



## US Army Corps of Engineers ®

Memphis District

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**Exemption 3-** non-disclosure authorized by other federal statute, 10 U.S.C. 130(e) protection of critical infrastructure.

**Exemption 5-** protection of interagency or intra-agency memorandums or letters which would not be available to a party other than an agency in litigation with the agency, the deliberative process privilege.

**Exemption 6-** protection of information about individual when disclosure could reasonably be expected to constitute an unwarranted invasion of privacy.

**Exemption 7(E)-** withholding of records or information compiled for law enforcement purposes.

**Exemption 7(F)-** withholding of law enforcement information that could reasonably be expected to endanger the life or physical safety of any individual.

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US Army Corps  
Of Engineers  
Memphis District

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# Operation Plan

## Birds Point – New Madrid Floodway

**20 September 2013**

## **OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

### **References.**

- a. Reference to a "Cairo stage" indicates elevation at the Cairo, Il., river gage (Ohio River Mile 979.2).
- b. Birds Point – New Madrid Floodway vicinity map.
- c. Memphis District Regulation (MDR) 500-1-1, Emergency Employment of Army and Other Resources.
- d. Mississippi Valley Division (MVD) All Hazards Operation Order, dated xxx, xx, 20xx  
\_\_\_\_\_.

### **Authority.**

- a. Legal Authority: Flood Control Act of 1928, 70 Pub. L. 391, 45 Stat. 534 (as amended and modified); Flood Control Act of 1965, Pub. L. 89-298, 79 Stat. 1073.
- b. Operational Intent: House Document Number 308, 88<sup>th</sup> Congress, 2<sup>nd</sup> Session, Report of the Mississippi River Commission, page 58, paragraph 20(h)(3).
  - (1) “That the Floodway normally will not be placed in operation until flood heights in excess of 60 feet on the Cairo gage are predicted.”
  - (2) “That the Federal Government reserves the right to insure proper functioning of the Floodway by creation of artificial crevasses in the fuse plug levee or elsewhere when stages are at or above 58 feet on the Cairo gage.”
- c. Letter Report Covering Proposed Analysis of Modification of Operation for the Birds Point – New Madrid Floodway (Letter from General Sands (Commanding General, Mississippi Valley Division) dated: 10 Jan 1985).

**Time zone used throughout the OPLAN.** Central Time.

**Task Organization.** See ANNEX A (Task Organization)

### **1. SITUATION.**

- a. General. This Operation Plan provides for the operational readiness of the Birds Point – New Madrid Floodway in accordance with existing authorities for major flood events that threaten the integrity of the Mississippi River and Tributaries (MR&T) Project. The Floodway is located on the right descending bank of the Mississippi River immediately downstream of the confluence of the Upper Mississippi and the Ohio Rivers. The Floodway includes an area of 205 square miles and is bounded to

## **OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

the west by the mainline Mississippi River Levee and to the east by a frontline levee that follows the contour of the river. During times of extreme flooding when the Cairo gage reaches 58 ft. with a forecast to exceed 60 ft., the Commanding General, Mississippi Valley Division (MVD), in consultation with the Chief of Engineers, has the authority to artificially crevasse the frontline levee using [REDACTED]

[REDACTED] The intent is that operation of the Floodway should occur only as absolutely necessary to preserve the integrity of the MR&T Project. This plan will be maintained by Readiness & Contingency Operations Branch and updated as required.

### **b. Friendly Forces.**

(1) Mississippi Valley Division (MVD). Maintains discretionary authority for loading and activation of the Upper Crevasse, engages MVD subject matter experts in support of the Memphis District as requested, and communicates operational intent with the Mississippi River Commission (MRC) and U.S. Army Corps of Engineers (USACE) Headquarters.

(2) 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F) [REDACTED]

(3) 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F) [REDACTED]

(4) Vicksburg District (MVK). Provides personnel and floating plant to Memphis District during the operation.

(5) National Weather Service (NWS). Provides weather and river forecast information to Memphis District and other agencies.

(6) U.S. Geological Survey (USGS). Gathers and provides water resources data to Memphis District and other agencies.

(7) Environmental Protection Agency (EPA). Identifies and removes environmental hazards from the Floodway.

(8) Missouri State Emergency Management Agency (SEMA). Will coordinate evacuation of persons from the Floodway with local authorities.

(9) Missouri State Highway Patrol. Will assist with Floodway evacuation and establish road closures to prevent entry into the Floodway as directed by SEMA.

(10) Missouri National Guard. Will assist with Floodway evacuation and establish road closures to prevent entry into the Floodway as directed by SEMA.

(11) County Commissioners, County Sheriff Departments, and County Emergency Managers. Shall be primarily responsible for establishing closures into the Floodway, evacuating persons from the Floodway, and providing security at the crevasse sites prior to activation of the Floodway.

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(12) Local Tribal Councils. The Memphis District Archeologist shall coordinate with local tribal councils and the Missouri State Historic Preservation Office to minimize the impacts of Floodway operation and restoration on cultural sites within the Floodway.

### **c. Assumptions.**

(1) All external agencies are willing and able to perform the tasks listed in the order.

(2) Floodway operation is only necessary during extreme flood events. The typical flood risk season in the lower Mississippi River is Dec. 1 to May 31.

(3) Project Design Flood (PDF) rate of rise is 2 feet per day measured at the Cairo river gage.

**2. MISSION.** On order, Memphis District places the Birds Point – New Madrid Floodway into operation, as authorized, in order to effectively operate and preserve the integrity of the Mississippi River & Tributaries Project.

### **3. EXECUTION.**

**Commanding General, MVD Intent.** To effectively and safely operate the Birds Point - New Madrid Floodway, as authorized, to preserve the integrity of the Mississippi River and Tributaries (MR&T) Project in the Mississippi-Ohio river confluence area, and enable proper management of extremely high flood flows in accordance with authorized legislation and MR&T Project design.

