

THE SOCIETY OF AMERICAN MILITARY ENGINEERS



OPERATION FAST START

Orange County Post

Readiness Plan

2011

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April 15, 2011

TO: Sustaining Members and General Post Membership
Orange, Riverside, San Diego, Los Angeles Counties Engineering, Architectural and Construction
Community Orange, Riverside, San Diego, Los Angeles Counties Materiel Suppliers

MEMORANDUM:

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

To support government at all levels in their emergency preparedness capabilities, the Orange County Post of the Society of American Military Engineers, through its Board of Direction, and in cooperation with its sustaining corporate member firms, has published this *Operation Fast Start* plan in coordination with the *National Response Framework*, and in response to the Society's commitment to come to the aid of governments and citizens in time of national emergencies, including natural and manmade disasters.

Operation Fast Start outlines how civilian architectural and engineering firms, construction contractors, materiel suppliers, and other firms can interact with military and government construction agencies in Orange, Riverside, and San Diego & Los Angeles Counties area, to respond effectively to any major emergency.

Those in the private sector will find names and addresses of our members and organizations you can contact in the event you wish to make your firm known as a resource to support emergency relief or recovery efforts. Those in the public sector will find the names and addresses of organizations prepared to support disaster relief, companies and individuals who can respond in a disciplined manner to prevent further loss and restore normalcy.

As your local representatives of the National Society of American Military Engineers, it is our responsibility and duty, yet our great pleasure, to provide this tool as a service to the overall populations of Orange, Riverside, San Diego and Los Angeles counties, California.

For those in the public sector, you can find the names and addresses of our sustaining member firms on our website; some of whom could be prepared to support disaster relief, to respond in a disciplined manner to prevent further loss and restore normalcy. We invite you to become a member of SAME, if you are not already and to share with us your ideas, abilities, and experiences. We look forward to your active participation. Should you require additional information, please contact our Homeland Security/Readiness committee Chairman, Steven Tayanipour, PE, SE, F. ASCE, F. SAME or four other committee members: John Cromwell, Ph.D., and James Carter, Rick Beauregard, and Richard Fowler, whose contact information are also listed on our website: www.sameoc.org.

Sincerely,

Jim Carter
President, Orange County Post

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Society of American Military Engineers

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OPERATION FAST START

I. INTRODUCTION

The Orange County, California Post of the Society of American Military Engineers (SAME) encompasses all of Orange County. Members are drawn from geographic areas within and surrounding Orange County, as well as beyond those borders.

The Orange County Post can be a positive mitigating force in emergencies. Effective communication is needed if we are to tap the resources of our engineering/construction industry. By publishing a pre-screening document the Post can help promote readiness both prior to and during these situations. This document includes a list of firms and individual members, and 24-hour phone numbers that can be contacted for pre-negotiation of rates and fees. However, SAME and its members have no legal responsibility and/or accountability whatsoever, for contractual or any other relationship between the agencies and any member firm. Agencies are encouraged to perform additional screening in order to qualify and select a firm for a particular scope of emergency services.

The *Operation Fast Start* plan is designed to increase the awareness of local planners, design and construction personnel so that they:

- (1) Understand the mechanisms of contracting for emergency services;
- (2) Improve their response time by understanding what they may be required to do and when; and
- (3) Assist in responding effectively to the emergencies that may face our nation and region.

In short, it is preparedness for the full range of emergencies: natural, industrial, and defense.

II. PURPOSE

The purpose of the Orange County Post *Fast Start* plan is to assist Federal, State and local governments in recovery from disasters and emergencies.

The *Fast Start Plan* has been established to define emergency work requirements, inventory existing regional capabilities, describe capabilities, make capabilities known to governmental agencies, and address specific opportunities for SAME member participation in engineering tasks associated with the recovery from a full range of natural and manmade disasters and emergencies defined as follows:

- A. **NATURAL DISASTER.** A major natural disaster in Orange County area could result in hundreds of deaths and millions of dollars in property damage. Major damage to energy facilities is also a possibility and could result in disruption to energy supplies.

The most devastating natural disasters that could occur within the region are:

- (1) Flooding, in the form of flash floods, rising water, or flooding from wind-driven, or wind-held water. Flooding is generally associated with other weather-caused destructive forces.
- (2) Brush fires, which cause significant damages to buildings and losses of timber and agricultural interests.

