility.1

To answer our objective, we focused on the DoD's preparation for natural disasters, in the USNORTHCOM area of responsibility (continental United States, as well as Alaska, Puerto Rico, and the U.S. Virgin Islands), and did not address response and other authorities held by the DoD Components reviewed. We did not evaluate, and therefore cannot state, whether or to what extent the DoD's preparedness measures will enhance its disaster response. See Appendix A for the scope, methodology, and prior coverage related to this audit objective.

Background

The DoD provides support for natural disaster response through mission assignments from the Federal Emergency Management Agency (FEMA) or requests for assistance from other Federal agencies. According to public law, a natural disaster is any hurricane, tornado, storm, flood, high water, tidal wave, tsunami, earthquake, volcanic eruption, mudslide, snowstorm, drought, fire, or other catastrophe that may cause damage or injury to civilian property or persons.² Public law also defines a "mission assignment" as a work order that FEMA issues to the DoD to direct completion of a specific task and provide funding.

We conducted this audit as part of a Disaster Assistance Working Group-Cross Cutting Functional Effort by the Council of Inspectors General on Integrity and Efficiency (CIGIE). Seven Offices of Inspector General were part of this working group: the Departments of Defense, Homeland Security, Transportation, Interior, Housing and Urban Development, Health and Human Services, and the Small Business Administration. Each Office of Inspector General involved with the working group agreed to determine the extent to which its respective agency had prepared to respond to future natural disasters. We answered the objective through a review of the DoD's policies and guidance, exercises, corrective action programs, training, contracts, and agreements related to natural disaster preparedness. The scope of the audit as coordinated with the Disaster Assistance Working Group-Cross Cutting Functional Effort by CIGIE was to review preparedness and not response.

¹ This report does not address the U.S. Indo-Pacific Command DSCA roles and responsibilities.

² Public Law 93-288, "Robert T. Stafford Disaster Relief and Emergency Assistance Act," February 23, 2018.

To provide an overview of preparedness across the DoD, we reviewed the following DoD Components with primary roles and responsibilities for preparing for natural disasters: the Office of the Assistant Secretary of Defense for Homeland Defense and Global Security (OASD[HD&GS]); Joint Chiefs of Staff (JCS); USNORTHCOM; U.S. Army Corps of Engineers (USACE); and Defense Logistics Agency (DLA). We did not perform a review at the activity level for each Component. Reviewing each Component provides an overview of preparedness across the DoD.

We met with officials at the headquarters offices of the OASD(HD&GS), as well as the JCS, USNORTHCOM, USACE, and the DLA to determine each DoD Components' roles, responsibilities, and processes related to natural disaster preparedness. We also met with DoD Components that have a supporting role in disaster preparedness. See Appendix A for a listing of the DoD Components.

Roles and Responsibilities

The OASD(HD&GS); the JCS; USNORTHCOM; USACE; and the DLA have primary roles and responsibilities for preparing for natural disasters. The Army, Navy, Air Force, and Marine Corps each have supporting roles and responsibilities for responding to natural disasters.

Assistant Secretary of Defense for Homeland Defense and Global Security

The ASD(HD&GS) develops guidance, provides policy advice, and oversees Defense Support of Civil Authorities (DSCA) operations. The Deputy Assistant Secretary of Defense for Homeland Defense Integration and DSCA is responsible for the development, coordination, and oversight of the integration and implementation of plans and policy for DSCA. DSCA is the support provided by Federal military forces, DoD civilians, DoD contract personnel, DoD Component assets, and National Guard forces (when the Secretary of Defense, in coordination with governors of affected states, elects to use those forces) in response to requests for assistance from civil authorities for domestic emergencies, cyberspace incident response, law enforcement support, and other domestic activities from qualifying entities for special events. DSCA provides essential support to civil authorities in response to a crisis, natural disaster, or in support of special events when local, tribal, and state capabilities are overwhelmed, exhausted, or unavailable.

Joint Chiefs of Staff

The ICS is the principal military advisor to the President and Secretary of Defense and is responsible for developing and providing guidance to combatant commanders and relaying communications regarding current operations and plans between the President and Secretary of Defense and combatant commanders.

The JCS oversees the Joint Lessons Learned Program, which gathers, develops, and disseminates joint lessons learned for the Armed Forces. The Joint Lessons Learned Information System (JLLIS) serves as the central repository for lessons learned across the DoD.³

U.S. Northern Command

USNORTHCOM's area of responsibility includes air, land, and sea that encompasses the continental United States, Alaska, the Gulf of Mexico, the Straits of Florida, Bahamas, Puerto Rico, and the U.S. Virgin Islands. USNORTHCOM's civil support mission includes domestic disaster relief operations that occur during fires, hurricanes, floods, and earthquakes.

The Secretary of Defense approved the designation of the USNORTHCOM Commander as the DSCA coordinator to establish and lead daily operation events, share strategic and operational awareness, and provide senior DoD leadership with a common tasking, and common operating picture of all DoD capabilities supporting the lead Federal agency, FEMA.

USNORTHCOM's role as the DoD coordinator for DSCA operations, is outlined in the Chairman of the Joint Chiefs of Staff DSCA Execute Order (EXORD), June 5, 2018. USNORTHCOM facilitates coordination and support efforts among DoD Components and interagency partners for national-level plans and exercises related to natural disaster events. This role is further defined in the Chairman of the Joint Chiefs of Staff DSCA Synchronizer Execute Order, July 31, 2018.

Military Departments Support of Civil Authorities

The Military Departments, which are represented by their respective USNORTHCOM components (U.S. Army North, U.S. Navy North, U.S. Air Forces Northern, and U.S. Marine Forces Northern), provide observations from disaster sites to USNORTHCOM when supporting natural disasters. During natural disasters, these Components provide support, such as search and rescue, damage assessment, medical evacuation, movement of personnel, critical supplies and equipment, and firefighting operations.

U.S. Indo-Pacific Command

U.S. Indo-Pacific Command's (USINDOPACOM's) area of responsibility covers from the west coast of the U.S. to the western border of India, and from Antarctica to the North Pole. USINDOPACOM is the DoD coordinator for DSCA roles and

³ Chairman of the Joint Chiefs of Staff Instruction 3150.25G, "Joint Lessons Learned Program," January 31, 2018.

responsibilities in this area of responsibility. This audit focused on natural disaster preparedness within the continental United States, as well as Alaska, Puerto Rico, and the U.S. Virgin Islands.

U.S. Army Corps of Engineers

USACE has three directorates that perform work related to disasters, including contracting, emergency operations, and logistics. USACE provides support for natural disaster preparation, including emergency operations, logistics, and pre-awarded contracts that are pre-positioned to support major emergency response missions. This includes areas such as emergency power, debris removal, temporary roof repairs, infrastructure, and other emergency relief activities.

Defense Logistics Agency

The DLA serves as the nation's combat logistics support agency, and manages the global supply chain for the Military Services, combatant commands, other Federal agencies, and partner and allied nations.

The DLA supports preparation for natural disasters through signed agreements with FEMA and USACE. The DLA procures fuel, meals, and generator deployment to prepare for use in disaster relief efforts.

Laws and Guidance

The Stafford Act

The "Robert T. Stafford Disaster Relief and Emergency Assistance Act" (the Stafford Act) provides guidance for Government officials to use during emergencies. The Stafford Act authorizes the President to provide financial aid and other forms of assistance to support response, recovery, and mitigation efforts following disasters declared by the governor of the affected state. The Stafford Act directs Federal agencies to use their resources to aid after disasters, and provides guidelines for how the Secretary of Defense supports civil defense programs. Specifically, the Stafford Act directs Federal agencies to develop planning scenarios and establish training and exercise programs to assist the disaster preparedness of Federal agencies and state and local governments.

National Response Framework

The National Response Framework guides the Nation's response to disasters and emergencies, describing specific authorities and best practices for managing incidents, including natural disasters. The National Response Framework describes the principles, roles and responsibilities, and coordinating structures for delivering core capabilities required to respond to a natural disaster. The National Response

Framework guides FEMA, which is part of the Department of Homeland Security, to issue mission assignments to execute Emergency Support Functions, which are the primary Federal coordinating structures for building, sustaining, and delivering response capabilities. Specifically, the DoD has responsibilities under Emergency Support Functions #3, #9, and #12.

Emergency Support Function #3

For Emergency Support Function #3, "Public Works and Engineering Annex," USACE provides public works and engineering-related support for the changing requirements of domestic incident management, including preparedness, response, and recovery actions. Support includes delivery of services, technical assistance, engineering expertise, construction management, and other support related to natural disasters.

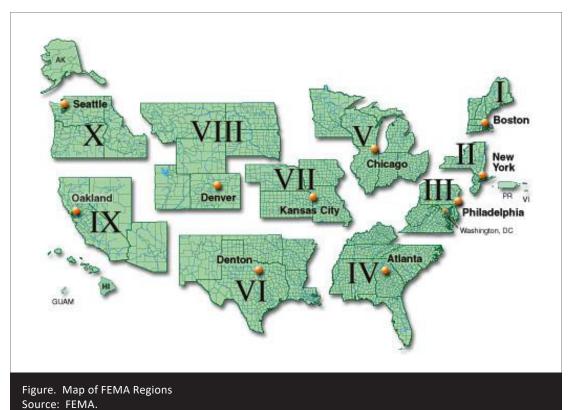
Emergency Support Function #9

For Emergency Support Function #9, "Search and Rescue," the DoD supports the rapid deployment of search and rescue resources to provide lifesaving assistance in the areas of urban, coastal and water, and land search and rescue. The DoD conducts search and rescue functions through USNORTHCOM and USINDOPACOM when the DoD is the primary agency for incidents.

Emergency Support Function #12

For Emergency Support Function #12, "Energy Annex," the DLA coordinates with the Department of Energy to establish processes for accessing products when needed using available transportation assets and to replenish fuel used to support disaster relief operations.

FEMA is divided into 10 geographic regions, and each region works closely with state and local partners to prepare for and respond to natural disasters. See the figure on the next page for a map of the FEMA regions.



DoD Support for Natural Disasters

The DoD has supported multiple natural disaster events in recent years. For example, in FYs 2017 and 2018, the DoD supported disaster relief efforts for Hurricanes Harvey, Irma, Maria, Florence, Isaac, and Michael. The Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, DoD (OUSD[C]/CFO), and USNORTHCOM maintained records of the DoD resources used to support disaster relief.

Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer, DoD

According to OUSD(C)/CFO officials, the OUSD(C)/CFO assigned contingency codes for the Defense Finance and Accounting Service to track the DoD resources used to respond to select natural disaster events. The OUSD(C)/CFO issued contingency codes for disaster events based on policy, DoD leadership interest, congressional mandates, or public interest. The obligated funds represent DoD spending that was not related to FEMA mission assignments and was not reimbursable to the DoD.

U.S. Northern Command

To track mission assignment spending, USNORTHCOM began monitoring DoD resources used to support natural disasters through FEMA mission assignments in FY 2018. USNORTHCOM developed a spreadsheet to track the reimbursable funds that the DoD spent responding to mission assignments.⁴ The spreadsheet accounts for the mission assignment dollar value, DSCA Reimbursable Authority Document, and assistance requested.⁵ Table 1 shows the dollar value, number of mission assignment requests, and a brief description of the types of requests for Hurricanes Florence, Isaac, and Michael.

Table 1. DoD Support for 2018 Hurricanes, as of January 15, 2019

Hurricane	USNORTHCOM Mission Assignments	Mission Assignments Requests	Assistance Request Areas
Florence	\$130,807,919	31	 Transportation (emergency route opening, air support, patient movement, and aeromedical evacuation) DoD Personnel (geographic information and imagery analysts, civil affairs personnel, search and rescue personnel) Other (high-water capabilities, FEMA base center assistance)
Isaac	38,000	2	Defense Coordinating Element Assistance (staff and military liaison officers to facilitate coordination and support to activated Emergency Support Functions)
Michael	2,956,000	12	 Transportation (air support) DoD Personnel (geographic information analysts, civil affairs personnel, search and rescue personnel, military forces) Other (FEMA base center assistance)

Source: The DoD OIG.