#### **Key Tasks:**

- Conduct annual rehearsals to ensure people, processes and procedures are fully prepared to execute.
- During flood season, continuously collect, analyze and timely disseminate critical weather, river, and MR&T Project information enabling key decisions.
- Prior to activation, build a team of teams (federal, state and local agencies) to ensure coordinated, effective, timely, and safe operation of the Floodway.
- Ensure the safe and secure [REDACTED] in accordance with the approved Floodway OPLAN.
- Activate in accordance with the Floodway OPLAN, in order to provide the authorized level of protection to all citizens, ensuring no loss of life and sustaining the integrity of the MR&T Project.
- Transition to reconstruction of the Floodway structures as soon as conditions and resources allow.
- Reconstruct the Floodway levee systems to the maximum extent that time and environmental conditions allow, before the next flood season.

End State: Memphis District, in coordination and collaboration with federal, state and local partners, safely and successfully operates the Floodway if conditions dictate, in order to preserve the integrity of the MR&T Project, and is positioned to execute reconstruction of the Floodway's structures.

a. **Concept of Operation.** The operation is divided into one ongoing readiness phase, three operational phases, and one reconstruction phase (detailed in Annex G). The operational phases begin when river stages warrant mobilization of assets. By this time, the District will be managing a Phase II or District

## OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)

wide flood fight operation which encompasses the Floodway. § U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

The Memphis District will reconstruct the crevassed Floodway levee segments thereafter. The Emergency Manager will advise the District Commander of appropriate courses of action given hydrologic assessments issued by Engineering & Construction Division. The operational phases end when flows stabilize and field teams redeploy. If river stages no longer warrant advancing the operation, the Emergency Manager will supervise demobilization of assets.

*Readiness.* RCO will oversee ongoing personnel and equipment readiness (priority effort). When river stages warrant, the Emergency Manager will assemble an Operational Planning Team (OPT) to monitor weather forecasts, river forecasts, and alert personnel for possible mobilization. This phase ends when river stages require mobilization of personnel and resources.

*Phase I (Mobilization).* § U.S.C. 552 (b)(3)(B), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F) with material, equipment, and personnel needed to activate the Floodway (priority effort)

. Public Affairs will activate and operate a Joint Information Center vic. East Prairie, Mo.

*Phase II (Preparation).*

. A reconstruction project delivery team (PDT) will be established to begin planning for reconstruction post-activation in the event that the Floodway is operated. This phase ends when all preparations for activating the Floodway have been completed, including confirmation of Floodway evacuation.

*Phase III (Activation).* § U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

This phase ends when all necessary crevasses have been completed, at which time field teams will redeploy.

*Reconstruction.* See Annex G (Reconstruction). When the levee and operating mechanism have been fully restored, the District will transition back to Readiness Phase.

### b. Tasks to subordinate units.

#### (1) Readiness Phase.

##### a) *Readiness & Contingency Operations Branch.*

1) Oversee the District's personnel and equipment readiness to maintain operational capability for Floodway activation.

## **OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

2) Activate an Operation Planning Team when river stages warrant; issue/rescind alerts as required to support mobilization timeline.

b) *Operations Division*. Ensure readiness of field personnel and equipment during flood season in order to support Floodway activation.

c) *Engineering & Construction Division*.

1) Ensure Floodway levees are maintained in compliance with levee safety program guidelines.

2) Maintain technical expertise and project documents necessary to support Floodway activation.

d) *Real Estate*. Develop and maintain rights of way, rights of entry, easements, and other legal instruments necessary for Floodway activation and ensure distribution of annual Floodway notices.

e) *Operation Planning Team*. Initiate contingency planning for Floodway activation when river stages warrant.

### **(2) Phase I (Mobilization).**

a) *Readiness & Contingency Operations Branch*.

1) Initiate the operation by directing activation of provisional teams and requesting external support.

2) Advise Commander of appropriate courses of action in order to synchronize execution.

b) *Operations Division*. Activate and deploy a [REDACTED]

c) *Engineering & Construction Division*. Issue hydrologic and engineering assessments when river stages warrant.

d) *Contracting Division*. Be prepared to [REDACTED].

e) *Real Estate*. Secure office accommodations vic. East Prairie, Mo., for use as a Joint Information Center; maintain accommodations for use as an information and project office until project is restored.

f) *Public Affairs*. Activate and operate a Joint Information Center to synchronize local, regional, and national messages related to Floodway activation.

g) [REDACTED]

## OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)

5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

h) *Joint Information Center (Provisional) (Direct Support)*. Synchronize local, regional, and national messages in order to serve as a source for accurate and timely public information throughout the operation.

i) 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

(3) Phase II (Preparation).

a) *Readiness & Contingency Operations Branch*. Advise Commander of appropriate courses of action in order to synchronize execution.

b) *Engineering & Construction Division*. Issue hydrologic and engineering assessments when river stages warrant.

c) *Programs & Project Management Division*. Activate a Reconstruction Project Delivery Team to initiate project management and planning.

d) 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

e) 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

f) 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

(4) Phase III (Activation).

a) *Readiness & Contingency Operations Branch*. Advise Commander of appropriate courses of action in order to synchronize execution.

b) *Engineering & Construction Division*. Advise Commander of Upper, Middle, and Lower crevasse configurations necessary when flows are less than PDF.

c)

d)



## OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)

- e) 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

[REDACTED]

[REDACTED]

- (5) Reconstruction. See tasks in Annex G (Reconstruction).

- c. Coordinating instructions. See Annex G for Reconstruction coordinating instructions.

