NATIONAL EXERCISE PROGRAM

After Action Report / Improvement Plan

SOUTHEAST LOUISIANA MULTIREGION HURRICANE PREPAREDNESS FUNCTIONAL EXERCISE

U.S. DEPARTMENT OF HOMELAND SECURITY

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EXECUTIVE SUMMARY

The Southeast Louisiana Multiregion Hurricane Preparedness Functional Exercise (FE) was designed to establish a learning environment for players to exercise Louisiana Regions 1, 3, and 9 emergency response plans, policies, and procedures as they pertain to mitigating the effects of a catastrophic Category 4 hurricane. The Exercise Planning Team comprised numerous and diverse agencies, including the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP); Southeast Louisiana Region 1 (Orleans, Jefferson, Plaquemines, and St. Bernard), Region 3 (Assumption, Lafourche, St. Charles, St. James, St. John the Baptist, and Terrebonne), and Region 9 (St. Helena, St. Tammany, Tangipahoa, and Washington) Parish Offices of Emergency Preparedness (OEPs); the City of New Orleans OEP; the City of New Orleans Fire and Police Departments; New Orleans International Airport; the Metropolitan Hospital Council of New Orleans; New Orleans Regional Transit Authority; Louisiana Department of Social Services (DSS); Louisiana Society for the Prevention of Cruelty to Animals (SPCA); Southeast Louisiana Red Cross; U.S. Department of Homeland Security (DHS); and Federal Emergency Management Agency (FEMA).

The Exercise Planning Team developed the following objectives for the exercise:

1. Demonstrate the effectiveness of plans, policies, and procedures for Emergency Operations Center (EOC) management staffing, shift change briefings, and coordination and communication of Emergency Support Functions (ESFs) across Federal, State, tribal, and local governments, including use of WebEOC® during a catastrophic hurricane.
2. Demonstrate the effectiveness of plans, policies, and procedures for public government media communications internally and externally—including interoperable communications, conference calls, and video conferencing—during a catastrophic hurricane.
3. Demonstrate the effectiveness of plans, policies, and procedures for ensuring that affected populations (people, companion animals, unique populations) are evacuated and provided sheltering, food, and other related services, including mobilization during a catastrophic hurricane.
4. Demonstrate the effectiveness of plans, policies, and procedures for critical resource logistics and distribution of food, water, fuel, ice, generators, shelter supplies, cots, blankets, Emergency Management Assistance Compact (EMAC) resources, contracts, and mutual aid agreements (MAAs), as needed during a catastrophic hurricane.
5. Demonstrate the ability and effectiveness of parish EOCs to communicate within their parish and with other parishes within and outside their region and with the Louisiana GOHSEP using WebEOC, 700/800 MHz systems, the alert system, phone, fax, the emergency management system, mobile satellite video (MSV), video conferencing (Region 3), and the Federal Common Channel (Region 1).
6. Demonstrate the effectiveness of Louisiana Regions 1, 3, and 9 plans, policies, and procedures for ensuring that affected populations (e.g., people, companion pets, special-needs populations) are provided with shelter, food, and other related services, including

mobilization and demobilization of special-needs shelters, as needed during the pre- and postlandfall periods of a catastrophic hurricane.

7. Demonstrate the effectiveness of Louisiana Region 1 plans, policies, and procedures for establishment of Incident Command and collaboration of necessary unified incident management components to communicate and coordinate effectively with all responding agencies during the pre- and postlandfall periods of a catastrophic hurricane.

The purpose of this report is to analyze exercise results, identify strengths to be maintained and built on, identify potential areas for further improvement, and support development of corrective actions.

Major Strengths

The major strengths identified during this exercise are as follows:

Overall

- Participating agencies demonstrated a great capacity for cooperation across functions and jurisdictions and an understanding of each other's ability to support response activities.
- The exercise provided a good opportunity to orient and train new personnel.
- New communications equipment was tested successfully.

Region 1 Parishes and Venues

- Jefferson Parish EOC
  - The parish has a well-defined alert and activation process for the EOC staff.
  - The EOC was properly and fully staffed with all ESFs and support staff during the first shift (A-Team).
  - The EOC design allowed for separate but contiguous work areas for the main EOC, Public Information Officer (PIO) area, communications, and amateur radio, as well as meeting rooms for discussion of sensitive issues.
- Jefferson Parish Evacuee Processing Point
  - The parish has a workable plan for processing evacuees.
  - The parish had sufficient personnel onscene to implement the plan.
  - The parish had good communications between the processing point and the parish EOC.
- Orleans Parish EOC
  - Use of WebEOC in the EOC was demonstrated and was effective for tracking mission assignments and resource requests.
  - Teamwork and interagency coordination in the EOC were excellent.
  - Task assignment and tracking in the EOC worked well.

- Union Passenger Terminal (UPT)
  - Triage tags and bar scanning technology worked well.
  - Louisiana DSS evacuee processing personnel performed well and were adaptable.
  - The physical space provided worked well and was set up quickly.
- New Orleans International Airport
  - There was good advance coordination between the FEMA and Transportation Security Administration (TSA) facility leads.
  - There were good radio communications/infrastructure procedures in the Incident Command Post (ICP).
  - In-processing concepts of evacuees went well and as planned.
  - Leadership from FEMA Region VI, DHS/FEMA, and GOHSEP was effective.
- Plaquemines Parish EOC
  - Incredible spirit of cooperation, working relationships, and interagency coordination were evident during the exercise.
  - EOC organization, policies, plans, and procedures were effective in managing the consequences of an impending catastrophic hurricane.
  - Physical layout of the EOC operations provided excellent visibility.
- Plaquemines Parish Processing Point
  - There was a clear line of authority, good command presence, and use of the National Incident Management System (NIMS).
  - There were redundant systems for processing evacuees (State and parish systems, including hardcopy).
  - The processing point command provided good progress reports to the parish EOC (thorough briefings).
- St. Bernard Parish EOC
  - EOC direction and control were effective during the exercise.
  - Elected official support for EOC operations was evident, supporting the staff in making critical decisions and allocating resources, when necessary.
  - EOC use of the Zero-Hour software functioned as advertised and enabled St. Bernard Parish to manage its EOC effectively.
- St. Bernard Parish Evacuee Processing Point
  - Participation and understanding of the purpose of the exercise were evident.
  - Leadership was effective in controlling the registration, accountability, and movement of evacuees.

- Regional Coordination Center (RCC)
  - Interaction with the Louisiana Region 1 Department of Health and Hospitals (DHH) was excellent.
  - The facility was secured at all times, allowing the facility staff to perform its assigned functions effectively.
  - Support of elected officials for the concept of an RCC was excellent.
- Joint Information System (JIS)
  - There was a good news conference at 0823 hours, with all parishes represented.
  - All participants in the news conference gave the same coordinated message.
- Communications Interoperability
  - Communications checks were conducted on time and in accordance with policies, plans, and procedures.
  - Redundancy of emergency communication systems allowed for communications interoperability.

Region 3 Parishes

- Assumption Parish EOC
  - The EOC was well-staffed with trained personnel and had good representation from all agencies.
  - The parish's communication strategies resulted in excellent communications with all parish agencies and the other parishes in the region.
  - The EOC has the latest technology, which enabled all participants to follow and post events as they unfolded.
- Lafourche Parish EOC
  - Continuous communications among the six parishes in Region 3 resulted in enhanced situational awareness and improved resource coordination.
  - The liaison for the parish council members (elected officials) allowed the director to perform his duties without disruption.
- St. Charles Parish EOC
  - The parish demonstrated the ability to execute an evacuation of the parish during a simulated approaching hurricane.
  - The EOC video conferencing enabled the EOC to communicate effectively with the other parishes in Region 3.
- St. James Parish EOC
  - The exercise presented a great opportunity to train the new assistant director.
  - Parish emergency operations plans (EOPs) and EOC procedures were effective.
  - Effective communications interoperability was demonstrated across the region, enhancing the parish's ability to perform its emergency management mission.

- St. John the Baptist Parish EOC
  - The parish had good communications with parish and regional agencies.
  - Video conferencing with other parishes in the region worked as planned and was effective in enhancing regional collaboration.
  - The EOC worked well with law enforcement, with improved coordination.
- Terrebonne Parish EOC
  - The EOC was able to implement parish EOPs effectively.
  - Video conferencing was successful.
  - The new director was able to see and learn about current EOPs.

Region 9 Parishes

- St. Helena Parish EOC
  - Regional collaboration among the parishes in Region 9 enhanced the parish's ability to conduct emergency preparations.
  - Situational awareness was excellent, enabling the parish to better respond to the situation as it developed.
  - First responder participation was effective, resulting in enhanced relationships with the EOC.
- St. Tammany Parish EOC
  - Interagency (public and private) participation in the EOC resulted in enhanced interagency coordination.
  - The fire department successfully tested newly acquired communications equipment.
  - The exercise gave the parish the opportunity to orient/train new staff members/liaisons, improving their individual and collective capabilities.
- Tangipahoa Parish EOC
  - The parish demonstrated the ability to share resources with surrounding parishes.
  - The parish was able to test ultra high frequency (UHF), very high frequency (VHF), 700, 800, and HAM radio successfully.
  - The EOC staff worked as a team to handle all issues that arose.
- Washington Parish EOC
  - Regional collaboration worked well, enhancing the parish's ability to perform its emergency preparedness mission.
  - The parish was able to demonstrate effective interoperable communications within and outside the parish using HAM, trunk, 700 MHz, and WebEOC resources.
  - There was first responder involvement in the exercise.

Primary Areas for Improvement

Throughout the exercise, several opportunities for improvement in Louisiana's ability to respond to the incident were identified. The primary areas for improvement, including recommendations, are as follows:

Overall

- Many participants were unfamiliar with how to operate within an Incident Command System (ICS) or EOC.
- Participants demonstrated an over reliance on WebEOC.
- Participants lacked situational awareness of the overall multiregion efforts to prepare for the impending hurricane.
- The State Communications Plan lacks State-to-parish/region policies and procedures.

Region 1 Parishes and Venues

- Jefferson Parish EOC
  - The EOC should have an information technology (IT) expert readily available to assist with WebEOC and other computer program issues.
  - The second shift (B-Team) lacks familiarity with EOC policies, plans, and procedures.
  - The EOC should increase its use of verbal briefings and whiteboard postings and rely less on electronic/computer-based communications.
- Jefferson Parish Evacuee Processing Point
  - A Unified Command was not established at the processing center.
  - Participants lack experience with the ICS, Unified Command, and NIMS.
  - There was a lack of shelter from heat and rain at the processing point for evacuees.
- Orleans Parish EOC
  - There were insufficient details on requests for assistance received at the EOC from 3-1-1 operators.
  - The EOC facility is too small to permit efficient operations.
  - All EOC staff members were not familiar with EOC processes and the use of WebEOC.
- UPT
  - There was a lack of accurate and timely communications related to deployment of buses from the UPT to the airport.
  - There needs to be a more defined command structure at the UPT with a proper span of control.
  - Staff members and evacuees should be better briefed on the entire process and resources available.

- New Orleans International Airport
  - Provision of information on arriving buses and tracking of buses with evacuees from the parishes to the New Orleans International Airport needs improvement.
  - The process to triage evacuees needs improvement.
  - There was a lack of situational information for evacuees.
  - The internal communications plan for the ICP needs review.
- Plaquemines Parish EOC
  - There were limited trained EOC staff members to fill critical EOC positions.
  - There needs to be a better understanding of how and when to communicate with the RCC.
  - There was a lack of situational awareness in the EOC of actions taken and decisions made by the State and surrounding parishes.
- Plaquemines Parish Evacuee Processing Point
  - There was a demonstrated need for additional training on policies, plans, and procedures for the general staff.
  - There was a demonstrated need for training on the newly acquired parish processing system.
  - The participating Community Emergency Response Team (CERT) did not have a clear understanding of evacuation procedures.
- St. Bernard Parish EOC
  - The parish needs to enhance its ability to create and place emergency public information on its Web site.
  - The physical layout of the EOC and the EOC conference room could be improved to permit more efficient operations.
  - There was a demonstrated need for training for EOC staff (e.g., ICS, forms).
- St. Bernard Parish Evacuee Processing Point
  - The process for registration was extremely slow due to issues with locals versus visitors/tourists and proper identification.
  - There was a lack of security at the processing site.
  - The use of color-coding of barcodes for specific needs should be expanded.
  - The processing point preregistration desk should be relocated (reexamine the physical layout of the processing center).

- RCC
  - Policies, plans, and procedures do not exist for implementation of the RCC.
  - There are insufficient communication resources, especially WebEOC, available in the RCC to enable effective communications with all parishes and agencies in Region 1.
  - The working environment was not conducive to efficient operations due to noise in the room and other areas, as well as lack of access control.
- JIS
  - A Joint Information Center (JIC) was not established during the exercise.
  - Not all parish PIOs participated.
- Communications interoperability
  - A statewide interoperable communications plan does not exist or was not available for review during the exercise.
  - Communications from the RCC to the Region 1 parishes were not conducted.
  - Participants in the RCC were too reliant on WebEOC rather than using other communication systems.

Region 3 Parishes

- Assumption Parish EOC
  - The EOC does not have a dedicated staff position to operate WebEOC.
  - The EOC lacks 700/800 MHz radios.
  - Players need to be more involved in the exercise, with realistic injects and a different exercise timeframe (later than H-66 to H-40), so that they can better exercise actions closer to the hurricane's approach.
- Lafourche Parish EOC
  - There is no Region 3 tactical communications plan, resulting in no communications with Regions 1 and 9.
  - There was a lack of NIMS and WebEOC training for essential EOC personnel.
  - EOC configuration and equipment are not conducive to emergency operations.
- St. Charles Parish EOC
  - The parish EOC e-mail address for the exercise went to one person and not to the EOC as a whole; when this person was not present, the other EOC members could not receive exercise incident information.
  - There was minimal participation by outside agencies in the exercise.

- St. James Parish EOC
  - WebEOC visibility of issues placed in the system was weak.
  - The parish e-mail address for the exercise went to one person and not to the EOC as a whole; when that person was not present, the other members of the EOC could not receive exercise incident information.
  - A later exercise timeframe (after H-40) would have enhanced parish training on critical actions.
- St. John the Baptist Parish EOC
  - The e-mail address for the parish EOC went to one person and not to the EOC as a whole.
  - The EOC staff needs training on the use of WebEOC.
- Terrebonne Parish EOC
  - Delegation of responsibility to the EOC staff could be improved.
  - The EOC had WebEOC operational and IT problems.
  - Video conferencing was conducted in conjunction with the first injects from the Simulation Cell (SimCell), resulting in an overload as EOC staff members attempted to handle the initial injects and listen to the conference call.

Region 9 Parishes

- St. Helena Parish EOC
  - The parish only has dial-up Internet connectivity, making it very difficult to use WebEOC for resource tracking.
  - The parish has limited resources available during a disaster.
  - The EOC has only two permanent EOC staff members, making it difficult to respond to all requirements during an incident.
- St. Tammany Parish EOC
  - Knowledge of how to use WebEOC should be improved.
  - Understanding of how to operate within the EOC structure (agency liaisons) should be improved.
  - Coordination of parish fuel plans to accommodate surges and shortfalls should be improved.
- Tangipahoa Parish EOC
  - The EOC needs a plan to coordinate media interviews that will result in the EOC not having to give multiple interviews.

  - The EOC standard operating procedures (SOPs) need to clarify the process for delegation of tasks; there is no clear area of responsibility for support staff members.
  - There is a need for satellite backups for Internet connectivity.

- Washington Parish EOC
  - The State's H-hour timeline was not readily available in the EOC.

Overall, the exercise was a success. Participants gained valuable experience in preparedness activities; however, future exercises should emphasize a response-oriented timeframe to ensure that all participants have multiple opportunities to practice the plans and procedures they are exercising in a more active environment.

SECTION 1: EXERCISE OVERVIEW

Exercise Details

Exercise Name

Southeast Louisiana Multiregion Hurricane Preparedness FE

Type of Exercise

FE

Exercise Start Date

July 9, 2008

Exercise End Date

July 9, 2008

Duration

6 hours

Locations

- Assumption Parish EOC
- Jefferson Parish EOC
- Jefferson Parish Evacuee Processing Point
- Lafourche Parish EOC
- New Orleans International Airport
- Orleans Parish EOC
- Plaquemines Parish EOC
- Plaquemines Parish Processing Point
- Region 1 RCC
- St. Bernard Parish EOC
- St. Bernard Parish Evacuee Processing Point
- St. Charles Parish EOC
- St. Helena Parish EOC
- St. James Parish EOC
- St. John the Baptist Parish EOC
- St. Tammany Parish EOC
- Tangipahoa Parish EOC
- Terrebonne Parish EOC
- Union Passenger Terminal
- Washington Parish EOC

Sponsors

- DHS/FEMA
- Louisiana GOHSEP

Program

National Exercise Program (NEP)

Mission

Respond

Capabilities

- EOC Management
- Emergency Public Information and Warning
- Citizen Evacuation and Shelter-in-Place
- Critical Resource Logistics and Distribution
- Communications
- Mass Care (Sheltering, Feeding, and Related Services)
- Onsite Incident Management

Scenario Type

Catastrophic hurricane

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Participating Organizations

Participating Agencies
Federal
Federal Bureau of Investigation (FBI)
Federal Emergency Management Agency (FEMA)
National Weather Service (NWS)
Transportation Security Administration (TSA)
U.S. Army Reserves
U.S. Coast Guard–Sector New Orleans
U.S. Department of Defense (DoD)
U.S. Department of Health and Human Services (HHS)
U.S. Department of Homeland Security (DHS)
U.S. Federal Air Marshals
State
Louisiana Army National Guard
Louisiana Department of Health and Hospitals (DHH)
Louisiana Department of Social Services (DSS)
Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)
Louisiana Region 1
Jefferson Parish and responding agencies
Orleans Parish and responding agencies
Plaquemines Parish and responding agencies
St. Bernard Parish and responding agencies
Louisiana Region 3
Assumption Parish and responding agencies
Lafourche Parish and responding agencies
St. Charles Parish and responding agencies
St. James Parish and responding agencies
St. John Parish and responding agencies
Terrebonne Parish and responding agencies
Louisiana Region 9
St. Helena Parish and responding agencies
St. Tammany Parish and responding agencies
Tangipahoa Parish and responding agencies
Washington Parish and responding agencies
Nongovernmental Agencies
Amateur Radio
American Red Cross
Community Emergency Response Team (CERT)

Participating Agencies
Nongovernmental Agencies (continued)
Louisiana Hospital Association
Louisiana Society for the Prevention of Cruelty to Animals (SPCA)
New Orleans Airport
New Orleans InfraGard
Region 1 hospitals
Region 1 nursing homes
The Salvation Army

Number of Participants

- Players: 574
- Controllers: 41
- Evaluators: 22
- Observers: 71
- Victim Role Players: 175

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SECTION 2: EXERCISE DESIGN SUMMARY

Exercise Purpose and Design

The Southeast Louisiana Multiregion Hurricane Preparedness FE was designed to establish a learning environment for players to exercise emergency response plans, policies, and procedures as they pertain to mitigating the effects of a catastrophic Category 4 hurricane. The exercise was developed at the direction of the Louisiana GOHSEP, with input, advice, and assistance from the Southeast Louisiana Multiregion Hurricane Preparedness FE Exercise Planning Team. To ensure an effective exercise, subject matter experts (SMEs) and local representatives from numerous agencies participated in planning, conducting, and evaluating the exercise.

Exercise Objectives, Capabilities, and Activities

Capabilities-based planning allows for Exercise Planning Teams to develop exercise objectives and observe exercise outcomes through a framework of specific action items that were derived from the Target Capabilities List (TCL). The following capabilities form the foundation for the organization of all objectives and observations in this exercise. Additionally, each capability is linked to several corresponding activities and tasks to provide additional detail.

Based on the identified exercise objectives, the Exercise Planning Team decided to demonstrate the following capabilities during this exercise:

- EOC Management
- Emergency Public Information and Warning
- Citizen Evacuation and Shelter-in-Place
- Critical Resource Logistics and Distribution
- Communications
- Mass Care (Sheltering, Feeding, and Related Services)
- Onsite Incident Management

Scenario Summary

A hurricane has moved from the Bahamas, across the southern tip of Florida, entered the Gulf of Mexico, and moved on a track that would result in landfall on the Louisiana coast. As it moves over the warm Gulf waters and approaches the Louisiana coast, the hurricane strengthens to Category 4. The exercise time period covered H-60 to H-40 hours.

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SECTION 3: ANALYSIS OF CAPABILITIES

This section of the report reviews the performance of the exercised capabilities, activities, and tasks. In this section, observations are organized by capability and associated activities. The capabilities linked to the exercise objectives of the Southeast Louisiana Multiregion Hurricane Preparedness FE are listed below, followed by corresponding activities. Each activity is followed by related observations, which include references, analyses, and recommendations.

REGION 1 – LOUISIANA REGION 1 REGIONAL COORDINATION CENTER (RCC)

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.1: Activate EOC

Observation 1.1.1: **Strength.** The RCC facility was established in a secure location.

References:

- Exercise Evaluation Guide (EEG), Task 1.3
- Exercise Objective 7

Analysis: The RCC was established in a secure location that was relatively small for the numbers of individuals occupying it during some of the exercise stages. Access needs to be controlled so that unauthorized personnel are excluded and the working environment is more effective. The power system needs to be evaluated so that surges and/or interruptions will be unlikely to cause mass computer failures.

Recommendations:

1. Controlled access to the Regional Coordination Center (RCC) should be enforced by the director.
2. Maintenance personnel should evaluate and ensure that the continuity of electrical power is sufficient to prevent computer failure in the event of uneven current.

Observation 1.1.2: **Area for Improvement.** The RCC facility was poorly set up to perform its function.

References:

- EEG, Tasks 1.1 and 1.3
- Exercise Objective 7

Analysis: The RCC working environment proved a challenge even in the relatively low-key environment of the exercise. Adequate numbers of landline phones were not available. Noise levels were high. EOC members were not able to communicate well physically due to a poorly designed work environment. Work areas were not available for groups such as the Louisiana DHH Region 1 Team to accomplish their mission goals. No hardcopy data displays were available in the event of computer or power failure. Some players mentioned a lack of accurate/complete communications information, Internet access, e-mail information, and communications channels for significant outside and operational agencies. RCC law enforcement personnel identified the need for improved communications channels with airport personnel and bus drivers.

Recommendations:

3. Develop mission goals, standards, and an operational model for the Regional Coordination Center (RCC), and establish policies, procedures, and infrastructure requirements.
4. Ensure that the Regional Coordination Center (RCC) operational environment is adapted to facilitate operational functionality effectively.
5. Consider the provision of headsets for portable radios.
6. Provide battery charging capability for portable radios.
7. Equip the Regional Coordination Center (RCC) with a television, printers, fax capability, maps, communications, and other equipment required by RCC members to accomplish their responsibilities.
8. Provide adequate communications information for all Regional Coordination Center (RCC) participants.
9. Provide desk signs to identify functional areas.
10. The Regional Coordination Center (RCC) director should provide timely and periodic situation updates to the RCC.
11. Establish levels of activation and a demobilization annex to Regional Coordination Center (RCC) standard operating procedures (SOPs).

Observation 1.1.3: Area for Improvement. Although the region activated the Region 1 RCC in a timely and organized manner, the resolution of several logistical issues would allow a more effective response.

References:

- EEG, Task 1.3
- Exercise Objectives 1 and 5

Analysis: This was the first activation of the RCC, and many logistical issues were identified for future improvements. The RCC was located in the computer lab of the Yenni Building. The Yenni Building is capable of withstanding Category 5 hurricane winds and is equipped with a generator backup for all electrical outlets, computer stations with additional power strips, multiple phone lines, an overhead projector, restrooms, a cafeteria, and rest and sleep areas.

Parking is available at the building, but participants expressed concern that the parking lot might flood in inclement weather.

Phone lines in the computer lab are shared by other offices within the building and would be used during activation, but they were unavailable for use by players during the exercise; phone issues such as connectivity, numbering, and sound level could not be identified. There were multiple phone lines; phones were placed at most, but not all, workstations.

There was no fax, print, or copy equipment in the computer lab. There was one whiteboard at the back of the room, but there were no additional boards, flip charts, or designated areas for posting information.

Participants discussed H-hour clock availability and synching time, but there is no H-hour clock in the room.

Recommendations:

12. Provide a phone for each workstation.
13. Incorporate phone use into future exercises, possibly on a weekend when phones can be used without affecting other offices.
14. Provide fax, printing, and copy capability in the Regional Coordination Center (RCC).
15. Provide multiple whiteboards with dry erase markers as well as flip charts for documentation and information sharing in the Regional Coordination Center (RCC).
16. Provide an H-hour clock that is synched with the regional or State Emergency Operations Center (EOC).
17. Create a parking plan to address parking lot flooding issues.
18. Create a feeding and sleeping plan for the Regional Coordination Center (RCC).

Activity 1.2: Direct EOC Tactical Operations

Observation 1.2.1: Area for Improvement. There was no RCC plan.

References:

- EEG, Tasks 2.1 and 2.4
- Exercise Objectives 1, 2, 3, 4, and 7

Analysis: The RCC is a new concept for Louisiana, and this was its initial activation. An RCC Annex with Concept of Operations exists, but no operational plan has been developed. However, postponing RCC activation until complete plans were developed would have delayed participation until next year; the Exercise Planning Team elected to utilize RCC play in the exercise and lessons learned and participant feedback in plan development. The lack of an RCC plan created an environment where participants were unsure what they were supposed to be doing. Among the consequences of the lack of a plan were:

- Failure to establish/use the ICS
- Lack of operational procedures

- Failure to produce and pursue an Incident Action Plan (IAP)
- Lack of team structure
- Lack of direction
- Poor distribution and utilization of available operational information
- Confusion regarding State and local Emergency Medical Services (EMS) coordination for ambulance support
- Failure of RCC members to understand and perform their roles
- Failure to provide necessary information on road status and availability
- Lack of a regional movement plan, including military movement control
- Unclear responsibilities for maritime rescue
- Lack of training and exercises

Recommendations:

19. Prepare and promulgate an operational plan for the Regional Coordination Center (RCC) that defines its policies, procedures, and objectives and includes a mission, Job Action Sheets, and Incident Management Team organizational chart.

20. Facilitate State and local Emergency Medical Services (EMS) coordination for ambulance services.

21. Regional Coordination Center (RCC) members should be trained in the skills necessary to accomplish their assigned functions.

22. Develop just-in-time Regional Coordination Center (RCC) operating procedures training for personnel who would arrive at the RCC without prior RCC knowledge or experience.

23. Develop a list of helpful phone numbers such as government and nongovernmental agency contacts; local, regional, and State Emergency Operations Centers (EOCs); and hospitals, nursing homes, schools, and transportation agencies.

24. Develop position reference files that include Regional Coordination Center (RCC) standard operating procedures (SOPs), resource phone numbers, and other function-specific technical manuals.

25. Reevaluate the Regional Coordination Center (RCC) once its policies, procedures, and objectives have been established and its working environment brought to minimum functional standards.

26. The Regional Coordination Center (RCC) director should establish a Regional Working Group to develop a Regional Movement Plan.

Observation 1.2.2: Area for Improvement. There was a lack of situational reporting.

References:

- EEG, Task 2.1
- Exercise Objectives 1, 2, 5, and 7

Analysis: The RCC did not have clear situational reporting requirements. There was a problem receiving conference call information due to limited phone and room capabilities. An initial

briefing was held with RCC staff members, but up-to-date situational reporting was not maintained.

Recommendations:

27. Develop clear situational reporting requirements for the Regional Coordination Center (RCC).
28. Install speakers for teleconferencing that would allow participants to hear conference calls and update situational information.
29. Provide standardized forms for documentation such as the Federal Emergency Management Agency (FEMA) 214 Unit Log.
30. Provide training on situational reporting requirements and form use, and incorporate in future drills and exercises.

Observation 1.2.3: **Strength.** The RCC provided shelter, housing, and feeding for personnel supporting the operation.

References:

- EEG, Task 2.5
- Region 1 Essential Duty Sheltering Plan
- Region 1 Coordination Center Annex

Analysis: The RCC is located in a secure building that is designed to withstand Category 5 hurricane winds. Ample food and water were available to all staff members, restrooms were located nearby, and sleep and rest quarters were identified within the building in the Essential Duty Sheltering Plan. All parishes within Region 1 are represented in the RCC.