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- (3) Earthquakes, which result from movement along fault lines causing structural damage to Structures (homes, buildings) and life-lines.

During recovery, the type of construction required would range from demolition of damaged structures, debris removal and emergency restoration of essential services to major reconstruction of all types of facilities and structures including bridges and roads; renovation and rehabilitation of residential, commercial, governmental property; and construction of new infrastructure and restoration of utility systems.

B. MANMADE DISASTERS – INDUSTRIAL ACCIDENTS. The region supported by the Orange County Post is diverse in its mix of residential communities, commercial and recreational centers, government facilities and industry. Manufacturing, storage and distribution, transportation, retail and commercial activities are diverse in their types and dispersed throughout the region. Although many safeguards and regulatory oversight are in place, many of these industries handle hazardous and toxic materials in quantities and states that represent a threat to human health, property and the environment if accidentally released or subjected to fire or other dangers.

C. MANMADE DISASTERS - TERRORIST THREAT OR ACTIVITY. Not as unlikely as once believed, there are elements within and outside our society that seek to enhance their own goals through sabotage of key buildings, installations, transportation and communications infrastructure which may include deliberate or collateral death and injury to the public.

The construction industry may be called upon to help recover from these activities. Participation by member firms would be aimed at restoration of essential services, debris removal, and reconstruction of public facilities such as roads and bridges, utilities and other structures. Design consideration for new facilities should emphasize, where possible, threat reduction and force protection. The industry through SAME can also contribute in this mitigation effort.

Operation Fast Start has four initial goals to better position the engineering/construction assets of the Orange County area to respond effectively in a national emergency, natural disaster, or other type of emergency:

- (1) Enhance Awareness of Local Planners. Planners should keep emergency services in mind when planning future relief efforts. They should be aware of the tremendous pool of talent that can be made available by SAME's Members and agencies to the extent of including SAME in the emergency plans.
- (2) Improved Response Time by SAME Members. This goal is aimed at SAME members to help them understand what will be required and when. Coordinating between members and key response agencies to discuss/reduce common problems will reduce the time required to reorient from emergency response to normal activities.
- (3) Improved Flexible Response. Through improved planning, based on awareness and timeliness, increased flexibility will enable Orange County to respond effectively to a range of disasters and emergencies. The worldwide threats to US interests in the years ahead may be many new and diverse. The requirement for flexibility in planning for any contingency is important.
- (4) Maximize Use of Existing Capabilities. The construction industry is decentralized, flexible, mobile, and highly elastic to demand. The industry has demonstrated it can respond. Existing capabilities are adequate for nearly any contingency, given proper preparedness.

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With readiness and rapid response, the effects of a disaster can be mitigated more efficiently.

III. MOBILIZATION READINESS

Prior to a full military mobilization and dependent on congressional priorities, there may be a period of construction effort devoted to improving emergency operations centers and protecting infrastructure.

During military mobilization, the focus of the nation's defense construction effort will be to first support the mobilization and deployment of both active and reserve component troops and provide construction support to other federal agencies. This support could consist of construction at military installations, to include barracks, warehouses, utilities, waterfront structures, and transportation networks.

Military installations in the Southern California area in localities adjacent to Orange County include:

- California Army National Guard Joint Forces Training Base, Los Alamitos
- Edwards Air Force Base
- Fleet Area Control and Surveillance Facility, Naval Air Station North Island Naval Amphibious Base, Coronado
- Naval Fleet Support Activity Corona
- Fort MacArthur, Los Angeles
- Los Angeles Air Force Base
- March Air Force Reserve Base
- MCAS Miramar
- Naval Weapons Station Detachment Fallbrook
- Naval Air Station North Island
- Naval Weapons Station Seal Beach
- Outlying Air Field Imperial Base, San Diego
- Naval Base, San Diego
- Marine Corps Camp Pendleton
- Marine Corps Ground Air Support Combat Training Center Twenty Nine Palms

IV. KEY PROGRAMS

Refer to References 1 and 2.