(1) General. This plan will be updated as necessary by RCO with input from staff offices. Any changes will be submitted to the Memphis District Commander for approval.

(2) Personnel support. Memphis District offices will provide personnel to staff provisional teams and provide subject-matter expertise as directed by the Memphis District Commander and organized by the Emergency Manager. See Annex A (Task Organization).

(3) External supporting organizations. RCO will communicate and coordinate with external supporting organizations ([REDACTED] etc.) to ensure understanding of operational procedures. The District will enter into Memorandums of Agreements (MOA) as mutually agreed upon to codify support relationships.

- (4) 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

(5) External communication. Communication with USACE partners and stakeholders is critical throughout the operation. Offices are expected to maintain routine lines of communication and share information. The JIC will serve as the primary interface for disseminating information to the media and the public.

(6) Safety. Leaders and managers will incorporate risk reduction measures into their planning and operations to reduce the impact of physical hazards to field personnel. Field teams, USACE, and contract labor will comply with all applicable safety laws, policies, and regulations. The Safety Officer will inspect field activities regularly to ensure compliance. See Annex E (Safety).

(7) End of operation prior to activation. If river stages no longer warrant advancing the operation, the Emergency Manager will supervise demobilization of assets.

## 4. SUSTAINMENT.

a. General. Requests for logistics support from external agencies will be routed through the RCO for fulfillment.

## OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)

- b. 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

- c. Office support.

- (1) 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

(2) Joint Information Center (JIC) personnel will require office accommodations in vicinity of East Prairie, Mo. These accommodations will be acquired by Real Estate.

d. Personal Protective Equipment (PPE). All personal gear is the responsibility of each individual, including inclement weather gear. Additional PPE will be coordinated through the safety officer and issued to personnel as necessary.

e. Petroleum. Gasoline, diesel, and aviation fuel shall be obtained from commercial sources in the area, as required by the FOT.

### 5. COMMAND AND SIGNAL.

- a. 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

**OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

[REDACTED]  
[REDACTED]

5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

ACKNOWLEDGE:

ANDERSON  
COL

OFFICIAL:

5 U.S.C. (b)(6)

[REDACTED]  
Emergency Manager

**ATTACHMENTS:**

Vicinity Map

Annex A – Task Organization

Annex B – [REDACTED]

Annex C – [REDACTED]

Annex E – Safety

Annex G – Reconstruction

Annex H – Communications

Annex J – Public Affairs

5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)



**LEGEND**

Floodway  
State Boundaries  
County Boundaries  
Memphis District



## Birds Point - New Madrid Floodway

### Vicinity Map



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## **ANNEX A (Task Organization) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

**References:** Army Tactics, Techniques, and Procedures (ATTP) 5-0.1 – Commander and Staff Officer Guide, September 2011.

**Time zone used throughout the OPLAN:** Central Time.

### **Attachments:**

5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

**Detachments:** None.

**Task Organization.** The District will task organize by phase as indicated below. Provisional teams are described at the end of this annex. Command/support relationships are all organic unless otherwise noted.

### **Readiness Phase.**

#### **MEMPHIS DISTRICT HQ**

*EMERGENCY OPERATIONS CENTER (during emergency activations)*

*FLOOD FIGHT TEAMS*

*OPERATION PLANNING TEAM (when river stages warrant)*

(Other offices as per District organization tables)

*\*Provisional teams are italicized.*

### **Phase I (Mobilization).**

#### **MEMPHIS DISTRICT HQ**

*EMERGENCY OPERATIONS CENTER*

*FLOOD FIGHT TEAMS*

OPERATIONS DIVISION

PHYSICAL SUPPORT BRANCH (-)

ENGINEERING & CONSTRUCTION DIVISION (-)

5 U.S.C. 552 (b)(3)(B), protected under 10

U.S.C. 130e, non-disclosure of critical

infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

*HIRED LABOR & EQUIPMENT TEAM*

*GEOSPATIAL TEAM*

5 U.S.C. 552 (b)(3)(B), protected

under 10 U.S.C. 130e, non-

disclosure of critical infrastructure;

5 U.S.C. 552 (b)(7)(E and F)

*JOINT INFORMATION CENTER (DS)*

(Other offices as per District organization tables)

*\*Provisional teams are italicized.*

### **Phase II (Preparation) & Phase III (Activation).**

#### **MEMPHIS DISTRICT HQ**

*EMERGENCY OPERATIONS CENTER*

*FLOOD FIGHT TEAMS*



**ANNEX A (Task Organization) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

**OPERATIONS DIVISION**

**PHYSICAL SUPPORT BRANCH (-)**

**ENGINEERING & CONSTRUCTION DIVISION (-)**

**PROGRAMS & PROJECT MANAGEMENT DIVISION**

***RECONSTRUCTION PROJECT DELIVERY TEAM***

5 U.S.C. 552 (b)(3), protected under 10 U.S.C.

130e, non-disclosure of critical infrastructure;

5 U.S.C. 552 (b)(7)(E and F)

***HIRED LABOR & EQUIPMENT TEAM***

***GEOSPATIAL TEAM***

5 U.S.C. 552 (b)(3), protected under

10 U.S.C. 130e, non-disclosure of

critical infrastructure; 5 U.S.C. 552

(b)(7)(E and F)

***JOINT INFORMATION CENTER (DS)***

(Other offices as per District organization tables)

*\*Provisional teams are italicized.*

**Reconstruction.**

**MEMPHIS DISTRICT HQ**

**PROGRAMS & PROJECT MANAGEMENT DIVISION**

***RECONSTRUCTION PROJECT DELIVERY TEAM***

(Other offices as per District organization tables)