Recommendation: None.

Observation 1.2.4: **Strength.** The Region 1 DHH established a three-element working group of functional representatives for hospitals, nursing homes, and EMS, who located themselves in direct proximity to the parish representatives to monitor and direct the movement of patients with special needs effectively.

References:

- EEG, Task 2.1.
- Exercise Objectives 3 and 6

Analysis: Though the DHH was provided with a minimal physical area in which to work in the RCC, the DHH Region 1 working group efficiently managed the evacuation of approximately 120 special-needs victims. This included evacuating women, children, and patients with disabilities to established sites with specialized support using ground transportation and military aircraft via reverse flow.

Recommendation:

31. Provide the Louisiana Department of Health and Hospitals (DHH) Region 1 working group with the appropriate environment, communications equipment, and space within the Regional Coordination Center (RCC).

Observation 1.2.5: Area for Improvement. The Louisiana Department of Transportation and Development (DOTD) and its primary transportation resources vendor, Landstar, did not participate in the exercise.

References:

- EEG, Tasks 2.1 and 2.2
- Exercise Objectives 3 and 7

Analysis: Provision of up to 700 buses, 500 in Region 1 alone, for evacuation is a large and complex process, especially under emergency conditions. Coordination for the provision and support of transportation assets—as well as management of traffic, mechanical breakdowns, and accidents—is a critical element in Louisiana hurricane evacuation. The failure of the DOTD and its primary vendor of transportation resources, Landstar, to participate in the exercise significantly detracted from the utility of the overall exercise, as its objectives included ensuring that affected populations are evacuated and that command and collaboration of necessary components and agencies are effectively coordinated during the pre- and postlandfall environments.

Recommendation:

32. Strongly encourage the Louisiana Department of Transportation and Development (DOTD) and its primary vendor of transportation resources, Landstar, to participate in future exercises.

Activity 1.3: Gather and Provide Information

Observation 1.3.1: Area for Improvement. There was difficulty in establishing and maintaining communication links with other agencies, EOCs, and Multi-Agency Coordination Centers (MACCs).

References:

- EEG, Task 3.1
- Exercise Objective 1

Analysis: The RCC experienced difficulty establishing communications with other agencies and EOCs due to telephone difficulties, including nonoperable phone numbers, phones that could not call out, phones that could not receive calls, and unintended three-way calling in the RCC.

Recommendation:

33. Provide dedicated phone lines for use in the Regional Coordination Center (RCC).

Observation 1.3.2: Area for Improvement. There was a lack of coordinated emergency management efforts among local, county, regional, State, and Federal EOCs.

References:

- EEG, Task 3.3
- Exercise Objective 5

Analysis: Effective large-scale incident management requires a coordinated response. Lack of agency coordination can result in duplicate efforts, inefficient distribution of resources, and a delay in response. During the exercise, there was very limited coordination between the RCC and the region's EOCs.

Recommendations:

34. Encourage communication between the Regional Coordination Center (RCC) and the region's Emergency Operations Centers (EOCs).
35. Include objectives and injects in future exercises that require interaction between the Regional Coordination Center (RCC) and Emergency Operations Center (EOC).
36. Clarify Regional Coordination Center (RCC) versus local, regional, and State Emergency Operations Center (EOC) responsibility.
37. The Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) and all State agencies should communicate through the Regional Coordination Center (RCC) for regional issues.
38. Encourage WebEOC communications with other agencies and Emergency Operations Centers (EOCs).
39. Identify redundant communication methods—such as 800 MHz radios, fax, HAM radio, cell phones, and landline phones—that may be used for Regional Coordination Center (RCC)/Emergency Operations Center (EOC) communication when WebEOC is not available.

Observation 1.3.3: Area for Improvement. There was a lack of understanding of WebEOC for data collection, analysis, and dissemination of information and intelligence.

References:

- EEG, Task 3.6
- Exercise Objective 5

Analysis: Louisiana utilizes WebEOC as its information management system. Access to WebEOC in the RCC was limited to a projected image at the front of the room. WebEOC is available online in real time, but only to those with a username and password. Most RCC participants did not have usernames or passwords. The State has upgraded the system and provided training, but most participants were not familiar with the new version of WebEOC.

Recommendations:

40. Provide education and training on the new version of WebEOC to Regional Coordination Center (RCC) members.

41. Assign WebEOC username and passwords to all Regional Coordination Center (RCC) members.

42. Utilize WebEOC functions in daily activities, where possible, to familiarize staff members with WebEOC.

Observation 1.3.4: Area for Improvement. The RCC did not access information collected on the Phoenix System.

References:

- EEG, Task 3.6
- Exercise Objective 5

Analysis: The DSS is responsible for registration of all citizens who require assistance with evacuation. The Phoenix System software is capable of identifying each person and pet that uses transportation assets. This database can associate family members, match pets to people, and create manifests for buses, trains, and planes.

The Phoenix System is also used at shelters to check in citizens when they arrive at the receiving centers. The application offers multiple agencies access to this data to aid in locating family members.

The Phoenix System's information is available electronically and in hardcopy, but neither was accessed by the RCC.

Recommendations:

43. Provide electronic access to Phoenix System information in the Regional Coordination Center (RCC).

44. Arrange for faxing of hardcopy Phoenix System information when electronic capabilities are not available.

Observation 1.3.5: Area for Improvement. There was a lack of IAP development and use at the RCC.

References:

- EEG, Task 3.6
- Exercise Objective 7

Analysis: Having an IAP facilitates the accomplishment of incident objectives and provides a more coordinated and effective response. The RCC did not develop an IAP or obtain the regional IAP.

Recommendations:

45. Develop a regional Incident Action Plan (IAP) for every incident.

46. Identify and train personnel to prepare an Incident Action Plan (IAP).

47. Utilize the Incident Action Plan (IAP) in future drills and exercises.

Activity 1.4: Identify and Address Issues

Observation 1.4.1: Area for Improvement. There was a lack of understanding of the chain of command, hindering the ability to identify and communicate needs and issues.

References:

- EEG, Task 4.1
- Exercise Objective 7

Analysis: The recent creation of the RCC did not include RCC operational plans, Job Action Sheets, an Incident Management Team chart, or delineation of the chain of command. Participants proceeded with problem solving, but they did not have a chain of command to which to report activities, refer to for direction and leadership, or assist with communication with outside agencies and the EOC.

Recommendations:

48. Develop a Regional Coordination Center (RCC) plan that includes a clearly defined chain of command.

49. Develop an Incident Management Team organizational chart that illustrates the Regional Coordination Center (RCC) chain of command.

Activity 1.6: Provide EOC Connectivity

Observation 1.6.1: Area for Improvement. Players experienced difficulty accessing specific Internet addresses from the RCC workstations.

References:

- EEG, Task 6.4
- Exercise Objective 1

Analysis: There was limited Internet access at each workstation computer in the RCC, and many participants could not access their agency's sites. IT personnel were located within the building and rapidly addressed connectivity and access issues for all personnel.

Recommendations:

50. Compile a list of agency Web sites that may be needed during a Regional Coordination Center (RCC) activation, and ensure that computers have access to them.

51. Arrange for information technology (IT) personnel to be available in the Regional Coordination Center (RCC) during exercises and real-world events to address technical issues.

Capability 2: Emergency Public Information and Warning

Capability Summary: Develop, coordinate, and disseminate accurate alerts and emergency information to the media and the public prior to an impending emergency, and activate warning systems to notify those most at risk in the event of an emergency. By refining its ability to disseminate accurate, consistent, timely, and easy-to-understand information about emergency response and recovery processes, a jurisdiction can contribute to the well-being of the community during and after an emergency.

Activity 2.3: Establish JIS

Observation 2.3.1: Area for Improvement. No JIC was established.

References:

- EEG, Task 3.2
- Exercise Objective 2

Analysis: Failure to establish and operate a JIC significantly detracted from the objectives of the overall exercise.

Recommendation:

1. Consider establishment and utilization of a Joint Information Center (JIC) in future exercises and operations.

REGION 1 – JEFFERSON PARISH EMERGENCY OPERATIONS CENTER (EOC)

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.1: Activate EOC

Observation 1.1.1: Strength. The EOC alert and activation procedure was effective.

References:

- EEG, Tasks 1.1 and 1.2
- Exercise Objective 1

Analysis: The Jefferson Parish EOC has a well-defined and effective activation process for the EOC staff. Before the official start of the exercise, all EOC staff members were alerted via the MyStateUSA Web-based alert and notification program. The EOC staff, including ESF representatives, communications (e.g., emergency dispatchers and amateur radio operators), and support staff (e.g., telephone operators and data entry specialists), responded to the EOC in a

timely manner and began the process of preparing the EOC for operation. As staff members arrived, they were accounted for and given work assignments according to their function while their names were placed on an accountability list for the EOC director to track.

Recommendation: None.

Observation 1.1.2: Strength. The EOC is well-designed, safe, and user-friendly.

References:

- EEG, Task 1.3
- Exercise Objective 1

Analysis: The design and physical layout of the Jefferson Parish EOC allowed for separate but contiguous work areas for all EOC members that enhanced their ability to perform their mission. The Operations Section of the EOC is located on the second floor, where a main room houses the ESF workstations. A separate area is occupied by the emergency dispatchers who monitor and coordinate all radio traffic and resource requests that come through the EOC via radio.

The amateur radio operators are housed in another room that provides for their needs and allows them to function without interfering with other aspects of the EOC. The PIOs also have a separate work space that allows them to monitor television broadcasts and WebEOC messages and prepare press briefings without being interrupted by the chaos of EOC activations. All of these work areas are easily accessible to all members of the EOC, but are distinctly separate and provide an atmosphere that is conducive to productivity.

The EOC is equipped with whiteboards at each workstation, centrally located situation status boards, computer terminals at each workstation, telephones at each workstation, clocks, accountability boards, a central fax machine, a central copier, multiple printers, and a hurricane plotting board.

Another excellent feature of the Jefferson Parish EOC is that it is virtually self-sustainable. The EOC has a laundry area, fully equipped kitchen area, dining room, male and female dormitories that comfortably accommodate at least eight people in each area, and male and female shower and restroom facilities.

The building is well-secured by a fence with locking gates, entry doors that require a key code or supervised entry, and secure floors to prohibit unauthorized entry by nonessential personnel. There is an automated external defibrillator as well as medical supplies for minor medical and trauma emergencies.

Recommendation:

1. Any future Emergency Operations Center (EOC) design and construction should continue to provide the same level of safety, security, and productivity as the current facility.

Activity 1.2: Direct EOC Tactical Operations

Observation 1.2.1: Strength. The EOC manager established a clear operational picture upon activation of the EOC.

References:

- EEG, Task 2.1
- Exercise Objective 1

Analysis: Once the EOC was operational, the EOC manager provided a thorough verbal briefing as well as a detailed, written IAP. The EOC manager established command and control, line of authority in the EOC, incident objectives, a brief safety plan, and a communications plan, and ensured that all staff members knew the physical layout of the EOC. This process was repeated at the beginning of the second shift to ensure continuity from the first shift to the second.

One minor area for improvement was a lack of backup written documentation for phone records and resource requests. This is extremely important in the event of a failure of electronic documentation systems.

Recommendation:

2. Messages, resource requests, radio transmissions, and significant events should be documented in writing to ensure that a record of activity exists in the event of loss of power or electronic documentation systems.

Observation 1.2.2: Area for Improvement. The second shift (B-shift) needs additional staffing and training.

References:

- EEG, Tasks 2.1 and 2.2
- Exercise Objective 1

Analysis: As stated previously, the initial activation and staffing of the Jefferson Parish EOC was well executed. However, upon transition to the second shift, it was noted that several ESFs were not represented in the EOC. Those ESF representatives who were present were not as well versed in EOC operations, WebEOC use, and EOC plans and procedures. In discussing this with the EOC Manager, it was determined that the primary reason for this is an unrealistic exercise schedule, where the primary activation and exercise play were focused on the first shift (A-shift). When the second shift was involved, it was generally when most of the scenario activity had begun to slow or ceased, leaving second-shift participants with little opportunity to familiarize themselves with EOC plans and procedures.

Many of the second-shift participants struggled with WebEOC applications (e.g., what board a particular action should be posted to), location of supplies, and general structure and operating procedures of the EOC. Participants were unaware of the location of EOC plans and procedures or the parish EOP, so they were unable to reference any of these documents to obtain guidance during the exercise.

Recommendations:

3. All Jefferson Parish Emergency Operations Center (EOC) staff members should complete the Federal Emergency Management Agency (FEMA) Independent Study (IS) courses IS-230, IS-275, and IS-701, which are located online at *http://training.fema.gov*.
4. Rotate exercise schedules so that all Emergency Operations Center (EOC) staff members have equal opportunities to practice their training within the EOC environment.
5. Develop standard operating procedures (SOPs) and Emergency Support Function (ESF) checklists for each position within the Emergency Operations Center (EOC).
6. Provide a written copy of the parish Emergency Operations Plan (EOP) and Emergency Support Function (ESF) checklists at each workstation within the Emergency Operations Center (EOC).
7. Each shift should be fully staffed with representatives for all Emergency Support Functions (ESFs), as well as administrative and support personnel.

Activity 1.3: Gather and Provide Information

Observation 1.3.1: Area for Improvement. The Jefferson Parish EOC staff did not coordinate emergency management efforts among local, parish, regional, State, and Federal agencies.

References:

- EEG, Tasks 3.3 and 3.4
- Exercise Objective 1

Analysis: Neither the EOC director nor the EOC staff contacted the Region 1 OEPs to coordinate resource support requirements throughout the incident. There was also no communication observed with the RCC or the State EOC. During an incident as widespread as the one portrayed in the scenario, frequent communications between all involved entities are imperative for a successful outcome. It is also helpful to have these lines of communication established early on in the event, should a parish need to request assistance from other parishes or higher levels of government. Providing situational awareness on a routine basis allows the receiver to understand the complexity and urgency of the request for mutual aid from local, State, or Federal resources.

Recommendations:

8. The Emergency Operations Center (EOC) director and staff should be proactive in making initial notifications in a prompt manner if no input is received from the local Offices of Emergency Preparedness (OEPs) of the affected parishes, Regional Coordination Center (RCC), or State EOC.
9. The Emergency Operations Center (EOC) staff should be familiar with the process for requesting State and Federal resources and all related Federal, State, and local laws, such as those for requesting Federal assistance through the Stafford Act.

Activity 1.7: Support and Coordinate Response

Observation 1.7.1: Area for Improvement. Long-range planning and weather forecasting were not initiated during the exercise.

References:

- EEG, Task 7.4
- Exercise Objective 1

Analysis: During the exercise, weather updates and hurricane location/status were provided through the SimCell. While this information was provided to all players, it was not noted on the hurricane tracking board or significant events boards throughout the EOC. Also absent was a staffed Planning Section, so no long-term planning or forecasting was accomplished. In discussions with the EOC manager, it was communicated that the Jefferson Parish EOC had recently lost its Planning Section staff member and a suitable replacement had not been secured. There were members of the EOC who could have been assigned to monitor current weather patterns, update tracking and status boards, and document possible changes in the forecast. This person could also have been assigned to determine and diagram potential impact areas and affected populations, which would have assisted other members of the EOC staff in their requests for resources and information.

Recommendations:

10. Ensure that each Emergency Operations Center (EOC) position has alternates who are trained to cover extended operational periods or times when scheduled members are unavailable for duty.
11. Assign at least one staff member to monitor local and national TV and radio weather broadcasts and update status boards as needed.
12. Utilize wall/electronic maps and graphics to diagram weather patterns, impact areas, affected populations, and potential hazards.

REGION 1 – JEFFERSON PARISH PICKUP POINT (PPP)

Capability 7: Onsite Incident Management

Capability Summary: Onsite Incident Management is the capability to effectively direct and control incident activities by using the ICS consistent with NIMS.

Activity 7.2: Establish Full Onsite Incident Command

Observation 7.2.1: Area for Improvement. Onsite incident management needs to be improved at the Jefferson Parish Processing Center/Pickup Point.

References:

- EEG, Task 2.5
- Exercise Objective 3

Analysis: When the evacuees arrived on buses and were guided to the appropriate area, no toilets or water were available. Neither bus drivers nor greeters tracked the amount of people on each bus. Tents should have water provisions and signs. Vehicle parking needs to be monitored;

vehicle emissions became part of the intake air and were circulated into the tent. In the processing lines, persons with special needs need a designated area for safety. While most of the concerns were addressed as they arose, these concerns should be addressed in preplanning efforts.

Recommendations:

1. Continue including parish pickup point (PPP) operations in future training and exercises.
2. Review current plans and revise them to address and correct the issues addressed in the analysis, including bus staging and parking, facilities (tents/tarps) to shelter personnel from weather, and support for persons with special needs.

Observation 7.2.2: Area for Improvement. Minor adjustments are needed for the setup of the processing center/pickup point to make it more efficient.

References:

- EEG, Task 2.5
- Exercise Objective 3

Analysis: The Jefferson Parish Sheriff's Office, EMS, and OEP were represented at the PPP. On several occasions, the OEP Director left the Command Post to personally investigate a situation without transferring command. In addition, no individual was assigned the task of tracking events and information.

Recommendation:

3. Conduct a discussion-based exercise to review and train personnel on parish pickup point (PPP) processes and procedures.

REGION 1 – ORLEANS PARISH EMERGENCY OPERATIONS CENTER (EOC)

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.1: Activate EOC

Observation 1.1.1: Strength. The Orleans Parish EOC level of participation exceeded that which would be required during the period depicted in the scenario.

References:

- Exercise Objective 1
- Orleans Parish EOP (Draft)

Analysis: In accordance with the Orleans Parish EOP, when tropical-storm winds are 60 hours or more from making landfall in Louisiana (H-60), the EOC facility will be staffed primarily by the OEP. Key EOC agencies used this opportunity to activate their ESFs and to train personnel in EOC procedures. In addition to OEP personnel, the EOC was staffed by members of the New Orleans police, fire, EMS, and health departments; Sewer and Water Board (SWB); Louisiana SPCA; U.S. Army Corps of Engineers; and Entergy.

The limited focus of the scenario allowed time for EOC participants to tutor new personnel in the use of WebEOC and become familiar with operational processes and ICS forms. Senior police and fire officials were involved and interested in the sharing of information and maintenance of a common operating picture through WebEOC.

Participants noted that more frequent interagency exercises and training sessions would improve overall efficiency. It was noted that, although the OEP provided a position binder at each ESF location, most agencies had not supplemented the binder to make it a tool that would facilitate activities by individual ESF representatives.

Recommendations:

1. The Orleans Parish Office of Emergency Preparedness (OEP) should consider conducting recurring, short-duration exercises focused on improving Emergency Support Function (ESF) support of Emergency Operations Center (EOC) procedures.
2. Individual Emergency Support Functions (ESFs) should consider supplementing ESF position binders with material related to their representatives' activities in the EOC.

Observation 1.1.2: Area for Improvement. The Orleans Parish EOC does not adequately support expanded operations.

References:

- EEG, Task 1.3
- Exercise Objective 1
- Orleans Parish EOP (Draft)

Analysis: The Orleans Parish EOC, located on the ninth floor of City Hall, has a robust and redundant communications capability, but it lacks space to support interrelated functions adequately in a common area. The limited space hinders the ability of even a select few ESFs to coordinate agency and multiagency activities effectively and efficiently. The layout does not allow for posting of information that affects multiple organizations. Although this information may be available in WebEOC templates, the visual presentation of critical pieces of information (e.g., H-hour sequence, storm category, shelter status, evacuation status) helps ESF personnel maintain a common operating picture. It was pointed out that the City of New Orleans Mayor had recently directed that additional portions of the ninth floor be made available for expansion of the EOC.

Recommendations:

3. The new facility should be organized to support an Emergency Operations Center (EOC) structure that reflects National Incident Management System (NIMS) principles (i.e., collocating Emergency Support Functions [ESFs] by appropriate section, branch with a designated lead ESF).
4. The new Emergency Operations Center (EOC) facility should incorporate the use of hardcopy and electronic information displays.
5. Key Emergency Support Functions (ESFs) should be consulted in the organization of the new Emergency Operations Center (EOC) to ensure that functional peculiarities are accommodated.

Activity 1.2: Direct EOC Tactical Operations

Observation 1.2.1: **Strength.** The ESF representative in the Orleans Parish EOC demonstrated a high degree of coordination and cohesiveness.

References:

- EEG, Tasks 2.1 and 2.2
- Exercise Objective 1
- Orleans Parish EOP (Draft)

Analysis: For this exercise, the lead representative for each ESF appeared to be an individual who had served in a similar capacity during Hurricanes Katrina and Rita. This was evident from their familiarity with each others' functions, foresight in anticipating requirements, and ease in coordination. As tasks were received, lead ESF representatives were able to assess the needs, identify and task supporting ESFs, and, if necessary, correct wrongly assigned tasks. With infrequent EOC activations for real-world or training events, coupled with transfers and promotions of ESF representatives, this strength could dissolve.

Recognizing that EOC activations of any duration will require augmentation, the OEP has taken two steps to ensure an infusion of qualified staff. First, a vendor with current OEP duties, Disaster Recovery Consultants (DRC), has had its scope of work expanded to allow DRC staff to augment the EOC in emergencies. In addition, OEP is preparing a request for proposal to further augment the EOC with 20 experienced contractors during emergency periods. It is important that the strength of current interoperability be maintained through the use of progressively more complex EOC exercises.

Recommendation:

6. The Office of Emergency Preparedness (OEP) should plan and conduct progressively complex exercises that include a wider array of Emergency Support Functions (ESFs) and contractor staff members who have emergency management operations experience.

Observation 1.2.2: **Strength.** The Operations Officer exhibited consistent and clear direction and control over EOC activities.

References:

- EEG, Tasks 2.1 and 2.2
- Exercise Objective 1
- Orleans Parish EOP (Draft)

Analysis: Activities within the EOC were supervised by the Operations Officer, who conducted frequent situational updates for ESF representatives; maintained personal visibility over the assignment and status of tasks; assisted newcomers with WebEOC; and maintained an interface with the Movement Control Center, RCC, and State EOC. Upon the unexpected arrival of several Federal players, the Operations Officer guided their assimilation into the EOC and provided them with WebEOC stations to facilitate their inclusion in EOC activities.

Recommendation: None.

Activity 1.3: Gather and Provide Information

Observation 1.3.1: **Strength.** WebEOC was used as a tool to facilitate EOC operations and information sharing.

References:

- EEG, Task 3.1
- Exercise Objectives 1 and 5
- Orleans Parish EOP (Draft)

Analysis: The Orleans Parish EOC is equipped with a robust communications capability that incorporates standard communications networks used on a daily basis, amateur radio supported by CERT members, and innovative devices to enhance availability of emergency information to hearing- and sight-impaired persons. A key test during this exercise involved the use of WebEOC. The first point made during the exercise was that the WebEOC systems at the State EOC and within the parishes are separate systems. Orleans Parish has, however, developed a "bridge" through which it directly posts to the State EOC system.

This system facilitates the interchange of information between the State and local EOC. As the Operations Officer posted items to the local significant activities screen, he selected items to be transferred to the State EOC. Periodic checks of the State EOC's significant activities indicated that the bridge worked effectively. Several departments in Orleans Parish are also incorporating WebEOC into their daily activities, and senior staff members discussed ways in which WebEOC use could be expanded. It was confirmed that the displays that were equipped with WebEOC and linked to the EOC in the police and fire department areas showed common information.

Not all ESF agencies have WebEOC, but their personnel require training on the system and its use in the EOC. While this training was quickly conducted during the exercise, the sheer number of personnel who require training may cause a loss of EOC effectiveness if the training occurs after arrival in the EOC. There may be a further loss of effectiveness if the ESF representatives were also unfamiliar with the ICS forms on the Orleans Parish WebEOC system.

Recommendations:

7. The Office of Emergency Preparedness (OEP) should consider conducting short-duration WebEOC communications drills with agencies equipped with WebEOC.
8. The requirements for Emergency Support Functions (ESFs) to place an individual on their 24-hour EOC staffing list should include that the individual be trained on WebEOC and have at least trained at the ICS 200 level.
9. Emergency Support Functions (ESFs) should consider recurring in-service training on WebEOC for Multi-Agency Coordination Center (MACC) staff designees.

Activity 1.6: Provide EOC Connectivity

Observation 1.6.1: Area for Improvement. The Orleans Parish EOC did not demonstrate the use or availability of tools that would have facilitated attaining and maintaining an operational tempo.

References:

- EEG, Task 6.12
- Exercise Objective 1
- Orleans Parish EOP (Draft)

Analysis: The ability to maintain continuity of operations is related to the tools used to gather, share, and depict information. In planning to safeguard the public from the effects of a hurricane, activities in the Louisiana State EOC are guided by the Unified Louisiana Evacuation Timeline. This guideline outlines key State and Federal actions, by ESF, which would occur from H-120 through H-hour and beyond. The timeline is a guide that can be updated while maintaining visibility over key activities.

In Orleans Parish, several departments and agencies have standalone hurricane plans, some of which address actions occurring at specific times. During the exercise, the majority of participants did not have or refer to agency-level plans. While the OEP's goal is to have these plans assimilated into the Orleans EOP, there are short-term actions that can enhance overall EOC oversight of response activities. The EOC should have a timeline similar to the State's that identifies key State actions as well as corollary and independent local actions.

Upon activation of the EOC, this timeline would help set an operational tempo and ensure a cohesive interagency effort. The EOC also prepares an IAP for each operational period and recurring Situation Reports (SitReps). If ESF representatives understood that the information required to develop these documents is needed by ESF-5 at a standard time, with a standard as of time, the picture that the EOC prepares for dissemination would more accurately depict the situation.

Recommendations:

10. The Office of Emergency Preparedness (OEP) should develop an Emergency Support Function (ESF)-based Hurricane Evacuation Timeline that draws on the State Emergency Operations Center (EOC) model and incorporate information from standalone agency hurricane plans.

11. The Office of Emergency Preparedness (OEP) should encourage the State Emergency Operations Center (EOC) to maintain statewide continuity of operations (COOP) through the use of the Louisiana Hurricane Evacuation Timeline.

12. The Emergency Operations Center (EOC) procedures addressed in the draft Orleans Parish Emergency Operations Plan (EOP) should include standard protocols regarding development of Incident Action Plans (IAPs) and Situation Reports (SitReps).

Activity 1.7: Support and Coordinate Response

Observation 1.7.1: Strength. The process by which tasks are received, assigned, and tracked in the EOC worked exceptionally well.

References:

- EEG, Task 7.2
- Exercise Objective 1
- Orleans Parish EOP (Draft)

Analysis: Upon activation, phone calls to the published OEP phone number are transferred to the Orleans Parish nonemergency 3-1-1 line. During the exercise, this was done, but a backlog ensued because only one line and two computers were designated for exercise play. In a real-world event, 10 to 30 operators would be handling the influx of calls. The process developed and tested was for calls to be received through 3-1-1 and the information forwarded to the EOC via WebEOC.

In the MACC, three individuals were designated to vet the information and initiate followup action (e.g., post to significant actions, assign for action, review and take no further action, announce to EOC staff). All assignments were reviewed by the Operations Officer or his designee, and other EOC staff members tracked the status of actions. Periodically, when no efforts toward task resolution were apparent, the operations officer directly queried the lead ESF. The assignment and tracking system seemed easy to grasp, as newly assigned ESF personnel had few problems with it. All tasks received were assigned and actions completed before the end of the exercise.

Recommendations:

13. The Emergency Operations Center (EOC) task assignment and tracking system should be an essential part of EOC and WebEOC training for new personnel and presented as refresher training for experienced EOC personnel.

14. Develop specific guidance for 3-1-1 operators, and conduct periodic short-duration exercises to maintain 3-1-1 operators' proficiency.

REGION 1 – NEW ORLEANS UNION PASSENGER TERMINAL (UPT)

Capability 3: Citizen Evacuation and Shelter-in-Place

Capability Summary: Citizen Evacuation and Shelter-in-Place is the capability to prepare for, ensure communication of, and immediately execute the safe and effective sheltering-in-place of an at-risk population (and companion animals) and/or the organized and managed evacuation of

the at-risk population (and companion animals) to areas of safe refuge in response to a potentially or actually dangerous environment. In addition, this capability involves the safe reentry of the population where feasible.