USNORTHCOM tracked the mission assignments that it received directly from FEMA. USNORTHCOM did not track FEMA mission assignments submitted directly to USACE or the DLA.

⁵ DSCA Reimbursable Authority Documents are used to show the amounts that the DoD will be reimbursed.

Review of Internal Controls

DoD Instruction 5010.40 requires DoD organizations to implement a comprehensive system of internal controls that provides reasonable assurance that programs are operating as intended and to evaluate the effectiveness of the controls.⁶ Based on our review, the DoD Components' policies, training, exercises, and contract management were effective as they applied to the audit objective. We will provide a copy of the report to the senior officials responsible for internal controls.

 $^{^{\,6}}$ $\,$ DoD Instruction 5010.40, "Managers' Internal Control Program Procedures," May 30, 2013.

Finding

The DoD Developed a Framework to Prepare for Natural Disasters

The DoD prepared for future natural disasters by developing a framework that assigned roles and responsibilities to the JCS, the OASD(HD&GS), USNORTHCOM, USACE, and the DLA to implement:

- policies and guidance for natural disaster events;
- exercises of natural disaster scenarios;
- corrective action programs that incorporated lessons learned and after-action reports;
- training programs critical to the DoD's preparedness;
- advanced contracts for products and services to readily support response efforts; and
- agreements with various DoD Components and interagency partners.⁷

The DoD's support and resources are critical to supplement state, local, territory, and tribal response efforts. The DoD's continuous efforts to prepare and improve processes are key to ensuring that the DoD can rapidly deploy essential resources in support of FEMA mission assignments and requests for assistance from other Federal agencies.

The DoD Prepared for Natural Disasters

The DoD developed a framework for natural disaster preparedness. The DoD's framework includes guidance, disaster scenario exercises, corrective action programs, training, advanced contracts, and agreements.

Policies and Guidance

The JCS, the OASD(HD&GS), USNORTHCOM, USACE, and the DLA developed policies to plan and prepare for natural disaster events. The DSCA EXORD delegates limited approval authority to USNORTHCOM for DSCA operations to enable the DoD's rapid and flexible response. Each Component we reviewed followed the DSCA EXORD or developed its own internal guidance related to preparing for natural disaster events. Furthermore, USNORTHCOM, USACE, and the DLA developed concept of

⁷ Interagency partners include agencies such as FEMA, the National Guard Bureau, and state and local level organizations such as the National Interagency Fire Center.

operations (CONOPs) documents that provide organizational structure and general principles for managing disasters, and incorporate processes for managing disaster operations. See Appendix B for a detailed list of DoD guidance.

Joint Chiefs of Staff Joint Publication 3-28

JCS officials developed Joint Publication 3-28, "Defense Support of Civil Authorities," October 29, 2018, to establish joint policy to govern the activities and performance of joint operations during natural disasters. Joint Publication 3-28 and other DoD policies require DoD planners to work with civilian planners to develop tailored regional civil-military plans for DSCA, which inform local, territorial, tribal, state, and national planning efforts. Additionally, the DoD conducts operations in support of DSCA and other primary agencies supporting a state, local, territorial, or tribal disaster response.

As outlined in Joint Publication 3-28, DSCA natural disaster missions are initiated when civil authorities request DoD assistance or when the President or Secretary of Defense authorizes a mission. Requests for DSCA should be written and include a commitment to reimburse the DoD in accordance with the Stafford Act, or other authorities.

USNORTHCOM, USACE, and the DLA followed the DSCA EXORD and Joint Publication 3-28 to develop their own policies related to preparing for natural disaster events.

Defense Support of Civil Authorities Guidance

The DoD issued directives, instructions, and manuals that outline policies, procedures, and responsibilities related to natural disaster events. For example, DoD Directive 3025.18 establishes policies and responsibilities for DSCA, and provides guidance for the execution and oversight of DSCA when requested by civil authorities. Specifically, DoD Directive 3025.18 designates the ASD(HD&GS) as the approval authority for most requests for assistance from civil authorities sent to the Secretary of Defense. See Appendix B for more information about DoD guidance related to DSCA policies, procedures, and responsibilities.

⁸ DoD Directive 3025.18, "Defense Support of Civil Authorities," December 29, 2010, (Incorporating Change 2, March 19, 2018).

DSCA Execute Order

The Chairman of the Joint Chiefs of Staff issued the DSCA EXORD to establish authorities and responsibilities related to DSCA. Specifically, the DSCA EXORD delegates limited approval authority for DSCA operations to the Commanders of USNORTHCOM and USINDOPACOM to enable the DoD to provide a rapid and flexible response to natural disasters.

The DSCA EXORD also grants the supported combatant commanders specific authorities in three categories, including Assigned and Allocated Forces, Pre-Identified Resources, and Resources for Internal Use (to support the DoD). Table 2 outlines the authorizations that the DSCA EXORD grants the supported combatant commanders to execute in these categories.

Table 2. DSCA EXORD Authorizations

Category	Supported Combatant Commander Authorizations
Assigned and Allocated Forces	 Place assigned and allocated forces on prepare-to-deploy-order status. Deploy assigned forces in areas of responsibility. Employ assigned forces upon receipt, validation, and approval by the supported combatant commander on a Request for Assistance.
	Coordinate directly with force providers to source available pre-identified resources and place on a 24-hour prepare-to-deploy order status for up to 7 days.
Pre-Identified Resources	 Deploy pre-identified resources in their area of responsibility. Employ pre-identified resources upon receipt, validation, and approval by the supported combatant commander on a Request for Assistance.
	 Deploy and employ resources up to 60 days with 30-day extensions after coordination with the JCS.
Resources for Internal Use	Coordinate directly with force providers to source available pre-identified resources and place on a 24-hour prepare-to-deploy-order status for up to 7 days.
(DoD support)	Deploy pre-identified resources in their area of responsibility.
	Employ resources with a Request for Assistance for DoD support.

Source: The DoD OIG.

USNORTHCOM

USNORTHCOM developed policies, procedures, and concept of operations documents to plan and prepare for natural disaster events. In addition, USNORTHCOM executed its roles and responsibilities during natural disasters based on overarching guidance.

DSCA Synchronization Order

The Joint Staff J3 issued a DSCA Synchronization Order for the USNORTHCOM Commander in July 2018, formalizing USNORTHCOM's role as the DSCA coordinator for the DoD and directing supporting commands, organizations, and USNORTHCOM components and subordinates to initiate daily operation events and reporting during natural disaster events.

USNORTHCOM Concept Plan 3500-14

USNORTHCOM Concept Plan 3500-14 provides a framework for DSCA response within the USNORTHCOM area of responsibility. The guidance includes branch plans for specific DSCA missions related to natural disaster preparedness, including Complex Catastrophes and Wildland Firefighting.

- The Complex Catastrophe Branch Plan addresses the USNORTHCOM response in support of the lead Federal agency in support of affected states or as directed by the President and will be coordinated with appropriate civilian authorities.
- The Wildland Firefighting Branch Plan addresses DoD support to the National Interagency Fire Center under the authority and procedures of the Economy Act and highlights unique aspects of DSCA in wildland firefighting operations.

In addition, USNORTHCOM coordinates with Military Department components for natural disaster training, exercises, and revisions to the USNORTHCOM Concept Plan. The Military Departments support USNORTHCOM in executing DSCA missions in accordance with USNORTHCOM Concept Plan 3500-14 annexes, which outline the roles and responsibilities for each Military Department.

Battle Staff Standard Operating Procedure

The North American Aerospace Defense Command (NORAD) and USNORTHCOM Publication 1-01, a directive for all USNORTHCOM and Battle Staff personnel, establishes how to accomplish Battle Staff crisis action planning. The Battle Staff Standard Operating Procedures identify conditions and procedures for activating the USNORTHCOM Battle Staff, focus on key operations and joint operation planning, and establish organizational structure and responsibilities for processes, such as lessons learned and corrective actions.

⁹ USNORTHCOM Concept Plan 3500-14, "Defense Support of Civil Authorities Response," July 17, 2014.

USNORTHCOM Publication 1-01, "Battle Staff Standard Operating Procedures," May 1, 2016. Battle staff refers to identified USNORTHCOM personnel who will be activated during disaster events to provide support.

USNORTHCOM Instruction 16-166

NORAD and USNORTHCOM Instruction 16-166 directs the implementation and management of the USNORTHCOM Joint Lessons Learned and Corrective Action Programs.¹¹ Within these two programs, USNORTHCOM personnel implemented three main areas of focus: (1) collection of objective-based observations gathered during training events and real-world operations; (2) recording, validating, and management of the observations requiring resolution in the Corrective Action Program; and (3) dissemination of lessons learned information for incorporation into daily operating procedures, instructions and contingency plans.

USNORTHCOM CONOPs

The USNORTHCOM CONOPs provides a framework for DSCA response within the USNORTHCOM area of responsibility. USNORTHCOM CONOPs processes are integrated annually through various documents, such as DSCA Placemat, playbooks, task orders, Information Requirements Workbook, Operation Force Laydown, and fragmentary orders. Table 3 defines the documents that USNORTHCOM uses to incorporate CONOPs for natural disaster preparedness.

Table 3. USNORTHCOM CONOPs Documents

CONOPs Document	Definitions	
DSCA Placemat	Provides status on how the combatant command plans to respond to a natural disaster	
DSCA Placemat	Used at USNORTHCOM operations and intelligence meetings and shared with partners	
	Identify the unique effects and implications of DSCA events (such as hurricane and earthquake playbooks)	
Playbooks	Serve as baseline of the requirements and processes to be accomplished during a natural disaster	
	Developed in coordination with FEMA	
	Used to conduct transportation feasibility analysis at the DoD and interagency level with the U.S. Transportation Command*	
	Informs USNORTHCOM command of DSCA coordination	
Task Orders	Provides guidance and tasks to supporting commands, organizations, components and subordinates to establish DoD DSCA coordination initial operating capability (example; synchronization activation message)	
	Sets reporting requirements for supporting organizations (such as Military Departments, National Guard Bureau and DoD Components) to request USNORTHCOM assistance	

 $^{^{11}}$ USNORTHCOM Instruction 16-166, "Joint Lessons Learned Program and Corrective Action Program," July 25, 2018.

	CONOPs Document	Definitions	
Information Requirements Workbook Provides the Commander of USNORTHCOM situationa disaster event		Provides the Commander of USNORTHCOM situational awareness of disaster event	
	Operation Force	Informs the overall common operating picture of military forces	

supporting the operation

supporting commanders

Table 3. USNORTHCOM CONOPs Documents (cont'd)

Abbreviated form of an operation order issued on a daily basis

Used to send timely changes of existing orders to subordinate and

Source: USNORTHCOM CONOPs documents.

USNORTHCOM shares these CONOPs documents with USACE and the DLA, Military Departments, National Guard Bureau, and interagency (FEMA) and state partners to identify areas where USNORTHCOM resources could be put to better use in support of natural disasters.

Integrated Planning

Laydown

Fragmentary Order

(FRAGO)

USNORTHCOM coordinates with FEMA and other interagency partners for an integrated planning approach to focus support efforts for upcoming natural disasters. The integrated planning takes into account FEMA's priorities and the state's disaster planning to identify gaps where DoD resources may be used.

USNORTHCOM personnel stated that integrated planning has changed USNORTHCOM's approach to exercises and operational plans, because integrated planning looks at specific problems within natural disaster events and includes entities at the Federal, state, or local level to solve issues. USNORTHCOM personnel stated that input from exercises, lessons learned, and interagency partners are incorporated into operational guidelines such as playbooks. Furthermore, integrated planning promotes collaborative mitigation of operational risks.

USACE

USACE coordinates support and provides observations from the disaster site to supported combatant commanders, as directed in the DSCA EXORD.¹² USACE developed policies for disaster preparedness to address organization, planning, operation orders, training and exercises, and equipment and supplies. For example, USACE Operation Plan 2018-11 describes USACE's role in supporting emergency

^{*} The U.S. Transportation Command's transportation feasibility study is a system that contains information on military resources, such as personnel and equipment, to be used during natural disasters.