*\*Provisional teams are italicized.*

**1. Description of provisional teams.**

a. Emergency Operations Center. During flood events, the RCO will activate and operate an Emergency Operations Center (EOC) at the Memphis District HQ to manage all District flood fight operations. In addition to normal flood-related duties, the EOC is responsible for coordinating, tracking, and reporting all aspects of Floodway operation. The EOC will submit daily reports to the Mississippi Valley Division (MVD), and brief the District Crisis Management Team (CMT) daily. The EOC is led by the Emergency Manager, and will be under the operational control of the District HQ. The EOC is deactivated when the river recedes below activation stages.

b. Operation Planning Team. The Operations Planning Team (OPT) will be activated by the EOC (RCO) during Readiness Phase when river stages warrant. The OPT is responsible for initiating all alerts and mobilization efforts to the Floodway. The OPT will monitor weather forecasts, river forecasts, alert appropriate organizations, and prepare to deploy both the [REDACTED] and the Joint Information Center (JIC) to the Floodway when necessary. The team will also begin notifying all coordinating organizations for assistance. The OPT will be led by the Emergency Manager and is composed of Memphis District Subject Matter Experts (SMEs). The OPT will be under the operational control of the District HQ. The OPT will be deactivated when Phase I (Mobilization) begins, at which time OPT staff will assume operational roles as determined by the EOC.

c. [REDACTED] will be activated by Operations Division at the beginning of Phase I (Mobilization)

## ANNEX A (Task Organization) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)

5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

will deactivate when operational phases are complete.

d. 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

e. Joint Information Center Team (DIRECT SUPPORT). The Joint Information Center (JIC) will be activated by the Memphis District Public Affairs Office (PAO) during Phase I (Mobilization). This team will be responsible for multi-echelon synchronization of information to the media and the public. This team will be led by the Chief of PAO, and is composed of District PAO staff and other organizational liaisons. This team will be in direct support of the operation and will report directly to the District HQ forward command element (MVM FWD). The JIC will be released after Floodway activation, on order of the District Commander.

f. 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

g. Reconstruction Project Delivery Team. The Reconstruction Project Delivery Team (PDT) will be activated by Programs & Project Management Division (PPM) during Phase II (Preparation). The PDT will prepare and execute a project management plan for reconstruction of the Floodway to the height and operability authorized by law. This projectized team will be under the operational control of the Deputy for Project Management (DPM). The PDT will consist of a senior Project Manager; Design Branch Chief, Technical Support Branch Chief, Construction Branch Chief, Physical Support Branch Chief, Contracting Officer, Emergency Manager (after flood fight ends), or their designated representative(s). Other subject-matter experts will assist the team at the direction of the DPM. The team will be deactivated at the completion of reconstruction.

### 2. Coordinating Instructions.

a. Provisional team staffing requirements. Memphis District offices will provide the personnel required to staff provisional team positions as directed by the District Commander.

## **ANNEX A (Task Organization) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

b. Activation and deactivation. Each provisional team will be activated during the phase indicated. Provisional teams will be deactivated following physical closeout of the mission (to include redeployment, equipment recovery, and data archival) [REDACTED]  
[REDACTED]

### **3. Command and control structure**

a. Command. The District will deploy a forward command element (MVM FWD) to better manage field operations during Mobilization, Preparation, and Activation phases. MVM FWD will consist of the District Commander, Emergency Manager, and other senior advisors. [REDACTED]  
[REDACTED]

b. Control. The FOT will operate a Forward Operations Center (FOC) in Phases I-III to control field operations. The FOC shall have 24-hour capability, and manage reporting, security, safety, communications, logistics, and administrative functions during operational phases. The FOC also will provide workspace the FOT leadership and MVM FWD.

c. Command/support relationships. Relationships are organic unless otherwise indicated in the task organization. Command and support relationships used (Organic, Operational Control and Direct Support) are defined in Appendix A, ATTP 5-0.1 – Commander and Staff Officers Guide.

1) Organic. Command and reporting channels are established in official organization tables.

2) Operational Control (OPCON). Gaining HQ authorized direct tasking authority for the duration of the operation, but does not provide administrative or logistics support.

3) Direct Support (DS). Supporting unit executes tasks identified by gaining HQ. Gaining HQ lacks direct tasking authority. Supporting unit is responsible for providing administrative and logistics support necessary to execute given mission.