A. LOCAL RESPONSE PLANS

Some Orange County cities have established an Emergency Operations Organization (EOO) to save lives and property in an emergency and to repair and restore essential systems and services in the event of an emergency. An Emergency Operations Board consisting of representatives from Police, Fire, and other city agencies supervises the EOO during emergency preparedness, response and recovery.

Other Orange County agencies responsible for emergency preparedness and response may join forces in emergency preparedness, such as Department of Health Services, Bioterrorism Preparedness and Response, etc.

B. STATE RESPONSE PLANS

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The California Office of Emergency Services (OES) ensures readiness for response to natural and manmade disasters recovery. OES maintains the State Emergency Plan and coordinates State agencies in their response to local major emergencies and coordinates response to major disasters.

C. FEDERAL RESPONSE PLAN

FEMA coordinates the establishment of policies for mobilization preparedness of Federal agencies, prepares and maintains the Federal Master Mobilization Plan and guides the states and federal regional councils in their emergency preparedness. The U. S. is divided into ten FEMA regions, with Oakland being the headquarters for FEMA Region IX, which covers Orange County.

The U.S. Army Corps of Engineers has been designated by the Department of Defense as the primary agency for planning, preparedness, and response under the Emergency Support Function No. 3 (refer to Appendix E), Public Works and Engineering. The U.S. Army Corps of Engineers District office in Los Angeles County will deliver required federal assistance in the areas of public works and engineering.

When disaster – e.g. a flood, a chemical spill - threatens a community, local responders, government agencies, and private organizations take action. Most of the time, with the help of the State, they have the skills and equipment to do the job. However, sometimes the destruction goes beyond local and State capabilities. That is when Federal help is needed.

The Federal process begins when a state governor asks the President of the U.S. for help. The President, with FEMA advice, authorizes the mobilization of Federal resources. Disaster-stricken areas become eligible for relief when the President declares an emergency or major disaster.

FEMA has the responsibility for, and directs, Federal disaster assistance. In coordination with other federal agencies, FEMA developed the Federal Response Plan (hereafter referred to as the Plan). It provides the system for delivering Federal assistance to State and local governments when the requirements of emergency response exceed State and local capabilities.

The Plan outlines how the Federal government responds to disasters, provides state and local governments with personnel, technical expertise, equipment and other resources, and assumes an active role in managing a response.

The Plan is based on the premise that a significant disaster may require a broad spectrum of Federal assistance to immediately support State and local emergency response operations. The Plan establishes a foundation for a systematic, coordinated, and effective Federal response by:

- (a) Establishing fundamental assumptions and policies;
- (b) Establishing a concept of operations that provides an interagency coordinating mechanism for immediate delivery of Federal assistance;
- (c) Incorporating the coordination mechanisms and structure of other appropriate Federal plans and responsibilities into the overall response;
- (d) Identifying specific Federal resources to supplement State and local response operations;

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- (e) Assigning specific functional responsibilities to appropriate Federal departments and agencies; and
- (f) Identifying actions Federal departments and agencies will take to manage the overall Federal response in coordination with the affected State.

The Plan does not specifically address recovery assistance, such as temporary housing, loans and grants to local and State government entities provided under traditional disaster assistance programs of FEMA and other agencies. However, initial recovery efforts may commence as response activities take place.

V. CONTRACTING AGENCIES

- A. In Orange County and surrounding areas, contracting for materials and services during a major emergency or disaster could be handled by the military contracting offices at the Los Angeles Air Force Base or through the US Army Corps of Engineers office of the Los Angeles District. (See Appendix D) The District office of the Corps is chartered to provide federal engineering management in emergencies at the local level within the civil sector. The Corps of Engineers is prepared for actions in a broad spectrum of emergency conditions including natural disasters. Fundamental authority covers responsibilities for water resources protection and disaster relief and for civil defense. These missions have one thing in common. The Corps is charged to mitigate loss of life and property in national disasters, whether natural or man-made. The U. S. averages about 30 disasters per year of the size that requires the Corps to assist with recovery. However, these events do not compare in magnitude to those experienced and postulated in preparation for, conduct of, and recovery from, war or terrorist activities.
- B. The Los Angeles National Guard Units/Bases contracts for materials and services on an ongoing basis. In time of emergency, it would continue to fulfill this role up to the condition of full mobilization where it would be dissolved after all State resources are mobilized and existing contracts completed. The State of California has various departments, which may enter into contracts with local firms for services and/or materials in time of emergency. Finally, several cities in Orange County have various departments, which may also enter into contracts with local firms in times of emergency.