Activity 3.1: Direct Evacuation and/or In-Place Protection Tactical Operation

Observation 3.1.1: Area for Improvement. A predetermined and agreed-upon travel route to the airport from the New Orleans UPT was not in place.

References:

- EEG, Task 1.4
- Exercise Objective 3
- New Orleans 2008 City Assisted Evacuation Plan (CAEP)

Analysis: During the exercise, there was a debate regarding which route to take to the airport from the UPT. According to UPT command personnel, discussions before the exercise had favored I-10 as the best route; however, there was no final consensus regarding that suggestion. During the exercise, UPT personnel and the bus drivers noted that I-10 was not a desirable choice, given that it would be utilized as an evacuation route during the H-60 to H-40 timeframe. An alternate route suggested was Earhart Boulevard to the airport.

Recommendation:

1. Identify all potential travel routes to the airport from the Union Passenger Terminal (UPT). Assess these routes for expected traffic during a hurricane, and drive the routes during rush hour to determine which route will be easiest and quickest to navigate.

Observation 3.1.2: Area for Improvement. There was confusion and miscommunication regarding the procedure for internally clearing buses for departure from the UPT.

References:

- EEG, Task 1.6
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: There was no clearly designated position assigned to interface with buses and provide them with direction on when they could leave. As a result, in one instance, a bus was wrongly cleared for departure by an unauthorized individual and it left for the airport. Over the course of the day, there was debate and confusion as to whether buses needed a hardcopy manifest before departing. In addition, the evacuees' bar-coded wristbands were not initially scanned before bus embarkation because the DSS personnel responsible for this function were not provided with any departure information. These problems slowed bus departures and compromised the ability to track buses and evacuees accurately.

Recommendations:

2. Develop a checklist that details the steps required to clear a bus for departure from the Union Passenger Terminal (UPT).

3. Assess and revise plans to make sure a person is assigned to complete each bus evacuation plan task.

4. Train appropriate staff on the evacuation bus movement processes, and post the checklist at the Union Passenger Terminal (UPT).

5. Designate a staff member at the Union Passenger Terminal (UPT) to liaise with bus drivers and coordinate the process of loading and clearing buses for departure.

Observation 3.1.3: Area for Improvement. Buses were slow to leave for the airport after they were internally cleared for departure from the UPT.

References:

- EEG, Task 1.6
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: Even after evacuees were loaded onto buses and the buses cleared for departure by UPT personnel, the buses could not leave for the airport until Airport Operations provided consent. Buses had to wait more than 15 minutes for this approval. In a real-world emergency, this would compromise the region's ability to evacuate the public within the time available. UPT personnel indicated that the relay of information slowed the process. Communications requesting and authorizing departures flowed from the UPT to the RCC to the airport and back.

Recommendations:

6. Conduct a planning meeting to further assess this issue. Include representatives from the Union Passenger Terminal (UPT), Regional Coordination Center (RCC), and airport. Based on discussions, develop a standard operating guide and/or a communications and decision flow chart that details the process for coordinating and approving UPT bus departures.

7. Train staff on newly developed procedures for Union Passenger Terminal (UPT) bus departures.

8. Consider implementing a system that would allow the airport and Union Passenger Terminal (UPT) to communicate directly for the purpose of coordinating bus departures.

9. Conduct followup drills to test coordination and the communications pathway.

Activity 3.2: Activate Evacuation and/or In-Place Protection

Observation 3.2.1: Area for Improvement. Personnel working at the UPT did not have a clear understanding of overall evacuee processing procedures or of available resources.

References:

- EEG, Task 2.2
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: Personnel working at the UPT were briefed on their specific roles and generally did a good job. However, an overall understanding of operations and how to address special

circumstances were lacking. For instance, many personnel did not know that small animals could be carried aboard buses and in laps in carriers. This created confusion and slowed processing as questions were asked. Furthermore, staff members tried to separate a service animal from its owner in the same manner as other pets, which is against the law.

In another situation, a unique-needs individual (i.e., a sex offender) was identified, but no one except the Incident Commander knew how to manage the evacuation of the person. Instead of being taken to a predesignated area for processing and eventual segregated transport, the individual was asked to sit to the side unsupervised and was forgotten. Also, personnel were unaware of the existence and location of mental health counseling resources for clients. In addition, processing personnel did not know that a blue tag on a person indicated expedited evacuation.

The handling of these situations revealed many things. Personnel working in the UPT often did not understand roles, responsibilities, and procedures beyond their specific position or work area, even though that knowledge may be required to manage a particular client properly or direct a client to needed resources. The exercise revealed that evacuees will have individualized needs and characteristics; a deeper understanding of procedures and plans is required to avoid questions, improper (and potentially dangerous) handling of clients, and slowdowns. The exercise revealed that only a few individuals in the facility had a deep understanding of the response plans and, as a consequence, were being inundated with questions.

Recommendations:

10. Provide pre-event training on Union Passenger Terminal (UPT) operations to all designated UPT personnel. Include an overview of operations and training on specific scenarios related to managing and processing persons with different needs and characteristics.

11. Develop a field operations guide (FOG) manual for use by Union Passenger Terminal (UPT) personnel. Ensure that the manual includes maps of the facility, an overview of the entire operation, decision trees for processing and triaging evacuees, and Job Action Sheets with clearly defined roles and responsibilities.

12. Continue to exercise Union Passenger Terminal (UPT) operations.

Activity 3.3: Implement Evacuation Orders for General Population

Observation 3.3.1: Area for Improvement. Evacuees arriving at the UPT were not provided with sufficient directions or information regarding processes.

References:

- EEG, Task 3.1
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: Several evacuees indicated in interviews during the exercise that they had little knowledge of what they were supposed to do and were just following everyone else. New Orleans 2008 CAEP informational brochures were present but were only available in limited quantities away from evacuees. There was no information broadcast over public address (PA) systems, although these systems were available, and there were no signs providing people with

instructions and expectations. In particular, information about amnesty boxes should be readily visible before evacuees are subjected to metal detectors and security searches, and reminders regarding luggage restrictions should be posted as well. Without information and instructions, evacuees may harbor unrealistic expectations, go to the wrong area, ask multiple questions, try to bring too many items or restricted items with them, and/or become stressed and combative.

Recommendations:

13. Print and provide sufficient City Assisted Evacuation Plan (CAEP) informational brochures that are appropriately placed for access by evacuees.
14. City Assisted Evacuation Plan (CAEP) informational brochures should include processing procedures, use of amnesty boxes, rules, and general expectations regarding travel arrangements.
15. Consider providing instructions to incoming evacuees via public address (PA) systems. The systems should constantly announce updates about the approaching hurricane; where the evacuation transport vehicles will be going; what can or cannot be brought on the train; what to do in case of fire, explosion, or medical emergency; who to talk to with questions and special concerns; and the process at the Union Passenger Terminal (UPT) (e.g., triage, Department of Social Services [DSS] registration, Society for the Prevention of Cruelty to Animals [SPCA] registration).
16. Make signs for the Union Passenger Terminal (UPT). There should be a sign identifying each station/area within the UPT. Signs can also be used to provide evacuees with basic expectations (e.g., wait times). During operations, these signs should be placed high so that they are visible.
17. If possible, ensure that all informational materials are not language dependent or that they are available in multiple languages.
18. Place emergency management liaisons on the buses and trains used for evacuation.

Observation 3.3.2: **Strength.** UPT evacuee processing personnel from the DSS performed well and were very adaptable.

References:

- EEG, Task 3.2
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: During the exercise, personnel from the DSS were tasked to enter evacuee information into databases and utilize ID and barcode-scanning technology to expedite processing. All personnel were knowledgeable and performed these functions well. Furthermore, DSS personnel adapted well during the exercise. For example, they identified that passengers were not being scanned as they entered buses, nor were bus assignments being provided to processing personnel. DSS processing personnel took it upon themselves to rectify the situation.

Recommendation: None.

Observation 3.3.3: **Strength.** ID and barcode-scanning technology used at the UPT evacuee processing facility worked well.

References:

- EEG, Task 3.2
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: ID and barcode-scanning technology was utilized at the UPT to process evacuees, assign them to buses and trains, and create electronic manifests. This equipment proved to be easy to use, expeditious, and reliable. Overall, scanning IDs and barcodes saves a considerable amount of time over manual data entry.

Recommendation: None.

Observation 3.3.4: **Strength.** The color-coded triage tags used at the UPT evacuee processing facility worked well.

References:

- EEG, Task 3.2
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: Color-coded wristbands were used to classify evacuees based on their required levels of need/support. Based on these wristband colors, persons were placed on either buses to the airport or trains. Personnel conducting medical triage and personnel assigning evacuees to buses and trains indicated that the color-coded system was easy to understand and efficient. As mentioned elsewhere, additional training on the codes and clarifications regarding how to classify certain individuals may be required, but overall, the system worked and should be sustained.

Recommendation: None.

Observation 3.3.5: **Area for Improvement.** Manual input of information into the evacuee processing computer database at the UPT was slow and reduced line flow.

References:

- EEG, Task 3.2
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: If an evacuee had a valid Louisiana ID card, he or she could be scanned and processed into the evacuee database within a matter of seconds. However, a person presenting without an ID card would require UPT processing personnel to input a considerable amount of information manually. During the exercise, many of the volunteer evacuees had to have their information input manually, which caused significant backups. Participants were able to process 355 people in approximately 2 hours. This would translate to about 4,260 persons processed over 24 hours.

An estimated 20,000 total elderly, in need of medical resources (NMR), and general population individuals would need to be evacuated, as indicated by CAEP planning estimates. In addition, given that the population utilizing the New Orleans 2008 CAEP will include a large number of elderly persons, mentally handicapped individuals, and individuals without a means of transportation out of the area (including tourists), the subset of individuals presenting for evacuation who forgot, lost, or have an out-of-state ID is potentially large.

Recommendations:

19. Review the current data entry requirements and streamline the amount of information collected from evacuees to reduce the amount of time required for data entry.

20. Add additional data entry staff or self-serve terminals to accommodate manual data entry.

21. Consider methods by which individuals could preregister for the New Orleans 2008 City Assisted Evacuation Plan (CAEP). In particular, this may be feasible within well-defined and organized special-needs populations.

Observation 3.3.6: Area for Improvement. Personnel conducting medical triage at the UPT did not screen evacuees in a uniform manner.

References:

- EEG, Task 3.2
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: Volunteer evacuees with almost identical victim tags were occasionally triaged differently by EMS personnel. For instance, one individual in a wheelchair who could still walk short distances if required was given a green triage tag (i.e., Category B NMR: self-manageable), while a person with similar abilities was given a yellow triage tag (i.e., Category A NMR: requires assistance). These triage discrepancies could result in an individual not receiving the support she or he requires.

Recommendation:

22. Train and exercise Union Passenger Terminal (UPT) medical triage staff on triage procedures.

Observation 3.3.7: Area for Improvement. Sufficient resources were not available at the UPT to aid persons with mobility impairments.

References:

- EEG, Task 3.2
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: In a real-world emergency, many of the persons presenting to the UPT for evacuation during H-60 to H-40 will be elderly or NMR individuals. Mobility impairments and restrictions will be common in this population. Mobility issues were not realistically simulated during the exercise; even so, personnel were not assigned to assist persons entering or exiting buses/trains

such as transferring people out of wheelchairs and providing assistance up steps and into seats, an important role given that buses and trains can only accommodate one or two wheelchairs.

The trains, tour buses, and Greyhound buses did not accommodate wheelchairs, and although the Regional Transit Authority (RTA) bus could transport two wheelchairs, its wheelchair lift was broken (a common issue with RTA buses). The handicap-accessible train cars have room for only one wheelchair on the first floor, which required passengers to navigate steep and narrow steps. Furthermore, once aboard the trains, which were allocated specifically for elderly and NMR individuals, no personnel were available to provide medical support in case of an emergency while en route to the given destination. No wheelchairs, chairs with rollers, or benches were available at the UPT in case a person waiting in line required assistance.

Recommendations:

23. Obtain and provide wheelchairs, rolling chairs, and/or benches for evacuees waiting in long lines. Assess the need for wheelchairs for all evacuees who present to the Union Passenger Terminal (UPT) with wheelchairs that cannot be folded and placed in train storage areas.
24. Allocate Union Passenger Terminal (UPT) personnel to monitor and help elderly and in need of medical resources (NMR) individuals navigate the UPT and board buses and trains. Provide these designated personnel with appropriate training to perform safe wheelchair transfers of evacuees to trains.
25. Assign personnel with medical training to trains with elderly and in need of medical resources (NMR) evacuees so that caregivers can be assisted if medical issues arise while en route.
26. Determine alternate means of transportation for in need of medical resources (NMR) individuals who cannot board the buses or trains.

Observation 3.3.8: Area for Improvement. The Behavioral/Mental Support Team was unclear of how it was supposed to function at the UPT.

References:

- EEG, Task 3.2
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: Personnel trained in disaster counseling presented to the UPT to provide support; however, the individuals did not know where to go or how to perform their role within the context of the UPT. Other personnel at the UPT did not realize that counseling services were available. In a real-world event, this would compromise the ability to provide mental health support to evacuees and staff.

Recommendation:

27. Provide training to staff regarding roles, responsibilities, and the various counseling services available at the Union Passenger Terminal (UPT).

Observation 3.3.9: Area for Improvement. Resources for foreign language-speaking evacuees at the UPT were insufficient.

References:

- EEG, Task 3.2
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: One individual who was fluent in Spanish and Sign Language served as an interpreter at the UPT. In addition, small quantities of New Orleans 2008 CAEP brochures were available in English, Spanish, and Vietnamese; however, multiple Spanish-speaking evacuees who require processing at the same time could slow line flow. If an evacuee who spoke a language other than English or Spanish presented for processing without a valid Louisiana ID card, there would be no translation aids available to assist with collecting required evacuee information, compromising the UPT's ability to process evacuees. Foreign tourists, in particular, could easily find themselves in this situation. These barriers would reduce line flow.

Recommendations:

28. Obtain the services of translation phone lines for Union Passenger Terminal (UPT) operations.

29. Assess all Union Passenger Terminal (UPT) personnel for language proficiencies that could be useful during operations.

30. Provide all written material and questionnaires for evacuees in multiple languages.

Observation 3.3.10: Area for Improvement. Areas designated for evacuees at the UPT were potentially hazardous.

References:

- EEG, Task 3.2
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: The first buses that arrived at the UPT unloaded passengers around a circular drive. Evacuees from the front buses had to walk adjacent to arriving buses to reach the triage/processing line. These moving buses were a safety hazard to the evacuees, but the UPT had no designated Safety Officer (beyond an exercise Safety Officer) or a UPT safety plan to identify and prevent the hazard. A similar situation occurred at the bus loading platforms on the other side of the facility.

Additionally, evacuees arriving at the UPT had to wait in lines outdoors in the summer heat. While the lines were under cover and the volunteer evacuees were primarily young and healthy, in a real-world emergency lines would be much longer, potentially extending into uncovered areas, and evacuees would include elderly and NMR individuals.

In a real-world emergency, the entire UPT would be available for use; the potential for hazard would depend on how lines are established during an actual evacuation. The UPT layout within the New Orleans 2008 CAEP was unclear as to exactly where triage and processing will occur or how lines will be arranged. Heat or other environmental conditions can be dangerous to medically sensitive populations, so the potential hazard should be noted.

Recommendations:

31. Assign a Safety Officer for the Union Passenger Terminal (UPT).
32. Evaluate the Union Passenger Terminal (UPT) for potential hazards, and develop a site safety plan.
33. Assign a person to direct bus traffic at embarkation and disembarkation points; this person should ensure that people stay away from moving buses and that the buses are positioned/parked in the safest orientation.
34. Move all lines indoors, if possible. Lines can be snaked back and forth to accommodate the maximum number of people. If lines cannot be moved inside, consider requesting and using misters on hot days and mobile heaters on cold days.

Observation 3.3.11: Area for Improvement. Redundant systems are needed for processing of evacuees at the UPT.

References:

- EEG, Task 3.2
- Exercise Objective 3
- New Orleans 2008 CAEP

Analysis: Systems used for entering data and processing evacuees were all electronic. No backup manual data collection or processing systems were observed to be used in the event of electronic systems failure. A computer system failure or loss of electricity would compromise the UPT's ability to process evacuees appropriately, considerably slowing evacuations.

Recommendations:

35. Develop a paper version of the Union Passenger Terminal (UPT) evacuee processing system. Ensure that paper forms can be completed in line quickly and that the paper processing system can be implemented rapidly in case electronic systems become inoperable.
36. Conduct a drill to test the paper evacuee processing system alongside the electronic system.

Capability 6: Mass Care

Capability Summary: Mass Care is the capability to provide immediate shelter, feeding centers, basic first aid, bulk distribution of needed items, and related services to persons affected by a large-scale incident, including special-needs populations. Special-needs populations include individuals with physical or mental disabilities who require medical attention or personal care beyond basic first aid. Other special-needs populations include non-English-speaking populations that may need to have information presented in other languages. The mass care capability also provides for pet care/handling through local government and appropriate animal-oriented organizations.

Mass care is usually performed by nongovernmental organizations (NGOs), such as the American Red Cross, or by local government-sponsored volunteer efforts, such as Citizens Corps. Special-needs populations are generally the responsibility of local government, with medical needs addressed by the medical community and/or its alternate care facilities. State and

Federal entities also play a role in public and environmental health by ensuring safe conditions, safe food, portable water, sanitation, clean air, etc.

Activity 6.6: Shelter Companion Animals

Observation 6.6.1: Strength. The SCPA did a good job registering pets.

References:

- EEG, Task 6.1

Analysis: The SPCA seemed to have a streamlined, easy-to-use system. All SPCA personnel were aware of how the system worked, and they were confident in their ability to handle any situation that was presented to them. The usage of large cages for owners and their pets to stand inside while the animal is scanned for a chip and processed works well, as it prevents the likelihood that animals will escape when removed from their cages during the process.

Recommendations:

1. Use more live animals in exercises to provide more opportunities for learning.
2. A veterinarian should be present at the Union Passenger Terminal (UPT) in case of an emergency and to provide medications to animals that may need care.

Capability 7: Onsite Incident Management

Capability Summary: Onsite Incident Management is the capability to direct and control incident activities effectively by using the ICS consistent with NIMS.

Activity 7.2: Establish Full Onsite Incident Command

Observation 7.2.1: Area for Improvement. A defined and NIMS-compliant incident management structure with associated processes, including the proper use of span-of-control, forms, briefings, and vests was not implemented at the UPT.

References:

- EEG, Task 2.1
- Exercise Objectives 3 and 7
- New Orleans 2008 CAEP

Analysis: The incident management organizational structure at the UPT consisted of an Incident Commander with more than 40 directly reporting personnel. This contradicted NIMS guidance and local response plans, which called for either an Incident Commander with six direct reports or a Branch Director with three to seven direct reports. It also meant that the facility did not have dedicated personnel responsible for overseeing functions such as public information, safety, liaison responsibilities, logistics, planning, and administration/finance.

Other processes associated with effective incident command were not performed as well. For instance, the Incident Commander only conducted one staff briefing to provide updates and troubleshooting, and ICS forms were not utilized to document activities and aid in command and control. While vests were utilized for easy identification of personnel, vest labels did not always

match a person's given role; agency names were at times used in place of position titles. For instance, a door monitor in the facility had a vest labeled with the title "Incident Commander." Individuals entering information into the evacuee processing database had "DSS" on their vests, indicating the government agency for which they worked and not the UPT position to which they were assigned.

The lack of organizational structure and use of incident command principles ultimately led to an inefficient facility. While the Incident Commander was very knowledgeable of operational plans for the facility, there were too many questions and activities to answer and perform at once, overwhelming the Incident Commander and causing operations to lag as staff waited for assistance. Some Command Staff and General Staff responsibilities were not performed, including media relations, personnel tracking and staffing oversight, site safety (though EMS personnel and an exercise Safety Officer were available), and forward planning. Furthermore, without ICS forms, response activities were not officially documented to prevent misunderstandings and to use in after action reviews or legal proceedings.

Recommendations:

1. Assess the New Orleans 2008 City Assisted Evacuation Plan (CAEP) to determine if the proposed Union Passenger Terminal (UPT) command structure is National Incident Management System (NIMS) compliant. Make changes as needed and include positions to oversee all required duties at the UPT, including media relations/public information, operations, site safety, logistics, planning and documentation, administration/finance (e.g., staffing), and liaison functions (e.g., coordination with Amtrak).
2. Identify and assign people to fill each of the designated positions while maintaining span of control (i.e., no more than three to seven direct reports) and providing position assignments that are at least three deep.
3. Train personnel on the Union Passenger Terminal (UPT)/Incident Command System (ICS) organizational structure and their role within that structure.
4. Provide staff with National Incident Management System (NIMS) Incident Command System (ICS) training.
5. Ensure that titles on vests correspond to the position of the person wearing the vest. In addition, make sure that position titles are used on the vest rather than supporting agencies. Consider using the commonly accepted Incident Command System (ICS) color designations for vests.
6. Ascertain what Incident Command System (ICS) forms are needed at the Union Passenger Terminal (UPT) (e.g., general message form, sign-in sheet, individual log, unit log); make copies of the forms required for use at the UPT; and prestage them.
7. Develop a standard operating guide for Union Passenger Terminal (UPT) operations.
8. Train personnel on the standard operating guide.
9. Develop a field operations guide (FOG) with Job Action Sheets for just-in-time training at the Union Passenger Terminal (UPT).

10. Conduct additional drills and exercises to practice command and control at the Union Passenger Terminal (UPT).

Observation 7.2.2: Area for Improvement. The UPT could not communicate directly with incoming or outgoing buses.

References:

- EEG, Task 2.3:
- Exercise Objectives 3 and 7
- New Orleans 2008 CAEP

Analysis: At the start of the exercise, a bus driver with a bus of evacuees had to exit his bus and walk to the UPT to inquire where to drop off passengers. It was soon discovered that direct radio communications between buses and the UPT were not possible. Inquiries revealed that buses leaving the UPT also had limited means of communicating with their travel destinations, and in a real-world emergency would have to radio their company dispatch, who would in turn contact the Louisiana DOTD in another part of the State for relay back to New Orleans. This communication flow increases the chance of miscommunication and slow response times.

Recommendations:

11. Provide two-way radios to bus drivers to allow direct communications with destinations. Alternatively, identify bus dispatch centers and provide the dispatcher with a two-way radio that can communicate with destination points directly.

12. Allocate an appropriate channel for bus communications, and have destination sites monitor that channel.

Observation 7.2.3: Area for Improvement. WebEOC was not monitored at the UPT.

References:

- EEG, Task 2.4
- Exercise Objectives 3 and 7
- New Orleans 2008 CAEP

Analysis: During an emergency, WebEOC is utilized by the region to help communicate, submit requests, provide updates, and maintain situational awareness. While personnel at the UPT indicated that access to WebEOC was possible, no one actually used or monitored the system. Two-way radios were used to communicate externally, but WebEOC would still help the UPT maintain situational awareness and submit documented requests.

Recommendation:

13. Designate and train a person to monitor WebEOC at all times.

Observation 7.2.4: Strength. Personnel were able to set up the UPT evacuee processing facility quickly.

References:

- EEG, Task 2.5

- Exercise Objectives 3 and 7
- New Orleans 2008 CAEP

Analysis: UPT personnel set up stations and barricades/lines for processing evacuees about 2 hours before the exercise. This included setting up electronic equipment and erecting a mobile command station. Everything was in place by the start of the exercise, indicating that evacuee processing capabilities can be established at the UPT with little prior notice.

Recommendation:

14. Continue to train staff and practice setting up at the Union Passenger Terminal (UPT).

Observation 7.2.5: Strength. The physical space at the UPT was well suited for the operation.

References:

- EEG, Task 2.5
- Exercise Objectives 3 and 7
- New Orleans 2008 CAEP

Analysis: The UPT provides nearby parking, space for incoming and outgoing buses, access to passenger train terminals, and room for lines of people. The facility is centrally located in downtown New Orleans. These characteristics create a very good evacuee processing and transport center.

Recommendation: None.

Observation 7.2.6: Area for Improvement. Technical experts for all UPT technological equipment need to be available to assist during disasters.

References:

- EEG, Task 2.5
- Exercise Objectives 3 and 7
- New Orleans 2008 CAEP

Analysis: Technological systems onsite included multiple communications systems (e.g., satellite phone capabilities, a mobile public address system) and the evacuee processing system (i.e., a computer database with ID and bar-scanning technology). For the exercise, vendors were on hand to set up all equipment and troubleshoot any problems. In speaking with these vendors, it appeared that they were under no firm obligations to provide onsite support during a disaster. This may be an area for improvement, depending on the technical acumen and training of governmental UPT personnel. During the exercise, there was no evidence that UPT staff members were sufficiently trained to set up and troubleshoot all technical equipment.

Recommendations:

15. Train designated Union Passenger Terminal (UPT) personnel to set up, use, maintain, and troubleshoot all technological equipment used at the UPT.

16. Establish contracts with equipment vendors for onsite support during disasters.

Observation 7.2.7: Area for Improvement. The majority of personnel in the UPT had no means of communicating with one another remotely.

References:

- EEG, Task 2.6
- Exercise Objectives 3 and 7
- New Orleans 2008 CAEP

Analysis: The UPT is a large facility, with grounds that are spread over a considerable area. When the site is configured for processing hurricane evacuees, response personnel are stationed throughout the building interior, around the perimeter, in tents on the external grounds, and along the bus and train ramps. A few key personnel had 800 MHz radios for external and internal communications, but those persons still had to walk around the facility to speak with others and address issues. Push-to-talk communications are needed to allow personnel to communicate quickly without relocating.

Recommendations:

17. Provide inexpensive, short-range two-way radios (i.e., walkie-talkies) to all supervisory positions within the Union Passenger Terminal (UPT). Ensure that each major work area/station has at least one radio.

18. Develop a standard operating guide for the use of walkie-talkies within the Union Passenger Terminal (UPT) and/or a field operations guide (FOG) for all staff at the UPT. Train staff on the new guide.

Activity 7.3: Resource Management

Observation 7.3.1: Area for Improvement. There was no way to track personnel working at the UPT.

References:

- EEG, Task 3.1
- Exercise Objectives 3 and 7
- New Orleans 2008 CAEP

Analysis: Personnel assigned to the UPT for duty did not know where to report initially, and no time or attendance sheets were maintained. Observers and visitors, including media representatives, could come and go unchecked. There also was no verification that enough personnel were available to staff all the required positions within the UPT. Upon demobilization, staff did not document time worked, nor did anyone confirm that all personnel were accounted for. Without rally points and rosters, it is difficult to maintain a secure environment and ascertain who is available to work. If a UPT staff member were to go missing, it could go unnoticed. Documenting hours worked is also important in case compensation becomes available.

Recommendations:

19. Predesignate a rally point at the Union Passenger Terminal (UPT).

20. Use the rally point to control access to the Union Passenger Terminal (UPT).

21. Assign badges to visitors and vests to workers.
22. Maintain an ICS 211p-OS sign-in sheet at the Union Passenger Terminal (UPT). Ensure that all staff sign in and out.
23. Compile personnel rosters pre-event and use them to verify that persons reporting for duty are authorized to work at the Union Passenger Terminal (UPT).
24. Ensure that personnel are designated for maintaining sign-in sheets, assigning vests/badges, accounting for all staff, ensuring adequate staffing levels, and providing just-in-time training material.

Activity 7.4: Develop IAP

Observation 7.4.1: Area for Improvement. The UPT did not have an IAP.

References:

- EEG, Task 4.1
- Exercise Objectives 3 and 7
- New Orleans 2008 CAEP

Analysis: Because an IAP was not developed or available at the UPT, objectives, priorities, operational periods, and organizational charts and assignments were not documented. Furthermore, there was no communications plan or medical plan, which resulted in a real safety concern. The IAP is a command and control organizational tool and an important piece of reference material for the response staff. It also contains information that needs to be documented for use in after action reviews and legal proceedings.

Recommendations:

25. Provide Union Passenger Terminal (UPT) command staff with training on how to develop an Incident Action Plan (IAP).
26. Develop a standard operating guide with checklists detailing how to develop an Incident Action Plan (IAP) within the context of Union Passenger Terminal (UPT) operations.
27. Develop an Incident Action Plan (IAP) and Job Action Sheets.
28. Prestage the Job Action Sheets for use in the Union Passenger Terminal (UPT).
29. Develop an Incident Action Plan (IAP) during Union Passenger Terminal (UPT) evacuee processing operations.

