USACE- A MODEL FOR BUILDING RESILIENCY IN YOUR ORGANIZATIONS

SAME ORANGE COUNTY

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WHAT IS ORGANIZATIONAL RESILIENCY?

The ability to bounce back!

It’s a little more than that......
It is the ability of an organisation(sic) to anticipate, prepare for, respond and adapt to both incremental change and sudden disruptions in order to survive and prosper.

- British Standards Institution 2018
PUBLIC LAW 84-99 / FEMA DIRECTED ESF
FLOOD CONTROL & COASTAL EMERGENCIES

Prepare/Readiness: Advance Measures
- Imminent threat / Unusual flooding
- Temporary in nature
- Protects life and property

Respond: Flood Fight
- Save life and property
- Temporary in nature
- Emergency Debris
- Emergency Infrastructure

Recover: Flood Works Rehabilitation
- Levees and Channels in Federal Program

Mitigate
- Identify mitigation opportunities
- FEMA-led Task Force teams
THE USACE LOS ANGELES EM MISSION

TEMPORARY HOUSING TEAM
- Deploy to disaster site(s) under FEMA Mission Assignments
- Provide temporary individual or group housing
- The EM Office recruits members, coordinates training & certifications, maintains team readiness, oversees deployments and mission assignments

DEPLOYABLE, TACTICAL, OPERATIONS, SYSTEMS (DTOS)
- Emergency Command & Control Vehicle (ECCV) #15
- Deploys as necessary to serve as USACE command center for field operations
- EM Office recruits members, coordinates training & certifications, maintains team readiness, oversees deployments, and conducts monthly maintenance

URBAN SEARCH & RESCUE CADRE
- National Cadre
- Structural Engineering background/experience
- Ensures safe passage for disaster survivors and first responders
- The EM Office recruits members, and assists with coordination for training, certifications, equipment, and deployments

LA RIVER FLOOD FIGHT (USACE)
JANUARY – MARCH 2016

NOGALES WASH FLOOD FIGHT (USACE)
AUGUST 2017

SANTA BARBARA DEBRIS MISSION (FEMA)
JANUARY - APRIL 2018

ALSO HURRICANE HARVEY, FLORENCE, AND MICHAEL
MOSUL DAM

Drilling and Grouting

1. West Entrance
2. East Entrance
3. Main Dam Crew
4. Saddle Dam Crew

Grouting Gallery

Main Drilling Points

Crest Curtain

3D model showing the location of the crest curtain and grouting gallery at the northern end of the dam. This grout curtain is constructed and maintained by drilling and grouting through the gallery from grouting chambers or through an existing borehole near the crest of the dam.
PUERTO RICO- HURRICANE MARIA
SO...

HOW’D WE DO?
SO, WHAT MAKES USACE A RESILIENT ORGANIZATION?

My dude is washing the ground.... In the rain..... And that's what it's like to be in the Army.
IT’S MORE THAN THAT!
YOU CAN PLAN FOR AND BUILD RESILIENCY

**VISUALIZE**...INTERNALLY AND EXTERNALLY

Do you have a culture of resiliency?

Is there a culture of yes?

What happens when your employees hit the dreaded 3-foot wall?
DESCRIBE... SO YOUR TEAM [AND OUTSIDE] UNDERSTANDS THE SITUATION

Do not underestimate the importance of context... context that matters.

Collaboration, trust, knowledge, and ultimately experience gives you that context.
DIRECT...CLEAR PRIORITIES

MOSUL DAM CDR PRIORITIES

- Security
  - Be aware of your surroundings
  - Listen and follow all instructions from Italian Army Security
  - Know the base camp emergency procedures and reporting requirements

- Safety
  - Active construction site
  - Weather and environment
  - Internal/External Communication
    - Communication/Social Media following security incident
  - PPE

- Stabilize the Dam
  - Critical Mission
  - Incredible opportunity to represent USACE and US

1. Safety
   - On the Job: Gov & KTR & Public
   - Mental/Physical/Home-front well-being for our teammates

2. Partnered Mission Execution – get the lights on!
   - Unified effort with PREPA, with Industry, with DOE

3. Stewardship of Resources
   - Fiscal & Contracting Documentation
   - Our Professional Culture of always doing the right thing

4. Transparency = Messaging – tell the story!
   - To the Puerto Rican public & stakeholders
   - To and with USACE [talent recruiting imperative] and the Army
   - To and with our Restoration Partners [FEMA, DOE, Industry, etc.]
   - To our U.S. “home-front”

5. Capture/Apply/Share Lessons Learned
   - Help the Enterprise be more ready @ the next event!

You Are Empowered

Ask yourself:
1. Is it good for my customer?
2. Is it legal and ethical?
3. Is it something I am willing to be accountable for?
If so, don’t ask for permission. You already have it.

Just do it!

KIRK E. GIBBS, Colonel, EN, Commanding

“Deliver top-notch infrastructure to protect the American Southwest”

The 4R’s...
- Resiliency – Balance and take care of people
- Build Relationships internally and externally
- Resource the future!
- Execute and deliver Results
**LEAD...PRESENCE ON THE “BATTLEFIELD”**
Do your job...not that of your subordinates!
(September 27th, 2018 – USACE responding to Hurricane Florence)

Balancing Leader Presence. There is no substitute for being “on the ground.” It maximizes a leader’s understanding of the situation and supports sound decision making. It also enables engagement with the people who are doing the hard work at the scene. However, too much “on the ground” can smother subordinates and cause self-doubt in junior leaders. It’s important to strike the right balance. (Photos: Scenes from the Corps of Engineers’ response following Hurricane Florence.)

If you’re comfortable with how things are going, you haven’t delegated down far enough.
ASSESS...AND MAKE NECESSARY ADJUSTMENTS...
THERE IS ONE MORE THING YOU CAN DO......

Hand Down
THE BUSINESS CASE FOR HIRING VETERANS

1. TALK TO A VETERAN AND GET TO KNOW THEM.

2. Hire them!
Many organizations recognize the value of veterans, specifically looking for them to provide leadership, teamwork, and problem-solving capabilities. These employers are actively finding, developing, and retaining veteran employees.

This is not charity. There is a compelling business case to hire veterans.

Distinctive Capabilities:
1. Veterans are RESILIENT!
2. They are performance-oriented, have a strong work ethic and thrive under pressure.
3. Teamwork, leadership, and problem solving skills learned in the military are suitable for many civilian roles.

Valuable Skills:
1. 94% of Active Duty Enlisted personnel have at least a high school diploma (compared to 60% general population)
2. 1/5 enlisted have some college
3. Over 80% of Active duty officers have at least a bachelors degree (compared to 30% general population)
4. Veterans receive advanced training in a variety of technical skills
5. The military investment makes veterans cost-effective employees

Tax incentives
1. Employers can take advantage of federal tax credits of up to $9,600 per veteran (until Dec 2019).
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