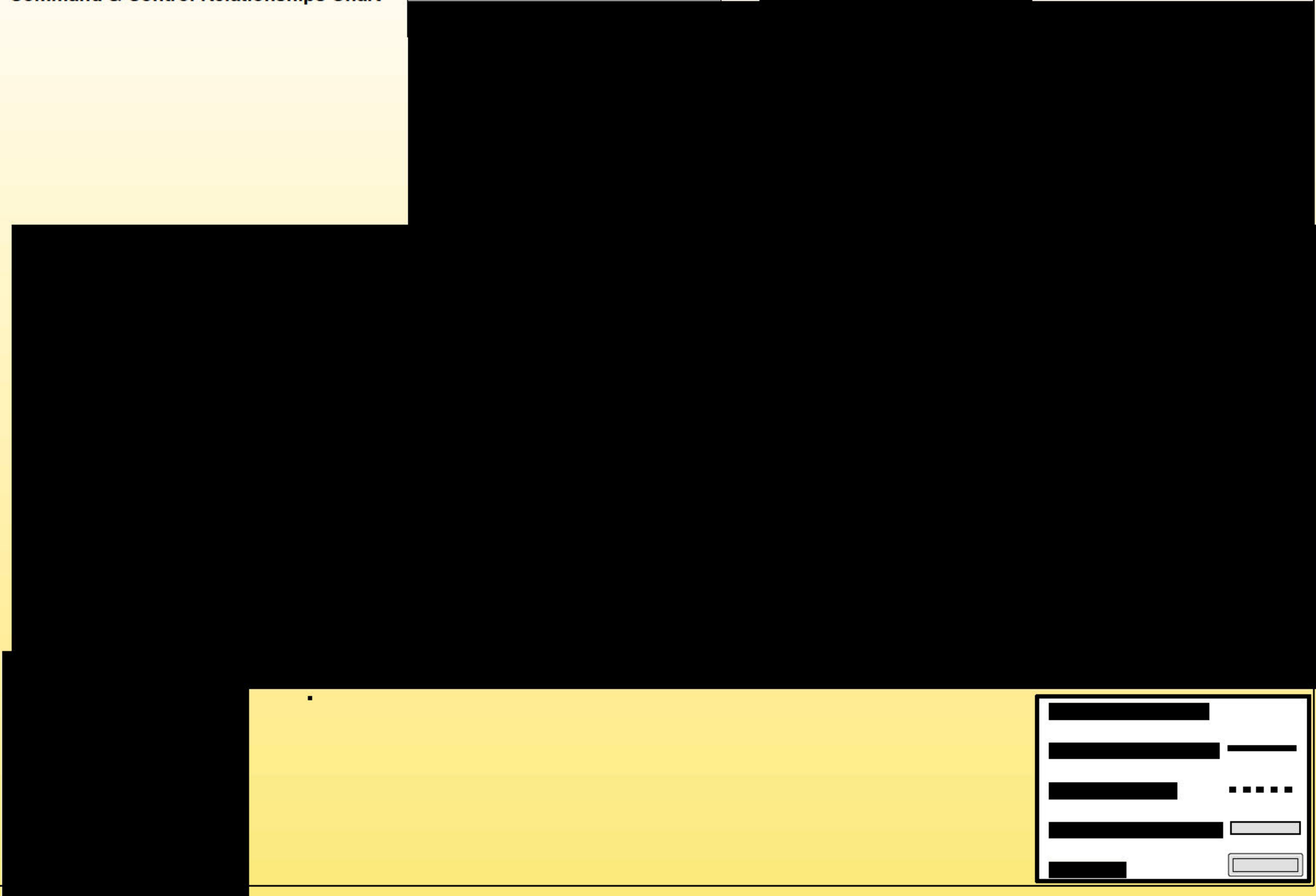
### **ATTACHEMENTS:**

Appendix 1 – Command and Control Relationship Chart





**APPENDIX 1 to Annex A**  
**Birds Point - New Madrid Floodway**  
**Command & Control Relationships Chart**



[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]
[Redacted]	[Redacted]

**ANNEX B – [REDACTED] to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

**References.** This [REDACTED] references the Cairo, IL river gage throughout.

**Time zone used throughout the OPLAN.** Central Time.

**1. SITUATION.** No change.

**2. MISSION.** No change.

**3. EXECUTION.**

5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

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**ANNEX B – [REDACTED] to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

5 U.S.C. 552 (b)(3),  
protected under 10 U.S.C.  
130e, non-disclosure of  
critical infrastructure; 5  
U.S.C. 552 (b)(7)(E and F)

e. Reconstruction. See Annex G (Reconstruction).

f. Coordinating Instructions. [REDACTED]

4. SUSTAINMENT. No change.

5. COMMAND AND SIGNAL. No change.

**ATTACHEMENTS:**

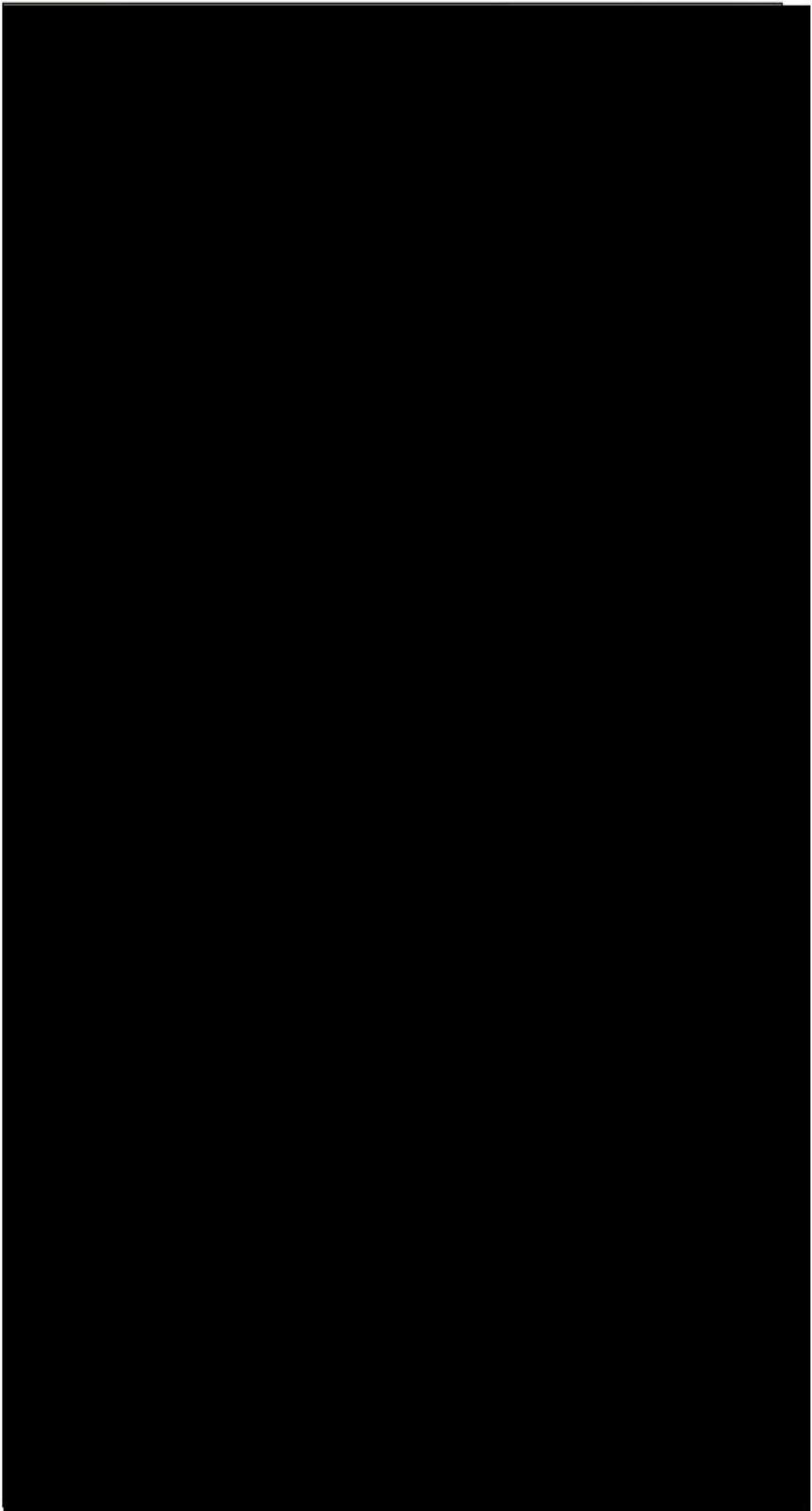
Appendix 1 – Decision Support Matrix – Floodway Operation [REDACTED]