REGION 1 – NEW ORLEANS AIRPORT

Capability 3: Citizen Evacuation and Shelter-in-Place

Capability Summary: Citizen Evacuation and Shelter-in-Place is the capability to prepare for, ensure communication of, and immediately execute the safe and effective sheltering-in-place of an at-risk population (and companion animals) and/or the organized and managed evacuation of the at-risk population (and companion animals) to areas of safe refuge in response to a

potentially or actually dangerous environment. In addition, this capability involves the safe reentry of the population where feasible.

Activity 3.3: Implement Evacuation Orders for the General Population

Observation 3.3.1: Area for Improvement. Evacuees arriving at the New Orleans Airport United States Postal Service (USPS) facility had little, if any, information regarding evacuation processing.

References:

- EEG, Task 3.1

Analysis: Few evacuees arriving at the New Orleans Airport USPS facility had received information regarding evacuation processing.

Recommendations:

1. Develop information (e.g., trifold brochure) that could be easily distributed at the parish pickup point (PPP) or on the buses for information consumption during transit from the PPP to the New Orleans Airport United States Postal Service (USPS) facility.
2. Establish a public address capability (e.g., installed, portable, bullhorn) at the New Orleans Airport United States Postal Service (USPS) facility to disseminate information.

Observation 3.3.2: Area for Improvement. Evacuee bus movement from the PPP to the New Orleans Airport USPS facility appeared to occur in a vacuum.

Reference:

- EEG, Task 3.4

Analysis: Bus movement from the PPP to the New Orleans Airport USPS facility occurred without effective information flow. The first bus arrived without notice from the ICP; the USPS staff did establish awareness of movement from the Phoenix System, but this is not in accordance with the evacuation plan. In those instances when the USPS facility personnel were aware of inbound buses, there was no direct communication to the buses to establish when a bus would be arriving or if a bus was experiencing difficulties. The lack of coordinated traffic control resulted in a lack of overall evacuee movement situational awareness.

Recommendations:

3. All bus movements should be better coordinated between the parish pickup point (PPP) and the New Orleans Airport Incident Command Post (ICP); the availability of communications to and from all buses conducting critical transportation needs should be prioritized.
4. Bus identification numbers and manifests should be transmitted to the New Orleans Airport Incident Command Post (ICP) and the United States Postal Service (USPS) facility; upon arrival, notification should be sent to the parish pickup point (PPP) to close the loop.

Capability 7: Onsite Incident Management

Capability Summary: Onsite Incident Management is the capability to effectively direct and control incident activities by using the ICS consistent with NIMS.

Activity 7.3: Resource Management

Observation 7.3.1: Area for Improvement. The plan for approving buses to go from the PPP to New Orleans Airport did not appear to be clearly understood.

References:

- EEG, Task 3.1
- Federal Response Plan, Appendix 6–Transportation, Tab A–Air Operational Plan; Section 5.4 New Orleans Airport ICP Plan
- Enclosure 2: New Orleans Airport ICP

Analysis: Section 5.4 of the New Orleans Airport ICP Plan indicates that the Louisiana DOTD EOC or the RCC will communicate by telephone to the New Orleans Airport ICP the number of buses en route from the PPP to the New Orleans Airport. Discussions within the ICP indicated a lack of understanding regarding who would receive the phone call, since several entities needed the information for different reasons. The information was received in the ICP by the Jefferson Parrish Sheriff's liaison via the RCC.

Section 5.4 of the plan indicates that the call to the New Orleans Airport ICP is to "advise them of the number of buses that are en route from the PPP to the New Orleans Airport." Discussions within the ICP clearly indicated an understanding that the New Orleans Airport ICP would grant permission for buses to proceed to the New Orleans Airport and would only do so if air transport was available. The inconsistency of being advised that buses are en route, versus receiving permission to send them as stated within the plan, is significant. The Jefferson Parish Sherriff's Department has clearly indicated that buses not granted permission will not be allowed to enter the airport, which will create an unintentional staging area at an entrance to the airport.

Recommendations:

1. Clarify the inconsistency in understanding of the plan for buses to receive permission to drive to the New Orleans Airport from the parish pickup point (PPP). Disseminate the information to needed parties and update the plan as required.
2. Develop a matrix of who coordinates what information with external entities for inclusion in the overall plan.

Observation 7.3.2: Area for Improvement. Status boards were not utilized to track buses.

References:

- EEG, Task 3.1
- Federal Response Plan, Appendix 6–Transportation, Tab A–Air Operational Plan; Section 5.1 State of Louisiana, Section 5.4 New Orleans Airport ICP Plan
- Enclosure 2: New Orleans Airport ICP

Analysis: Section 5.4 of the New Orleans Airport ICP Plan indicates that the Louisiana DOTD EOC or Louisiana Region I RCC will communicate by telephone to the New Orleans Airport ICP the number of buses en route from the PPP to the New Orleans Airport. Status boards in the New Orleans Airport ICP were to be used to indicate bus and airplane disposition and would provide a common operating picture within the New Orleans Airport ICP. These boards were not utilized, although they were present during the exercise. It was not clear whether the participants were aware of the boards or who was responsible for the boards' status.

Recommendations:

3. Utilize the bus and plane tracking boards for all incidents and exercises.
4. Clarify roles and responsibilities regarding the status boards.

Observation 7.3.3: Area for Improvement. Tracking and documenting of information was not performed in accordance with the ICP Plan.

References:

- EEG, Task 3.1
- Federal Response Plan, Appendix 6–Transportation, Tab A–Air Operational Plan; Section 5.1 State of Louisiana, Section 5.4 New Orleans Airport ICP Plan
- Enclosure 2: New Orleans Airport ICP

Analysis: The Planning Section within the New Orleans Airport ICP is tasked with developing reports and updates that feed to the Transportation Management Unit (TMU), then to GOHSEP. During an incident, these reports and updates will provide critical situation awareness of New Orleans Airport ICP operations; it should be expected that these reports will be requested with great urgency during an incident.

Developing these documents repeatedly during an exercise will provide the New Orleans Airport ICP a greater ability to achieve this critical function successfully during an incident. Many of the agencies at the New Orleans Airport ICP will need to provide accurate and timely information to the Planning Section. It was not clear whether all entities were aware of the information needed for the Planning Section to develop the required reports and updates.

Recommendations:

5. Clarify the New Orleans Airport Incident Command Post (ICP) internal communication needs and responsibilities and incorporate into the evacuation plan.
6. Fully develop situational reports and tracking documents during exercise play.
7. Develop a generic timeline for information input to provide awareness of what information is needed and when it needs to be provided.

Observation 7.3.4: Area for Improvement. It was unclear if the placement of the portable sanitation facilities, as identified in the plans, will permit servicing of the units.

References:

- EEG, Task 3.2

- Federal Response Plan, Appendix 6–Transportation, Tab A–Air Operational Plan; Section 4.0 Logistics
- Enclosure 2: New Orleans Airport ICP

Analysis: Figure 7 of the USPS Facility Vehicle Flow identifies portable sanitation facility placement within the bus unloading area and the flight queuing areas. Section 4.0, Logistics, of the Federal Response Plan identifies a resource need for 30 to 50 portable toilets; 32,000 liters of water (14,000 liters to be placed in a climate-controlled environment); and 3,400 meals ready to eat (MREs). Using an estimated 250-liter holding capacity per toilet and an assumed fluid passage factor of 0.3, the facilities will be at capacity. This does not account for solid food consumption at the USPS or fluids/solids consumption before arrival at the USPS.

The plan does not address servicing of the units; however, even if the maximum number of portable toilets is deployed, these facilities will likely require servicing during the operational period. Most portable sanitation service trucks are required to pull into close proximity of the unit due to hose length and vacuuming (friction loss) limitations. As the plan currently depicts the sanitation unit placement, the servicing truck will have to pull into both the bus unloading area and a secured flight queuing area.

Recommendations:

8. Evaluate placement of the portable sanitation facilities to permit ease of use. Consider and address an avenue of access for service equipment that will not impede ongoing operations; include likely vendor(s) in the discussion to better understand capacity, servicing requirements, and planning factors.
9. Plan for the effect that determined servicing requirements would have on and in secure areas.

REGION 1 – PLAQUEMINES PARISH EMERGENCY OPERATIONS CENTER (EOC)

Capability 1: EOC Management

Capability Summary: EOC Management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.2: Direct EOC Tactical Operations

Observation 1.2.1: **Strength.** The Plaquemines Parish EOC communicated situational awareness to the Plaquemines PPP.

References:

- EEG, Task 2.4

- Exercise Objective 3
- Plaquemines Parish EOP

Analysis: Communications were established and maintained between the Plaquemines Parish EOC and the Plaquemines PPP during the entire exercise period. Both the OEP Director and Plaquemines PPP Incident Commander communicated situational awareness quite often. It was apparent that the procedures used to communicate between the two had been discussed and practiced in depth.

Recommendation: None.

Observation 1.2.2: Area for Improvement. More trained individuals are needed at the Plaquemines Parish EOC.

References:

- EEG, Task 2.2
- Exercise Objective 1
- Plaquemines Parish EOP

Analysis: Although the Plaquemines Parish EOC was staffed adequately for the exercise, additional Plaquemines Parish personnel must be trained to fill roles in the EOC such as call takers, mission trackers, WebEOC operators, and situational awareness loggers. In the event of EOC activation, the likelihood exists that operations will require staff sustainment for multiple 24-hour periods. There are too few personnel trained in the operation of EOC positions to be effective in the management of an extended incident in the parish. The Plaquemines Parish OEP also lacks an official Deputy OEP Director.

Recommendations:

1. Establish a training program that will cross-train parish personnel and provide opportunities to practice the skills necessary to function in and support the Plaquemines Parish Emergency Operations Center (EOC).
2. The Plaquemines Parish government should explore the challenges and vulnerabilities that might exist in the event that the Office of Emergency Preparedness (OEP) Director is not present in the Emergency Operations Center (EOC) or has to leave the EOC for rest during extended operations.

Observation 1.2.3: Area for Improvement. The Plaquemines Parish OEP staff does not fully understand the RCC concept.

References:

- EEG, Task 2.4
- Exercise Objective 1
- Plaquemines Parish EOP

Analysis: Although the concept and operations of the RCC are new, the Plaquemines Parish OEP does not clearly understand them. Contributing to this was the fact that the RCC SOPs are not complete or disseminated to the parish.

Recommendation:

3. The Plaquemines Parish Office of Emergency Preparedness (OEP) should participate in the development of the Regional Coordination Center (RCC) standard operating procedures (SOPs).

Observation 1.2.4: Area for Improvement. The Plaquemines Parish EOC lacked situational awareness of State operations.

References:

- EEG, Task 2.4
- Exercise Objective 1
- Plaquemines Parish EOP

Analysis: There are many resources and methods for communication between the Louisiana GOHSEP and Plaquemines Parish EOC; however, these methods were not fully understood or utilized by the participants. As a result, the Plaquemines Parish EOC frequently called the State EOC asking important questions such as the status of Louisiana's progress in the declaration process.

Recommendation:

4. The Plaquemines Parish Office of Emergency Preparedness (OEP) should work with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) Operations Branch to understand and convey the resources and needs of the parish and the State.

Activity 1.6: Provide EOC Connectivity

Observation 1.6.1: Strength. The Plaquemines Parish EOC staff adapted to the physical layout of the facility.

References:

- Exercise Objective 1
- Plaquemines Parish EOP

Analysis: The Plaquemines Parish EOC is currently located in the Plaquemines Parish Government Center. The space that it currently occupies is a great deal larger that it was during Hurricane Katrina; however, the current space has become too small for the personnel necessary to staff during an incident. The Plaquemines Parish OEP Director has given the placement of technology and room setup a great deal of thought, and the resulting arrangement led to more effective cooperation by EOC members.

Recommendation:

5. Continue to think through and practice the functionality of the Emergency Operations Center (EOC) until a larger space can be established.

Activity 1.7: Support and Coordinate Response

Observation 1.7.1: Strength. Participants at the Plaquemines Parish EOC displayed a cooperative spirit.

References:

- EEG, Task 7.1
- Exercise Objective 1
- Plaquemines Parish EOP

Analysis: A clear line of direction was established by the Plaquemines Parish OEP Director at the beginning of the activation process and was maintained throughout the exercise. The OEP Director kept all agencies and organizations informed of the situation by periodically holding situation briefings. After the OEP Director delivered the SitRep, each agency and organization was given an opportunity to present situations, challenges, and concerns to the entire EOC structure. This process allowed all members of the EOC to act in a cooperative manner.

It is recognized that the cooperativeness among the EOC members is not easily achieved and that the Plaquemines Parish OEP is responsible for fostering and maintaining the relationships among the members. This relationship is recognized by the OEP Director as an invaluable asset to the continued preparation for future incidents in Plaquemines Parish.

Recommendation:

6. Continue to foster relationships with Emergency Operations Center (EOC) members by taking every opportunity to have them work together to solve existing and future challenges to Plaquemines Parish.

REGION 1 – PLAQUEMINES PARISH PICKUP POINT (PPP)

Capability 3: Citizen Evacuation and Shelter-in-Place

Capability Summary: Citizen Evacuation and Shelter-in-Place is the capability to prepare for, ensure communication of, and immediately execute the safe and effective sheltering-in-place of an at-risk population (and companion animals) and/or the organized and managed evacuation of the at-risk population (and companion animals) to areas of safe refuge in response to a potentially or actually dangerous environment. In addition, this capability involves the safe reentry of the population where feasible.

Activity 3.1: Direct Evacuation and/or In-Place Protection Tactical Operations

Observation 3.1.1: Strength. The Plaquemines PPP has redundant evacuation processing systems.

References:

- EEG, Task 1.6
- Exercise Objective 3
- Plaquemines Parish Evacuation Plans

Analysis: Participants were using the DSS electronic processing system and the Plaquemines Parish electronic processing system; they were also aware of and trained in using the hardcopy backup system.

Recommendation:

1. Continue training on both the electronic and the manual processing systems to minimize downtime when switching systems.

Observation 3.1.2: Area for Improvement. Additional training on newly acquired processing equipment for personnel not on the Command Staff is needed at the Plaquemines PPP.

References:

- EEG, Task 1.6
- Exercise Objective 3
- Plaquemines Parish Evacuation Plans

Analysis: The new electronic processing system appears to be adequate, but more training could help make the process more efficient.

Recommendations:

2. Continue training on the new electronic processing system.
3. Include the new electronic processing system in future exercises.

Observation 3.1.3: Area for Improvement. CERT members at the Plaquemines PPP require training on evacuation procedures.

References:

- EEG, Task 1.6
- Exercise Objective 3
- Plaquemines Parish Evacuation Plans

Analysis: The CERT members were an asset to Plaquemines Parish and the evacuation process, but they lacked training in the plans, policies, and procedures of the evacuation process.

Recommendations:

4. Conduct semiannual training for Community Emergency Response Team (CERT) members on the Plaquemines Parish Evacuation Plan and procedures.
5. Include Community Emergency Response Team (CERT) members in future exercises.

Capability 7: Onsite Incident Management

Capability Summary: Onsite Incident Management is the capability to effectively direct and control incident activities by using the ICS consistent with NIMS.

Activity 7.1: Implement Onsite Incident Management

Observation 7.1.1: Strength. The Plaquemines PPP demonstrated a clear line of authority, good command presence, thorough knowledge and use of ICS, and good communication with the Plaquemines Parish EOC.

References:

- EEG, Task 1.2
- Exercise Objective 7
- Plaquemines Parish Evacuation Plans

Analysis: The Plaquemines PPP staff is well versed in ICS. The placement of qualified personnel in key positions was essential to the efficient manner of operations.

Recommendations:

1. Maintain program to train individuals in the use of the Incident Command System (ICS).
2. Maintain program to train individuals on evacuation procedures.

REGION 1 – ST. BERNARD PARISH EMERGENCY OPERATIONS CENTER (EOC)

Capability 1: EOC Management

Capability Summary: EOC Management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.1: Activate EOC

Observation 1.1.1: Area for Improvement. Space utilization improvements and realignments within the St. Bernard OHSEP/EOC are needed to accommodate additional staff and enhance overall operations.

References:

- EEG, Task 1.3
- Exercise Objectives 1, 5, and 7
- Parish EOP and procedures for layout of the EOC staff
- Chapter II.A.2. of NIMS, FEMA 501 (March 1, 2004)

Analysis: The present EOC consists primarily of a conference room with an adjoining communications room and a reception area. Although the configuration satisfies the needs of a small emergency response operation, there was insufficient space for all the ESFs and other required staff to operate effectively during a large and extended operation. Although the

operation was generally configured under ICS guidelines, there was no signage to identify key staff members by proper NIMS position titles, no provisions for a Planning Section, insufficient space for personnel to work with their laptop computers, and limited access to telephones.

There were some occasions when e-mail was sent to an individual in the OHSEP instead of the EOC terminal/addressee. There was not a means of centralizing communications into a focal point to facilitate connections to the EOC operations staff.

Recommendations:

1. Evaluate the overall space and personnel needs to support an Emergency Operations Center (EOC) for major incidents, with the objective of accommodating an essential operations staff that includes communications and support personnel.
2. Modify the layout of the existing space to allocate a position for each team member, including an Incident Command System (ICS) position title, access to communications, and the ability to view the status screens/boards and WebEOC.
3. Arrange for one or more communications positions to have access to telephone, fax, radio, and an EOC e-mail terminal in order to operate effectively during a catastrophic incident.

Activity 1.2: Direct EOC Tactical Operations

Observation 1.2.1: **Strength.** The Emergency Management Director demonstrated aggressive and unifying practices for positive direction and control.

References:

- EEG, Task 2.1
- Exercise Objective 1
- St. Bernard Parish EOP and procedures

Analysis: The Emergency Management Director activated, briefed, and directed the staff in a very organized and time-phased manner. From the initial staff briefing and throughout the operation, he managed the operation using ICS practices, interacted with the Region 1 staff and elected officials, consulted with his staff prior to protective action decisions, and maintained order within the EOC.

Recommendation:

4. Continue to enhance operational capabilities through the identification and training of a second-shift Emergency Operations Center (EOC) emergency management leader and support staff.

Observation 1.2.2: **Strength.** The St. Bernard Parish President actively participated in EOC activities and provided support to the overall operation through timely decisions and public information interviews.

References:

- EEG, Task 2.4
- Exercise Objectives 1 and 2

- Chapter III–Local Response: Structures and Staffing, National Response Framework (January 2008)

Analysis: The St. Bernard Parish President engaged in discussions regarding major decision with the Emergency Management Director. He appeared in a major press conference with other parish presidents and mayors at the initiation of the emergency event. Throughout the operation, he interacted with the Director, Operations Chief, and other staff members to ensure that resources were made available to support mission requirements and the incident command operations at the Processing Center.

Recommendation:

5. St. Bernard Parish Office of Emergency Preparedness (OEP) personnel should continue to seek the support of elected officials to provide support to the emergency staff and facilitate improvements in the Emergency Operations Center (EOC).

Observation 1.2.3: Area for Improvement. Some personnel assigned duties in the EOC were not sufficiently trained, some ICS forms were not used during the operation, and sufficient alternates were not identified and trained to support protracted 24/7 operations.

References:

- EEG, Task 2. 1
- Exercise Objectives 1, 5, and 7

Analysis: The EOC was staffed with a mix of St. Bernard OHSEP employees, members of other local government departments and offices, volunteers, and others. While the overall mission was achieved, it was observed and critiqued in the exercise Hot Wash that additional training was needed. Some personnel were not familiar with the ICS forms that can be substituted for existing unnumbered forms and logs. It was noted that little action was taken to ensure that the staff made inputs for an IAP. Some staff members indicated that a status board to reflect major events would aid in their situational awareness and the ability to brief callers and other staff members on the status of operations.

Recommendations:

6. Require all personnel, including volunteers and Community Emergency Response Team (CERT) staff, to complete the Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI) online Incident Command System (ICS) courses, and arrange for ICS-300 to be offered in the parish.

7. Identify, capture in databases, and incorporate in future training and exercise sessions the Incident Command System (ICS) forms that should be used in the Emergency Operations Center (EOC).

8. Develop a staff roster with the names of primary and alternate personnel for a two-shift 24/7 pattern, and provide these staff members with the training needed to perform their duties. Develop position descriptions to aid in training.

9. Procure and place a large status board to display major emergency events and information such as the hurricane category, location, protective actions, and other information to brief visitors, elected officials, and media representatives.

10. Schedule and conduct quarterly training and orientation sessions in the Emergency Operations Center (EOC) to allow all personnel to become more familiar with their jobs, understand how to work the communications systems, and generally be better prepared to work during real-world emergency operations.

Activity 1.3: Gather and Provide Information

Observation 1.3.1: Strength. The leadership in the St. Bernard Parish OHSEP used the Zero Hour computer software program, which provided timeline-sensitive tracking system capabilities.

References:

- EEG, Task 3.7
- Exercise Objectives 1, 3, 4, and 6

Analysis: The St. Bernard Parish OHSEP staff studied the lessons learned from emergency operations in Hurricanes Katrina and Rita. Their results indicated that the complexity of effectively managing the multitude of critical and time-sensitive actions was overwhelming when done manually using emergency plans and checklists. Therefore, they established a computer software program that allows all major and minor response activities in the EOP to be listed, by task and priority, to support a time-phased operation. The Zero Hour program was used throughout the exercise and provided the EOC leadership and staff with the ability to address each action and ensure implementation of the task. Changing timelines did not appear to be a problem, which was demonstrated when some actions were accelerated using the H-hour concept of management. The program updated all tasks and notified the users of the change in time for the tasks' completion.

Recommendations:

11. Continue to update and refine the Zero Hour program based on plan changes, exercises, and drills.

12. Continue to conduct demonstrations and share the Zero Hour program's benefits with other parishes.

Capability 2: Emergency Public Information and Warning

Capability Summary: Develop, coordinate, and disseminate accurate alerts and emergency information to the media and the public prior to an impending emergency, and activate warning systems to notify those most at risk in the event of an emergency. By refining its ability to disseminate accurate, consistent, timely, and easy-to-understand information about emergency response and recovery processes, a jurisdiction can contribute to the well-being of the community during and after an emergency.

Activity 2.1: Manage Emergency Public Information and Warnings

Observation 2.1.1: Area for Improvement. Some emergency public information data on the St. Bernard Parish OHSEP Web site and the community cable television station should be updated to ensure that current guidance is available to the public.

References:

- EEG, Task 1.1
- Exercise Objective 2
- St. Bernard Parish EOP

Analysis: The St. Bernard Parish OHSEP used multiple media to disseminate emergency public information during the incident, including its Web site (*www.sbpg.net/hs/*), channel 67 on the community cable television system, and simulated news releases and press conferences. While the emergency public information sources are useful to the public in preparing for the hurricane, some information was outdated. The brochure did not reflect that the Sammy Frichter Gym in Arabi, LA, was used as a Parish Processing Center during the exercise. A page on the Web site titled Hurricane Evacuation Guidelines contained a reference to the Emergency Broadcast System, which should be listed as the Emergency Alert System (EAS). That page also implies that pets would not be accommodated in an evacuation and sheltering operation, which is misleading. There was no observed reference to the new Louisiana Citizen Awareness and Disaster Evacuation Guide–Southeast–2008 in the broadcasts, nor was it cited on the Web site.

Recommendations:

1. Review and revise the emergency public information on the St. Bernard Parish Office of Homeland Security and Emergency Preparedness (OHSEP) Web site to agree with proper terminology and the latest or pending changes to the Emergency Operations Plan (EOP), and include appropriate references to other State emergency public information brochures or materials that have been provided to citizens in the jurisdiction.
2. Review and revise materials used in the channel 67 broadcasts to ensure that it is consistent with the guidance in the State-issued brochure and other sources.

REGION 1 – ST. BERNARD PARISH PICKUP POINT (PPP)

Capability 3: Citizen Evacuation and Shelter-in-Place

Capability Summary: Citizen evacuation and shelter-in-place is the capability to prepare for, ensure communication of, and immediately execute the safe and effective sheltering-in-place of an at-risk population (and companion animals) and/or the organized and managed evacuation of the at-risk population (and companion animals) to areas of safe refuge in response to a potentially or actually dangerous environment. In addition, this capability involves the safe reentry of the population where feasible.

Activity 3.3: Implement Evacuation Orders for General Population

Observation 3.3.1: Area for Improvement. The pet registration and release form station quickly became overwhelmed after the arrival of the first bus.

References:

- Exercise Objective 3
- EEG Task 3.2

Analysis: Because there were only two staff members at the pet registration and release form desk, a slowdown developed, forcing evacuees to wait outside in potential heat or bad weather. The pet registration form was detailed and required lengthy input from the pet owner. Many participants refused to sign the release form. Several participants were deaf and others did not speak English, further delaying this station. Additionally, elderly participants did not have a place to sit and rest while waiting in line.

Recommendations:

1. Change the floor plan to put the pet registration/release form desk near the center of the area, allowing more people to wait inside the facility and out of the weather.
2. Add additional staff members to facilitate evacuee movement within the registration process.
3. Simplify the pet registration form.
4. Distribute release forms on buses to minimize waiting times at the release form desk.
5. Modify the evacuation plan to include a Sign Language interpreter, Spanish translator, and Vietnamese translator on the evacuation/registration staff.
6. Ensure that at least two manual wheelchairs are at the evacuation/registration facility.
7. Provide training for evacuation/registration staff on use of wheelchairs and how to transfer participants from wheelchairs to buses.

Observation 3.3.2: Area for Improvement. It was observed that participants were arriving and leaving via the same 6-foot-wide door.

References:

- Exercise Objective 3
- EEG Task 3.2

Analysis: Participants were both arriving and leaving through the same front door. In the event of a real-world emergency, more than 500 participants may be using the one door, which could cause a bottleneck and an unsafe facility emergency egress situation.

Recommendations:

8. Modify the facility footprint to utilize a back door for participants to exit the facility after registration, and reserve the front door for assisting mobility-impaired participants out to the bus pickup point.

9. Provide training for all facility staff members on the new facility footprint.

Observation 3.3.3: Area for Improvement. The two main registration stations experienced major backup bottlenecks due to participants with out-of-State licenses or no identification.

References:

- Exercise Objective 3
- EEG Task 3.2

Analysis: The current software loaded into the registration system only allowed Louisiana licenses to be scanned and read. When out-of-State licenses were offered by participants, the system bogged down due to the slowness of the manual input process.

Recommendations:

10. Change the registration footprint to include at least two manual input stations.

11. Staff the registration tables with personnel specifically trained for the manual input process.

Observation 3.3.4: Area for Improvement. As the exercise continued, several evacuees were noted to have alcohol, illegal drugs, and even a weapon.

References:

- Exercise Objective 3
- EEG Task 3.2

Analysis: There is no apparent plan in effect to control and dispose of confiscated drugs, alcohol, or weapons. Additionally, for this exercise, there were no security officers or National Guard personnel onsite. St. Bernard Parish sheriffs were present, but they stated that they would not be present during a real-world event. This is a safety issue.

Recommendations:

12. Revise the evacuation and shelter-in-place plans to include a means to control and secure confiscated drugs, alcohol, and weapons. Drugs and alcohol can be flushed; weapons should be secured by security or National Guard personnel.

13. Plans for confiscated drugs, alcohol, and weapons should be discussed with National Guard personnel upon arrival at the site.

14. If no security personnel are available when the evacuation center is opened, an immediate call for assistance should be made to the Emergency Operations Center (EOC).

REGION 1 – JOINT INFORMATION SYSTEM (JIS)

Capability 2: Emergency Public Information and Warning

Capability Summary: Develop, coordinate, and disseminate accurate alerts and emergency information to the media and the public prior to an impending emergency, and activate warning systems to notify those most at risk in the event of an emergency. By refining its ability to disseminate accurate, consistent, timely, and easy-to-understand information about emergency

response and recovery processes, a jurisdiction can contribute to the well-being of the community during and after an emergency.

Activity 2.1: Manage Emergency Public Information and Warnings

Observation 2.1.1: Area for Improvement. Public awareness information and preparedness warnings were neither created nor coordinated for dissemination by the participating organizations.