VI. THE PROCESS

To maximize the mitigation capacity of the design and construction industry, a doctrine of planning, preparation, and organization must be known and practiced by industry. SAME is hereby volunteering to facilitate this process.

- A. **REPORTING.** As a private contractor, when and to whom do I report availability for work in an emergency?

A&E firms, contractors, suppliers, and subcontractors can be prepared to accept mobilization direction from the local agencies of Orange County or others in neighboring counties. To ensure timely and effective direction, these agencies need to know the members/firms' qualifications.

- B. **OPERATIONS.** What is the nature of emergency operations?

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Emergencies can run the gamut of situations from floods, earthquakes and droughts to chemical/nuclear accident, terrorist acts, war mobilization and/or nuclear attack. Private firms, whether A-E firms, contractors, suppliers, and/or subcontractors, must be able to make adjustments in their operations. New relationships must be established with local, state, regional, and national agencies to determine the response necessary for the private sector to perform its role while averting panic. A partial list of agencies responsible for emergency response is in Appendix D.

C. PROCEDURES. What types of contracting procedures can be expected during national emergencies?

In emergencies, expediency is of most importance. The cost plus fixed fee contract allows construction to begin before plans and specifications are finalized. If such procurement method is pursued by a public agency, it may guarantee that the contractor and A&E firm will be reimbursed for rapidly rising, unpredictable labor and material costs necessary to perform the task they have been assigned. Standard procedures are established for A&E selection, contractor selection, and types of contracts, percentage figures, cost plus fixed fee contracts, and/or different methods of contracting out work to accomplish the mission.

D. DESIGN STANDARDS/STANDARD DESIGNS. What are the design standards for mobilization construction?

Peacetime standards provide "permanency," whereas emergency standards are often described as "expedient." A combined effort by government, A&E firms, and contractors is necessary to establish standards consistent with good construction practices and with the environment of the area where the district and/or division offices are located. Mobilization construction, as currently envisioned, will use standard plans and non-critical materials. The objective is to build functional facilities in minimum time. It can be expected that maximum use of "alternatives" to construction will be sought, such as leasing civilian or other government facilities, and converting nonessential military facilities. The design of standard mobilization facilities is in progress, to include all drawings, standard specifications and individual bills of materials. These designs include all drawings. Once the specific construction requirements are established, a complete bill of materials can be compiled. This will allow a quick assessment of suppliers' ability to meet the demand for materials.

E. MANPOWER AND EQUIPMENT READINESS. How can the private sector enhance its readiness?

Prior planning and analysis is the key to readiness. The change in employee priorities and needs during emergency conditions must be recognized. At these times, people's professional dedication will be tempered with worries about the safety of themselves and their families. A readiness plan must be sensitive to the psychological condition of those charged with its execution. The principals of firms must be prepared to assume a leadership role in restoring order to the disorder that inevitably follows a mobilization or emergency. Employees must feel confident of their firm's ability to perform during emergency conditions.

VII. THE FEEDBACK MECHANISM

Once we, as a society of military and civilian engineers, think through the probability of disaster and our response capability, important new thoughts, concepts, tactics, equipment, and processes will evolve. These can save precious minutes, lives and property. It is here that SAME can play the greatest role. The Society must have a vehicle to make this happen -- to provide this feedback.

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The first step is this Post Plan.

The next step is to maintain the plan. You, the Individual Member, Sustaining Member, or the interested prospective operator, must provide us continual feedback in the form of questions, concerns, and/or suggestions for improvement, as well as updates of your readiness inventory. Please let us hear from you! Only through your involvement will this plan grow. Only through your involvement will our readiness condition improve.

VIII. RESOURCES

The Society of American Military Engineers, Orange County Post, currently has an increasing number of sustaining member firms as well as individual and active or retired members from the military. These firms are engineering and construction-related businesses. SAME members have been asked to identify the type and extent of resources at their disposal, which might then become available in the event of natural or manmade disaster.

Appendix A is the SAME profile questionnaire used to collect the data.

Appendix B gives the results of our membership profile, showing SAME member capabilities.. This profile will be expanded and updated periodically.