USACE has additional authorities to provide emergency assistance. For example, Public Law 84-99, "The Flood Control Act of 1941," as amended on June 28, 1955. This audit focused on DoD Components with DSCA responsibilities for natural disaster preparedness. We did not evaluate USACE authority and response under Public Law 84-99 in this audit.

operations, military contingency operations, recovery operations, and disaster response.¹³ Appendix C summarizes the USACE engineer regulations and pamphlets that outline roles and processes related to natural disaster preparation.

USACE CONOPs

USACE developed CONOPs related to natural disasters within the USACE Emergency Support Function #3 Field Guide, published in 2015. Specifically, the USACE CONOPs detail operational teams, staffing, functions, reporting, and other organizational procedures for natural disaster response, as well as guidance for initial recovery teams, mission assignments, and liaison requirements.¹⁴ The CONOPs define USACE's roles and responsibilities during a natural disaster. As the coordinating agency for Emergency Support Function #3, USACE is responsible for:

- pre-incident planning and coordination,
- maintaining contact with Emergency Support Function #3-related primary and support agencies,
- conducting periodic Emergency Support Function #3-related meetings and conference calls,
- coordinating efforts with the private sector, and
- coordinating Emergency Support Function #3-related activities for catastrophic incident planning and critical infrastructure preparedness.

DLA

The DLA also coordinates support and provides observations from disaster sites to the supported combatant commanders, as directed in the DSCA EXORD. The DLA provides logistics support, such as transportation, during the event of a natural disaster to civil authorities, as outlined in Joint Publication 3-28. Additionally, the DLA developed an internal policy to build, sustain, and improve the capability to prevent, protect against, mitigate, respond to, and recover from all natural disasters and other events.¹⁵ Appendix D summarizes guidance developed by the DLA.

¹³ USACE Operation Plan 2018-11, "USACE Response to All Hazard Events," June 21, 2018.

¹⁴ Mission assignments include, but are not limited to, commodities, emergency power, debris, temporary housing, temporary roofing, infrastructure assessment, and technical assistance.

¹⁵ DLA Instruction 6055.17, "DLA Emergency Management (EM) Program," June 23, 2015.

DLA CONOPs

The DLA developed CONOPs documents to prepare for natural disasters. The DLA CONOPs include the DLA Support Plan for the USNORTHCOM Concept Plan and the "DLA Distribution Expeditionary" CONOPs. 16 Both CONOPs documents define the DLA's roles and responsibilities when a natural disaster occurs.

The DLA developed the DLA Support Plan, which supplements USNORTHCOM Concept Plan 3500-14 and details how the DLA employs logistics capabilities to support DSCA response within USNORTHCOM's area of responsibility.¹⁷ The DLA Support Plan also identifies capabilities, specifies tasks, and lists key partnerships that the DLA maintains to coordinate and integrate logistics planning and operations.

According to the DLA Distribution Expeditionary CONOPs, the DLA deploys a support team to provide logistics support for disaster response operations. The DLA support team is the DLA Director's principle representative for DLA support and provides command and control of DLA-deployed resources. When the DLA receives an approved Request for Forces, it deploys a DLA Distribution Expeditionary capability to receive, stock, and issue all commodities. When executed, the DLA Director's intent is to support USNORTHCOM and FEMA requirements during a complex catastrophe within the domestic portion of the USNORTHCOM area of responsibility.

The DLA Distribution Expeditionary CONOPs further defines the DLA Support Plan requirements for disaster relief operations. For example, DLA personnel maintain accountability of supplies provided in disaster relief. DLA personnel also deploy in support of domestic disaster relief logistics operations to provide DSCA in response to USNORTHCOM and FEMA requests when tasked through a mission assignment. The DLA Distribution Expeditionary may be tasked to provide disaster relief support:

- through Request for Forces, if a joint task force requires direct assistance and no previous planning was coordinated;
- upon execution of the operation plan, if the joint task force and the DLA Distribution Expeditionary accomplished previous coordination and wrote the DLA Distribution Expeditionary into the Joint Task Force Operations Plan: and

¹⁶ USNORTHCOM Concept Plan 3500-14, "Defense Support of Civil Authorities Response," July 17, 2014. DLA Distribution Expeditionary (DDE) Concept of Operations, Version 10, June 1, 2014.

^{17 &}quot;DLA Support Plan for the USNORTHCOM Concept Plan 3500-14, Defense Support of Civil Authorities Response," May 5, 2016.

through USNORTHCOM for FEMA-executed mission assignments, if FEMA requires DLA Distribution Expeditionary assistance and no joint task force is involved.

Exercises

Through USNORTHCOM, the DoD developed broad exercise programs that support preparation for natural disasters. DoD Components' exercise programs are driven by statutory requirements found in section 5131, title 42, United States Code, 2010 (42 U.S.C. § 5131 [2010]), and the Stafford Act. The law establishes that the program for disaster preparedness includes exercises coordinated with Federal, state, and local preparedness programs. Specifically, the Stafford Act requires that the exercise program be realistic, practical, and designed to evaluate readiness. See Appendix D for policies related to exercise programs.

USNORTHCOM Exercises

USNORTHCOM hosted DSCA mission exercises for stakeholders from FEMA, the Office of the Secretary of Defense, the JCS, the DLA, USACE, and other DoD Components, Military Departments, and Federal agencies. USNORTHCOM's exercise planning process takes into account key areas (such as national, regional, state, and local priorities and areas of responsibility) to align stakeholders' resources in an organized manner to respond to natural disasters. USNORTHCOM personnel developed the exercises through a "tier" process that divided exercise activities by region within the year. 18 USNORTHCOM personnel refer to the exercises as "tabletop exercises" and include the results in the yearly national exercise Ardent Sentry.¹⁹ Table 4 lists examples of exercises and Tabletop exercises conducted from FYs 2016 to 2018 or planned for FY 2019.

Table 4. Natural Disaster Exercises from FYs 2016 to 2018 or planned for FY 2019

Natural Disaster	Exercise	
Hurricane	Ardent Sentry-Cora 2018 and Vista Surge 1 Tabletop Exercise	
Earthquake	Shaken Fury 2019, Joint Task Force Commander Exercise 2018, Vista Blazer Tabletop Exercise 2016, Vista Caravan Tabletop Exercise 2016, Vista Concord Tabletop Exercise 2018, Vista Denali Tabletop Exercise 2016, and Vista Quake Tabletop Exercise 2018	

Source: The DoD OIG.

 $^{^{18}}$ USNORTHCOM uses FEMA-identified regions for their exercises process. The National Exercise Program includes a series of national exercises projected on a 5-year exercise schedule. These exercises are organized into four tiers with each tier reflecting different requirements for interagency participation.

¹⁹ Tabletop exercises are discussion based sessions to discuss roles and responsibilities in a particular emergency situation.

The Branch Chief of USNORTHCOM J711—DSCA Exercise stated that USNORTHCOM hosts multiple tabletop exercises that lead up to Ardent Sentry, which simulates real-world disasters that can be either manmade or natural. The exercise is also designed to help local, state, and Federal agencies coordinate emergency relief efforts, as well as response-and-recovery management.

The Branch Chief of USNORTHCOM J743—Joint Training System and Lessons Learned stated that the value the USNORTHCOM Joint Training and Exercise program brings to Ardent Sentry is strategic-level engagements across Federal agencies. For example, the Ardent Sentry exercise aligns with FEMA regional plans, which are then incorporated into USNORTHCOM's integrated planning process with FEMA.

USACE Exercises

USACE conducted its own exercises and participated in exercises with FEMA and USNORTHCOM. USACE Operations Order 2018-07 requires USACE to fully support and participate in the planning activities for Ardent Sentry 2019. The Order also requires USACE personnel to execute three regional power mission exercises annually to maintain the proficiency and relationship required to execute Emergency Support Function #3. USACE scheduled these exercises for the first three quarters of FY 2019, planning them in coordination with FEMA and other interagency partners at the Federal and state level.

USACE also hosts tabletop exercises several times a year. According to a USACE Program Manager and Cadre Lead, the USACE Readiness Support Center hosts 20 to 25 tabletop exercises each year related to natural disasters such as floods, earthquakes, and hurricanes. To document these exercises, USACE developed situation pamphlets with exercise objectives, scope and methodology, assumptions, and various scenarios.

DLA Exercises

The DLA participated in exercises to prepare for natural disasters. DLA Instruction 6055.17 requires the Staff Director of Security and Emergency Services to provide a list of exercises planned for the upcoming fiscal year to the Joint Logistics Operations Center Exercise Team annually.²⁰ The instruction also requires the Installation Emergency Manager to prepare and complete an annual exercise plan that covers the Federal fiscal year. The Installation Emergency Manager is also required to provide a short summary of the outcome of each exercise to the Emergency Management Program Manager within 10 days of the exercise.

²⁰ DLA Instruction 6055.17, "DLA Emergency Management (EM) Program," June 23, 2015.

The DLA provided a monthly timeline illustrating the DLA's role in annual hurricane season exercises and preparations, including Ardent Sentry. The DLA also participates in the annual "Eagle Horizon" exercise, which is a mandatory continuity exercise (to practice continuing normal operations during disasters) for all Federal Executive branch departments and agencies. A DLA logistics management specialist stated that the DLA provided leased generators and fuel to prepare and exercise DLA functions during the exercises. The exercises allowed organizations to practice for a real-world event without suffering loss of life if something goes wrong.

Corrective Action Programs

The JCS, USNORTHCOM, USACE, and the DLA used corrective action programs, including lessons learned and after-action reports (AARs), to strengthen gaps identified in their preparation for natural disaster events.²¹ These DoD Components developed policies and AARs to incorporate lessons learned into future operations. See Appendix D for Component policies for corrective action programs.

The JCS, USNORTHCOM, and the DLA use the Joint Lessons Learned Information System (JLLIS) as a central repository for lessons learned across the DoD. The JLLIS facilitates the collection, management, resolution, and dissemination of lessons learned data.²² The JLLIS enables the collection of observations, issues, and best practices from joint exercises and operations, including planning and training.

USACE officials stated that USACE uses a separate information system, ENGLink, to upload and store lessons learned data, and submits lessons learned data through the Corps of Engineers Remedial Action Program (USACE's corrective action program). In addition, USACE shares lessons learned with other DoD and Government agencies during joint and interagency events on a yearly basis. For example, USACE held a Remedial Action Program Workshop in March 2018 and discussed the need to refine and clarify logistics roles, responsibilities, and capabilities in support of complex response and recovery operations. Multiple agencies, including FEMA, USACE, and the DLA were responsible to resolve the issue. According to USACE, these agencies anticipated implementing in FYs 2019 through 2020.

²¹ AARs are summary reports that identified key observations of deficiencies and strengths, and focused on performances of specific mission-essential tasks.

²² Officials from the JCS J7, Lessons Learned Division, stated that, pending availability of funding, the next generation of JLLIS is expected to replace JLLIS in 2021 or 2022. The next generation JLLIS will provide enhanced search capability, big-data analytics capabilities, and improved cybersecurity.

Chairman of the Joint Chiefs of Staff Joint Lessons Learned Program

ICS officials developed guidance to enhance the DoD's preparedness for upcoming

natural disasters. Chairman of the Joint Chiefs of Staff Instruction 3150.25G designates the ICS Joint Force Development Directorate as the lead for the Joint Lessons Learned Program's Community of Practice, which is composed of lessons learned organizations and programs submitted by DoD Components.²³ In JLLIS, the Communities of Practice function allows organizations to share observations, collaborate on resolutions, and post items of interest to particular groups. The Joint Force Development Directorate Division Chief stated that the Joint Force Development Directorate organized Communities of Practice for the 2017 and 2018 hurricane seasons using the JLLIS to include observations, AARs, and potential recommendations.²⁴ The JCS J7, Lessons Learned Division, stated that, in addition to JCS, USNORTHCOM, and the DLA, the Navy, the National Guard Bureau, and U.S. Southern Command also participate in hurricane preparedness efforts of the Communities of Practice. As directed by the Deputy Secretary of Defense, the JCS issued a formal DSCA 2017 Hurricane AAR.²⁵ The AAR identified five actions to sustain efforts, such as plans for life-saving support; eight actions for DoD improvements, such as identification methods or conditions to improve the movement of resources to the disaster area; and two actions that addressed external partners, such as information sharing efforts and identification of potential gaps.