References:

- EEG, Tasks 1.1, 1.2, 1.3, 1.4, and 1.5
- Exercise Objective 2
- Basic Guidance for PIOs (FEMA 517)
- Basic and Advanced PIO Courses (G-290 & E388)
- JIC/JIS–Argonne National Laboratory Risk Communications

Analysis: The logical place for public awareness to occur is at the Region 1 RCC, but there are no guidelines for how the messages will be developed, who will be involved, what physical facility will be needed, and what the logistics requirements are. Unless messages to residents of the affected parishes and communities are coordinated, governments run a real risk of sending out confusing and contradictory instructions, resulting in potential loss of lives and property.

Emergency public information and warning activities should begin any time a hurricane moves into or forms in the Gulf of Mexico. These activities should consist of simple reminders for individuals to check their emergency plans and means for evacuation, if needed.

Though it is better from both cost and well-being standpoints to prevent damage and dangerous situations than to repair or remedy them, there is currently no public information JIC/JIS plan for the RCC that would provide for public information and warning. Operational details that are typically predetermined, such as the JIC location, lead PIO for a multijurisdictional response, and staffing requirements, are unknown.

Recommendation:

1. Conduct one or more workshops to develop a draft procedure delineating the necessary coordination of public information among the parishes.

Activity 2.2: Activate Emergency Public Information, Alert/Warning, and Notification Plans

Observation 2.2.1: Area for Improvement. Neither a JIS nor a JIC was established as part of the exercise.

References:

- EEG, Tasks 2.1, 2.2, and 2.4
- Exercise Objective 2
- Basic Guidance for PIOs (FEMA 517)
- Basic and Advanced PIO Courses (G-290 & E388)
- JIC/JIS–Argonne National Laboratory Risk Communications

Analysis: The logical place for public awareness to occur is at the Region 1 RCC, but there are no guidelines for how the messages will be developed, who will be involved, what physical facility will be needed, and what the logistics requirements are. Unless messages to residents of the affected parishes and communities are coordinated, governments run the risk of sending out confusing and contradictory instructions, resulting in the potential loss of lives and property.

Emergency public information and warning activities should begin any time a hurricane moves into or forms in the Gulf of Mexico. These activities should consist of simple reminders for individuals to check their emergency plans and means for evacuation, if needed. This can be accomplished by instituting a JIS.

Though it is better from both cost and well-being standpoints to prevent damage and dangerous situations than to repair or remedy them, there is currently no public information JIC/JIS plan for the RCC that would provide for public information and warning. Operational details that are typically predetermined, such as the JIC location, lead PIO for a multijurisdictional response, and staffing requirements, are unknown.

In addition, the jurisdictions that participated in the exercise in other capacities lost an opportunity to capitalize on the inherent news value of the exercise to reinforce the individual's responsibility to have a disaster plan; test the jurisdictions' ability to coordinate message development and dissemination using the JIS; and test the jurisdictions' ability to establish and staff a JIC as part of either an FE or a full-scale exercise.

Recommendations:

2. The Regional Coordination Center (RCC) should develop a plan setting forth under what circumstances a Joint Information Center (JIC) will be established, where it will be located, and who will staff the facility. This should be incorporated into the RCC Emergency Operations Plan (EOP). Cross-regional collaboration on this project will maximize limited planning resources and contribute to a consistent framework.
3. Activate the Joint Information System (JIS) whenever a hurricane or tropical storm moves into or forms in the Gulf of Mexico to coordinate emergency information and awareness efforts.
4. Activate the Joint Information Center (JIC) whenever any parish in the region falls within a storm's cone of possible effect.

Activity 2.4: Issue Emergency Warnings

Observation 2.4.1: Area for Improvement. No procedures or protocols are in place outlining when the RCC and parishes should begin issuing emergency warning to their citizens.

References:

- EEG, Tasks 4.1, 4.2, and 4.3
- Exercise Objective 2
- Basic Guidance for PIOs (FEMA 517)
- Basic and Advanced PIO Courses (G-290 & E388)
- JIC/JIS–Argonne National Laboratory Risk Communications

Analysis: There was no indication of an attempt to coordinate emergency public information between parishes and the RCC. Lack of coordination could result in misleading or conflicting information being disseminated to the news media and through the media to at-risk citizens.

Recommendation:

5. The Regional Coordination Center (RCC) should develop a plan or set of procedures that clearly outline the process and conditions under which the RCC should coordinate with parishes.

Activity 2.5: Conduct Media Relations

Observation 2.5.1: Area for Improvement. Proactive media relations were attempted by only one of the entities that participated in the exercise.

References:

- EEG, Tasks 5.1, 5.2, 5.3, and 5.4
- Exercise Objective 2
- Basic Guidance for PIOs (FEMA 517)
- Basic and Advanced PIO Courses (G-290 & E388)
- JIC/JIS–Argonne National Laboratory Risk Communications

Analysis: Although a single news conference was conducted before the start of the exercise, no attempt was made by the majority of participating parishes and the City of New Orleans to conduct proactive, or even reactive, media relations. Only one parish PIO appeared to take an active part in the exercise by generating exercise news releases and answering or returning "media" calls from the evaluator.

Recommendation:

6. The Regional Coordination Center (RCC) should establish procedures for development and coordination of media information.

Activity 2.6: Provide Public Rumor Control

Observation 2.6.1: Area for Improvement. No attempt was made by any of the participating entities to accomplish public rumor control.

References:

- EEG, Tasks 6.1, 6.2, and 6.3
- Exercise Objective 2
- Basic Guidance for PIOs (FEMA 517)
- Basic and Advanced PIO Courses (G-290 & E388)
- JIC/JIS–Argonne National Laboratory Risk Communications

Analysis: Because no attempt was made by participating agencies to track incoming messages for erroneous information, there was no effort to provide for corrective rumor control action. No real or dummy public information Web sites were activated as part of the exercise.

Recommendation:

7. Track all media contacts made at the Regional Coordination Center (RCC) Joint Information Center (JIC), and monitor area news media to facilitate rapid correction of rumors and misinformation.

REGION 1 – COMMUNICATIONS INTEROPERABILITY

Capability 5: Communications

Capability Summary: Communications is the fundamental capability within disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they possess sufficient wireless communications capabilities to meet their daily internal and emergency communication requirements before they focus on interoperability, which means being able to work with other agencies.

Communications interoperability is the ability of public safety agencies (e.g., police, fire, EMS) and service agencies (e.g., public works, transportation, hospitals) to talk within and across agencies and jurisdictions when needed and authorized using various communications systems to exchange voice, data, and/or video with one another on demand or in real time. It is essential that public safety has the intra-agency operability it needs and that it builds its systems toward interoperability.

Activity 5.2: Provide EOC Communications Support

Observation 5.2.1: **Strength.** The West Jefferson Medical Center's communications equipment serves as a backup system for the Jefferson Parish EOC.

References:

- EEG, Task 2.7
- Exercise Objective 5

Analysis: In the event that the facility housing the Jefferson Parish EOC is unusable, parish EOC functions can be accomplished at the West Jefferson Medical Center. The medical center has the communications equipment (e.g., aviation and marine radios, Dual Band Repeat HAM radio, 700/800 MHz State/parish radio, Tri Band High Frequency HAM, Air Care Aviation Radio, and VHF/UHF D-Star) needed to accomplish EOC operations. In addition, the backup generator is on the floor above the command center, which protects the systems from flooding.

Recommendation: None.

Observation 5.2.2: **Strength.** Parish EOCs were able to test and use their communications equipment.

References:

- EEG, Task 2.7
- Exercise Objective 5

Analysis: The exercise provided an opportunity for parish EOCs to test and use their communications equipment.

Recommendation:

1. Continue to test communications equipment periodically.

Observation 5.2.3: Area for Improvement. Louisiana Region 1 does not have a process for developing a complete communications plan.

References:

- EEG, Task 2.1
- Exercise Objective 5

Analysis: The current interoperable communications plan for Region 1 relies on parishes to develop Incident Radio Communications Plans (ICS Form 205). Parishes then place the form on WebEOC via GOHSEP. While there is nothing inherently wrong with this approach, there is no level of coordination and visibility at a higher level to prevent duplication of channels or ensure reserved channels for the State.

Recommendations:

2. Develop a process for compiling local parish communications plans and developing a regional plan.
3. Communicate and train local parishes on the new parish communications plan process.
4. Test the new parish communication plans process.

Observation 5.2.4: Area for Improvement. The State of Louisiana's communications plan is incomplete.

References:

- EEG, Task 2.1
- Exercise Objective 5

Analysis: Louisiana is working on a communications plan and process to provide better interoperable communications throughout the State. During the exercise, not all EOCs received a plan. For example, the Orleans Parish EOC had a copy of ICS Form 205 for the incident, but the RCC did not receive a copy.

Recommendations:

5. Finish developing the State communications plan.
6. Train State and local jurisdictions on the completed State communications plan.
7. Test the completed State communications plan.

REGION 3 – ASSUMPTION PARISH

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice

event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.1: Activate EOC

Observation 1.1.1: **Strength.** The exercise afforded the opportunity to use new technology and participate with a robust staff.

References:

- EEG, Task 1.2
- Exercise Objective 1

Analysis: The EOC was very well staffed with trained personnel and had good representation from all agencies. The EOC has the latest technology, which enabled all participants to follow and post current events as they unfolded.

Recommendation:

1. Continue to use exercises to enhance staff awareness and familiarity with changing technology.

Activity 1.6: Provide EOC Connectivity

Observation 1.6.1: **Strength.** The Assumption Parish EOC demonstrated effective communications interoperability with other Region 3 parishes using teleconferencing.

References:

- EEG, Tasks 6.3, 6.4, 6.5, 6.6, and 6.7
- Exercise Objective 5

Analysis: Assumption Parish's communication strategies resulted in excellent communications with all parish agencies and the other parishes in the region. An open teleconference was maintained for the duration of the exercise with the other Region 3 parishes.

Recommendation: None.

Observation 1.6.2: **Area for Improvement.** Assumption Parish does not have 700/800 MHz radios.

References:

- EEG, Tasks 6.4, 6.7, and 6.8
- Exercise Objectives 1 and 5

Analysis: Assumption Parish has a need for 700/800 MHz radios to enhance communications during emergencies.

Recommendation:

2. Explore funding and grant opportunities through the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) and the State Police to purchase 700/800 MHz radios.

Activity 1.7: Support and Coordinate Response

Observation 1.7.1: Area for Improvement. The Assumption Parish EOC does not have a dedicated staff position to operate WebEOC.

References:

- EEG, Task 7.3
- Exercise Objective 5

Analysis: The Assumption Parish EOC staff does not have a dedicated staff position to operate WebEOC. As a result, the parish lacks a trained person who can efficiently operate WebEOC to help it manage an incident.

Recommendations:

3. Review staffing positions, and assign an additional person to the Emergency Operations Center (EOC) whose job description will be to operate WebEOC.
4. Provide WebEOC training to all Emergency Operations Center (EOC) staff.

REGION 3 – LAFOURCHE PARISH

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.1: Activate EOC

Observation 1.1.1: Area for Improvement. Lafourche Parish needs a more efficiently equipped EOC.

References:

- EEG, Task 1.3
- Exercise Objective 1
- Lafourche Parish EOP

Analysis: The Lafourche Parish EOC needs updated equipment and a more efficient and robust EOC facility. A recent assessment found that the current EOC facility is not safe for occupation during storms with winds higher than 111 miles per hour.

Recommendation:

1. Lafourche Parish should seek political authorization and funding to build a more efficient and safe Emergency Operations Center (EOC) for a better response to disasters.

Activity 1.2: Direct EOC Tactical Operations

Observation 1.2.1: Area for Improvement. Some Lafourche Parish EOC staff members had an insufficient knowledge of the NIMS ICS and WebEOC.

References:

- EEG, Tasks 2.1, 2.2, 2.3, and 2.4
- Exercise Objective 1
- Lafourche Parish EOP

Analysis: Some new Lafourche Parish employees, especially those listed as essential personnel for emergency management, have not had NIMS ICS and WebEOC training. The EOC needs all of its personnel trained to use WebEOC. This is important as it facilitates efficient and successful input and monitoring of resource requests sent to the State EOC. A basic understanding and use of ICS will enhance the functionality of the EOC to perform its basic mission.

Recommendation:

2. Lafourche Parish should provide onsite and Internet-based National Incident Management System (NIMS) Incident Command System (ICS) (i.e., ICS-300 and 400) training for parish personnel.

Activity 1.3: Gather and Provide Information

Observation 1.3.1: Strength. Lafourche Parish instituted a Parish Council Liaison to represent the EOC leadership to the Parish Council to keep elected officials informed of critical issues.

References:

- EEG, Tasks 3.2 and 3.6
- Exercise Objective 1
- Lafourche Parish EOP

Analysis: Lafourche Parish used a liaison position to the Parish Council to keep the council members briefed and informed with up-to-date information regarding the scenario event. This enabled the OEP Director and command staff to provide more effective guidance to EOC staff members and stay more focused on events as they unfolded.

Recommendation: None.

Activity 1.6: Provide EOC Connectivity

Observation 1.6.1: Strength. Lafourche Parish was able to communicate with other Region 3 parishes effectively by teleconferencing.

References:

- EEG, Tasks 6.3, 6.4, 6.5, 6.6, and 6.7
- Exercise Objective 5
- Lafourche Parish EOP

Analysis: Regional communications established via video telecommunications throughout all six parishes allowed for interactive decisionmaking discussions among the Region 3 parishes.

Recommendation: None.

Observation 1.6.2: Area for Improvement. Lafourche Parish does not have a Tactical Interoperable Communications Plan (TICP).

References:

- EEG, Task 6.10
- Exercise Objective 5
- Lafourche Parish EOP

Analysis: Lafourche Parish does not have a TICP in place, which limits the parish's ability to have tactical interoperable communications with the other parishes in the region. It was noted that Region 3 is in the process of developing a regionwide TICP, and the Parish EOP Director is waiting for it to come out before starting one for the parish.

Recommendation:

3. Lafourche Parish should develop a Tactical Interoperable Communications Plan (TICP).

REGION 3 – ST. CHARLES PARISH

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.2: Direct EOC Tactical Operations

Observation 1.2.1: Area for Improvement. The St. Charles Parish EOC staff needs training on the use of WebEOC.

References:

- EEG, Tasks 2.1, 2.2, 2.3, and 2.4
- Exercise Objective 1

Analysis: The Saint Charles Parish EOC staff does not have sufficient personnel trained on the use of WebEOC. The result was a reduced efficiency in the ability of the St. Charles Parish EOC to communicate with the State EOC and effectively manage requests to the State for resource assistance.

Recommendation:

1. St. Charles Parish should provide WebEOC training for parish personnel.

Activity 1.6: Provide EOC Connectivity

Observation 1.6.1: Strength. St. Charles Parish was able to communicate with the other Region 3 parishes effectively using existing communications and the region's video conferencing capabilities.

References:

- EEG, Tasks 6.3, 6.4, 6.5, 6.6, and 6.7
- Exercise Objective 5

Analysis: Effective communications interoperability took place across the region. St. Charles Parish was able to coordinate preparatory actions across parish boundaries at the outset of the exercise by establishing an open teleconference with the other parishes of Region 3 and maintaining it for the duration of the exercise. Effective and interoperable communications were also available with the State.

Recommendation: None.

Observation 1.6.2: Area for Improvement. All incoming e-mail is delivered to one person's e-mail address.

References:

- EEG, Tasks 6.7, 6.8, 6.9, and 6.10
- Exercise Objective 5

Analysis: The St. Charles Parish EOC e-mail address for the exercise went to one person and not to the EOC as a whole. As a result, when this person was not present, the other members of the EOC could not receive exercise incident information.

Recommendation:

2. Review the process for receiving inbound e-mail for the Parish Office of Emergency Preparedness (OEP) and either create a new protocol that includes the other OEP staff members as addressees, or create an automatic filter that will ensure that messages that are meant for the EOC can be separated from those that are specific to the individual and forwarded to other pertinent EOC personnel.

REGION 3 – ST. JAMES PARISH

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.2: Direct EOC Tactical Operations

Observation 1.2.1: **Strength.** St. James Parish used the exercise to provide hands-on training and familiarity with EOC capabilities, policies, and practices for the newly assigned Assistant Director.

References:

- EEG, Tasks 2.1, 2.2, 2.3, and 2.4
- Exercise Objective 1

Analysis: The Director of Emergency Preparedness for St. James Parish observed the actions, decisions, and processes taken by the Assistant Director during his first opportunity to perform duties in the EOC. The intent was to use the exercise to provide the Assistant Director familiarity and awareness of EOC capabilities. “What if”-type questions and answers were shared by discussing options and demonstrating the capabilities available in the EOC.

Recommendation:

1. St. James Parish should continue to use exercise opportunities to fine-tune and train staff in procedures and capabilities awareness.

Activity 1.3: Gather and Provide Information

Observation 1.3.1: **Strength.** The Saint James Parish EOC plan and procedures proved to be effective.

References:

- EEG, Tasks 3.2, 3.3, 3.4, 3.5, and 3.6
- Exercise Objective 1

Analysis: Through observation and coordination with surrounding parishes, the Saint James Parish EOC members assessed that the EOC plan and procedures were adequate and worked as they were meant to.

Recommendation: None.

Activity 1.6: Provide EOC Connectivity

Observation 1.6.1: Strength. The St. James Parish EOC was able to communicate with the other parishes effectively in Region 3.

References:

- EEG, Tasks 6.3, 6.4, 6.5, 6.6, and 6.7
- Exercise Objective 5

Analysis: Effective communications interoperability took place across the region. St. James Parish was able to coordinate preparatory actions across parish boundaries at the outset of the exercise by establishing an open teleconference that was maintained for the duration of the exercise with the other parishes of Region 3. Effective and interoperable communications were also available with the State.

Recommendation: None.

Observation 1.6.2: Area for Improvement. All incoming e-mail is delivered to the Director of Preparedness' e-mail address.

References:

- EEG, Tasks 6.7, 6.8, 6.9, and 6.10
- Exercise Objective 5

Analysis: All incoming e-mail for the EOC is delivered to the Director of Preparedness' e-mail address. This practice supports a single point of failure in communicating response activity during an actual disaster. During the exercise, the Assistant Director did not receive numerous communications directly, although he was the Acting Director for this exercise. For this exercise, the real-world director received exercise information and passed it to the Assistant Director for action.

Recommendation:

2. Review the process for receiving inbound e-mail for the Parish Office of Emergency Preparedness (OEP) and either create a new protocol that includes the other OEP staff members as addressees, or create an automatic filter that will ensure that messages that are meant for the Emergency Operations Center (EOC) can be separated from those that are specific to the individual and forwarded to other pertinent EOC personnel.

REGION 3 – ST. JOHN THE BAPTIST PARISH

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.6: Provide EOC Connectivity

Observation 1.6.1: Strength. St. John the Baptist Parish was able to communicate with the other parishes effectively in Region 3.

References:

- EEG, Tasks 6.3, 6.4, 6.5, 6.6, and 6.7
- Exercise Objective 5

Analysis: Effective communications interoperability was demonstrated across the region. St. John the Baptist Parish was able to coordinate preparatory actions across parish boundaries at the outset of the exercise by establishing an open teleconference that was maintained for the duration of the exercise with the other Region 3 parishes. Effective and interoperable communications were also available with the State.

Recommendation: None.

Observation 1.6.2: Area for Improvement. All incoming e-mail is delivered to the Director of Preparedness' e-mail address.

References:

- EEG, Tasks 6.7, 6.8, 6.9, and 6.10
- Exercise Objective 5

Analysis: The Saint John the Baptist Parish EOC e-mail address for the exercise went to one person and not to the EOC as a whole. As a result, when that individual was not present, the other members of the EOC could not receive exercise incident information.

Recommendation:

2. Review the process for receiving inbound e-mail for the Parish Office of Emergency Preparedness (OEP) and either create a new protocol that includes the other OEP staff members as addressees, or create an automatic filter that will ensure that messages that are meant for the Emergency Operations Center (EOC) can be separated from those that are specific to the individual and forwarded to other pertinent EOC personnel.

REGION 3 – TERREBONNE PARISH

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.1: Activate EOC

Observation 1.1.1: Area for Improvement. Terrebonne Parish needs a larger EOC facility.

References:

- EEG, Task 1.3
- Exercise Objective 1

Analysis: During the exercise, the size of the Terrebonne Parish EOC was found to be too small to permit the conduct of efficient operations and to accommodate all of the organizations that were needed for emergency management operations in the parish. As a result, the EOC was limited in its ability to house and provide emergency functions with sufficient space.

Recommendation:

1. Terrebonne Parish should seek political authorization and funding to build a larger Emergency Operations Center (EOC).

Activity 1.2: Direct EOC Tactical Operations

Observation 1.2.1: Strength. Terrebonne Parish used the exercise to provide hands-on training and familiarity of EOC capabilities, policies, and practices for the newly assigned Director.

References:

- EEG, Tasks 2.1, 2.2, 2.3, and 2.4
- Exercise Objective 1
- Terrebonne Parish EOP

Analysis: The Director of Emergency Preparedness for Terrebonne Parish performed EOC Director duties for the first time since being assigned the post 3 months before the exercise. During the exercise, the Director referred to and successfully followed parish SOPs and guidelines.

Recommendation:

2. Continue providing routine Emergency Operations Center (EOC) exercising opportunities to all staff members.

Activity 1.3: Gather and Provide Information

Observation 1.3.1: Area for Improvement. The Terrebonne Parish EOC did not provide sufficient information to the public.

References:

- EEG, Tasks 3.2, 3.3, and 3.4
- Exercise Objective 2

Analysis: The Terrebonne Parish EOC needed to be proactive and release more instruction and guidance to its population on hurricane evacuation and sheltering.

Recommendation:

3. Assign a Public Information Officer (PIO) to the Terrebonne Parish Emergency Operations Center (EOC).

Activity 1.6: Provide EOC Connectivity

Observation 1.6.1: Strength. The Terrebonne Parish EOC was able to communicate with the other Region 3 parishes effectively using video conferencing.

References:

- EEG, Tasks 6.3, 6.4, 6.5, 6.6, and 6.7
- Exercise Objective 5

Analysis: Effective communications interoperability took place across the region. Terrebonne Parish was able to coordinate preparatory actions across parish boundaries at the outset of the exercise by establishing an open video conference that was maintained for the duration of the exercise with the other Region 3 parishes. Effective and interoperable communications were also available with the State.

Recommendation: None.

Activity 1.7: Support and Coordinate Response

Observation 1.7.1: Area for Improvement. WebEOC was not working properly.

References:

- EEG, Task 7.3
- Exercise Objective 5

Analysis: Participants reported that WebEOC was not working properly, and operators reported confusion as to where to place requests within the system.

Recommendation:

4. Expand WebEOC training for Emergency Operations Center (EOC) staff.

REGION 9 – ST. HELENA PARISH

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.1: Activate EOC

Observation 1.1.1: Area for Improvement. The St. Helena Parish EOC has limited staff for emergency operations.

References:

- EEG, Task 1.3
- Exercise Objective 1

Analysis: During the exercise, the St. Helena Parish EOC had only two permanent staff members to assist with activation and operation of the EOC. The lack of permanent trained personnel resulted in the personnel becoming overwhelmed in trying to respond to the exercise and to real-world events. This is inefficient and can result in the EOC not being able to perform its mission quickly and effectively to coordinate and support the parish first responders and government agencies during an emergency.

Recommendation:

1. The St. Helena Parish Emergency Operations Center (EOC) Director should seek an augmentation of the permanent EOC staff through the use of parish hires, volunteers, or State support.

Activity 1.2: Direct EOC Tactical Operations

Observation 1.2.1: Strength. First responder participation in the St. Helena Parish EOC was effective, enhancing the efficiency of the EOC.

References:

- EEG, Tasks 2.1 and 2.2
- Exercise Objective 1

Analysis: The exercise proved valuable on a number of levels, including the increased interaction of the parish's emergency response personnel—who normally do not participate in the EOC—with the EOC staff. Their participation resulted in a better understanding of other roles, understanding of the EOC operations, and enhanced relationships.

Recommendation: None.

Activity 1.3: Gather and Provide Information

Observation 1.3.1: Strength. The St. Helena Parish EOC was able to maintain situational awareness enabling the EOC to respond to the developing situation effectively.

References:

- EEG, Tasks 3.5 and 3.6
- Exercise Objective 1

Analysis: The St. Helena Parish EOC staff was able to receive incoming information and process it so that all members of the EOC were able to maintain an appropriate level of situational awareness and effectively respond to all situations presented during the exercise.

Recommendation: None.

Activity 1.6: Provide EOC Connectivity

Observation 1.6.1: Area for Improvement. The St. Helena Parish EOC has only dial-up Internet connectivity.

References:

- EEG, Task 6.3
- Exercise Objectives 1 and 5

Analysis: St. Helena Parish is a small rural parish with limited cell phone and Internet capabilities. For the parish to complete its mission, it must be able to communicate with the other parish EOCs and with the State EOC, to which it submits its request for resource assistance. For the St. Helena Parish EOC to access the State EOC's WebEOC system, the parish EOC must have Internet access. Currently, the parish EOC has only dial-up Internet connectivity, which is slow and unreliable. For the parish EOC to perform its mission effectively, it must have reliable, high-speed Internet service.

Recommendation:

2. The St. Helena Parish Emergency Operations Center (EOC) should seek funding for the purchase of a satellite-based Internet system.

Activity 1.7: Support and Coordinate Response

Observation 1.7.1: Strength. Regional collaboration with the parishes in Region 9 enhanced the parish's ability to conduct emergency preparations.

References:

- EEG, Tasks 7.2 and 7.3
- Exercise Objectives 1 and 5

Analysis: St. Helena Parish was able to communicate and coordinate effectively with the other parishes in Region 9 during the exercise. This close collaborative relationship resulted in the EOC being able to conduct its emergency preparedness mission effectively.

Recommendation: None.

Capability 5: Communications

Capability Summary: Communications is the fundamental capability within disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they possess sufficient wireless communications capabilities to meet their daily internal and emergency communication requirements before they focus on interoperability, which means being able to work with other agencies.

Communications interoperability is the ability of public safety agencies (e.g., police, fire, EMS) and service agencies (e.g., public works, transportation, hospitals) to talk within and across agencies and jurisdictions when needed and authorized using various communications systems to exchange voice, data, and/or video with one another on demand or in real time. It is essential that

public safety has the intra-agency operability it needs and that it builds its systems toward interoperability.

Activity 5.2: Provide EOC Communications Support

Observation 5.2.1: Area for Improvement. St. Helena Parish's use of the 700 MHz system is limited to command and control communications.

References:

- EEG, Tasks 2.1, 2.2, and 2.3

Analysis: All first responders in St. Helena Parish do not have 700 MHz capabilities; this limits the EOC's ability to communicate with the parish's first responders. The parish was able to communicate effectively with the State and region using HAM, trunk, 700 MHz, and WebEOC resources. The 700 MHz system is limited to phone line connectivity and has previously failed in day-to-day and disaster situations.

Recommendations:

1. St. Helena Parish should obtain funds and purchase additional 700 MHz radios for first responders.
2. Obtain funds to purchase microwave links for redundant network connectivity.

Observations 5.2.2: Area for Improvement. The State Communications Plan lacks State-to-parish/region policies and procedures.

References:

- EEG, Task 2.1
- Exercise Objectives 1 and 5

Analysis: Because there are no State-to-parish/region policies or procedures in the State Communications Plan, St. Helena Parish did not know what channels to monitor for State connectivity. It would be helpful if the State had a set of policies and procedures to guide parishes in their efforts to maintain interoperable communications.

Recommendation:

3. Develop policies and procedures for the State Communications Plan through the State Interoperable Executive Committee (SIEC).

REGION 9 – ST. TAMMANY PARISH

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional,

State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.1: Activate EOC

Observation 1.1.1: **Strength.** Backup power capabilities are sufficient to support EOC operations.

References:

- EEG, Task 1.3
- Exercise Objective 1

Analysis: At approximately 1400 hours, the St. Tammany Parish EOC conducted a successful test of its backup power capability. The EOC Manager turned off the normal power input and tested the backup generator to ensure that it could support the electronic equipment used by staff members and agency liaisons. The backup generator supported the EOC's electrical capabilities.

Recommendation: None.

Activity 1.2: Direct EOC Tactical Operations

Observation 1.2.1: **Strength.** Active and robust agency participation was evident at the EOC.