Appendix C is a summary of the Federal, State and local agencies that may be involved in different emergencies.

Appendix D is a summary of Federal agency responsibilities.

Appendix E contains references.

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APPENDIX--A

ORANGE COUNTY POST SAME MEMBERSHIP PROFILE QUESTIONNAIRE

Please respond to the items with your expertise in mind whether it is construction, design, consulting, or supply.

If you have suggestions to improve this form for next year's update, please let us know. Thank you.

SAME Individual and Sustaining Membership Profile
(Voluntary Agreement to Participate)

Firm or Member Name: _____
Address: _____
Phone: (____) _____ FAX: (____) _____
E-Mail Address: _____

Person to Contact: _____ Alternate: _____
Name: _____
Address: _____

Phone Bus.:(____) _____ (____) _____
Home/Cell:(____) _____ (____) _____

Please return Appendix A & B of this questionnaire **electronically** to Alicia Meza: alicia_meza@urscorp.com

If you cannot respond electronically, please fax the questionnaire to Alicia Meza at 714-433-7701

If you have questions, please contact: Steven Tayanipour, PE, SE, F.ASCE, F. SAME, Director/Chairman, Homeland Security/Readiness Program committee: stayanipour@huitt-zollars.com and/or stayani@sbcglobal.net
Cell Ph.: (714)720-1183

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APPENDIX--B

INDIVIDUAL & SUSTAINING MEMBER CAPABILITIES

(Please provide a short description of your firm's capabilities here)

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APPENDIX--C

AGENCY LISTING

FEDERAL

FEMA - Federal Emergency Management Agency
Department of Health and Human Services, Office of Emergency Preparedness
Department of Agriculture, Forest Service Region x, Engineering
Bureau of Land Management
Department of Housing & Urban Development
Department of Interior, Bureau of Reclamation
National Park Service
Department of Transportation, Regional Federal Highway Administration
Department of Commerce, Economic Development Administration
Department of Labor, Mine Safety, and Health
Federal Aviation Administration
Environmental Protection Agency
Federal Bureau of Investigation
US Army Corps of Engineers, District Office
Los Angeles Air Force Base

STATE

California Office of Emergency Services
Department of Transportation
California National Guard
Highway Patrol
Department of Forestry and Fire Protection
Conservation Corps
Department of Social Services
Department of Health Services (Emergencies)
Department of Military Affairs (National Guard)
*Los Angeles County Department of Health Services, Bioterrorism,
Preparedness and Response*

LOCAL

*Orange County Cities: Emergency Operations Organization and/or Emergency Preparedness Department,
and their Police Departments*

Orange County Fire Department; Orange County Sheriff

APPENDIX--D

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FEDERAL AGENCY RESPONSIBILITIES

The following Federal departments and agencies agree to support the overall concept of the Plan and to carry out their assigned functional responsibilities. They also agree to implement national and regional planning efforts and exercise activities in order to maintain the overall Federal response capability:

- Department of Agriculture
- Department of Commerce
- Department of Defense
- Department of Education
- Department of Energy
- Department of Health and Human Services
- Department of Housing and Urban Development
- Department of the Interior
- Department of Justice
- Department of Labor
- Department of State
- Department of Transportation
- Department of Treasury
- Department of Veterans Affairs
- American Red Cross
- Environmental Protection Agency
- Federal Communications Commission
- Federal Emergency Management Agency
- General Services Administration
- Interstate Commerce Commission
- National Aeronautical and Space Administration
- National Communications System
- Nuclear Regulatory Commission
- Office of Foreign Disaster Assistance
- Office of Personnel Management
- U.S. Army Corps of Engineers
- U.S. Postal Service
- Small Business Administration

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ASSIGNMENT OF RESPONSIBILITIES To facilitate the provisions of Federal assistance, the Plan uses a functional approach to group the types of Federal assistance, which the State is most likely to need fewer than 12 Emergency Support Functions (ESFs). The 12 ESFs serve as the primary mechanism under which Federal response assistance will be provided to assist the State in rendering assistance to the affected area. Each ESF is headed by a primary or lead Federal agency, with other agencies providing support as necessary to carry out the function. Primary agencies have been assigned based on having the most resources and capabilities in the particular functional area.