USNORTHCOM Corrective Action Program

USNORTHCOM implemented a corrective action program to improve its preparedness for natural disasters. The corrective action program includes command lesson managers to collect and coordinate information, AARs, shared information in JLLIS, and before-action reviews.

USNORTHCOM Command Lesson Managers

USNORTHCOM designated command lesson managers to capture the lessons learned from natural disaster events. The command lessons managers share collected disaster information with the USNORTHCOM Deputy Commander and enter the information into JLLIS under specific categories to maintain oversight of

²³ Chairman of the Joint Chiefs of Staff Instruction 3150.25G, "Joint Lessons Learned Program," January 31, 2018.

²⁴ The JLLIS Hurricane Communities of Practice are populated with lessons learned information from across the Armed Forces and Federal agencies.

Deputy Secretary of Defense Memorandum, "Lessons Learned to Improve DoD's Response to Future Catastrophic Disasters," December 28, 2017. The memorandum directed DoD Components to conduct a review of their response to the 2017 hurricane season.

relevant areas that may impact policies or procedures. The USNORTHCOM Joint Training and Exercises (J7) and Policy and Plans (J5) directorates coordinated with FEMA to revise guidelines and processes to reflect the current procedures.

USNORTHCOM After-Action Reports

USNORTHCOM prepared AARs for natural disaster events that included consistent information, such as the specific event efforts, participants, processes followed, observations, and potential recommendations. For example, USNORTHCOM's most recent AAR, from the June 2018 Vista Quake Exercise, provided the exercise background, identified participants, listed pertinent observations, and discussed observations for future planning. USNORTHCOM officials stated that they used the information to address future disaster response challenges and capabilities.

USNORTHCOM Use of JLLIS

USNORTHCOM collected and maintained all observations, issues, and best practices from joint exercises and operations in the JLLIS. For example, USNORTHCOM developed operation documents such as hurricane and earthquake playbooks, using lessons learned and AARs from the JLLIS.

USNORTHCOM Before-Action Reviews

USNORTHCOM conducted before-action reviews to enhance its ability to execute assigned missions with assigned mission partners. The before-action review documents relevant information from previous disaster events to be applied to future natural disasters. For example, in June 2018, USNORTHCOM completed a before-action review for a wildland firefighting mission in California. The review gave USNORTHCOM staff a better understanding of the challenges of the wildland firefighting season and led to improved mission performance. In addition, each spring and fall, USNORTHCOM personnel participate in wildland firefighting conferences hosted by the National Interagency Fire Center to share wildland firefighting information, discuss issues, disseminate decisions, and provide status updates to improvement efforts. The Branch Chief of USNORTHCOM 1743- Joint Training System and Lessons Learned, stated that the before-action review can provide a better understanding of the exercises, areas for improvement, and provide a means to solve or validate proposed solutions.

USACE Corrective Action Program

USACE used corrective action program procedures to increase the level of its preparedness for natural disasters. Specifically, USACE officials stated that USACE uses the Corps of Engineers Remedial Action Program (CERAP) to capture lessons learned and incorporate them into standard operating

procedures, training, and policy. USACE used ENGLink as the primary system of record for lessons learned data, and compiled, tracked, and uploaded lessons learned data to ENGLink at the district, division, and enterprise level. For example, the USACE Operations Center developed multiple after-action reviews following its response to hurricanes in FYs 2017 and 2018. Additionally, USACE used lessons learned to improve contract functions. For example, in 1993, USACE used lessons learned to develop Advanced Contracting Initiative (ACI) contracts, which are contracts that are awarded to anticipate FEMA requests. See the "Contracts" section of this report for more information about ACI contracts.

DLA Corrective Action Program

The DLA developed corrective action program processes to improve its preparedness for natural disasters. The DLA Instruction requires lessons learned to be: (1) standardized, (2) included in the JLLIS, (3) captured in AARs, and (4) adopted into training, exercises, and instructions. Specifically, the DLA Instruction requires DLA Installation Emergency Managers to submit AARs that include best practices, lessons learned, and opportunities for improvement identified during exercises, events, and real-world incidents to the Emergency Management Program Manager for inclusion in the JLLIS.

The DLA complied with the guidelines by developing and uploading in the JLLIS observations, lessons learned, and potential recommendations related to the 2017 and 2018 hurricanes. For example, the DLA organized a 2018 Hurricane Safety Community of Practice in the JLLIS. Specifically, the DLA's Community of Practice efforts helped track hurricane-related activities, including hurricane safety, warnings, tracking, relief efforts, and other applicable activity from the local, state, Federal, or international community.

Training

The OASD(HD&GS), USNORTHCOM, USACE, and the DLA developed training programs that were critical to the DoD's preparedness for natural disasters. United States Code and the Stafford Act outline the Federal, state and local requirement for a disaster preparedness training program.²⁷ The guidance emphasizes the need for a training program that implements national preparedness goals and related plans. In developing and implementing the training program, the DoD Components work with Government training facilities and institutions to provide training for emergency response stakeholders.

²⁶ DLA Instruction 6055.17, "DLA Emergency Management Program," June 2015.

²⁷ Section 5131, title 42, U.S.C., "Federal and State Disaster Preparedness Programs," 2010.

Training Conducted

USNORTHCOM and USACE developed courses to reinforce the concepts and procedures described in their internal policies. The DoD Components shared training materials through joint working groups, conferences, and courses, and provided training materials that integrated the latest exercises and lessons learned.

USNORTHCOM Training

The Vice Director for Future Operations stated that USNORTHCOM trainings provided DoD Components and interagency partners awareness of the USNORTHCOM's role as the DoD coordinator for natural disaster response, and established roles, responsibilities, and expectations for each partner (such as Federal agency, state, and local officials).

USNORTHCOM offered interagency training that included courses, such as Battle Staff, JLLIS USNORTHCOM Dual Command, and the DSCA Phase I Course. The DSCA Phase I course provides training for personnel who will work in DSCA Operations. The Vice Director for Future Operations stated that the DSCA Phase I course comprises two modules, Tier 1 (online) and Tier 2 (in person). The Tier 1 course module familiarizes personnel with DSCA Operations. According to USNORTHCOM officials, the course helps USNORTHCOM personnel understand USNORTHCOM's role as the DoD coordinator for natural disasters. Furthermore, this course introduces national, state, local and DoD statutes, directives, plans, command control relationships, and capabilities with regard to DoD support for domestic emergencies and for designated law enforcement and other activities. According to USNORTHCOM officials, the Tier 1 and 2 course modules give attendees the opportunity to apply concepts learned in exercise scenarios, build relationships with interagency partners, and discuss practices used at their respective organizations.

USACE Training

USACE developed training to enhance personnel awareness of natural disaster mission processes. Specifically, the USACE Readiness Support Center facilitated the development, organization, and dissemination of learning tools and support services for USACE disaster responders. The Readiness Support Center provides distance learning and in-residence training courses for all USACE disaster responders. According to USACE officials, training requirements vary based on the specific duty description a disaster responder is assigned before, during, and after an event.

In FY 2018, USACE held trainings and exercises related to natural disasters, including hurricanes, earthquakes, and floods. Additionally, USACE Operations Order 2018-07 designated six USACE divisions as the leads for coordinating, planning, and executing training and exercises for specific planning and response teams or other contingency response elements. Table 5 illustrates the USACE divisions and the contingency response element for which they are required to coordinate, plan, and execute training and exercises for FY 2019.

Table 5. USACE Divisions with Contingency Response Elements

USACE Division	Contingency Response Element
Great Lakes and Ohio River Division	Temporary Emergency Power planning and response team
Mississippi Valley Division	Debris and Contaminated Debris planning and response team
North Atlantic Division	Contingency Support Cadre
Northwestern Division	Temporary Roofing planning and response team
South Atlantic Division Temporary Housing/Critical Public Facilities planning response team	
South Pacific Division	Urban Search & Rescue/Structures Specialist Cadre Infrastructure Assessment planning and response team

Source: The DoD OIG.

DLA Training

The DLA participated in USNORTHCOM training courses. DLA Instruction 6055.17 outlines responsibilities related to training and exercises. Specifically, the Instruction requires standardized education and training to support the DLA mission, create awareness, foster preparedness, and enhance the skills of personnel assigned emergency management functions or responsibilities.

Advanced Contracts

The DoD awarded contracts through USACE and the DLA for a variety of products and services for natural disaster preparedness efforts. Specifically, USACE and DLA contracting officials awarded 54 contracts in preparation for natural disasters. Other supporting agencies—DSCA, USNORTHCOM, and the JCS—relied on USACE and the DLA to award contracts.

USACE and the DLA established contract award processes and contingency plans to avoid lapses in natural disaster assistance contracts. USACE refers to contracts awarded in preparation for natural disasters as Advanced Contracting Initiative (ACI) contracts. DLA officials stated that although the DLA does not

have a specific name for the contracts it awards in preparation for natural disasters, DLA contracts can come from its pre-scripted mission assignments. DLA pre-scripted mission assignments are statements of work that define the capabilities the DLA can provide to FEMA.

USACE and DLA Contracts Awarded in Preparation for Natural Disasters

USACE established processes for awarding contracts in preparation for natural disasters. According to USACE officials, USACE established ACI contracts because of lessons learned from previous natural disasters to anticipate what FEMA will ask for and to make sure contracts are available. USACE's process for awarding ACI contracts is specific to each ACI mission, including temporary power, temporary roofing, and debris management. USACE officials stated that, for example, USACE awards ACI temporary power contracts to contractors by FEMA region, so when a disaster occurs in a specific FEMA region, USACE can activate the designated contractor by awarding a task order on that ACI contract. In addition, USACE contracting officials stated that USACE awards ACI temporary roofing contracts to contractors by FEMA region. For ACI temporary roofing contracts, USACE relies on the planning and response team to recommend how many contractors are needed and which contractors to use based on damage assessments. USACE considers factors such as geographic location, ability to respond, contract capacity, and past performance when selecting a contractor. According to USACE officials, USACE awards ACI debris management base contracts by USACE major subordinate command geographic regions. The project delivery team for each respective region determines the ACI debris management contracts to award using historical data and probability estimates of disaster occurrences.

According to DLA officials, the DLA also established processes for awarding contracts in preparation for natural disasters. The DLA uses the solicitation process outlined in the Federal Acquisition Regulation (FAR) and Defense FAR Supplement for awarding these contracts. The Headquarters DLA Liaison Officer to FEMA stated that the DLA uses the FAR, in general, as a guide to all acquisition processes. Although DLA officials did not specify which FAR guidance the DLA uses, FAR subpart 26.2, "Disaster or Emergency Assistance Activities," implements the Stafford Act, which provides a preference for local organizations, firms, and individuals when contracting for major disaster or emergency assistance activities.

USACE is prepared to provide products and services in the event a natural disaster occurs. USACE contracting officers awarded 35 contracts in preparation for natural disasters. Specifically, USACE contracting officers awarded:

- 4 ACI contracts for emergency power,
- 17 ACI contracts for debris removal.

- 12 ACI contracts for temporary roof repair, and
- 2 contracts for Rapid Disaster Infrastructure Response.²⁸

Additionally, the DLA is ready to provide products and services in the event a natural disaster occurs. DLA contracting officers awarded 19 contracts in preparation for natural disasters. Specifically, the DLA contracting officers awarded:

- 1 contract for fuel support,
- 13 contracts for meals, and
- 5 contracts for deployment of generators.

Appendix E provides a detailed list of the 35 USACE and 19 DLA contracts awarded in preparation for natural disasters.

USACE and DLA Contingency Plans

USACE developed contingency plans to continue advanced contracting efforts for natural disaster preparedness when the current contracts expire. For example, USACE established a cycle for ACI contracts to re-compete and award new contracts before the current ACI contracts expire. USACE contracting officials stated that for ACI debris and temporary power contracts, the project delivery teams are established at least 2 years before the ACI contracts expire so that the project delivery teams can start the planning process, establish milestones, and develop requirements for re-competing the contract. USACE contracting officials stated that ACI temporary roofing contracts are awarded for a 5-year ordering period and the contracts are staggered by about 1 year so that not all contracts expire at once. As a general rule, USACE personnel start the acquisition plan about 1 year before the contract expires, and USACE holds an industry day about 6 months before posting a solicitation notice for the new contract.