References:

- EEG, Task 2.2
- Exercise Objective 1
- St. Tammany Parish–Hurricane EOP (Revised June 2007)

Analysis: St. Tammany Parish demonstrated that both public and private sector partners are fully invested in supporting the protection of life and property within the parish. The fact that the St. Tammany Parish OHSEP was able to activate the parish EOC fully for a preincident exercise is a testament to the commitment to their responsibilities to the general populace and the coordination efforts of each partner agency. Approximately 75 individuals, representing both public- and private-sector organizations, participated in the exercise.

Recommendation: None.

Observation 1.2.2: **Area for Improvement.** The coordination and maintenance of agency fuel plans need to be improved.

References:

- EEG, Task 2.4
- Exercise Objective 1

Analysis: Should St. Tammany Parish experience a severe weather event that precludes the immediate ability to receive supplies from outside the parish, public safety functions will be dependent on backup fuel stores. The representative from St. Tammany Parish Facilities Management stressed the need for all public safety agencies to submit and update fuel plans so that all public safety functions can be performed to the extent possible following a severe weather event. Although most agencies' capabilities are regularly updated, participants noted

that some agencies are short-staffed and, therefore, do not necessarily keep Facilities Management up to date.

Recommendation:

1. Establish a regular schedule for updating fuel needs that is coordinated by St. Tammany Parish Facilities Management.

Activity 1.3: Gather and Provide Information

Observation 1.3.1: Area for Improvement. Because of recent turnover among private-sector agency liaisons, the new private-sector agency liaisons were not aware of the responsibilities of the other agencies' EOC support functions

References:

- EEG, Task 3.4
- Exercise Objective 1
- St. Tammany Parish–Hurricane EOP (Revised June 2007)

Analysis: The exercise provided the opportunity for the St. Tammany OHSEP to orient and train new members of the EOC staff; however, some agency liaisons, specifically those representing private-sector organizations, received little to no tasks during the exercise. Those who did not have much activity expressed the desire for increased opportunities to practice and become more efficient in their supporting role.

Recommendation:

2. Conduct quarterly and preincident/preexercise Emergency Operations Center (EOC) staff liaison orientations on the responsibilities of all agency EOC support functions.

Activity 1.4: Identify and Address Issues

Observation 1.4.1: Area for Improvement. There was a lack of familiarity with and knowledge of how to use WebEOC.

References:

- EEG, Task 4.1
- Exercise Objective 1
- St. Tammany Parish–Hurricane EOP (Revised June 2007)

Analysis: The exercise provided the opportunity for the St. Tammany Parish OHSEP to use WebEOC as an internal tasking and tracking system. Because the scenario simulated events taking place from H-60 to H-40 hours, some participants received more tasks than others. Those who did not have much activity expressed the desire for increased opportunities to practice using WebEOC in future exercises. Although the learning curve for this program is relatively small, players want to become more proficient at using the system.

Recommendation:

3. Conduct regular training sessions during which Emergency Operations Center (EOC) staff members and agency liaisons can practice using WebEOC.

Capability 3: Citizen Evacuation and Shelter-in-Place

Capability Summary: Citizen Evacuation and Shelter-in-Place is the capability to prepare for, ensure communication of, and immediately execute the safe and effective sheltering-in-place of an at-risk population (and companion animals) and/or the organized and managed evacuation of the at-risk population (and companion animals) to areas of safe refuge in response to a potentially or actually dangerous environment. In addition, this capability involves the safe reentry of the population where feasible.

Activity 3.1: Direct Evacuation and/or In-Place Protection Tactical Operation

Observation 3.1.1: Strength. Shelters for functional and special-needs populations were preidentified.

References:

- EEG, Task 1.3
- Exercise Objective 3

Analysis: St. Tammany Parish has conducted a good deal of identifying and preplanning for evacuation of nursing homes and special-needs populations. These efforts included establishing dedicated sites for sheltering these populations.

Recommendation: None.

Capability 5: Communications

Capability Summary: Communications is the fundamental capability within disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they possess sufficient wireless communications capabilities to meet their daily internal and emergency communication requirements before they focus on interoperability, which means being able to work with other agencies.

Communications interoperability is the ability of public safety agencies (e.g., police, fire, EMS) and service agencies (e.g., public works, transportation, hospitals) to talk within and across agencies and jurisdictions when needed and authorized using various communications systems to exchange voice, data, and/or video with one another on demand or in real time. It is essential that public safety has the intra-agency operability it needs and that it builds its systems toward interoperability.

Activity 5.2: Provide EOC Communications Support

Observation 5.2.1: Area for Improvement. St. Tammany Parish's use of the 700 MHz system is limited to command and control communications.

References:

- EEG, Tasks 2.1, 2.2, and 2.3

Analysis: All first responders in St. Tammany Parish do not have 700 MHz capabilities; this limits the EOC's ability to communicate with the parish's first responders. The parish was able to effectively communicate with the State and region using HAM, trunk, 700 MHz, and

WebEOC resources. The 700 MHz system is limited to phone line connectivity and has previously failed in day-to-day and disaster situations.

Recommendations:

1. St. Tammany Parish should obtain funds and purchase additional 700 MHz radios for first responders.
2. Obtain funds to purchase microwave links for redundant network connectivity.

Observations 5.2.2: Area for Improvement. The State Communications Plan lacks State-to-parish/region policies and procedures.

References:

- EEG, Task 2.1
- Exercise Objectives 1 and 5

Analysis: Because there are no State-to-parish/region policies or procedures in the State Communications Plan, St. Tammany Parish did not know what channels to monitor for State connectivity. It would be helpful if the State had a set of policies and procedures to guide parishes in their efforts to maintain interoperable communications.

Recommendation:

3. Develop policies and procedures for the State Communications Plan through the State Interoperable Executive Committee (SIEC).

REGION 9 – TANGIPAHOA PARISH

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.1: Activate EOC

Observation 1.1.1: Area for Improvement. The EOC had no plan regarding how it would schedule and conduct interactions with the press.

References:

- EEG, Task 1.3
- Exercise Objectives 1 and 2

Analysis: During the exercise, there were a number of requests for interviews from the press. The EOC recognizes the importance of dealing with the press and providing opportunities for

interviews and tried to meet all requests. In doing so, personnel realized that scheduling multiple individual interviews was time-consuming and inefficient. Conducting regularly scheduled news conferences and providing timely press releases would enhance the parish's public information program's effectiveness and efficiency.

Recommendation:

1. Review and revise the Emergency Operations Center (EOC) public information plan.

Activity 1.2: Direct EOC Tactical Operations

Observation 1.2.1: **Strength.** The EOC staff worked well as a team.

References:

- EEG, Tasks 2.1 and 2.4
- Exercise Objective 1

Analysis: The Tangipahoa Parish EOC staff was motivated, enthusiastic, and worked extremely well together as a team to handle all exercise issues. This can be attributed to excellent attitudes and a desire to accomplish the emergency preparedness mission.

Recommendation: None.

Observation 1.2.2: **Area for Improvement.** The EOC SOPs need to clarify the process for the delegation of tasks.

References:

- EEG, Tasks 2.1 and 2.4
- Exercise Objective 1

Analysis: The Tangipahoa Parish EOC SOPs lack specificity in the process of communications flow and tasks/mission assignment. As the exercise progressed, ESF representatives were able to address issues directed to their areas of responsibility. The issue of support staff responsibility was not clear and needs to be addressed.

Recommendation:

2. Review and update the Emergency Operations Center (EOC) standard operating procedures (SOPs).

Activity 1.3: Gather and Provide Information

Observation 1.3.1: **Strength.** The Tangipahoa Parish EOC successfully tested its radio communications.

References:

- EEG, Task 3.5
- Exercise Objective 1

Analysis: The Tangipahoa Parish EOC conducted communications checks the day before and during the exercise. The EOC successfully employed its UHF, VHF, 700/800 MHz, and amateur radio (i.e., HAM) to communicate with other Region 9 parishes.

Recommendation: None.

Observation 1.3.2: Area for Improvement. The Tangipahoa Parish EOC needs an alternate means of connecting to the Internet (i.e., satellite) when the EOC loses connectivity to the Internet.

References:

- EEG, Task 3.5
- Exercise Objective 1

Analysis: During the exercise, it was noted how much the Tangipahoa Parish EOC depended on the Internet to communicate with the State, other parishes, first responders, and other parish government agencies. It was also noted that the landline e-mail systems are fragile. The EOC could attempt to obtain satellite backup for its landline Internet system.

Recommendation:

3. Investigate the possibility of obtaining satellite backup for the Tangipahoa Parish EOC's current Internet system.

Capability 5: Communications

Capability Summary: Communications is the fundamental capability within disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they possess sufficient wireless communications capabilities to meet their daily internal and emergency communication requirements before they focus on interoperability, which means being able to work with other agencies.

Communications interoperability is the ability of public safety agencies (e.g., police, fire, EMS) and service agencies (e.g., public works, transportation, hospitals) to talk within and across agencies and jurisdictions when needed and authorized using various communications systems to exchange voice, data, and/or video with one another on demand or in real time. It is essential that public safety has the intra-agency operability it needs and that it builds its systems toward interoperability.

Activity 5.2: Provide EOC Communications Support

Observation 5.2.1: Area for Improvement. Tangipahoa Parish's use of the 700 MHz system is limited to command and control communications.

References:

- EEG, Tasks 2.1, 2.2, and 2.3

Analysis: All first responders in Tangipahoa Parish do not have 700 MHz capabilities; this limits the EOC's ability to communicate with the parish's first responders. The parish was able to effectively communicate with the State and region using HAM, trunk, 700 MHz, and

WebEOC resources. The 700 MHz system is limited to phone line connectivity and has previously failed in day-to-day and disaster situations.

Recommendations:

1. Tangipahoa Parish should obtain funds and purchase additional 700 MHz radios for first responders.
2. Obtain funds to purchase microwave links for redundant network connectivity.

Observations 5.2.2: Area for Improvement. The State Communications Plan lacks State-to-parish/region policies and procedures.

References:

- EEG, Task 2.1
- Exercise Objectives 1 and 5

Analysis: Because there are no State-to-parish/region policies or procedures in the State Communications Plan, Tangipahoa Parish did not know what channels to monitor for State connectivity. It would be helpful if the State had a set of policies and procedures to guide parishes in their efforts to maintain interoperable communications.

Recommendation:

3. Develop policies and procedures for the State Communications Plan through the State Interoperable Executive Committee (SIEC).

REGION 9 – WASHINGTON PARISH

Capability 1: EOC Management

Capability Summary: EOC management is the capability to provide multiagency coordination for incident management by activating and operating an EOC for a preplanned or no-notice event. EOC management includes EOC activation, notification, staffing, and deactivation; management, direction, control, and coordination of response and recovery activities; coordination of efforts among neighboring governments at each level and among local, regional, State, and Federal EOCs; coordination of public information and warning; and maintenance of the information and communication necessary for coordinating response and recovery activities.

Activity 1.3: Gather and Provide Information

Observation 1.3.1: Area for Improvement. The Washington Parish EOC does not have access to the State's H-hour timeline.

Reference:

- EEG, Task 3.6

Analysis: Louisiana's H-hour timeline was not readily available in the EOC.

Recommendation:

1. Emergency Operations Center (EOC) staff should obtain a copy of the State's H-hour timeline from the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP).

Activity 1.6: Provide EOC Connectivity

Observation 1.6.1: Strength. Washington Parish worked well with the other parishes in Region 9.

References:

- EEG, Tasks 6.3, 6.4, 6.5, 6.6, and 6.7

Analysis: Effective regional collaboration enhanced Washington Parish's ability to perform its emergency preparedness mission.

Recommendation: None.

Observation 1.6.2: Area for Improvement. The Washington Parish EOC lacks a backup for Internet connectivity.

Reference:

- EEG, Task 6.8

Analysis: The Washington Parish EOC currently uses a DSL Internet service, which is unreliable. This limits the EOC's ability to communicate with the State EOC via WebEOC as well as the ability to communicate with other parishes in Region 9 via e-mail. The EOC often has to rely on landlines to call adjacent parishes and request that they relay messages. Landline and cell phone communications failure results in the inability of the EOC to communicate at all with the State EOC or other parishes. Options include obtaining satellite communications and microwave redundancies as a backup in disasters when normal communication methods fail.

Recommendation:

2. Inquire into the financial possibility to procure a satellite or microwave redundancy communications system as a backup for Internet connectivity.

Capability 5: Communications

Capability Summary: Communications is the fundamental capability within disciplines and jurisdictions that practitioners need to perform the most routine and basic elements of their job functions. Agencies must be operable, meaning they possess sufficient wireless communications capabilities to meet their daily internal and emergency communication requirements before they focus on interoperability, which means being able to work with other agencies.

Communications interoperability is the ability of public safety agencies (e.g., police, fire, EMS) and service agencies (e.g., public works, transportation, hospitals) to talk within and across agencies and jurisdictions when needed and authorized using various communications systems to exchange voice, data, and/or video with one another on demand or in real time. It is essential that

public safety has the intra-agency operability it needs and that it builds its systems toward interoperability.

Activity 5.2: Provide EOC Communications Support

Observation 5.2.1: Area for Improvement. Washington Parish's use of the 700 MHz system is limited to command and control communications.

References:

- EEG, Tasks 2.1, 2.2, and 2.3

Analysis: All first responders in Washington Parish do not have 700 MHz capabilities; this limits the EOC's ability to communicate with the parish's first responders. The parish was able to communicate with the State and region effectively using HAM, trunk, 700 MHz, and WebEOC resources. The 700 MHz system is limited to phone line connectivity and has previously failed in day-to-day and disaster situations.

Recommendations:

1. Washington Parish should obtain funds and purchase additional 700 MHz radios for first responders.
2. Obtain funds to purchase microwave links for redundant network connectivity.

Observations 5.2.2: Area for Improvement. The State Communications Plan lacks State-to-parish/region policies and procedures.

References:

- EEG, Task 2.1
- Exercise Objectives 1 and 5

Analysis: Because there are no State-to-parish/region policies or procedures in the State Communications Plan, Washington Parish did not know what channels to monitor for State connectivity. It would be helpful if the State had a set of policies and procedures to guide parishes in their efforts to maintain interoperable communications.

Recommendation:

3. Develop policies and procedures for the State Communications Plan through the State Interoperable Executive Committee (SIEC).

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SECTION 4: CONCLUSION

The Louisiana Multiregion Hurricane Preparedness FE provided an excellent training opportunity for Louisiana Region 1, 3, and 9 EOCs to review and exercise their hurricane preparedness plans before the 2008 hurricane season. Moreover, the exercise provided Jefferson, Orleans, Plaquemine, and St. Bernard Parishes the opportunity to exercise their parish citizen evacuation plans and identify areas that need additional attention.

The exercise was sponsored by DHS/FEMA as a component of the NEP. The planning team comprised representatives from the Louisiana GOHSEP; Regions 1, 3 and 9; and DHS/FEMA. The planning team developed an exercise that would require parishes to go through the planning process in anticipation of an approaching hurricane to the Louisiana coastline.

Participants gained valuable experience in preparedness activities and identified areas for improvement in EOC operations and parish citizen evacuation procedures. It was evident that some EOCs have developed excellent functional operational procedures; this will facilitate their ability to meet the needs of their citizens during hurricane incidents.

Participants identified a number of issues that need to be addressed or at least merit further study. The following recommendations address some of these issues.

- Provide additional ICS training.
- Continue sustainment training and new person training for EOC personnel to develop a depth of experience to permit continuous operations.
- Provide additional training to EOC personnel on WebEOC.
- Review and revise parish citizen evacuation plans to take into consideration the lessons learned at the parish pickup and processing centers.
- Provide additional training for personnel on the DSS Phoenix system.
- Parishes should look at points of success that other parishes experienced to see if these practices could be used in their parish.

Furthermore, it is recommended that future exercises planners consider emphasizing a response-oriented timeframe to ensure that all participants have multiple opportunities to practice the plans and procedures they are exercising in a more active environment.

In conclusion, the State of Louisiana and the Southeast Louisiana parishes should be commended for the progress they have made in preparing and revising policies, plans, and procedures to manage the consequences of a catastrophic hurricane incident effectively. The State of Louisiana and the Southeast Louisiana parishes should be encouraged to continue a vigorous training and exercise program that continues to facilitate improvements in emergency preparedness and efforts to ensure the safety of their citizens.

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APPENDIX A: IMPROVEMENT PLAN – REGION 1

This Improvement Plan (IP) has been developed specifically for Louisiana Region 1 as a result of the Southeast Louisiana Multiregion Hurricane Preparedness Functional Exercise (FE) conducted on July 9, 2008. These recommendations draw on both the After Action Report (AAR) and the After Action Conference.

A capability may be delivered during an emergency with any combination of elements that achieves the desired outcome, namely properly planned, organized, equipped, trained, and exercised personnel. Therefore, all recommendations are linked to the capability element in need of improvement: Planning; Organization and Leadership; Personnel; Equipment and Systems; Training; and Exercises, Evaluations, and Corrective Actions.

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Region 1 – Louisiana Region 1 Regional Coordination Center (RCC)								
Capability 1: EOC Management	Observation 1.1.1: Strength. The RCC facility was established in a secure location.	1. Controlled access to the Regional Coordination Center (RCC) should be enforced by the director.	Prepare and include a security annex to the RCC standard operating procedures (SOPs) that provides direction on physically securing the RCC.	Planning	Jefferson Parish Department of Emergency Management	Director Ken Padgett	July 10, 2008	May 1, 2009
		2. Maintenance personnel should evaluate and ensure that the continuity of electrical power is sufficient to prevent computer failure in the event of uneven current.	This was corrected during Hurricanes Gustav and Ike.	Planning	Jefferson Parish Department of Emergency Management	Director Ken Padgett	July 10, 2008	Completed
	Observation 1.1.2: Area for Improvement. The RCC facility was poorly set up to perform its function.	3. Develop mission goals, standards, and an operational model for the Regional Coordination Center (RCC), and establish policies, procedures, and infrastructure requirements.	Revise the RCC standard operating procedures (SOPs) to include a mission statement, goals, policies, procedures, and infrastructure requirements.	Planning	Urban Area Security Initiative (UASI) Operations Chief	Robert Williams	July 10, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		4. Ensure that the Regional Coordination Center (RCC) operational environment is adapted to facilitate operational functionality effectively.	The RCC standard operating procedures (SOPs) include an operational layout that will facilitate effective operational functionality.	Planning	Jefferson Parish Department of Emergency Management	Director Ken Padgett	August 25, 2008	Completed
		5. Consider the provision of headsets for portable radios.	Evaluate the economic constraints and operational benefits of obtaining and providing headsets for the portable radios that are used in the RCC. Purchase headsets, if deemed appropriate.	Equipment and Systems	UASI Operations Chief	Robert Williams	July 10, 2008	May 1, 2009
		6. Provide battery charging capability for portable radios.	Revise the Regional Coordination Center (RCC) standard operating procedures (SOPs) to include a statement that all staff members are to bring their battery chargers with them to the RCC. Evaluate the possibility of purchasing a bank charger.	Equipment and Systems	UASI Operations Chief	Robert Williams	December 17, 2008	May 1, 2009
		7. Equip the Regional Coordination Center (RCC) with a television, printers, fax capability, maps, communications, and other equipment required by RCC members to accomplish their responsibilities.	Identify and purchase essential equipment that enables the RCC staff members to perform their support duties. Essential equipment includes a television, printers, fax machine, local maps, and communications equipment.	Equipment and Systems	UASI Operations Chief	Robert Williams	December 17, 2008	May 29, 2009
		8. Provide adequate communications information for all Regional Coordination Center (RCC) participants.	Provide in an RCC SOP (regionwide ICS 205) adequate communications information for all RCC participants; this information should be available at each desk in the RCC.	Planning	UASI Communica-tions	UASI Communica-tions Chief	January 15, 2009	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		9. Provide desk signs to identify functional areas.	Create permanent desk signs to identify functional areas in the RCC.	Planning	UASI Operations Chief	Charles Hudson	September 15, 2008	Completed
		10. The Regional Coordination Center (RCC) director should provide timely and periodic situation updates to the RCC.	Prepare an annex (ICS Form 214) to the RCC SOPs that provides information about reports/situational awareness, and establish a schedule of mandatory situational update briefings to the RCC.	Planning	UASI Operations Chief	Robert Williams	December 17, 2008	May 1, 2009
		11. Establish levels of activation and a demobilization annex to the Regional Coordination Center (RCC) standard operating procedures (SOPs).	Revise the RCC SOPs to include levels of activation and procedures for demobilization of the RCC.	Planning	UASI Operations Chief	Robert Williams	August 29,2008	May 1, 2009
	Observation 1.1.3: Area for Improvement. Although the region activated the Region 1 RCC in a timely and organized manner, the resolution of several logistical issues would allow a more effective response.	12. Provide a phone for each workstation.	Establish an RCC operational layout with phones at each functional workstation.	Planning; Equipment and Systems	UASI Communica-tions	UASI Communica-tions Chief	August 29, 2008	Completed
		13. Incorporate phone use into future exercises, possibly on a weekend when phones can be used without affecting other offices.	Provide phones for each functional workstation, and exercise them in future exercises and training.	Equipment and Systems; Exercises, Evaluations, and Corrective Actions	Jefferson Parish Department of Emergency Management	Charles Hudson	August 29, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		14. Provide fax, printing, and copy capability in the Regional Coordination Center (RCC).	Establish RCC SOPs with required communications equipment including fax, printing, and copy capability, and exercise their use in future training and exercises.	Planning; Equipment and Systems; Exercises, Evaluations, and Corrective Actions	UASI Communica-tions	UASI Communica-tions Chief	August 29, 2008	Completed
		15. Provide multiple whiteboards with dry erase markers as well as flip charts for documentation and information sharing in the Regional Coordination Center (RCC).	Establish RCC SOPs with requirements for necessary supplies and equipment such as multiple whiteboards with dry erase markers as well as flip charts to facilitate information tracking. Exercise their use in future training and exercises.	Planning; Equipment and Systems; Training	UASI Operations	Deano Bonano	August 29, 2008	May 1, 2009
		16. Provide an H-hour clock that is synched with the regional or State Emergency Operations Center (EOC).	Accept recommendation.	Equipment and Systems	UASI Operations	Deano Bonano	August 29, 2008	May 1, 2009
		17. Create a parking plan to address parking lot flooding issues.	No further action. It is not feasible to implement this recommendation because the parking lot does not belong to the EOC.					
		18. Create a feeding and sleeping plan for the Regional Coordination Center (RCC).	Prepare an annex to the RCC SOPs that includes this recommendation.	Planning	Jefferson Parish	Deano Bonano	August 29, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)	Observation 1.2.1: Area for Improvement. There was no RCC plan.	19. Prepare and promulgate an operational plan for the Regional Coordination Center (RCC) that defines its policies, procedures, and objectives and includes a mission, Job Action Sheets, and Incident Management Team organizational chart.	Accept recommendation.	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009
		20. Facilitate State and local Emergency Medical Services (EMS) coordination for ambulance services.	Develop ESF annexes for the RCC SOPs.	Planning	UASI ESF Representa-tives	Robert Williams	August 29, 2008	May 1, 2009
		21. Regional Coordination Center (RCC) members should be trained in the skills necessary to accomplish their assigned functions.	Conduct periodic training for RCC members; instruct them in the skills necessary to accomplish their assigned functions.	Training	UASI Training and Exercise Coordinator	Tim Thomasson	August 29, 2008	May 1, 2009
		22. Develop just-in-time Regional Coordination Center (RCC) operating procedures training for personnel who would arrive at the RCC without prior RCC knowledge or experience.	Accept recommendation.	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009
		23. Develop a list of helpful phone numbers such as government and nongovernmental agency contacts; local, regional, and State Emergency Operations Centers (EOCs); and hospitals, nursing homes, schools, and transportation agencies.	After developing the list, place the list in a folder at each functional work station in the RCC.	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		24. Develop position reference files that include Regional Coordination Center (RCC) standard operating procedures (SOPs), resource phone numbers, and other function-specific technical manuals.	Accept recommendation.	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	Completed
		25. Reevaluate the Regional Coordination Center (RCC) once its policies, procedures, and objectives have been established and its working environment brought to minimum functional standards.	Conduct a full-scale exercise to implement this recommendation.	Planning; Exercises, Evaluations, and Corrective Actions	UASI Training and Exercise Coordinating Officer and GOHSEP	Tim Thomasson and Skip Breeden	February 15, 2009	May 31, 2009
		26. The Regional Coordination Center (RCC) director should establish a Regional Working Group to develop a Regional Movement Plan.	Coordinate with Louisiana State ESF-1 to establish a Regional Working Group and develop a Regional Movement Plan.	Planning	UASI Administrator	Jerry Sneed	July 10, 2008	May 1, 2009
	Observation 1.2.2: Area for Improvement. There was a lack of situational reporting.	27. Develop clear situational reporting requirements for the Regional Coordination Center (RCC).	Include these requirements for the RCC and parish OHSEPs in the RCC SOPs.	Planning	UASI Administrator	Jerry Sneed	August 29, 2008	May 1, 2009
		28. Install speakers for teleconferencing that would allow participants to hear conference calls and update situational information.	Ask the facility owner for permission to install speakers.	Planning; Equipment and Systems	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		29. Provide standardized forms for documentation such as the Federal Emergency Management Agency (FEMA) 214 Unit Log.	Provide and require the use of standardized forms in the RCC SOPs.	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009
		30. Provide training on situational reporting requirements and form use, and incorporate in future drills and exercises.	Accept recommendation.	Training; Exercises, Evaluations, and Corrective Actions	UASI Operations Chief; UASI Training and Exercise Coordinator	Robert Williams; Tim Thomasson	August 29, 2008	May 1, 2009
	Observation 1.2.4: Strength. The Region 1 DHH established a three-element working group of functional representatives for hospitals, nursing homes, and EMS, who located themselves in direct proximity to the parish representatives to effectively monitor and direct the movement of patients with special needs effectively.	31. Provide the Louisiana Department of Health and Hospitals (DHH) Region 1 working group with the appropriate environment, communications equipment, and space within the Regional Coordination Center (RCC).	Relocate the Louisiana DHH Region 1 working group to a new room.	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)	Observation 1.2.5: Area for Improvement. The Louisiana Department of Transportation and Development (DOTD) and its primary transportation resources vendor, Landstar, did not participate in the exercise.	32. Strongly encourage the Louisiana Department of Transportation and Development (DOTD) and its primary vendor of transportation resources, Landstar, to participate in future exercises.	Accept recommendation.	Exercises, Evaluations, and Corrective Actions	UASI Administrator	Jerry Sneed	August 29, 2008	May 1, 2009
	Observation 1.3.1: Area for Improvement. There was difficulty in establishing and maintaining communication links with other agencies, EOCs, and Multi-Agency Coordination Centers (MACCs).	33. Provide dedicated phone lines for use in the Regional Coordination Center (RCC).	This has been corrected; see recommendation #12.	Equipment and Systems	UASI Operations Chief	Robert Williams	August 29, 2008	Completed
	Observation 1.3.2: Area for Improvement. There was a lack of coordinated emergency management efforts among local, county, regional, State, and Federal EOCs.	34. Encourage communication between the Regional Coordination Center (RCC) and the region's Emergency Operations Centers (EOCs).	During future exercises, develop an exercise scenario that emphasizes communications between the RCC and the region's EOCs.	Exercises, Evaluations, and Corrective Actions	UASI Training and Exercise Officer	Tim Thomasson	August 29, 2008	May 1, 2009
		35. Include objectives and injects in future exercises that require interaction between the Regional Coordination Center (RCC) and Emergency Operations Center (EOC).	During future exercises, develop an exercise scenario that emphasizes communications between the RCC and the region's EOCs.	Exercises, Evaluations, and Corrective Actions	UASI Training and Exercise Officer	Tim Thomasson	August 29, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		36. Clarify Regional Coordination Center (RCC) versus local, regional, and State Emergency Operations Center (EOC) responsibility.	Develop RCC SOPs and reference them in the Region 1 parish EOPs to clarify RCC and State EOC responsibilities.	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009
		37. The Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) and all State agencies should communicate through the Regional Coordination Center (RCC) for regional issues.	UASI Operations develops a list of critical information requirements that should be communicated by GOHSEP and all State agencies through the RCC for regional issues.	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009
		38. Encourage WebEOC communications with other agencies and Emergency Operations Centers (EOCs).	Design future training and exercises that encourage WebEOC communications with other agencies and EOCs.	Training; Exercises, Evaluations, and Corrective Actions	UASI Exercise Coordinator	Tim Thomasson and Robert Williams	August 29, 2008	May 1, 2009
		39. Identify redundant communication methods—such as 800 MHz radios, fax, HAM radio, cell phones, and landline phones—that may be used for Regional Coordination Center (RCC)/ Emergency Operations Center (EOC) communication when WebEOC is not available.	Develop a communications plan using the ICS 205 form. Place ICS 205 forms in a regional tactical interoperable communications plan (TICP) and RCC communications plan.	Planning	UASI Communica-tions	UASI Communica-tions Chief	August 29, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)	Observation 1.3.3: Area for Improvement. There was a lack of understanding of WebEOC for data collection, analysis, and dissemination of information and intelligence.	40. Provide education and training on the new version of WebEOC to Regional Coordination Center (RCC) members.	Accept recommendation.	Training	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009
		41. Assign WebEOC username and passwords to all Regional Coordination Center (RCC) members.	Coordinate with GOHSEP information technology personnel to implement this recommendation.	Planning	UASI Communica-tions	UASI Communica-tions Chief	August 29, 2008	Completed
		42. Utilize WebEOC functions in daily activities, where possible, to familiarize staff members with WebEOC.	Encourage other agencies that provide personnel to the RCC to utilize WebEOC functions in daily activities, where possible, to familiarize staff members with WebEOC.	Training	Parish OEPs	Parish OEP Directors	July 10, 2008	December 31, 2009 and Ongoing
	Observation 1.3.4: Area for Improvement. The RCC did not access information collected on the Phoenix System.	43. Provide electronic access to Phoenix System information in the Regional Coordination Center (RCC).	Examine the feasibility of this recommendation, and, if possible, implement recommendation.	Equipment and Systems	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009
		44. Arrange for faxing of hardcopy Phoenix System information when electronic capabilities are not available.	No further action. It is not feasible to implement this recommendation because of financial constraints.					
	Observation 1.3.5: Area for Improvement. There was a lack of IAP development and use at the RCC.	45. Develop a regional Incident Action Plan (IAP) for every incident.	During exercises and real-world incidents, mandate development of a regional IAP for every incident.	Planning; Exercises, Evaluations, and Corrective Actions	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		46. Identify and train personnel to prepare an Incident Action Plan (IAP).	Accept recommendation	Training	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009
		47. Utilize the Incident Action Plan (IAP) in future drills and exercises.	Require the use of the IAP in future drills and exercises.	Training; Exercises, Evaluations, and Corrective Actions	UASI Exercise Coordinator	Tim Thomasson	August 29, 2008	May 2, 2009
	Observation 1.4.1: Area for Improvement. There was a lack of understanding of the chain of command, hindering the ability to identify and communicate needs and issues.	48. Develop a Regional Coordination Center (RCC) plan that includes a clearly defined chain of command.	Accept recommendation	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009
		49. Develop an Incident Management Team organizational chart that illustrates the Regional Coordination Center (RCC) chain of command.	Develop a generic organizational chart, and add it to the RCC SOPs. Develop a specific organizational chart for any IAP that is created for any operational period.	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009
	Observation 1.6.1: Area for Improvement. Players experienced difficulty accessing specific Internet addresses from the RCC workstations.	50. Compile a list of agency Web sites that may be needed during a Regional Coordination Center (RCC) activation, and ensure that computers have access to them.	Accept recommendation.	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		51. Arrange for information technology (IT) personnel to be available in the Regional Coordination Center (RCC) during exercises and real-world events to address technical issues.	Accept recommendation.	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009
Capability 2: Emergency Public Information and Warning	Observation 2.3.1: Area for Improvement. No JIC was established.	1. Consider establishment and utilization of a Joint Information Center (JIC) in future exercises and operations.	Accept recommendation.	Planning	UASI Operations Chief	Robert Williams	August 29, 2008	May 1, 2009
Region 1 – Jefferson Parish Emergency Operations Center (EOC)								
Capability 1: EOC Management	Observation 1.1.2: Strength. The EOC is well-designed, safe, and user friendly.	1. Any future Emergency Operations Center (EOC) design and construction should continue to provide the same level of safety, security, and productivity as the current facility.	A new EOC is under construction and will conform to the standards for EOC work space, safety, and security.	Equipment and Systems	Jefferson Parish Department of Emergency Management	Director Ken Padgett	July 10, 2008	December 30, 2011
	Observation 1.2.1: Strength. The EOC manager established a clear operational picture upon activation of the EOC.	2. Messages, resource requests, radio transmissions, and significant events should be documented in writing to ensure that a record of activity exists in the event of loss of power or electronic documentation systems.	The EOC will document in writing the receipt of all resource requests, radio transmissions, and significant events in order to provide a backup to the electronic documentation system currently used in the EOC.	Planning; Exercises, Evaluations, and Corrective Actions	Jefferson Parish Department of Emergency Management	Director Ken Padgett	July 10, 2008	December 1, 2009 and Ongoing