ESF #1. The Department of Transportation has primary responsibility for ESF #1, which is to provide for the coordination of Federal transportation support to State and local governmental entities, voluntary organizations, and Federal agencies requiring transportation capacity to perform disaster assistance missions following a catastrophic earthquake, significant natural disaster, or other event requiring Federal response.

ESF #2. The National Communications System has primary responsibility for ESF #2, which is to assure the provision of Federal telecommunications support to Federal, State, and local response efforts following a Presidential declared emergency, major disaster, extraordinary situation and other emergencies under the Federal Response Plan. This ESF supplements the provisions of the National Plan for Telecommunications Support in Non-Wartime Emergencies.

ESF #3. The Department of Defense has delegated responsibility to the U.S. Army Corps of Engineers for ESF #3, which is to provide Public Works and Engineering support to assist the state(s) in needs related to lifesaving or life protecting following a major or catastrophic disaster.

ESF #4. The Department of Agriculture has primary responsibility for ESF #4, which is to detect and suppress wild land, rural, and urban fires resulting from, or occurring coincidentally with, a catastrophic earthquake, significant natural disaster or other event requiring Federal response assistance.

ESF #5. The Federal Emergency Management Agency has primary responsibility for ESF #5, which is to collect process and disseminate information about a potential or actual disaster or emergency to facilitate the overall activities of the Federal government in providing response assistance to an affected state.

ESF #6. The American Red Cross has primary responsibility for ESF #6, which is to coordinate efforts to provide sheltering, feeding, and emergency first aid services following a catastrophic earthquake, significant natural disaster or other event requiring; Federal response assistance; to operate a Disaster Welfare Information System to collect, receive, and report information about the status of victims and assist with family reunification within the disaster area; and to coordinate bulk distribution of emergency relief supplies to disaster victims following a disaster. Also see chapter 6, Local Programs.

ESF #7. The General Services Administration has primary responsibility for ESF #7, which is to provide logistical/resource support following a catastrophic earthquake, other significant natural disaster, or other event requiring Federal response.

ESF #8. The Department of Health and Human Services, U.S. Public Health Service, has primary responsibility for ESF #8, which is to provide U.S. Government coordinated assistance to supplement state and local resources in response to public health and medical care needs following a significant natural disaster or manmade event. Assistance provided under this ESF is directed by the Department of Health and Human Services through its executive agent, the Assistant Secretary of Health, who heads the U.S. Public Health Service. Resources will be furnished when state and local resources are overwhelmed and medical and/or public health assistance is requested from the Federal government.

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ESF #9. The Department of Defense has primary responsibility for ESF #9, which is to describe the use of Federal Urban Search and Rescue (US&R) assets following an event requiring a Federal response. The scope of US&R activities includes locating, extricating and providing for the immediate medical treatment of victims trapped in collapsed structures.

ESF #10. The Environmental Protection Agency has primary responsibility for ESF #10, which is to provide Federal support to State and local governments in response to an actual or potential discharge and/or release of hazardous material following a catastrophic earthquake or other catastrophic disaster.

ESF #11. The Department of Agriculture has primary responsibility for ESF #11, which is to identify, secure, and arrange for the transportation of food assistance to affected areas following a major disaster or emergency or other event requiring Federal response.

ESF #12. The Department of Energy has primary responsibility for ESF #12, which is to help restore the Nation's energy systems following a catastrophic earthquake, natural disaster, or other significant event requiring Federal response assistance. Power and fuel are critical to saving lives and protecting health, safety, and property, and enable other emergency support functions to respond more effectively.

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APPENDIX—D

REFERENCES

1. Guide for All-Hazard Emergency Operations Planning (State & Local Guide) by FEMA

If not available at local government, a copy can be obtained by sending request to:

FEMA
PO Box 2012
Jessup, MD 20794-2012

Fax: 301-497-6378

Phone: 800-480-2520; M-F, 8 to 5 EST

Include:

- a. Title - Guide for All-Hazard Emergency Operations Planning (State & Local Guide)
 - b. Item # 9-1051
 - c. Short title - SLG 101
 - d. Number of copies
 - e. Your Name, address, phone #
2. Emergency Management Guide for Business & Industry, FEMA 141, October 1993.