The DLA also developed contingency plans to continue the advanced contracting efforts for natural disaster preparedness when the current contracts expired. The Headquarters DLA Liaison Officer to FEMA stated that the DLA has several short-term and medium-term notification commodity contracts in place from year to year. According to the DLA Logistics Operations Whole of Government Chief, the DLA performs backwards planning to avoid delays in purchasing. The DLA

USACE ACI contracts differ from Rapid Disaster Infrastructure Response contracts. Specifically, ACI contracts can only be used when USACE receives a mission assignment from FEMA. However, Rapid Disaster Infrastructure Response contracts are a secondary tool USACE can use for construction activities in response to requests for rapid response for those activities.

Logistics Operations Whole of Government Chief stated that the contracts are usually awarded for 3 to 5 years, and that the DLA solicits new contracts before current contracts expire.

Agreements

The DoD entered into 29 support and service agreements across various DoD Components that supported preparation for natural disasters. The agreements involved the Office of the Secretary of Defense, USNORTHCOM, the Army, the DLA, and other DoD Components and Federal departments and agencies.²⁹ The memorandums of agreement, memorandums of understanding, and interagency agreements define the DoD's collaborative efforts to prepare for upcoming natural disaster events. Table 6 shows the number of agreements each DoD Component entered into in preparation for natural disasters.

Table 6. DoD Service and Support Agreements in Preparation for Natural Disasters

DoD Component	Total Number of Agreements
DLA	2
DoD	7
DoD/USNORTHCOM	3
USNORTHCOM	2
NORAD/USNORTHCOM	7
Office of the Assistant Secretary of the Army for Civil Works	1
USACE	7
Total	29

Source: The DoD OIG.

The DoD entered into agreements for various natural disaster preparedness activities including the following.

- Food protection in emergency situations
- Planning and implementing roles during a national emergency
- Detailing or assigning personnel
- Information sharing
- Commodity support with supply chain management services
- Logistical support for non-fuel support, fuels support, and generator leasing

Office of the Secretary of Defense-level natural disaster preparedness agreements included the Secretary of Defense, Deputy Secretary of Defense, Acting Assistant Secretary of Defense for Homeland Defense and Global Security, Acting Assistant Secretary of Defense for Health Affairs, and Deputy Assistant Secretary of Defense for Force Health Protection and Readiness.

- Training
- Light powered aircraft, aircrews, and communication support
- Management of water and related natural resources
- Hurricane evacuation software for tracking hurricanes.

Appendix F lists the agreements for natural disaster preparation, including the partner agency, effective year, and purpose of each agreement.

Conclusion

The DoD developed a framework for natural disaster preparedness. Without the guidance, exercises, corrective action programs, training, advanced contracts, and agreements, the DoD would not be able to effectively support FEMA mission assignments and DSCA operations. Collectively, the DoD Components contributed to the DoD's natural disaster preparedness through:

- exercises that simulate real-world catastrophic disasters designed to help local, state, and Federal agencies coordinate emergency relief efforts and response-and-recovery management;
- Community of Practice efforts that helped track hurricane-related activities, including hurricane safety, warnings, tracking, and relief efforts;
- trainings that provided DoD Components and interagency partners awareness of USNORTHCOM's role as the DoD coordinator for natural disasters, and that established roles, responsibilities, and expectations for each partner (such as Federal agency, state and local officials);
- advanced contracts for emergency power, debris removal, temporary roof repair, Rapid Disaster Infrastructure Response, fuel support, meals, and deployment of generators; and
- agreements with partner agencies for critical areas, such as food protection, supply chain management services, management of water and related natural resources, and hurricane evacuation software for tracking hurricanes.

The DoD's support and resources are critical to supplement state, local, territory, and tribal response efforts. Continuous preparation and process improvement are key to ensuring that the DoD can rapidly deploy essential resources in support of FEMA mission assignments and requests for assistance from other Federal agencies.

Appendix A

Scope and Methodology

We conducted this performance audit from August 2018 through May 2019 in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objective. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objective.

We conducted this audit in coordination with seven Offices of Inspector General as part of the Council of the Inspectors General on Integrity and Efficiency (CIGIE) Disaster Assistance Working Group-Cross-Cutting Functional Effort. The seven Offices of Inspector General developed and agreed to the audit objective. Our specific objective was to determine to what extent the DoD has prepared to respond to future natural disasters within the continental United States, as well as Alaska, Puerto Rico, and the U.S. Virgin Islands. Our audit focused solely on the DoD's preparation for natural disasters, in the U.S. Northern Command (USNORTHCOM) area of responsibility, and did not address response and other authorities held by the DoD Components reviewed. We did not evaluate, and therefore cannot state, whether or to what extent the DoD's preparedness measures will enhance its disaster response.

Review of Documentation

We reviewed documentation from various DoD Components, including concept of operations documents, field guides, trip reports, base contracts, contract modifications, internal memorandums and forms, agreements, operation plans, operation orders, lessons learned documents, after-action reports, corrective action programs, mission assignments, requests for assistance, special events checklists, and training and exercise materials. See Appendix E for a detailed list of the 54 USACE and DLA contracts in place in the event a natural disaster occurs. See Appendix F for the interagency agreements related to natural disaster preparation, including the partner agency, effective year, and purpose of each agreement.

Review of Policies and Procedures

We also reviewed the following policies and procedures related to natural disaster preparedness.

Public Law 93-288, "Robert T. Stafford Disaster Relief and Emergency Assistance Act," as amended February 23, 2018

- National Response Framework, June 2016
- Joint Publication 3-28, "Defense Support of Civil Authorities," October 29, 2018
- DoD Directive 3025.18, "Defense Support of Civil Authorities,"
 December 29, 2010 (Incorporating Change 2, March 19, 2018)
- Chairman of the Joint Chiefs of Staff Defense Support of Civil Authorities Execute Order, June 5, 2018.

See Appendixes B, C, and D for details on other relevant criteria reviewed.

Interviews Conducted

To meet our audit objective we visited the DoD Components with primary roles and responsibilities in preparing for natural disasters: the OASD(HD&GS), USNORTHCOM, USACE, the JCS, and the DLA. We did not perform a review at the activity level for each Component. Reviewing each Component from a higher-level provides an overview of preparedness across the DoD.

From August 2018 through February 2019, we interviewed officials and personnel from multiple DoD Components to gain an understanding of the DoD's roles and responsibilities related to preparing for natural disasters. We also obtained supporting documentation from officials at the main DoD Components (OUSD(C)/CFO, the OASD(HD&GS), USNORTHCOM, USACE, the JCS and the DLA) that related to preparing for natural disasters to supplement the interview discussions and to answer our audit objective.

Joint Chiefs of Staff

- Joint Force Development Directorate Chief of Strategy, Policy & Engagement Branch
- Joint Force Development Directorate Lessons Learned Analyst for the Strategy, Policy & Engagement Branch

Assistant Secretary of Defense (Homeland Defense & Global Security)

- Director of Defense Support of Civil Authorities
- Deputy Director of Defense Support of Civil Authorities

U.S. Northern Command

- Vice Director of Future Operations
- Chief of Contracts
- Operations Financial Management Lead
- Training Coordinator
- Branch Chief of the Lessons Learned Program

U.S. Army Corps of Engineers

- Office of Homeland Defense Deputy Chief
- Directorate of Contingency Operations Deputy Director
- Acquisition Support Division Chief of the Directorate of Contracting
- Corps of Engineers Remedial Action Program, Program Manager
- USACE subject matter experts

Defense Logistics Agency

- Whole of Government Division Chief
- Liaison Officer to FEMA
- Energy officials
- Troop Support officials

DoD Components With a Supporting Role

- Office of Defense Pricing and Contracting
- Office of the Under Secretary of Defense for Policy
- Office of the Under Secretary of Defense (Comptroller)/Chief Financial Officer DoD
- Office of the Assistant Secretary of Defense for Energy, Installations, and Environment
- National Guard Bureau
- U.S. Transportation Command
- U.S. Indo-Pacific Command
- National Geospatial-Intelligence Agency
- U.S. Army National Guard
- Military Departments officials at- U.S. Army North, Office of the Chief of Naval Operations, U.S. Fleet Forces Command, U.S. Marine Corps Installation Command, and Air Force Readiness Division, Directorate of Civil Engineers

Use of Computer-Processed Data

We did not rely on computer-processed data to support our findings and conclusions.

Prior Coverage

During the last 5 years, the Government Accountability Office (GAO), the Army Audit Agency (AAA), and the Air Force Audit Agency (AFAA), issued three reports discussing multiple areas relevant to the DoD's preparedness for natural disasters. Unrestricted GAO reports can be accessed at http://www.gao.gov. Unrestricted Army Audit Agency reports can be accessed from .mil and .gov domains at https://www.aaa.army.mil/. Unrestricted Air Force Audit Agency reports can be accessed from https://www.efoia.af.mil/palMain.aspx by clicking on Freedom of Information Act Reading Room and then selecting audit reports.

GAO

GAO-19-93, "2017 Disaster Contracting-Action Needed to Better Ensure More Effective Use and Management of Advance Contracts," December 2018

The GAO reviewed the Government's response to three 2017 hurricanes and California wildfires. Specifically, the GAO assessed (1) FEMA's and USACE's use of advance contracts, (2) FEMA's planning and reporting of selected advance contracts, and (3) challenges, if any, with FEMA's use of these contracts. The GAO found that FEMA and USACE relied heavily on advance contracts during their response to Hurricanes Harvey, Irma, and Maria, as well as the 2017 California wildfires. As of May 31, 2018, FEMA and USACE obligated about \$4.5 billion for various goods and services through these contracts. The GAO did not identify challenges with the planning and management of selected USACE contracts. The GAO determined that USACE has processes for identifying and assessing lessons learned through after action reviews and reports following major disasters. The GAO made nine recommendations to FEMA, but made no recommendations to USACE.

Army

Report No. A-2016-0128-IEE, "U.S. Army Corps of Engineers Hurricane Sandy Recovery Program: Internal Controls (Contract Award Process)," August 18, 2016

After Hurricane Sandy, the USACE North Atlantic Division Commander asked the AAA to audit USACE's internal controls for the Hurricane Sandy Recovery Program. The AAA analyzed and assessed USACE's internal controls for the contract award process and determined whether those controls sufficiently mitigated risks for program contracts. The AAA found that USACE generally had internal controls to manage the program's contract award process. However, two of the contract actions included work that did not meet the requirements of the Disaster Relief Appropriations Act. Further, the AAA found that improvements were needed for controls over approving

projects for disaster relief funding, approval and certification of funding for requisition documents, and the use of the Army Paperless Contract File. The AAA recommended that the USACE Commanding General establish proper segregation of duties in the purchase request and commitment process; review policies and procedures for certifying funds; and direct district personnel to upload contracting documents to the Army Paperless Contract File. The AAA also recommended that the USACE Great Lakes and Ohio River Division Commander initiate preliminary investigations to determine whether potential Antideficiency Act violations occurred.

Air Force

Report No. F2016-0002-030000, "Support to Civil Authorities," March 30, 2016

From 2010 through 2013, Air Force personnel at 29 locations responded to 34 DSCA events that incurred reimbursable expenses of more than \$102 million to support requesting agencies. The AFAA determined whether Air Force officials properly planned and coordinated civil support resource requirements and obtained reimbursement for civil support provided. The AFAA found that at all eight installations reviewed, personnel effectively planned and coordinated civil support resource requirements, which provides reassurances that installations can respond to, operate during, and recover from natural disasters. The AFAA also found that Air Force personnel did not obtain reimbursement for all support provided to civil authorities. Specifically, from January 2010 through December 2013, Air Force units at 17 of the 19 locations reviewed did not obtain reimbursement for over \$9.3 million in DSCA support costs because the Air Force had inadequate internal controls. The AFAA found that although DSCA events cannot be predicted, the trend from 2010 to 2013 resulted in an average annual cost to the Air Force of \$2.3 million. Additionally, the Air Force continued DSCA missions in FYs 2014 through 2016. As a result, if Air Force officials implement controls, officials could achieve an estimated annual cost avoidance of \$2.3 million over the next 6 years, resulting in a potential monetary benefit of at least \$14 million. The AFAA made recommendations to Air Force Deputy Chief of Staff and Secretary of the Air Force leadership to improve the reimbursement processes for the Air Force's support to civil authorities.