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)	Observation 1.2.2: Area for Improvement. The second shift (B-shift) needs additional staffing and training.	3. All Jefferson Parish Emergency Operations Center (EOC) staff members should complete the Federal Emergency Management Agency (FEMA) Independent Study (IS) courses IS-230, IS-275, and IS-701, which are located online at *http://training.fema.gov*.	To enhance EOC personnel's knowledge of EOC operations, all personnel who work in the EOC during a disaster will be required to complete the online Federal Emergency Management Agency (FEMA) Independent Study (IS) courses IS-230, IS-275, and IS-701.	Training	Jefferson Parish Department of Emergency Management	Timothy Gautreau	December 17, 2008	December 30, 2009
		4. Rotate exercise schedules so that all Emergency Operations Center (EOC) staff members have equal opportunities to practice their training within the EOC environment.	Accept recommendation.	Training; Exercises, Evaluations, and Corrective Actions	Jefferson Parish EOC Training and Exercise Officers	Timothy Gautreau	December 17, 2008	Ongoing December 30, 2009
		5. Develop standard operating procedures (SOPs) and Emergency Support Function (ESF) checklists for each position within the Emergency Operations Center (EOC).	Accept recommendation.	Planning	Jefferson Parish EOC Manager	Charlie Hudson	July 10, 2008	May 1, 2009
		6. Provide a written copy of the parish Emergency Operations Plan (EOP) and Emergency Support Function (ESF) checklists at each workstation within the Emergency Operations Center (EOC).	Provide both a hard copy and an electronic copy of these documents.	Planning	Jefferson Parish EOC Manager	Charlie Hudson	July 10, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		7. Each shift should be fully staffed with representatives for all Emergency Support Functions (ESFs), as well as administrative and support personnel.	Accept recommendation. Staff members have been assigned to each position.	Planning	Jefferson Parish EOC	Jefferson Parish EOC Director	July 10, 2008	Completed
	Observation 1.3.1: Area for Improvement. The Jefferson Parish EOC staff did not coordinate emergency management efforts among local, parish, regional, State, and Federal agencies.	8. The Emergency Operations Center (EOC) director and staff should be proactive in making initial notifications in a prompt manner if no input is received from the local Offices of Emergency Preparedness (OEPs) of the affected parishes, Regional Coordination Center (RCC), or State EOC.	Review current EOC procedures and SOPs to include notifications and communications with regional, State, and Federal entities.	Planning	Jefferson Parish EOC Manager	Charlie Hudson	July 10, 2008	May 1, 2009
		9. The Emergency Operations Center (EOC) staff should be familiar with the process for requesting State and Federal resources and all related Federal, State, and local laws, such as those for requesting Federal assistance through the Stafford Act.	Train EOC management personnel to make requests for State and Federal resources through the State WebEOC.	Training	Jefferson Parish EOC Training	Timothy Gautreau	August 29, 2008	Completed
	Observation 1.7.1: Area for Improvement. Long-range planning and weather forecasting were not initiated during the exercise.	10. Ensure that each Emergency Operations Center (EOC) position has alternates who are trained to cover extended operational periods or times when scheduled members are unavailable for duty.	EOC activation list positions have alternate personnel assigned for each position. During exercises, these personnel are not always available; however, during actual incidents, they will make themselves available.	Planning; Personnel	Jefferson Parish EOC Manager	Charlie Hudson	July 10, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		11. Assign at least one staff member to monitor local and national TV and radio weather broadcasts and update status boards as needed.	Provide televisions and monitors within the EOC for the staff to remain current on actual weather. There are also weather band radios and satellite imagery available. The exercise did not provide visual weather as a simulation.	Planning; Personnel	Jefferson Parish Department of Emergency Management	Director Ken Padgett	August 29, 2008	Completed
		12. Utilize wall/electronic maps and graphics to diagram weather patterns, impact areas, affected populations, and potential hazards.	Provide sufficient televisions and monitors within the EOC for the staff to remain current on actual weather. There are also weather band radios and satellite imagery available. The exercise did not provide visual weather as a simulation. HURREVAC and National Oceanic and Atmospheric Administration (NOAA) SLOSH (Sea, Lake, and Overland Surges from Hurricanes) modeling are used during an actual event.	Equipment and Systems	Jefferson Parish EOC Manager	Charlie Hudson	August 29, 2008	Completed
Region 1 – Jefferson Parish Pickup Point (PPP)								
Capability 7: Onsite Incident Management	Observation 7.2.1: Area for Improvement. Onsite incident management needs to be improved at the Jefferson Parish Processing Center/Pickup Point.	1. Continue including parish pickup point (PPP) operations in future training and exercises.	Include PPP operations in an annual hurricane preparedness exercise.	Exercises, Evaluations, and Corrective Actions	Jefferson Parish Training and Exercises	Timothy Gautreau	July 10, 2008	December 31, 2009 and Ongoing

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 7: Onsite Incident Management (continued)		2. Review current plans and revise them to address and correct the issues addressed in the analysis, including bus staging and parking, facilities (tents/tarps) to shelter personnel from weather, and support for persons with special needs.	Current plans were revised and validated during Hurricane Gustav.	Planning	Jefferson Parish EOC Planning	Jefferson Parish EM Director	July 10, 2008	Completed
	Observation 7.2.2: Area for Improvement. Minor adjustments are needed to the setup of the processing center/pickup point to make it more efficient.	3. Conduct a discussion-based exercise to review and train personnel on parish pickup point (PPP) processes and procedures.	Accept recommendation. Two dates are planned: March 24 and 25, 2009—one for each PPP. This will become an annual event.	Exercises, Evaluations, and Corrective Actions	Jefferson Parish Training and Exercises	Timothy Gautreau	October 1, 2008	March 26, 2009
Region 1 – Orleans Parish Emergency Operations Center (EOC)								
Capability 1: EOC Management	Observation 1.1.1: Strength. The Orleans Parish EOC level of participation exceeded that which would be required during the period depicted in the scenario.	1. The Orleans Parish Office of Emergency Preparedness (OEP) should consider conducting recurring, short-duration exercises focused on improving Emergency Support Function (ESF) support of Emergency Operations Center (EOC) procedures.	Conduct semi-annual exercises that focus on improving ESF support of EOC procedures.	Exercises, Evaluations, and Corrective Actions	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	December 31, 2009
		2. Individual Emergency Support Functions (ESFs) should consider supplementing ESF position binders with material related to their representatives' activities in the EOC.	Prepare EOC position job books that describe ESF job activities in the EOC.	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 29, 2009	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)	Observation 1.1.2: Area for Improvement. The Orleans Parish EOC does not adequately support expanded operations.	3. The new facility should be organized to support an Emergency Operations Center (EOC) structure that reflects National Incident Management System (NIMS) principles (i.e., collocating Emergency Support Functions [ESFs] by appropriate section, branch with a designated lead ESF).	Prepare plans for the new, expanded EOC facility that will better support extended EOC operations. Consideration will be given to structuring the EOC to reflect the use of ESFs by collocating ESFs by appropriate section and the branch having a designated lead ESF.	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	Ongoing	May 1, 2009
		4. The new Emergency Operations Center (EOC) facility should incorporate the use of hardcopy and electronic information displays.	Obtain and install visual information display boards in the new EOC.	Equipment and Systems	Orleans Parish OHSEP	Matt Kallmyer	July 10, 2008	May 1, 2009
		5. Key Emergency Support Functions (ESFs) should be consulted in the organization of the new Emergency Operations Center (EOC) to ensure that functional peculiarities are accommodated.	Accept recommendation.	Planning	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	May 1, 2009
		6. The Office of Emergency Preparedness (OEP) should plan and conduct progressively complex exercises that include a wider array of Emergency Support Functions (ESFs) and contractor staff members who have emergency management operations experience.	The Orleans Parish training plan will incorporate progressively complex exercises that include a wider array of ESFs and contractor staff members who have emergency management operations experience.	Exercises, Evaluations, and Corrective Actions	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)	Observation 1.3.1: Strength. WebEOC was used as a tool to facilitate EOC operations and information sharing.	7. The Office of Emergency Preparedness (OEP) should consider conducting short-duration WebEOC communications drills with agencies equipped with WebEOC.	Conduct quarterly WebEOC training and/or communications drills with other agencies equipped with WebEOC that interact with the Orleans Parish EOC.	Training	Orleans Parish OHSEP	Dean DiSalvo	July 10, 2008	May 1, 2009
		8. The requirements for Emergency Support Functions (ESFs) to place an individual on their 24-hour EOC staffing list should include that the individual be trained on WebEOC and have at least trained at the ICS 200 level.	Establish minimum training standards/proficiency for EOC ESF staff members that include WebEOC and ICS 100 and 200 level training.	Training	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	December 31, 2009 and Ongoing
		9. Emergency Support Functions (ESFs) should consider recurring in-service training on WebEOC for Multi-Agency Coordination Center (MACC) staff designees.	Conduct quarterly WebEOC training for all MACC personnel.	Training	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	December 31, 2009 and Ongoing
	Observation 1.6.1: Area for Improvement. The Orleans Parish EOC did not demonstrate the use or availability of tools that would have facilitated attaining and maintaining an operational tempo.	10. The Office of Emergency Preparedness (OEP) should develop an Emergency Support Function (ESF)-based Hurricane Evacuation Timeline that draws on the State Emergency Operations Center (EOC) model and incorporated information from standalone agency hurricane plans.	This issue was addressed and resolved during Hurricane Gustav.	Planning	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		11. The Office of Emergency Preparedness (OEP) should encourage the State Emergency Operations Center (EOC) to maintain statewide continuity of operations (COOP) through the use of the Louisiana Hurricane Evacuation Timeline.	This issue was addressed and resolved during Hurricane Gustav.	Planning	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	Completed
		12. The Emergency Operations Center (EOC) procedures addressed in the draft Orleans Parish Emergency Operations Plan (EOP) should include standard protocols regarding development of Incident Action Plans (IAPs) and Situation Reports (SitReps).	Review the EOC procedures addressed in the draft Orleans Parish EOP, and include standard protocols regarding development of IAPs and SitReps.	Planning	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	December 31, 2009 and Ongoing
	Observation 1.7.1: Strength. The process by which tasks are received, assigned, and tracked in the EOC worked exceptionally well.	13. The Emergency Operations Center (EOC) task assignment and tracking system should be an essential part of EOC and WebEOC training for new personnel and presented as refresher training for experienced EOC personnel.	Conduct WebEOC training for new personnel and as refresher training for experienced EOC personnel, emphasizing task assignment and the WebEOC tracking system.	Training	Orleans Parish OHSEP	Dean DiSalvo	July 10, 2008	December 31, 2009 and Ongoing
		14. Develop specific guidance for 3-1-1 operators, and conduct periodic short-duration exercises to maintain 3-1-1 operators' proficiency.	Develop specific guidance for 3-1-1 operators for use during large-scale disasters and emergencies. Conduct semiannual exercises to maintain 3-1-1 operators' proficiency.	Planning; Exercises, Evaluations, and Corrective Actions	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	December 31, 2009 and Ongoing

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Region 1 – New Orleans Union Passenger Terminal (UPT)								
Capability 3: Citizen Evacuation and Shelter-in-Place	Observation 3.1.1: Area for Improvement. A predetermined and agreed-upon travel route to the airport from the New Orleans UPT was not in place.	1. Identify all potential travel routes to the airport from the Union Passenger Terminal (UPT). Assess these routes for expected traffic during a hurricane, and drive the routes during rush hour to determine which route will be easiest and quickest to navigate.	This issue was addressed and implemented during Hurricane Gustav.	Planning	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	Completed
	Observation 3.1.2: Area for Improvement. There was confusion and miscommunication regarding the procedure for internally clearing buses for departure from the UPT.	2. Develop a checklist that details the steps required to clear a bus for departure from the Union Passenger Terminal (UPT).	The Orleans Parish OHSEP will coordinate with GOSHEP to include in the movement plan a checklist that details the steps required to clear a bus for departure from the UPT.	Planning	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2009	May 1, 2009
		3. Assess and revise plans to make sure a person is assigned to complete each bus evacuation plan task.	The Orleans Parish OHSEP will coordinate with GOHSEP to implement this recommendation.	Planning	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	May 1, 2009
		4. Train appropriate staff on the evacuation bus movement processes, and post the checklist at the Union Passenger Terminal (UPT).	This issue was addressed and implemented during Hurricane Gustav.	Training	Orleans Parish OHSEP	Tom Ignelzi	August 29, 2008	Completed
		5. Designate a staff member at the Union Passenger Terminal (UPT) to liaise with bus drivers and coordinate the process of loading and clearing buses for departure.	This issue was addressed and implemented during Hurricane Gustav.	Planning	Orleans Parish OHSEP	Tom Ignelzi	August 29, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 3: Citizen Evacuation and Shelter-in-Place (continued)	Observation 3.1.3: Area for Improvement. Buses were slow to leave for the airport after they were internally cleared for departure from the UPT.	6. Conduct a planning meeting to further assess this issue. Include representatives from the Union Passenger Terminal (UPT), Regional Coordination Center (RCC), and airport. Based on discussions, develop a standard operating guide and/or a communications and decision flow chart that details the process for coordinating and approving UPT bus departures.	The Orleans Parish OHSEP will coordinate with GOHSEP to implement this recommendation.	Planning	Orleans Parish OHSEP	Jerry Sneed	July 10, 2008	May 1, 2009
		7. Train staff on newly developed procedures for Union Passenger Terminal (UPT) bus departures.	Conduct semi-annual training for personnel who will be used to conduct support bus operations at the UPT using the newly developed procedures.	Training	Orleans Parish OHSEP	Orleans Parish OHSEP Director	July 10, 2008	December 31, 2009 and Ongoing (Based on turnover of personnel)
		8. Consider implementing a system that would allow the airport and Union Passenger Terminal (UPT) to communicate directly for the purpose of coordinating bus departures.	The Orleans Parish OHSEP will coordinate with GOHSEP to evaluate the need for and advantages of developing and implementing a system that would allow the airport and UPT to communicate directly for the purpose of coordinating bus departures.	Planning	Orleans Parish OHSEP	Jerry Sneed	July 10, 2008	May 1, 2009
		9. Conduct followup drills to test coordination and the communications pathway.	Conduct semi-annual drills to test coordination and the communications pathway for evacuee movement between the UPT and the airport.	Training	Orleans Parish OHSEP	Tom Ignelzi	Ongoing	December 31, 2009 and Ongoing (Based on turnover of personnel)

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 3: Citizen Evacuation and Shelter-in-Place (continued)	Observation 3.2.1: Area for Improvement. Personnel working at the UPT did not have a clear understanding of overall evacuee processing procedures or of available resources.	10. Provide pre-event training on Union Passenger Terminal (UPT) operations to all designated UPT personnel. Include an overview of operations and training on specific scenarios related to managing and processing persons with different needs and characteristics.	Develop pre-event training program on UPT operations. Include an overview of operations and training on specific scenarios related to managing and processing persons with different needs and characteristics.	Planning	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	May 1,2009
		11. Develop a field operations guide (FOG) manual for use by Union Passenger Terminal (UPT) personnel. Ensure that the manual includes maps of the facility, an overview of the entire operation, decision trees for processing and triaging evacuees, and Job Action Sheets with clearly defined roles and responsibilities.	Accept recommendation.	Planning	Orleans Parish OHSEP	Tom Ignelzi	August 29, 2008	May 1, 2009
		12. Continue to exercise Union Passenger Terminal (UPT) operations.	Conduct annual exercises on UPT operations.	Exercises, Evaluations, and Corrective Actions	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	December 31, 2009 and Ongoing
	Observation 3.3.1: Area for Improvement. Evacuees arriving at the UPT were not provided with sufficient directions or information regarding processes.	13. Print and provide sufficient City Assisted Evacuation Plan (CAEP) informational brochures that are appropriately placed for access by evacuees.	These brochures were printed and distributed during Hurricane Gustav. Continue this practice for future incidents.	Planning	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 3: Citizen Evacuation and Shelter-in-Place (continued)		14. City Assisted Evacuation Plan (CAEP) informational brochures should include processing procedures, use of amnesty boxes, rules, and general expectations regarding travel arrangements.	Review and revise CAEP informational brochures to ensure they include processing procedures, use of amnesty boxes, rules, and general expectations regarding travel arrangements.	Planning	Orleans Parish OHSEP	Tom Ignelzi	July 10, 2008	Completed
		15. Consider providing instructions to incoming evacuees via public address (PA) systems. The systems should constantly announce updates about the approaching hurricane; where the evacuation transport vehicles will be going; what can or cannot be brought on the train; what to do in case of fire, explosion, or medical emergency; who to talk to with questions and special concerns; and the process at the Union Passenger Terminal (UPT) (e.g., triage, Department of Social Services [DSS] registration, Society for the Prevention of Cruelty to Animals [SPCA] registration).	No further action. This process already exists, but it was not demonstrated during the exercise.					

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 3: Citizen Evacuation and Shelter-in-Place (continued)		16. Make signs for the Union Passenger Terminal (UPT). There should be a sign identifying each station/area within the UPT. Signs can also be used to provide evacuees with basic expectations (e.g., wait times). During operations, these signs should be placed high so that they are visible.	Prepare permanent signs for the UPT. These will include a sign identifying each station/area within the UPT as well as information on basic expectations, such as wait times. Include in the UPT SOPs a section on signs including the amount of signs, information to be included on them, and where they will be posted to ensure that they are visible.	Planning; Equipment and Systems	Orleans Parish OHSEP	Tom Ignelzi	August 1, 2008	Completed
		17. If possible, ensure that all informational materials are not language dependent or that they are available in multiple languages.	No further action. Brochures will be printed in English and Spanish only.					
		18. Place emergency management liaisons on the buses and trains used for evacuation.	No further action. There are insufficient personnel resources to accomplish this recommendation.					
	Observation 3.3.5: Area for Improvement. Manual input of information into the evacuee processing computer database at the UPT was slow and reduced line flow.	19. Review the current data entry requirements and streamline the amount of information collected from evacuees to reduce the amount of time required for data entry.	Review and coordinate with the Louisiana Department of Social Services (DSS) the current data entry requirements to determine what the minimum amount of information is required, and use the review to streamline the amount of information collected from evacuees to reduce the amount of time required for data entry.	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	July 10, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 3: Citizen Evacuation and Shelter-in-Place (continued)		20. Add additional data entry staff or self-serve terminals to accommodate manual data entry.	This was implemented during Hurricane Gustav.	Planning; Personnel	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 29, 2008	Completed
		21. Consider methods by which individuals could preregister for the New Orleans 2008 City Assisted Evacuation Plan (CAEP). In particular, this may be feasible within well-defined and organized special-needs populations.	No further action. There is a system in place for this, but it was not demonstrated during the exercise.					
	Observation 3.3.6: Area for Improvement. Personnel conducting medical triage at the UPT did not screen evacuees in a uniform manner.	22. Train and exercise Union Passenger Terminal (UPT) medical triage staff on triage procedures.	No further action. In a real-world incident, medical triage will be conducted before arrival at the UPT.					
	Observation 3.3.7: Area for Improvement. Sufficient resources were not available at the UPT to aid persons with mobility impairments.	23. Obtain and provide wheelchairs, rolling chairs, and/or benches for evacuees waiting in long lines. Assess the need for wheelchairs for all evacuees who present to the Union Passenger Terminal (UPT) with wheelchairs that cannot be folded and placed in train storage areas.	Wheelchairs, rolling chairs, and benches were obtained and provided for evacuees waiting in long lines during Hurricane Gustav.	Equipment and Systems	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 29, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 3: Citizen Evacuation and Shelter-in-Place (continued)		24. Allocate Union Passenger Terminal (UPT) personnel to monitor and help elderly and in need of medical resources (NMR) individuals navigate the UPT and board buses and trains. Provide these designated personnel with appropriate training to perform safe wheelchair transfers of evacuees to trains.	UPT personnel were allocated to monitor and help elderly and NMR individuals navigate the UPT and board buses and trains during Hurricane Gustav.	Personnel; Training	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 29, 2008	Completed
		25. Assign personnel with medical training to trains with elderly and in need of medical resources (NMR) evacuees so that caregivers can be assisted if medical issues arise while en route.	During Hurricane Gustav, a source of personnel with medical training was identified; these personnel were assigned to trains with elderly and NMR evacuees so that caregivers could be assisted if medical issues arose while en route.	Personnel	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 29, 2008	Completed
		26. Determine alternate means of transportation for in need of medical resources (NMR) individuals who cannot board the buses or trains.	No further action. This capability was available during the exercise and in the plan, but it was not demonstrated during the exercise.					
	Observation 3.3.8: Area for Improvement. The Behavioral/Mental Support Team was unclear of how it was supposed to function at the UPT.	27. Provide training to staff regarding roles, responsibilities, and the various counseling services available at the Union Passenger Terminal (UPT).	Develop this training and conduct training with all UPT staff members before an incident that requires evacuation.	Training	Orleans Parish OHSEP	Orleans Parish OHSEP Director	July 10, 2008	December 31, 2009 and Ongoing