# Decision Support Matrix - Floodway Operation

Decision support matrix instructions.

1008 J. A. Roberts et al.



Appendix 1 to Annex B—2 of 2



ANNEX C – [REDACTED] to OPERATION PLAN for the Birds Point  
– New Madrid Floodway (BP-NMF)

5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]

[REDACTED]  
[REDACTED]  
[REDACTED]

[REDACTED]  
[REDACTED]

e. Reconstruction. See Annex G (Reconstruction).

f 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

[REDACTED]  
[REDACTED]  
[REDACTED]

4. SUSTAINMENT. No change.

5. COMMAND AND SIGNAL. No change.

**ATTACHEMENTS:**

Appendix 1 – Decision Support Matrix – Floodway Operation [REDACTED]

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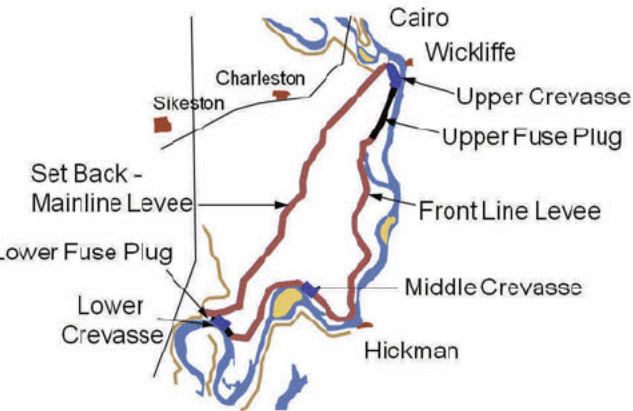
**SEE INSTRUCTIONS ON REVERSE**

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# Decision Support Matrix - Floodway Operation

Decision support matrix instructions.


## ANNEX E (Safety) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)

### References:

Time zone used throughout the OPLAN. Central Time.

1. SITUATION. No change

2. MISSION. No change.

3. EXECUTION.

a. Materials.

5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

b. Barge operations. Applicable USCG requirements, AR 385-10, DA PAM 385-64 and EM 385-1-1 will be followed. 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

personnel working on the barge will be required to wear U.S. Coast Guard approved personal flotation devices (PFD). Night operations require PFD attached strobe emergency light. Proper hazardous material shipping papers and placards will be used. Those engaged in packaging and transporting of hazardous material will have DOT level training per the requirements of DTR 4500.9–R.

c. Safe distances. 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

d. Tasks to subordinate units. Adhere to all safety requirements noted in applicable USCG regulations, AR 385-10, DA PAM 385-64, EM 385-1-1 and in accordance with this

**ANNEX E (Safety) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

approved plan. OSHA 29 CFR 1910.1200 HAZCOM Training will be completed by all workers that are potentially exposed to hazardous substance and materials.

e. Coordinating instructions. All supervisors shall be responsible for preparation of Activity Hazard Analysis (AHA) for their personnel. District Safety Officer will review and assist in AHA development as needed .

4. **SUSTAINMENT**. No change.

5. **COMMAND AND SIGNAL**. No change.

## **ANNEX G – (Reconstruction) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

### **References:**

**Time zone used throughout the OPLAN.** Central Time.

### **1. SITUATION.**

a. Background. This annex details tasks that will be executed following activation of the Birds Point – New Madrid Floodway and should be utilized as a guide for post-operation activities.

b. Assumptions.

(1) All necessary real estate interests for borrow material and levee reconstruction will be acquired and cleared of cultural, environmental, and engineering significance prior to operation.

(2) Full Floodway reconstruction will be completed over the two construction seasons following operation and prior to the second flood season post operation. An interim level of protection will be achieved within the first construction season. Construction is typically limited to June 1 through Nov. 30 due to weather and river conditions.

(3) Floodway reconstruction will be a system priority for funding and resources.

**2. MISSION.** Following operation of the Birds Point – New Madrid Floodway, Memphis District reconstructs the artificially-crevassed levee segments in order to restore the operational capability and protection authorized by law.

### **3. EXECUTION.**

a. Commander's Intent. Deliberately and expeditiously restore the Floodway.

Key Tasks.