Appendix B

Overview of DoD Policies

DoD Policy	Description
DoD Instruction 3025.16, "Defense Emergency Preparedness Liaison Officer (EPLO) Programs," September 8, 2011	Establishes policy and responsibilities for the Defense EPLO programs governing the use of Reserve members in providing DSCA. Assigns responsibilities for the management of EPLO programs and employment of EPLOs for DSCA.
DoD Instruction 3025.22, "The Use of the National Guard for Defense Support of Civil Authorities," July 26, 2013, (Incorporating Change 1, May 15, 2017)	Establishes policy, assigns responsibilities, and provides procedures for the use of the National Guard for DSCA.
DoD Instruction 3025.23, "Domestic Defense Liaison with Civil Authorities," May 25, 2016	Establishes policy, assigns responsibilities, and provides procedures for the DoD to provide liaison for DSCA.
DoD Manual 3025.01, Volume 1, "Defense Support of Civil Authorities: Overview," August 11, 2016	Provides a general overview of DSCA.
DoD Manual 3025.01, Volume 2, "Defense Support of Civil Authorities: DoD Incident Response," August 11, 2016	Provides general information and references for incidents, disasters, and emergencies that may require DoD support.
DoD Manual 3025.01, Volume 3, "Defense Support of Civil Authorities: Pre-Planned DoD Support of Law Enforcement Agencies, Special Events, Community Engagement, and Other Non-DoD Entities," August 11, 2016	Provides general information and references for pre-planned DoD support of civilian law enforcement agencies, special events, community engagement, and non-DoD entities.
DoD Instruction 3025.24, "DoD Public Health and Medical Services in Support of Civil Authorities," January 30, 2017	Establishes policy, assigns responsibilities, and provides guidance for public health and medical incidents and emergency planning and preparedness for DSCA.
DoD Instruction 6055.17, "DoD Emergency Management Program," February 13, 2017, Incorporating Change 1, November 14, 2017	Establishes policy, responsibilities, and procedures for conducting Emergency Management activities on DoD installations worldwide.
DoD Directive 3025.18, "Defense Support of Civil Authorities," December 29, 2010, (Incorporating Change 2, March 19, 2018)	Establishes guidance and responsibilities for DSCA.

Source: The DoD OIG.

Appendix C

USACE Engineer Regulations and Pamphlets

USACE Guidance	Description
Engineer Regulation 690-1-321, "Staffing for Civilian Support to Emergency Operations," November 25, 1974	Provides guidance on human resources civilian staffing and pay matters during emergency operations.
Engineer Regulation 500-1-18, "Corps of Engineers Continuity of Operations Planning Systems," March 30, 1985	Describes the responsibilities of key stakeholders, USACE's role related to shelters, emergency relocation sites, and emergency water planning processes.
Engineer Regulation 500-1-1, "Emergency Employment of Army and Other Resources, Civil Emergency Management Program," September 30, 2001	Provides policies for the Civil Emergency Management Program and identifies USACE branches and major subordinate commands with responsibilities related to emergency management.
Engineer Pamphlet 500-1-1, "Emergency Employment of Army and Other Resources, Civil Emergency Management Program," September 30, 2001	Describes the roles of USACE key personnel, operation plans context, and exercise requirements in relation to disaster preparedness, and details the concepts of the Emergency Operations Center, Deployable Tactical Operation System, and Emergency Management High Visibility Items.
Engineer Regulation 500-1-30, "Emergency Employment of Army and Other Resources, the Deployable Tactical Operations System," May 31, 2006	Provides the policies, requirements, and procedures for the command and control and maintenance of the Deployable Tactical Operations System. The Deployable Tactical Operations System provides pre-configured, mobile, self-sustaining platform for use in emergency operations.
Engineer Regulation 500-1-28, "Emergency Employment of Army and Other Resources, National Response Planning Guide," January 31, 2011	Establishes policy, provides planning guidance, and assigns responsibilities to ensure timely execution of Emergency Support Function #3 in support of the National Response Framework.
Engineer Regulation 11-1-320, "Civil Works Emergency Management Programs," February 28, 2014	Provides guidance in key areas related to natural disasters, including National Emergency Preparedness Program, Flood Control, and the Stafford Act.
Engineer Regulation 1110-2-1156, "Safety of Dams—Policies and Procedures," March 31, 2014	Provides guiding principles, policies, organizations, responsibilities, and procedures for implementing risk-informed dam safety program activities and a dam safety portfolio risk management process within USACE.
Engineer Pamphlet 690-1-824, "Career Development and Training Guide for the Emergency Management Community of Practice and Contingency Operations Workforce," July 31, 2015	Provides guidance to proactive Emergency Management Community of Practice and Contingency Operations team members in determining a path leading to achieving long-term career goals or higher-level positions.
Engineer Pamphlet 11-1-320, "Civil Works Emergency Management Programs Financial Management Process," October 31, 2017	Provides procedures for the USACE Emergency Management Community of Practice related to the management and execution of programming, funding, and budgeting processes that support the USACE Emergency Management Program.

Source: The DoD OIG.

Appendix D

DoD Component Policies for Corrective Action Programs, Lessons Learned, and Training and Exercise Programs

This appendix summarizes the guidance developed by the JCS, the OASD(HD&GS), USNORTHCOM, USACE, and the DLA related to the following: (1) corrective action programs, (2) the Joint Lessons Learned Information System (JLLIS), (3) training, and (4) exercise programs.

Policy for Corrective Action Programs

USNORTHCOM, USACE, and the DLA developed policy for corrective action programs, including lessons learned, and after-action reports (AARs).

USNORTHCOM Policy for Corrective Action Programs

USNORTHCOM developed Instruction 16-66, which directs the implementation and management of the USNORTHCOM corrective action program.³⁰ Specifically, the Instruction requires that lessons learned be incorporated into modifications and updates of concept plans, operation plans, standard operating procedures, tactics, techniques, and procedures and trainings. Although the Instruction assigns responsibility for providing command-level direction and leadership for the corrective action program to the USNORTHOM Chief of Staff, the USNORTHCOM Chief of Staff delegates the responsibility for management and oversight of the corrective action program to the USNORTHCOM Director for Joint Training and Exercises (J7).

USACE Policy for Corrective Action Programs

USACE Operation Plan 2018-11, "USACE Response to All Hazard Events," states that the Corps of Engineers Remedial Action Program (USACE's corrective action program) tasked USACE Divisions to compile and track applicable lessons learned from all after-action reviews and update standard operating procedures and other doctrine and training as appropriate.³¹ In addition, USACE's All Hazards Operation Plan requires the USACE Readiness Support Center to integrate lessons learned and best practices identified through the USACE Corps of Engineers Remedial Action Program into USACE Readiness Support Center activities as applicable.

NORAD and USNORTHCOM Instruction 16-166, "Joint Lessons Learned Program and Corrective Action Program," July 25, 2018.

³¹ USACE Operation Plan 2018-11, "USACE Response to All Hazard Events," June 21, 2018.

DLA Policy for Corrective Action Programs

DLA Instruction 6055.17, "DLA Emergency Management Program," establishes lessons learned and corrective action program guidance to improve disaster relief readiness posture through DLA training and processes. Specifically, the DLA Instruction's purpose is to build, sustain, and improve the capability to prevent, protect against, mitigate, respond to, and recover from all natural disasters and other events. The Instruction also requires DLA Installation Emergency Managers to develop corrective action plans based on after-action reports for exercises and evaluations. The corrective action plans should address all observations and recommendations. In addition, the DLA Instruction requires Installation Emergency Managers to use corrective action plans to incorporate best practices and lessons learned into plans, procedures, instructions, and training curriculums.

Policy for the Joint Lessons Learned Information System

Chairman of the Joint Chiefs of Staff Policy for JLLIS

Chairman of the Joint Chiefs of Staff (CJCS) personnel formulated policy for gathering, developing, and disseminating joint lessons learned for the Armed Forces under section 153, United States Code 2011 (10 U.S.C. § 153 [2011]) through the establishment of the CJCS Instruction 3150.25G, "Joint Lessons Learned Program." The Instruction aligns the Joint Lessons Learned Program's five phases of discovery, validation, resolution, evaluation, and dissemination with the three policy areas of gathering, developing, and disseminating joint lessons learned for the Armed Forces, as required by 10 U.S.C. § 153 (2011).

The CJCS Instruction designates the JCS— Joint Force Development Directorate as the lead for the Joint Lessons Learned Program's Community of Practice, which is composed of lessons learned organizations and programs submitted by DoD Components. The Joint Force Development Directorate shares information such as observations, lessons, and recommendations to the Armed Forces and Federal agencies partners through the Joint Lessons Learned Program by using the JLLIS.

ASD (HD&GS) Policy for JLLIS

The ASD(HD&GS) delegated responsibility for the JLLIS to USNORTHCOM. DoD Directive 5111.13 requires the ASD(HD&GS) to develop, coordinate, and oversee implementation of DoD policy for DSCA plans and activities.³² Additionally, the Directive designated the ASD(HD&GS) as responsible for coordinating

DoD Directive 5111.13, "Assistant Secretary of Defense for Homeland Defense and Global Security," March 23, 2018.

DSCA plans, doctrine, exercises, and the commitment of forces or employment of other DoD resources for DSCA. The DSCA Community of Practice describes USNORTHCOM responsibilities related to JLLIS. Specifically, USNORTHCOM, as the DSCA Community of Practice Manager, posts observations, after-action reports, and other documents that may be of benefit to the Joint Lessons Learned community.³³

USNORTHCOM Policy for JLLIS

USNORTHCOM Instruction 16-166 states that users requiring knowledge from past exercises, operations, and events should search the JLLIS databases to obtain knowledge gained from USNORTHCOM's participation in previous major exercises and operations events.³⁴ Specifically, the USNORTHCOM J743—Joint Training System and Lessons Learned Branch collects and maintains all observations, issues, and best practices from joint activities (exercises and operations) in the ILLIS.

DLA Policy for ILLIS

The DLA developed internal guidance to align with the DoD Instruction 6055.17, "DoD Emergency Management (EM) Program."35 The DLA Instruction requires lessons learned to be: (1) standardized, (2) included in the JLLIS, (3) captured in after-action reports, and (4) adopted into training, exercises and instructions.³⁶ Specifically, the DLA Instruction requires DLA Installation Emergency Managers to submit best practices, lessons learned, and opportunities for improvement identified in after-action reports for exercises, events, and real-world incidents to the Emergency Management Program Manager for inclusion in the JLLIS.

Policy for Training and Exercise Programs

The JCS, the OASD(HD&GS), USNORTHCOM, USACE, and the DLA developed training and exercise directives, instructions, manuals, and operational plans. The OASD(HD&GS), USNORTHCOM, USACE, and the DLA used these methods to establish training and exercise requirements, roles, responsibilities, and procedures in preparation for natural disaster events. Table 7 shows the Component's internal policies.

³³ USNORTHCOM "DSCA Community of Practice," August 14, 2012.

³⁴ NORAD and USNORTHCOM Instruction 16-166, "Joint Lessons Learned Program and Corrective Action Program," July 25, 2018.

³⁵ DoD Instruction 6055.17, "DoD Emergency Management Program (EM) Program," February 13, 2017, (Incorporating Change 1. November 14, 2017).

³⁶ DLA Instruction 6055.17, "DLA Emergency Management Program," June 23, 2015.

Table 7. Training and Exercise Policies

DoD Component	Training Policy
JCS	CJCS Instruction 3500.01H, "Joint Training Policy for the Armed Forces of the United States," April 25, 2014 CJCS Manual 3500.03E, "Joint Training Manual for the Armed Forces of the United States," April 20, 2015
OASD(HD&GS)	DoD Directive 3025.18, "Defense Support of Civil Authorities," December 29, 2010 (Incorporating Change 2, March 19, 2018)
USNORTHCOM	NORAD and USNORTHCOM Instruction 10-10, "Joint Training and Exercise Program," January 29, 2019 NORAD and USNORTHCOM Instruction 10-12, "Joint Training Program Execution"* NORAD and USNORTHCOM Instruction 10-217, "Defense Coordinating Officer/Defense Coordinating Element Training and Certification Program," February 22, 2019
USACE	Operations Order 2018-07, "USACE FY19 Annual Training Guidance," May 22, 2018
DLA	DLA Instruction 6055.17, "DLA Emergency Management Program," June 23, 2015

^{*} Draft guidance, pending USNORTHCOM's final approval.

Source: The DoD OIG.

Chairman of the Joint Chiefs of Staff Policy for Training and Exercise Programs

CJCS Instruction 3500.01H provides joint training policy to the combatant commands, Services, Reserve Components, National Guard Bureau, combat support agencies, Joint Staff, and joint organizations. CJCS Instruction 3500.01H specifies that the Joint Training System is designed to facilitate the adoption of an integrated, mission capability requirements-based method for aligning individual and collective joint training programs with assigned missions consistent with command priorities, required capabilities, and available resources. CJCS Instruction 3500.01H also describes the Joint Exercise Program as the principal means for combatant commanders to maintain trained and ready forces, exercise their contingency plans, and support security missions.

CJCS Manual 3500.03E states that the Joint Training System has a four-phased methodology for aligning joint training programs. The four phases of the Joint Training System include requirements, plans, execution, and assessment. DoD Components use the Joint Training System to develop joint training programs; plan, execute, assess joint training and exercise based on mission-essential tasks; and document training and exercise status for input to readiness reporting. Overall, the Joint Training System assists commanders in ensuring readiness levels required in their command are met through effective joint training. The CJCS Manual also provides guidance on developing and executing a mission-focused joint training program.

OASD(HD&GS) Policy for Training and Exercise Programs

DoD Directive 3025.18, "Defense Support of Civil Authorities," requires the Under Secretary of Defense for Personnel and Readiness to identify the development of integrated DSCA training capabilities and the integration of these training capabilities into exercises and training to build, sustain, and assess DSCA readiness. Additionally, the Directive establishes DSCA training and exercise responsibilities to the Secretaries of the Military Departments, the Chairman of the Joint Chiefs of Staff, and Commanders of combatant commands with DSCA responsibilities.

USNORTHCOM Policy for Training and Exercise Programs

USNORTHCOM incorporates DoD training and exercise policies through two instructions that establish training and exercise requirements, roles, responsibilities, and procedures to prepare for natural disaster events. Table 8 illustrates USNORTHCOM internal policies.

Table 8. USNORTHCOM Policies

Training Policy	Description
	<u>Purpose:</u> To plan and execute joint training, exercises, and education programs through employment of a joint vision, doctrine, education and training policy
	Key Areas: -Aligns training program to assigned missions
NORAD and USNORTHCOM Instruction 10-10, "Joint Training and	-Instructs USNORTHCOM to plan, execute, and assess joint training in accordance with the Joint Training System (JTS)
Exercise Program," January 29, 2019	-Commits USNORTHCOM/J7 training and exercise resources
	-Directs leaders at all levels to follow the joint force doctrine and training in order to:
	(1) integrate and coordinate USNORTHCOM forces in achieving strategic and operational objectives; and(2) link training and exercise to readiness assessments

Table 8. USNORTHCOM Policies (cont'd)

Training Policy	Description
	<u>Purpose:</u> To determine joint training requirements, and plan, execute, and assess joint training
NORAD and USNORTHCOM Instruction 10-12, "Joint Training	Key Areas: - Outlines the roles and responsibilities of the USNORTHCOM training audience, which includes its components, regions, and subordinates
Program Execution" ¹	- Joint training information management system, system of record for joint training programs, supports documentation, facilitation, and execution in all four phases (requirements, plans, execution, and assessment)
	<u>Purpose:</u> To train and certify USNORTHCOM's DCOs and DCEs, and improve Homeland Defense and Civil Support capabilities
NORAD and USNORTHCOM Instruction 10-217, "Defense Coordinating Officer/Defense	Key Areas: - Ensures DCOs and DCEs readiness capabilities as DoD representatives for disaster area
Coordinating Officer/Defense Coordinating Element (DCO/DCE) Training and Certification Program," February 22, 2019 ²	 Certification requires participation in a measured event, normally a command post exercise or an actual operation
	 Used as a measure of DCO/DCE performance relative to standards of concept plan—related missions essential tasks, joint doctrine, and standard operating procedures

¹Draft guidance, pending USNORTHCOM's final approval.

USACE Policy for Training and Exercise Programs

USACE Operations Order 2018-07, "USACE FY19 Annual Training Guidance," provides training and exercise guidance to the enterprise and division levels to develop and maintain USACE expeditionary and follow-on capabilities for contingency operations. Specifically, the Order requires training for military personnel who deploy for disaster and emergency response as well as civilian personnel who volunteer for disaster and emergency deployment. In addition, contingency response elements, such as planning and response teams, conducted Emergency Support Function #3, "Public Works and Engineering," and the National Response Framework trainings, which are typically required annually or biannually. The Order also includes the following three key tasks related to USACE exercises for natural disaster preparedness:

> (1) Execute three regional power mission exercises annually to ensure continued support under the National Disaster Recovery Framework.

²The DCO/DCE serves as the single DoD point of contact at the Regional Response Coordination Center in response to any disaster and facilitates the DoD's response and support of the primary Federal agency. Source: The DoD OIG.

- (2) Execute debris management, infrastructure assessment, temporary roofing, temporary housing, and urban search and rescue exercises per the established training schedule to maintain proficiency and relationships necessary to execute Emergency Support Function #3 missions during disaster response.
- (3) Fully support and participate in final planning activities for Ardent Sentry to validate response plans for catastrophic events, and fully exercise Headquarters USACE operations and crisis action teams in response to a catastrophic event.

DLA Policy for Training and Exercise Programs

DLA Instruction 6055.17, "DLA Emergency Management Program," establishes training responsibilities and requirements for DLA Commanders, Directors, Staff Directors, Program Managers, and Installation Emergency Managers. The DLA Instruction provides guidance to build, sustain, and improve the capability to prevent, protect against, mitigate, respond to, and recover from all natural disasters. Specifically, the Instruction designates the Director for DLA Installation Support responsible for implementing standardized multi-level training and guidance for DLA installations to ensure full participation in the Installation Emergency Management Program. Additionally, the Emergency Management Program Manager is responsible for standardizing training across the DLA by overseeing the development, implementation, and review of training and exercise programs. DLA Installation Emergency Managers are required to develop training curriculum and education materials to ensure an appropriate level of competency for installation commanders, responders, technicians and specialists, and the installation population to include visitors.

The DLA Instruction also assigns responsibility to the Staff Director of Security and Emergency Services to ensure that exercise procedures are established and that current guidance for the DLA exercise plan is available across DLA installations. The DLA exercise plan includes participation in safety, facilities, and environment exercises across installations and on an annual basis. The annual exercise schedule is approved by the Installation Chief and submitted to the Emergency Management Program Manager. The DLA also completes after-action reports for each exercise and tracks action items to ensure implementation and completion.

Appendix E

USACE and DLA Contracts Awarded in Preparation for Natural Disasters

This appendix lists the 19 DLA contracts and 35 USACE contracts awarded between October 1, 2013, and August 9, 2018, in preparation for natural disasters.

Item Number	Contract Number	Award Date	Dollar Amount*	What is being procured	Contract Type			
DLA Energy, Fort Belvoir, Virginia								
1	SP0600-14-D-4005	5/6/2014	\$853,187,052	To procure supplies and services for ground fuel support during national declared emergencies in support of FEMA.	Economic Price Adjustment			
		DI	.A Troop Support, F	Philadelphia, Pennsylvania				
2	SPE8EG-16-D-0023	3/4/2016	\$45,000,000					
3	SPE8EG-16-D-0024	3/4/2016	45,000,000		IDIQ			
4	SPE8EG-16-D-0025	3/4/2016	45,000,000	To provide rapid deployment of generator sets to support FEMA disaster relief operations for natural disasters.				
5	SPE8EG-16-D-0026	3/4/2016	45,000,000					
6	SPE8EG-16-D-0027	3/4/2016	45,000,000					
7	SPE3S1-18-G-Z004	7/9/2018	1,500,000					
8	SPE3S1-18-G-Z014	7/9/2018	1,500,000					
9	SPE3S1-18-G-Z005	7/19/2018	1,500,000					
10	SPE3S1-18-G-Z001	7/23/2018	1,500,000	Communication wheatful and the	Basic Ordering			
11	SPE3S1-18-G-Z002	7/23/2018	1,500,000	Commercial, shelf-stable meals.	Agreement			
12	SPE3S1-18-G-Z003	7/23/2018	1,500,000					
13	SPE3S1-18-G-Z011	7/23/2018	1,500,000					
14	SPE3S1-18-G-Z010	7/30/2018	1,500,000					

Acronyms used throughout this Appendix are defined on the final page.

USACE and DLA Contracts Awarded in Preparation for Natural Disasters (cont'd)

ltem Number	Contract Number	Award Date	Dollar Amount*	What is being procured	Contract Type
15	SPE3S1-18-G-Z013	8/6/2018	1,500,000		
16	SPE3S1-18-G-Z008	8/9/2018	1,500,000		
17	SPE3S1-18-G-Z009	8/9/2018	1,500,000	Commercial, shelf-stable meals	Basic Ordering Agreement
18	SPE3S1-18-G-Z012	8/9/2018	1,500,000		
19	SPE3S1-18-G-Z016	8/9/2018	1,500,000		
			USACE, New	Orleans, Louisiana	
20	W912P8-14-D-0014 (LRD geographic region)	5/1/2014	\$580,000,000		
21	W912P8-14-D-0015 (NAD geographic region)	5/1/2014	580,000,000		
22	W912P8-14-D-0016 (Puerto Rico-SAD geographic region)	5/1/2014	580,000,000		IDIQ
23	W912P8-14-D-0018 (SWD geographic region)	5/1/2014	580,000,000		
24	W912P8-14-D-0019 (SPD geographic region)	5/1/2014	580,000,000	ACI Debris Removal. To provide technical assistance for pre-execution planning and to specify the requirements	
25	W912P8-14-D-0017 (MVD geographic region)	5/23/2014	580,000,000	for managing disaster generated debris after any natural catastrophe or major disaster supported by the USACE geographic regions.	
26	W912P8-14-D-0020 (SAD geographic region)	6/4/2014	580,000,000		
27	W912P8-14-D-0021 (POD geographic region)	6/4/2014	580,000,000		
28	W912P8-14-D-0002 (LRD and NAD geographic regions)	10/18/2013	240,000,000		
29	W912P8-14-D-0029 (NWD geographic region)	6/30/2014	240,000,000		

USACE and DLA Contracts Awarded in Preparation for Natural Disasters (cont'd)

Item Number	Contract Number	Award Date	Dollar Amount*	What is being procured	Contract Type
30	W912P8-14-D-0028 (MVD, SPD and NAD geographic regions)	6/30/2014	240,000,000		
31	W912P8-14-D-0030 (SWD and LRD geographic regions)	6/30/2014	240,000,000		
32	W912P8-14-D-0031 (POD geographic region)	6/30/2014	240,000,000	ACI Debris Removal. To provide technical assistance for	
33	W912P8-14-D-0032 (NAD and SWD geographic regions)	6/30/2014	240,000,000	pre-execution planning and to specify the requirements for managing disaster generated debris after any natural catastrophe or major disaster supported by the USACE	IDIQ
34	W912P8-14-D-0033 (SPD and MVD geographic regions)	6/30/2014	240,000,000	geographic regions.	
35	W912P8-14-D-0034 (NWD and SAD geographic regions)	9/26/2014	240,000,000		
36	W912P8-15-D-0016 (NWD geographic region)	4/30/2015	40,000,000		
			USACE, Or	naha, Nebraska	
37	W9128F-14-D-0024	7/16/2014	\$345,000,000	RDI Response for time-sensitive construction projects	
38	W9128F-14-D-0034	9/18/2014	345,000,000	throughout the United States on disaster-, infrastructure-, and construction-related activities for waterways in support of civil works missions.	IDIQ
39	W9128F-14-D-0011	5/19/2014	45,000,000		
40	W9128F-14-D-0013	5/19/2014	45,000,000	ACI Emergency Temporary Roof Repairs. To provide emergency temporary roof repair construction services	
41	W9128F-14-D-0014	5/30/2014	45,000,000	in support of disasters or emergency missions assigned	IDIQ
42	W9128F-15-D-0024	5/12/2015	45,000,000	to the USACE by the FEMA in FEMA Regions I, II, III, IV, and VI.	
43	W9128F-15-D-0025	5/27/2015	45,000,000		