- Conduct an immediate safety site assessment at all three crevasses to identify extent of erosion, unsafe slopes, presence of explosive hazards, and to determine other tasks necessary to remediate the crevasse sites.
- Conduct an environmental and cultural resources assessment and consult with appropriate federal, state and tribal entities to receive appropriate clearances and permits.
- Conduct an engineering technical assessment to develop initial plans and specifications.
- Coordinate with higher headquarters for emergency and normal program dollars to quickly proceed with design, site remediation, and interim protection.
- Maintain constant, proactive, and effective communication with all stakeholders on the status of repairs.

End State. The Floodway is fully restored prior to the second flood season post-operation or as soon as feasible thereafter, providing the MR&T system an operational project.

b. Concept of the Operation. A Reconstruction PDT established by Programs & Project Management Division (PPM) will assume project responsibility when field teams redeploy after Phase III (Activation).

## **ANNEX G (Reconstruction) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

This PDT will manage the project through to completion. Key tasks are to initiate project management; assess and remediate Floodway crevasse sites; install meaningful interim protection prior to the first flood season post operation; and fully restore the Floodway thereafter. The District will transition back to Readiness Phase when the levee and operating mechanism have been fully restored.

*Project initiation.* PPM initiates project management systems for reconstruction beginning during operational Phase II (Preparation) and continuing until complete. Key tasks are to establish a PDT to execute reconstruction; prepare a project management plan (priority effort); establish controls and order-of-magnitude estimates for cost and schedule; secure the authority and funding appropriations necessary for project execution; establish a claims/project office; and complete an initial assessment of crevassed locations to determine work effort required. This sub-phase will end when a field assessment is complete.

*Site remediation.* The PDT ensures the immediate safety and stability of crevasse sites in order to prepare for further reconstruction. This sub-phase begins after completion of a field assessment. Key tasks are to refine cost and schedule estimates; clear crevasse sites of any hazards present; acquire necessary survey data; initiate and publicize claims procedures; and prepare sites for subsequent reconstruction. Earthwork will be executed by USACE Hired Labor (HL), supplemented by service contracts. This sub-phase ends when field activities are complete and crevassed areas are prepared for subsequent reconstruction.

*Interim protection.* The PDT will direct construction of a continuous levee through crevasse sites, at a reduced cross-section width and elevation (priority effort). Key tasks are to complete 100 percent design; solicit and award contract; construction; and winterization. Construction will be executed under contract, with HL as contingency labor. This phase ends when interim protection is installed.

*Restoration.* The PDT will direct completion of the project. Key tasks are to complete 100-percent design; solicit and award contract; complete reconstruction, including installation of an activation method (priority effort); and reset operational capability. Construction will typically be executed under contract the second construction season post operation, or as soon as feasible thereafter.

Reconstruction will be complete when the operational capability and protection authorized by law are restored, and the project is returned to the sponsor to fulfill its maintenance responsibilities.

### **c. Tasks to subordinate units.**

#### **(1) Prior to activation.**

a) *Operations Division.* Evaluate requirements, program resources, and direct acquisition of necessary real estate for future reconstruction.

#### ***b) Engineering & Construction Division.***

1) Prepare 60-percent design of an interim levee at Birds Point in order to speed acquisition and installation of interim protection.

2) Complete borrow site development plans for all crevasse sites.

c) *Programs & Project Management Division.* Establish a Project Delivery Team during Phase II (Preparation) in order to plan and execute reconstruction.

**ANNEX G (Reconstruction) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

d) *Real Estate*. Acquire rights to borrow lands to support future levee restoration at the direction of the operations project manager.

(2) Project initiation.

a) *Engineering & Construction Division*. Establish and operate a Project Office vic. East Prairie, Mo., within 30 days of activation to facilitate construction supervision.

b) *Programs & Project Management Division*.

1) Secure the authority and funding appropriations necessary for project execution.

2) Communicate reconstruction plan to strategic partners and stakeholders. Continue regular updates throughout reconstruction.

c) *Reconstruction Project Delivery Team*. Initiate project management systems to prepare for Floodway reconstruction. Assume sole responsibility for project cost and schedule.

(3) Site remediation.

a) *Operations Division*. Remove any hazards present in crevasse sites at the direction of the Reconstruction PM.

b) *Engineering & Construction Division*. Obtain geodetic surveys and overhead imagery necessary for documentation and design.

c) *Planning*. Conduct environmental and cultural resource assessments at crevasse sites.

d) *Office of Counsel*. Establish a process to receive, track, and resolve claims arising due to Floodway operation. Continue to process claims until all are resolved.

e) *Real Estate*.

1) Acquire necessary real estate interests and rights-of-entry to support restoration.

2) Resolve claims arising under right-of-entry agreements and continue throughout reconstruction.

f) *Public Affairs*. Initiate publicity of key events and construction progress.

g) *Reconstruction Project Delivery Team*. Ensure the immediate safety and stability of crevasse sites to prepare for future reconstruction.

(4) Interim protection.

a) *Operations Division*.