USACE and DLA Contracts Awarded in Preparation for Natural Disasters (cont'd)

Item Number	Contract Number	Award Date	Dollar Amount*	What is being procured	Contract Type
44	W9128F-15-D-0026	6/12/2015	45,000,000	ACI Emergency Temporary Roof Repairs. To provide	
45	W9128F-15-D-0027	6/26/2015	45,000,000	emergency temporary roof repair construction services in support of disasters or emergency missions assigned to the USACE by the FEMA in FEMA Regions I, II, III, IV, and VI.	IDIQ
46	W9128F-15-D-0031	6/15/2015	25,000,000	ACI Emergency Temporary Roof Repairs in the Virgin Islands. To provide emergency temporary roof repair construction services in support of disasters or emergency missions assigned to the USACE by the FEMA in the Virgin Islands.	IDIQ
47	W9128F-15-D-0030	6/25/2015	25,000,000	ACI Emergency Temporary Roof Repairs in Puerto Rico. To provide emergency temporary roof repair construction services in support of disasters or emergency missions assigned to the USACE by the FEMA in Puerto Rico.	IDIQ
48	W9128F-14-D-0016	5/19/2014	10,000,000	ACI Emergency Temporary Roof Repairs. To provide	
49	W9128F-14-D-0017	5/20/2014	10,000,000	emergency temporary roof repair construction services in support of disasters or emergency missions assigned to	IDIQ
50	W9128F-16-D-0013	2/8/2016	10,000,000	the USACE by the FEMA in FEMA Regions IV and VI.	
			USACE, Pittsb	urgh, Pennsylvania	
51	W911WN-15-D-0001	10/22/2014	\$95,000,000	ACI Emergency Power. To provide generator set activities in support of FEMA Regions IX and X, Puerto Rico, U.S. Virgin Islands, Alaska, Hawaii, Guam, and American Samoa.	IDIQ
52	W911WN-13-D-0005 (FEMA Regions I, II, and III)	10/1/2013	50,000,000		
53	W911WN-13-D-0006 (FEMA Regions IV and V)	10/1/2013	50,000,000	ACI Emergency Power. To provide generator set activities in support of FEMA Regions.	IDIQ
54	W911WN-13-D-0007 (FEMA Regions VI, VII, and VIII)	10/1/2013	50,000,000		

^{*} To avoid duplication, we did not total the dollar amount because USACE and DLA solicited the requirement through multiple awards so the maximum dollar amount shown is for the total acquisition.

Legend

ACI Advanced Contracting Initiative

DLA Defense Logistics Agency

FEMA Federal Emergency Management Agency

IDIQ Indefinite Delivery, Indefinite Quantity

LRD Great Lakes and Ohio River Division

MVD Mississippi Valley Division

NAD North Atlantic Division

NWD Northwest Division

POD Pacific Ocean Division

RDI Rapid Disaster Infrastructure

SAD South Atlantic Division

SPD South Pacific Division

SWD Southwestern Division

USACE U.S. Army Corps of Engineers

Appendix F

DoD Agreements for Natural Disaster Preparedness Efforts

This appendix table lists 29 agreements between various DoD Components and other Federal departments and agencies for natural disaster efforts. These agreements were effective between 2004 and 2018.

Item No.	Agency	Agreement Type	Partner Agency*	Effective Year	Purpose
1	DLA	IAA	FEMA	2017	Logistical support for DLA processes for non-fuels support, fuels support, and generator leasing for domestic disasters and emergencies.
2	DLA	MOA	USACE	2014	DLA commodity support/supply chain management/services to USACE during day-to-day operations and/or contingency operations in disaster/emergency relief scenario.
3	DoD	MOU	HHS Food and Drug Administration	2016	Strengthen national food protection in emergencies.
4	DoD	MOA	USDA	2016	Strengthen collaboration and promote preparedness and response to animal diseases and other all-hazards incidents determined by Animal and Plant Health Inspection Service.
5	DoD	IAA	U.S. Department of Interior and USDA	2016	Establish general guidelines, terms, and conditions for the DoD to provide temporary support to Federal agencies through the National Multi-Agency Coordinating Group in wildland fire emergencies occurring in the United States and its territories.
6	DoD	MOU	DHS	2016	Liaisons exchanged between the two Departments to continue the working relationship and its component agencies and organization in meeting homeland security, homeland defense, and Defense Support of Civil Authorities responsibilities.
7	DoD	MOA	Department of Veterans Affairs and HHS	2010	Define the roles and responsibilities and increase collaboration in the use of the Joint Patient Assessment and Tracking System at aerial ports during a natural disaster.
8	DoD	MOA	Department of Veterans Affairs	2006	Establish procedures and guidelines for planning and implementing the Department of Veterans Affairs' role as the backup to the DoD during a national emergency to provide health care services to members of the Armed Forces.

Acronyms used throughout this appendix are defined on the final page.

DoD Agreements for Natural Disaster Preparedness Efforts (cont'd)

Item No.	Agency	Agreement Type	Partner Agency*	Effective Year	Purpose
9	DoD	MOA	DHS, HHS, and Department of Veterans Affairs	2005	Define the roles and responsibilities of the National Disaster Medical System Federal Partners.
10	DoD/ USNORTHCOM	MOA	DOJ/Drug Enforcement Administration	2016	Assign a Drug Enforcement Administration representative to USNORTHCOM for planning and operations of both parties in improved coordination and joint actions to carry out missions more effectively.
11	DoD/ USNORTHCOM	MOA	DOJ/Federal Bureau of Investigation	2013	Assign a Federal Bureau of Investigation representative to USNORTHCOM for planning and operations of both parties in improved coordination and joint actions to carry out missions more effectively.
12	DoD/ USNORTHCOM	MOA	USACE	2013	Assign one USACE Liaison Officer to USNORTHCOM to support natural disasters responses.
13	USNORTHCOM	MOU	Department of State	2005	Assign Department of State employees to USNORTHCOM to support the NORAD-USNORTHCOM Commander's Joint Interagency Coordination Group.
14	USNORTHCOM	MOA	U.S. Geological Survey	2004	Planning and operational cooperation, expedited and formalized information sharing procedures and processes, and normalized liaison and policy relationship between U.S. Geological Survey and USNORTHCOM.
15	NORAD/ USNORTHCOM	MOA	DHS U.S. Immigration and Customs Enforcement	2017	Assign a U.S. Immigration and Customs Enforcement representative to USNORTHCOM for planning and operations to improve coordination and joint actions to carry out missions more effectively.
16	NORAD/ USNORTHCOM	MOA	U.S. Coast Guard	2016	Coordinate operations terms and conditions; and the United States Coast Guard may detail personnel in support to NORAD and USNORTHCOM for natural disaster efforts.
17	NORAD/ USNORTHCOM	MOA	Federal Aviation Administration	2015	FAA Senior Representatives assigned to NORAD and USNORTHCOM for support that affects the National Airspace System in carrying out DSCA missions.
18	NORAD/ USNORTHCOM	MOA	Department of Energy	2014	Coordination and information sharing, intelligence analysis, and interoperability capabilities related to natural disasters.
19	NORAD/ USNORTHCOM	MOA	HHS	2012	Assign an HHS representative to USNORTHCOM to support the NORAD and USNORTHCOM Commander's Joint Interagency Coordination Group.
20	NORAD/ USNORTHCOM	MOA	Department of Transportation	2011	Assign a Department of Transportation representative to USNORTHCOM to support the NORAD and USNORTHCOM Commander's joint interagency coordination group.

DoD Agreements for Natural Disaster Preparedness Efforts (cont'd)

Item No.	Agency	Agreement Type	Partner Agency*	Effective Year	Purpose
21	NORAD/ USNORTHCOM	MOU	Environmental Protection Agency	2009	Coordination and information sharing capabilities related to emergency and all-hazards response. To increase readiness to respond to actual or potential emergencies or all-hazards events, including natural disasters.
22	OASA (CW)	Partnership Agreement	USDA Natural Resources Conservation Service	2011	To improve the management of water and related natural resources under the missions and authorities of Natural Resources Conservation Service and OASA (CW) mission through USACE such as recovery from Disasters impacting natural resources including restoration.
23	USACE	IAA	FEMA	2018	USACE provides Hurricane Evacuation Training.
24	USACE	IAA	FEMA	2018	Annual renewal IAA reimburse USACE Operation and Maintenance Hurricane Evacuation software for tracking hurricanes using data from the National Weather Service and National Hurricane Center in support of evaluation planning by the affected communities.
25	USACE	IAA	FEMA	2017	Provides Structures Specialist Training course to support the USACE Urban Search and Rescue training program.
26	USACE	МОА	FEMA	2016	USACE to assign on-call Liaison Officers to FEMA's National Incident Management Assistance Teams based in Sacramento, California and Herndon, Virginia to assist with the timely coordination and delivery of support services and other services typically performed by USACE during emergency management operations.
27	USACE	МОА	AF/A3 and Civil Air Patrol	2015	For Civil Air Patrol to provide light powered aircraft, aircrews, and communications support for the USACE to assist with aerial assessments/ survey flights and provide aerial imagery or similar requests.
28	USACE	Inter-Service Support Agreement	Navy	2011	Department of Navy Supervisor of Salvage and Diving to provide support with wreck or marine debris removal and salvage operations.
29	USACE	2-Way MOA	Bureau of Reclamation	2006	USACE may provide planning, design, construction, flood damage reduction, environmental restoration, recreation, emergency management, engineering or technical assistance and professional development. Bureau of Reclamation may provide water supply management, dam safety, hydropower, technical engineering, construction, ecosystem restoration, recreation, emergency management, training and professional development.

^{*}The partner agency can be another DoD Component or other Federal Departments and agencies.

Legend

- AF/A3 Deputy Chief of Staff for Operations, Headquarters U.S. Air Force
 - **DHS** Department of Homeland Security
 - **DLA** Defense Logistics Agency
 - **DOJ** U.S. Department of Justice
- **FEMA** Federal Emergency Management Agency
- HHS U.S. Department of Health and Human Services
- IAA Interagency Agreement
- **MOA** Memorandum of Agreement
- MOU Memorandum of Understanding
- NORAD North American Aerospace Defense Command
- OASA (CW) Office of the Assistant Secretary of the Army (Civil Works)
 - **USACE** U.S. Army Corps of Engineers
 - **USDA** U.S. Department of Agriculture
- **USNORTHCOM** U.S. Northern Command

Acronyms and Abbreviations

AAR After-Action Report

ACI Advanced Contracting Initiative

CERAP Corps of Engineers Remedial Action Program

CIGIE Council of Inspectors General on Integrity and Efficiency

CONOPs Concept of Operations

DLA Defense Logistics Agency

DSCA Defense Support of Civil Authorities

EXORD Execute Order

FAR Federal Acquisition Regulation

FEMA Federal Emergency Management Agency

JCS Joint Chiefs of Staff

JLLIS Joint Lessons Learned Information System

MOA Memorandum of Agreement

OASD (HD&GS) Office of the Assistant Secretary of Defense for

Homeland Defense & Global Security

OUSD(C)/CFO Office of the Under Secretary of Defense, Comptroller/Chief Financial Officer

USACE U.S. Army Corps of Engineers

USNORTHCOM U.S. Northern Command

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