**ANNEX G (Reconstruction) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

- 1) Develop contingency flood fight and operation plans for interim height levee segments.
  - 2) Be prepared to construct interim protection.
  - b) *Engineering & Construction Division.*
    - 1) Advance design of interim protection to 100-percent.
    - 2) Supervise construction contracts as delegated by the Contracting Officer.
  - c) *Contracting Division.* Execute acquisition strategy to support project milestones.
  - d) *Reconstruction Project Delivery Team.* Manage design and construction of an interim levee to provide meaningful protection prior to the first flood season post operation.
- (5) Restoration.
- a) *Operations Division.* Revise Operations Plan to incorporate lessons learned from operation.
  - b) *Engineering & Construction Division.*
    - 1) Complete 100-percent design of restored project. Incorporate any lessons learned into final plans and specifications.
    - 2) Supervise construction contracts as delegated by the Contracting Officer.
  - c) *Contracting Division.* Execute acquisition strategy to support project milestones.
  - d) *Reconstruction Project Delivery Team.* Manage remaining design and construction work items in order to restore the operational capability and protection authorized by law.
- d. Coordinating Instructions.
- (1) Reconstruction Project Delivery Team. The PDT will consist of a senior Project Manager; Design Branch Chief, Technical Support Branch Chief, Construction Branch Chief, Physical Support Branch Chief, Contracting Officer, Emergency Manager (after flood fight ends), or their designated representative(s). Other subject-matter experts will assist the team at the direction of the DPM. This project will be the sole priority for PDT members from project initiation to award of contract for interim award. The PDT will be activated by PPM during operational Phase II (Preparation) and deactivated at the completion of reconstruction.
  - (2) Alignment. In the absence of scour within the levee footprint, the levee will be rebuilt along the existing alignment. If scour is present and extends into sand, the Memphis District will conduct an engineering and economic evaluation to determine if a change in levee alignment is required. Memphis

**ANNEX G (Reconstruction) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

District staff will present any recommended alignment changes to the Memphis District Commander for approval. Any changes to existing alignment will be coordinated with the Commanding General, MVD.

(3) Clay embankment borrow site acquisition. Operations Division will resource and direct acquisition of rights to clay embankment borrow material with the approval of this OPLAN so that clay is immediately available for reconstruction. Operations Division will coordinate with Engineering & Construction to define requirements and validate acceptability of material. Environmental and cultural resource assessments will be completed prior to land acquisition by Real Estate.

(4) Interim protection levee geometry. The Memphis District will construct an interim levee to a preferred geometry of 1:4 (V:H) riverside slope, 1:3 landside slope, and 15-ft. crown width. The preferred levee height is to an equivalent of 56 ft. (Cairo stage). Staff will assess condition of nearby levees and time available when determining feasibility of constructing to 56 ft.

4. SUSTAINMENT. No change.

5. COMMAND AND SIGNAL. No change.



**ANNEX H (Communications) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

**References:**

**Time zone used throughout the OPLAN. Central Time.**

1. **SITUATION.** No change.

2. **MISSION.** No change.

3. **EXECUTION.**

a. 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

g. **Tasks to subordinate units.**

5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

[REDACTED]

[REDACTED]

h. **Coordinating Instructions.** 5 U.S.C. 552 (b)(3), protected under 10 U.S.C. 130e, non-disclosure of critical infrastructure; 5 U.S.C. 552 (b)(7)(E and F)

[REDACTED]

4. **SUSTAINMENT.** No change.

5. **COMMAND AND SIGNAL.** No change.

## **ANNEX J (Public Affairs) to OPERATION PLAN for the Birds Point – New Madrid Floodway (BP-NMF)**

**References:** Memorandum of Agreement (MOA) between ACE-IT and the USACE Public Affairs Community of Practice (COP).

**Time zone used throughout the OPLAN.** Central Time.

1. **SITUATION.** No change.

2. **MISSION.** No change.

3. **EXECUTION.**

a. **Concept of Public Affairs Support.**

(1) The Memphis District Public Affairs Office (PAO) will be responsible for preparation and dissemination of public information, news releases and all official announcements on the operation of the Floodway. These activities will be coordinated with the Public Affairs Officer, MRC. Information, news releases, and announcements on the operation of the Floodway will also be coordinated with local and state authorities as required prior to release. The PAO will make maximum use of all social and new media resources to ensure public information is disseminated in the most reliable and rapid manner possible.

(2) In accordance with the current Memorandum of Agreement (MOA) between ACE-IT and USACE Public Affairs Community of Practice (COP), the Memphis District Public Affairs Officer will also be responsible for photo documentation of the Floodway operation. All audio-visual and photographic support will be coordinated by the Public Affairs Office. Per the above referenced MOA, ACE-IT will provide supplemental photo or video assistance to the Public Affairs COP as operational needs require.

(3) A JIC will be established vic. of East Prairie, Mo., to serve as a field operating agent of the Memphis District Public Affairs Office. The District PAO will serve as a communications and coordination point for all public affairs activities. Operating hours for the JIC may extend to 24 hours per day based upon the pace of operations, available staff levels, and as directed by higher authority. The JIC will synchronize information distributed by USACE local, regional, and national headquarters.

(4) The Public Affairs Officer or his/her representative will be responsible for providing assistance to news media representatives as required, assisting and coordinating between media and responsible Corps elements and subject matter experts on public affairs matters, and for providing other support as needed.

(5) Media briefings will be scheduled as required. The Memphis District Public Affairs Officer will serve as the official Corps of Engineers spokesperson for all matters concerning the operation of the Floodway.

(6) A press kit will be prepared and made available. The kit will include a fact sheet and map of the Floodway, and other information as required.

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(7) The PAO will coordinate shuttle service for VIPs and news media personnel to work areas and field sites as required and as conditions and accessibility permit. Knowledgeable escorts will be provided as required or as directed. However, Public Affairs Specialists should not be diverted from their primary duties purely to serve as drivers.

b. Tasks to subordinate units.

(1) *Public Affairs.* Coordinate with Real Estate to establish a JIC vic. East Prairie, Mo., in order to disseminate approved information to the media and to the public.

(2) *Real Estate.* Provide adequate office accommodations in Mississippi County, Mo., to support the JIC.

c. Coordinating Instructions. The Memphis District Chief of Public Affairs shall coordinate with the Chief of Public Affairs, MVD, to coordinate information disseminated by the JIC.

4. SUSTAINMENT. No change.

5. COMMAND AND SIGNAL. No change.