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 3: Citizen Evacuation and Shelter-in-Place (continued)	Observation 3.3.9: Area for Improvement. Resources for foreign language-speaking evacuees at the UPT were insufficient.	28. Obtain the services of translation phone lines for Union Passenger Terminal (UPT) operations.	No further action. The Orleans Parish EOP includes provisions for translators at the UPT, but this was not demonstrated during the exercise.					
		29. Assess all Union Passenger Terminal (UPT) personnel for language proficiencies that could be useful during operations.	No further action. This is not a realistic recommendation that could be accomplished during catastrophic incidents.					
		30. Provide all written material and questionnaires for evacuees in multiple languages.	No further action. Written materials and questionnaires will be printed only in English and Spanish.					
	Observation 3.3.10: Area for Improvement. Areas designated for evacuees at the UPT were potentially hazardous.	31. Assign a Safety Officer for the Union Passenger Terminal (UPT).	Identify and assign a safety officer during future exercises and actual incidents.	Personnel	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 1, 2008	Completed
		32. Evaluate the Union Passenger Terminal (UPT) for potential hazards, and develop a site safety plan.	A safety plan will be developed by the Safety Officer for future exercises and actual incidents.	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 1, 2008	Completed
		33. Assign a person to direct bus traffic at embarkation and disembarkation points; this person should ensure that people stay away from moving buses and that the buses are positioned/parked in the safest orientation.	Accept recommendation.	Personnel	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 1, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 3: Citizen Evacuation and Shelter-in-Place (continued)		34. Move all lines indoors, if possible. Lines can be snaked back and forth to accommodate the maximum number of people. If lines cannot be moved inside, consider requesting and using misters on hot days and mobile heaters on cold days.	No further action. There is insufficient space in the UPT to do this.					
	Observation 3.3.11: Area for Improvement. Redundant systems are needed for processing of evacuees at the UPT.	35. Develop a paper version of the Union Passenger Terminal (UPT) evacuee processing system. Ensure that paper forms can be completed in line quickly and that the paper processing system can be implemented rapidly in case electronic systems become inoperable.	This recommendation is not feasible, but alternate solutions are being explored in coordination with the Louisiana DSS.	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 29, 2008	December 31, 2009
		36. Conduct a drill to test the paper evacuee processing system alongside the electronic system.	No further action. See recommendation and corrective action #35.					
Capability 6: Mass Care	Observation 6.6.1: Strength. The SCPA did a good job registering pets.	1. Use more live animals in exercises to provide more opportunities for learning.	Accept recommendation.	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	July 10, 2008	December 31, 2009
		2. A veterinarian should be present at the Union Passenger Terminal (UPT) in case of an emergency and to provide medications to animals that may need care.	Orleans Parish updated plans to procure the services of a veterinarian who will be assigned to the UPT to provide medications to animals that may need care.	Planning; Personnel	Orleans Parish OHSEP	Orleans Parish OHSEP Director	July 10, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 7: Onsite Incident Management	Observation 7.2.1: Area for Improvement. A defined and NIMS-compliant incident management structure with associated processes, including the proper use of span-of-control, forms, briefings, and vests was not implemented at the UPT.	1. Assess the New Orleans 2008 City Assisted Evacuation Plan (CAEP) to determine if the proposed Union Passenger Terminal (UPT) command structure is National Incident Management System (NIMS) compliant. Make changes as needed and include positions to oversee all required duties at the UPT, including media relations/public information, operations, site safety, logistics, planning and documentation, administration/finance (e.g., staffing), and liaison functions (e.g., coordination with Amtrak).	Review, assess, and revise the New Orleans 2008 CAEP to ensure that the proposed UPT command structure is NIMS compliant. The command structure will include positions to oversee all required duties at the UPT, including media relations/public information, operations, site safety, logistics, planning and documentation, administration/finance (e.g., staffing), and liaison functions (e.g., coordination with Amtrak).	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	September 1, 2008	May 1, 2009
		2. Identify and assign people to fill each of the designated positions while maintaining span of control (i.e., no more than three to seven direct reports) and providing position assignments that are at least three deep.	Accept recommendation.	Personnel	Orleans Parish OHSEP	Orleans Parish OHSEP Director	September 1, 2008	May 1, 2009
		3. Train personnel on the Union Passenger Terminal (UPT)/Incident Command System (ICS) organizational structure and their role within that structure.	Provide semi-annual training for personnel on the UPT/ICS organizational structure and their role within that structure.	Training	Orleans Parish OHSEP	Orleans Parish OHSEP Director	September 1, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 7: Onsite Incident Management (continued)		4. Provide staff with National Incident Management System (NIMS) Incident Command System (ICS) training.	Conduct semi-annual NIMS ICS training for the UPT staff.	Training	Orleans Parish OHSEP	Orleans Parish OHSEP Director	September 1, 2008	May 1, 2009
		5. Ensure that titles on vests correspond to the position of the person wearing the vest. In addition, make sure that position titles are used on the vest rather than supporting agencies. Consider using the commonly accepted Incident Command System (ICS) color designations for vests.	Review the current use of vests at the UPT by all agencies, and ensure that they correspond to the position of the person wearing the vest. In addition, ensure that position titles are used on the vest rather than the names of the supporting agencies. Consider using the commonly accepted ICS color designations for vests.	Equipment and Systems	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 29, 2008	May 1, 2009
		6. Ascertain what Incident Command System (ICS) forms are needed at the Union Passenger Terminal (UPT) (e.g., general message form, sign-in sheet, individual log, unit log); make copies of the forms required for use at the UPT; and prestage them.	Review the use of ICS forms at the UPT (e.g., general message form, sign-in sheet, individual log, unit log); make copies of the forms required for use at the UPT, and prestage them.	Planning; Equipment and Systems	Orleans Parish OHSEP	Orleans Parish OHSEP Director	September 1, 2008	May 1, 2009
		7. Develop a standard operating guide for Union Passenger Terminal (UPT) operations.	A standard operating guide for UPT operations was completed and implemented before the exercise.					Completed
		8. Train personnel on the standard operating guide.	Accept recommendation.	Training	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 29, 2008	December 31, 2009 and Ongoing (Based on turnover of personnel)

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 7: Onsite Incident Management (continued)		9. Develop a field operations guide (FOG) with Job Action Sheets for just-in-time training at the Union Passenger Terminal (UPT).	Accept recommendation.	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 15, 2008	Completed
		10. Conduct additional drills and exercises to practice command and control at the Union Passenger Terminal (UPT).	Conduct semi-annual drills and exercises to practice command and control at the UPT.	Training; Exercises, Evaluations, and Corrective Actions	Orleans Parish OHSEP	Orleans Parish OHSEP Director	July 10, 2008	December 31, 2009 and Ongoing
	Observation 7.2.2: Area for Improvement. The UPT could not communicate directly with incoming or outgoing buses.	11. Provide two-way radios to bus drivers to allow direct communications with destinations. Alternatively, identify bus dispatch centers and provide the dispatcher with a two-way radio that can communicate with destination points directly.	No further action. It is not applicable for the Incident Command at the UPT to communicate with the bus driver for each incoming and outgoing bus. The Incident Commander wants to be aware through the State Movement and Control Center.					
		12. Allocate an appropriate channel for bus communications, and have destination sites monitor that channel.	No further action. See recommendation and corrective action #11 for details.					
	Observation 7.2.3: Area for Improvement. WebEOC was not monitored at the UPT.	13. Designate and train a person to monitor WebEOC at all times.	No further action. WebEOC is not utilized at the UPT.					
	Observation 7.2.4: Strength. Personnel were able to quickly set up the UPT evacuee processing facility.	14. Continue to train staff and practice setting up at the Union Passenger Terminal (UPT).	Conduct annual staff training on setting up the UPT for evacuation operations.	Training	Orleans Parish OHSEP	Orleans Parish OHSEP Director	July 10, 2008	December 31, 2009 and Ongoing (Based on turnover of personnel)

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 7: Onsite Incident Management (continued)	Observation 7.2.6: Area for Improvement. Technical experts for all UPT technological equipment need to be available to assist during disasters.	15. Train designated Union Passenger Terminal (UPT) personnel to set up, use, maintain, and troubleshoot all technological equipment used at the UPT.	No further action. An IT person is provided in the Orleans Parish OEP but was not provided during the exercise.					
		16. Establish contracts with equipment vendors for onsite support during disasters.	Emergency contracts were established with equipment vendors for onsite support during Hurricane Gustav.	Planning; Equipment and Systems	Orleans Parish OHSEP	Orleans Parish OHSEP Director	July 10, 2008	Completed
	Observation 7.2.7: Area for Improvement. The majority of personnel in the UPT had no means of communicating with one another remotely.	17. Provide inexpensive, short-range two-way radios (i.e., walkie-talkies) to all supervisory positions within the Union Passenger Terminal (UPT). Ensure that each major work area/station has at least one radio.	No further action. Orleans Parish had a supply of short-range two-way radios (i.e., walkie-talkies) for all supervisory positions within the UPT but did not use them during the exercise.					
		18. Develop a standard operating guide for the use of walkie-talkies within the Union Passenger Terminal (UPT) and/or a field operations guide (FOG) for all staff at the UPT. Train staff on the new guide.	Verbal guidance is provided to each user upon issuance of the radio.	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	August 29, 2008	Completed
	Observation 7.3.1: Area for Improvement. There was no way to track personnel working at the UPT.	19. Predesignate a rally point at the Union Passenger Terminal (UPT).	Review current plans, and predesignate a rally point at the UPT.	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	July 10, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 7: Onsite Incident Management (continued)		20. Use the rally point to control access to the Union Passenger Terminal (UPT).	Specify in current plans that the rally point will be used to control access to the UPT.	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	July 10, 2008	Completed
		21. Assign badges to visitors and vests to workers.	Procedures exist to issue vests for workers for identification purposes.	Equipment and Systems	Orleans Parish OHSEP	Orleans Parish OHSEP Director	July 10, 2008	Completed
		22. Maintain an ICS 211p-OS sign-in sheet at the Union Passenger Terminal (UPT). Ensure that all staff sign in and out.	This was addressed and implemented during Hurricane Gustav.	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	July 10, 2008	Completed
		23. Compile personnel rosters pre-event and use them to verify that persons reporting for duty are authorized to work at the Union Passenger Terminal (UPT).	Accept recommendation.	Planning	Orleans Parish OHSEP	Orleans Parish OHSEP Director	December 17, 2008	May 1, 2009
		24. Ensure that personnel are designated for maintaining sign-in sheets, assigning vests/badges, accounting for all staff, ensuring adequate staffing levels, and providing just-in-time training material.	Revise current plans to provide personnel to maintain sign-in sheets, assign vests/badges, account for all staff, ensure adequate staffing levels, and provide just-in-time training material.	Planning; Personnel	Orleans Parish OHSEP	Orleans Parish OHSEP Director	September 3, 2008	Completed
	Observation 7.4.1: Area for Improvement. The UPT did not have an IAP.	25. Provide Union Passenger Terminal (UPT) command staff with training on how to develop an Incident Action Plan (IAP).	No further action. The UPT staff does not prepare IAPs; that is the responsibility of the Incident Commander.					

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 7: Onsite Incident Management (continued)		26. Develop a standard operating guide with checklists detailing how to develop an Incident Action Plan (IAP) within the context of Union Passenger Terminal (UPT) operations.	No further action. See recommendation and corrective action #25.					
		27. Develop an Incident Action Plan (IAP) and Job Action Sheets.	Develop IAP and Job Action Sheets for future exercises and actual incidents.	Planning	Orleans Parish OHSEP	John Demartini	September 1, 2008	Completed
		28. Prestage the Job Action Sheets for use in the Union Passenger Terminal (UPT).	Develop and store Job Action Sheets for use in the UPT.	Planning; Equipment and Systems	Orleans Parish OHSEP	John Demartini	September 1, 2008	Completed
		29. Develop an Incident Action Plan (IAP) during Union Passenger Terminal (UPT) evacuee processing operations.	No further action. See recommendation and corrective action #25.					

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Region 1 – New Orleans Airport								
Capability 3: Citizen Evacuation and Shelter-in-Place	Observation 3.3.1: Area for Improvement. Evacuees arriving at the New Orleans Airport United States Postal Service (USPS) facility had little, if any, information regarding evacuation processing.	1. Develop information (e.g., trifold brochure) that could be easily distributed at the parish pickup point (PPP) or on the buses for information consumption during transit from the PPP to the New Orleans Airport United States Postal Service (USPS) facility.	No further action. It is believed that sufficient information will be provided to personnel before boarding the buses.					
		2. Establish a public address capability (e.g., installed, portable, bullhorn) at the New Orleans Airport United States Postal Service (USPS) facility to disseminate information.	Procure and use a portable public address system at the New Orleans Airport USPS facility to disseminate information to arriving evacuees.	Planning; Equipment and Systems	FEMA Region VI Louisiana Warm Cell	Brenda Wolfswinkel	May 29, 2008	May 1, 2009
	Observation 3.3.2: Area for Improvement. Evacuee bus movement from the PPP to the New Orleans Airport USPS facility appeared to occur in a vacuum.	3. All bus movements should be better coordinated between the parish pickup point (PPP) and the New Orleans Airport Incident Command Post (ICP); the availability of communications to and from all buses conducting critical transportation needs should be prioritized.	Coordinate with the Louisiana DOTD to review and revise the movement annex to the evacuation plan to provide for detailed coordination between the PPP and the New Orleans Airport ICP. Confirm the need for radio communications on the bus, and plan to procure sufficient radios as required.	Planning; Equipment and Systems	UASI Administrator	Jerry Sneed	August 29, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 3: Citizen Evacuation and Shelter-in-Place (continued)		4. Bus identification numbers and manifests should be transmitted to the New Orleans Airport Incident Command Post (ICP) and the United States Postal Service (USPS) facility; upon arrival, notification should be sent to the parish pickup point (PPP) to close the loop.	Review and revise movement annex to the evacuation plan to require that bus identification numbers and manifests be transmitted to the New Orleans Airport ICP and the USPS facility; the annex should include that notification should be sent to the PPP to close the loop upon arrival at the ICP.	Planning	UASI Administrator	Jerry Sneed	July 10, 2008	December 2009
Capability 7: Onsite Incident Management	Observation 7.3.1: Area for Improvement. The plan for approving buses to go from the PPP to New Orleans Airport did not appear to be clearly understood.	1. Clarify the inconsistency in understanding of the plan for buses to receive permission to drive to the New Orleans Airport from the parish pickup point (PPP). Disseminate the information to needed parties and update the plan as required.	Review the plan and make corrections as necessary.	Planning	UASI Administrator	Jerry Sneed	August 29, 2008	May 1, 2009
		2. Develop a matrix of who coordinates what information with external entities for inclusion in the overall plan.	Develop and add to the current movement plan a matrix of who coordinates what information with external entities; provide this matrix to the State Movement and Control Center.	Planning	UASI Administrator	Jerry Sneed	August 29, 2008	May 1, 2009
	Observation 7.3.2: Area for Improvement. Status boards were not utilized to track buses.	3. Utilize the bus and plane tracking boards for all incidents and exercises.	Utilize the available electronic and hard copy bus and plane tracking boards for all incidents and exercises.	Exercises, Evaluations, and Corrective Actions	Unified Command	Unified Command	August 29, 2008	December 31, 2008 and Ongoing
		4. Clarify roles and responsibilities regarding the status boards.	Develop instructions for the use of status boards, and train personnel on roles and responsibilities regarding the status boards.	Planning; Training	Unified Command	Unified Command	August 29, 2008	December 31, 2008 and Ongoing

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 7: Onsite Incident Management (continued)	Observation 7.3.3: Area for Improvement. Tracking and documenting of information was not performed in accordance with the ICP Plan.	5. Clarify the New Orleans Airport Incident Command Post (ICP) internal communication needs and responsibilities and incorporate into the evacuation plan.	Accept recommendation.	Planning	Unified Command	Unified Command	August 29, 2008	December 31, 2008 and Ongoing
		6. Fully develop situational reports and tracking documents during exercise play.	Emphasize implementation of this recommendation in future training and exercises.	Training; Exercises, Evaluations, and Corrective Actions	Unified Command	Unified Command	August 29, 2008	December 31, 2008 and Ongoing
		7. Develop a generic timeline for information input to provide awareness of what information is needed and when it needs to be provided.	Emphasize implementation of this recommendation in all future ICS position-specific training and exercises and real-world operations.	Training; Exercises, Evaluations, and Corrective Actions	Unified Command	Unified Command	August 29, 2008	December 31, 2008 and Ongoing
	Observation 7.3.4: Area for Improvement. It was unclear if the placement of the portable sanitation facilities, as identified in the plans, will permit servicing of the units.	8. Evaluate placement of the portable sanitation facilities to permit ease of use. Consider and address an avenue of access for service equipment that will not impede ongoing operations; include likely vendor(s) in the discussion to better understand capacity, servicing requirements, and planning factors.	This issue was addressed and resolved during Hurricane Gustav.	Planning	Unified Command	Unified Command	August 29, 2008	Completed
		9. Plan for the effect that determined servicing requirements would have on and in secure areas.	This issue was addressed and resolved during Hurricane Gustav, and the New Orleans EOP was updated to reflect changes.	Planning	Unified Command	Unified Command	August 29, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Region 1 – Plaquemines Parish EOC								
Capability 1: EOC Management	Observation 1.2.2: Area for Improvement. More trained individuals are needed at the Plaquemines Parish EOC.	1. Establish a training program that will cross-train parish personnel and provide opportunities to practice the skills necessary to function in and support the Plaquemines Parish Emergency Operations Center (EOC).	Accept recommendation.	Training	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	August 15, 2008	May 1, 2009
		2. The Plaquemines Parish government should explore the challenges and vulnerabilities that might exist in the event that the Office of Emergency Preparedness (OEP) Director is not present in the Emergency Operations Center (EOC) or has to leave the EOC for rest during extended operations.	Accept recommendation. Take actions to provide additional personnel as appropriate.	Planning; Personnel	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	December 17, 2008	May 1, 2009
	Observation 1.2.3: Area for Improvement. The Plaquemines Parish OEP staff does not fully understand the RCC concept.	3. The Plaquemines Parish Office of Emergency Preparedness (OEP) should participate in the development of the Regional Coordination Center (RCC) standard operating procedures (SOPs).	Accept recommendation.	Planning	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	December 17, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)	Observation 1.2.4: Area for Improvement. The Plaquemines Parish EOC lacked situational awareness of State operations.	4. The Plaquemines Parish Office of Emergency Preparedness (OEP) should work with the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) Operations Branch to understand and convey the resources and needs of the parish and the State.	Implement recommendation during exercises and real-world events.	Exercises, Evaluations, and Corrective Actions	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	December 17, 2008	December 31, 2009
	Observation 1.6.1: Strength. The Plaquemines Parish EOC staff adapted to the physical layout of the facility.	5. Continue to think through and practice the functionality of the Emergency Operations Center (EOC) until a larger space can be established.	Review the current layout of the EOC to maximize the functionality of the EOC until a larger space can be established.	Planning	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	July 15, 2008	May 1, 2009
	Observation 1.7.1: Strength. Participants at the Plaquemines Parish EOC displayed a cooperative spirit.	6. Continue to foster relationships with Emergency Operations Center (EOC) members by taking every opportunity to have them work together to solve existing and future challenges to Plaquemines Parish.	Accept recommendation.	Planning; Training; Exercises, Evaluations, and Corrective Actions	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	December 17, 2008	December 31, 2009
Region 1 – Plaquemines Parish Pickup Point (PPP)								
Capability 3: Citizen Evacuation and Shelter-in-Place	Observation 3.1.1: Strength. The Plaquemines PPP has redundant evacuation processing systems.	1. Continue training on both the electronic and the manual processing systems to minimize downtime when switching systems.	Accept recommendation.	Training	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	August 15, 2008	December 31, 2009 and Ongoing

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 3: Citizen Evacuation and Shelter-in-Place (continued)	Observation 3.1.2: Area for Improvement. Additional training on newly acquired processing equipment for personnel not on the Command Staff is needed at the Plaquemines PPP.	2. Continue training on the new electronic processing system.	Conduct quarterly training for selected personnel on the new electronic processing system.	Training	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	August 15, 2008	December 31, 2009
		3. Include the new electronic processing system in future exercises.	Accept recommendation.	Exercises, Evaluations, and Corrective Actions	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	September 15, 2008	
	Observation 3.1.3: Area for Improvement. CERT members at the Plaquemines PPP require training on evacuation procedures.	4. Conduct semiannual training for Community Emergency Response Team (CERT) members on the Plaquemines Parish Evacuation Plan and procedures.	Conduct semiannual training for CERT members on the Plaquemines Parish Evacuation Plan and procedures.	Training	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	August 15, 2008	December 31, 2009 and Ongoing
		5. Include Community Emergency Response Team (CERT) members in future exercises.	Accept recommendation.	Exercises, Evaluations, and Corrective Actions	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	August 15, 2008	December 31, 2009 and Ongoing
Capability 7: Onsite Incident Management	Observation 7.1.1: Strength. The Plaquemines PPP demonstrated a clear line of authority, good command presence, thorough knowledge and use of ICS, and good communication with the Plaquemines Parish EOC.	1. Maintain program to train individuals in the use of the Incident Command System (ICS).	Accept recommendation.	Training	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	August 15, 2008	December 31, 2009 and Ongoing

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 7: Onsite Incident Management (continued)		2. Maintain program to train individuals on evacuation procedures.	Accept recommendation.	Training	Plaquemines Parish OHSEP	Plaquemines Parish OHSEP Director	July 10, 2008	December 31, 2009 and Ongoing
Region 1 – St. Bernard Parish Emergency Operations Center (EOC)								
Capability 1: EOC Management	Observation 1.1.1: Area for Improvement. Space utilization improvements and realignments within the St. Bernard OHSEP/EOC are needed to accommodate additional staff and enhance overall operations.	1. Evaluate the overall space and personnel needs to support an Emergency Operations Center (EOC) for major incidents, with the objective of accommodating an essential operations staff that includes communications and support personnel.	Accept recommendation.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	August 15, 2008	Completed
		2. Modify the layout of the existing space to allocate a position for each team member, including an Incident Command System (ICS) position title, access to communications, and the ability to view the status screens/boards and WebEOC.	Accept recommendation.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	August 15, 2008	Completed
		3. Arrange for one or more communications positions to have access to telephone, fax, radio, and an EOC e-mail terminal in order to operate effectively during a catastrophic incident.	Accept recommendation.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	August 15, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)	Observation 1.2.1: Strength. The Emergency Management Director demonstrated aggressive and unifying practices for positive direction and control.	4. Continue to enhance operational capabilities through the identification and training of a second-shift Emergency Operations Center (EOC) emergency management leader and support staff.	Accept recommendation.	Training; Personnel	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	December 31, 2009 and Ongoing
	Observation 1.2.2: Strength. The St. Bernard Parish President actively participated in EOC activities and provided support to the overall operation through timely decisions and public information interviews.	5. St. Bernard Parish Office of Emergency Preparedness (OEP) personnel should continue to seek the support of elected officials to provide support to the emergency staff and facilitate improvements in the Emergency Operations Center (EOC).	Continue to seek the support of elected officials to provide support to the emergency staff and facilitate improvements in the EOC, and send elected officials to an ICS class.	Planning; Training	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	May 1, 2009
	Observation 1.2.3: Area for Improvement. Some personnel assigned duties in the EOC were not sufficiently trained, some ICS forms were not used during the operation, and sufficient alternates were not identified and trained to support protracted 24/7 operations.	6. Require all personnel, including volunteers and Community Emergency Response Team (CERT) staff, to complete the Federal Emergency Management Agency (FEMA) Emergency Management Institute (EMI) online Incident Command System (ICS) courses, and arrange for ICS-300 to be offered in the parish.	Establish requirement that all personnel, including volunteers and CERT staff, complete the FEMA EMI online ICS courses and ICS-300 course.	Training	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	December 31, 2008

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		7. Identify, capture in databases, and incorporate in future training and exercise sessions the Incident Command System (ICS) forms that should be used in the Emergency Operations Center (EOC).	Accept recommendation.	Planning; Training; Exercises, Evaluations, and Corrective Actions	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	September 15, 2008	May 1, 2009
		8. Develop a staff roster with the names of primary and alternate personnel for a two-shift 24/7 pattern, and provide these staff members with the training needed to perform their duties. Develop position descriptions to aid in training.	Accept recommendation.	Planning; Training	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	September 15, 2008	May 1, 2009
		9. Procure and place a large status board to display major emergency events and information such as the hurricane category, location, protective actions, and other information to brief visitors, elected officials, and media representatives.	Accept recommendation.	Equipment and Systems	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	September 15, 2008	October 1, 2008
		10. Schedule and conduct quarterly training and orientation sessions in the Emergency Operations Center (EOC) to allow all personnel to become more familiar with their jobs, understand how to work the communications systems, and generally be better prepared to work during real-world emergency operations.	Accept recommendation.	Training	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	September 15, 2008	December 31, 2009 and Ongoing

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)	Observation 1.3.1: Strength. The leadership in the St. Bernard Parish OHSEP used the Zero Hour computer software program, which provided timeline-sensitive tracking system capabilities.	11. Continue to update and refine the Zero Hour program based on plan changes, exercises, and drills.	Accept recommendation.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	September 15, 2008	December 31, 2009 and Ongoing
		12. Continue to conduct demonstrations and share the Zero Hour program's benefits with other parishes.	Accept recommendation.	Planning; Training	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	December 31, 2009 and Ongoing
Capability 2: Emergency Public Information and Warning	Observation 2.1.1: Area for Improvement. Some emergency public information data on the St. Bernard Parish OHSEP Web site and the community cable television station should be updated to ensure that current guidance is available to the public.	1. Review and revise the emergency public information on the St. Bernard Parish Office of Homeland Security and Emergency Preparedness (OHSEP) Web site to agree with proper terminology and the latest or pending changes to the Emergency Operations Plan (EOP), and include appropriate references to other State emergency public information brochures or materials that have been provided to citizens in the jurisdiction.	Accept recommendation.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	May 1, 2009
		2. Review and revise materials used in the channel 67 broadcasts to ensure that it is consistent with the guidance in the State-issued brochure and other sources.	Accept recommendation.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Region 1 – St. Bernard Parish Pickup Point (PPP)								
Capability 3: Citizen Evacuation and Shelter-in-Place	Observation 3.3.1: Area for Improvement. The pet registration and release form station quickly became overwhelmed after the arrival of the first bus.	1. Change the floor plan to put the pet registration/release form desk near the center of the area, allowing more people to wait inside the facility and out of the weather.	Accept recommendation.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	Completed
		2. Add additional staff members to facilitate evacuee movement within the registration process.	Accept recommendation.	Personnel	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	Completed
		3. Simplify the pet registration form.	Accept recommendation.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	Completed
		4. Distribute release forms on buses to minimize waiting times at the release form desk.	Accept recommendation.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	Completed
		5. Modify the evacuation plan to include a Sign Language interpreter, Spanish translator, and Vietnamese translator on the evacuation/ registration staff.	Accept recommendation.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	May 1, 2009
		6. Ensure that at least two manual wheelchairs are at the evacuation/ registration facility.	Accept recommendation.	Equipment and Systems	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	Completed
		7. Provide training for evacuation/registration staff on use of wheelchairs and how to transfer participants from wheelchairs to buses.	Provide semi-annual training for evacuation/registration staff on use of wheelchairs and how to transfer participants from wheelchairs to buses.	Training	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 3: Citizen Evacuation and Shelter-in-Place (continued)	Observation 3.3.2: Area for Improvement. It was observed that participants were arriving and leaving via the same 6-foot-wide door.	8. Modify the facility footprint to utilize a back door for participants to exit the facility after registration, and reserve the front door for assisting mobility-impaired participants out to the bus pickup point.	No further action. This would require too much manpower to implement.					
		9. Provide training for all facility staff members on the new facility footprint.	No further action. See recommendation and corrective action #8.					
	Observation 3.3.3: Area for Improvement. The two main registration stations experienced major backup bottlenecks due to participants with out-of-State licenses or no identification.	10. Change the registration footprint to include at least two manual input stations.	Review and revise the reception plan layout, and change the registration footprint to include at least two manual input stations.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	Completed
		11. Staff the registration tables with personnel specifically trained for the manual input process.	Accept recommendation.	Planning; Personnel	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	Completed
	Observation 3.3.4: Area for Improvement. As the exercise continued, several evacuees were noted to have alcohol, illegal drugs, and even a weapon.	12. Revise the evacuation and shelter-in-place plans to include a means to control and secure confiscated drugs, alcohol, and weapons. Drugs and alcohol can be flushed; weapons should be secured by security or National Guard personnel.	Revise the evacuation and shelter-in-place plans to include a means to control and secure confiscated drugs, alcohol, and weapons.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	Completed

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 3: Citizen Evacuation and Shelter-in-Place (continued)		13. Plans for confiscated drugs, alcohol, and weapons should be discussed with National Guard personnel upon arrival at the site.	Prepare an information sheet on actions to take regarding confiscated drugs, alcohol, and weapons, and provide to National Guard personnel upon arrival at the site.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	July 10, 2008	Completed
		14. If no security personnel are available when the evacuation center is opened, an immediate call for assistance should be made to the Emergency Operations Center (EOC).	Revise SOPs to require that if no security personnel are available when the evacuation center is opened, an immediate call for assistance should be made to the EOC to request help in obtaining law enforcement support.	Planning	St. Bernard Parish OHSEP	St. Bernard Parish OHSEP Director	December 17, 2008	December 31, 2009
Region 1 – Joint Information System (JIS)								
Capability 2: Emergency Public Information and Warning	Observation 2.1.1: Area for Improvement. Public awareness information and preparedness warnings were neither created nor coordinated for dissemination by the participating organizations.	1. Conduct one or more workshops to develop a draft procedure delineating the necessary coordination of public information among the parishes.	Region 1 parishes will conduct workshops to develop a procedure of coordinating public information among parishes.	Planning	UASI Operations	Robert William	August 29, 2008	May 1, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 2: Emergency Public Information and Warning (continued)	Observation 2.2.1: Area for Improvement. Neither a JIS nor a JIC was established as part of the exercise.	2. The Regional Coordination Center (RCC) should develop a plan setting forth under what circumstances a Joint Information Center (JIC) will be established, where it will be located, and who will staff the facility. This should be incorporated into the RCC Emergency Operations Plan (EOP). Cross-regional collaboration on this project will maximize limited planning resources and contribute to a consistent framework.	No further action. A policy decision was made not to establish the JIC at the RCC. Each parish will establish a JIC at a location to be determined.					
		3. Activate the Joint Information System (JIS) whenever a hurricane or tropical storm moves into or forms in the Gulf of Mexico to coordinate emergency information and awareness efforts.	Accept recommendation.	Planning	Region 1 parishes	Region 1 parishes	August 29, 2008	December 31, 2008 and Ongoing (Through exercises and actual incidents)
		4. Activate the Joint Information Center (JIC) whenever any parish in the region falls within a storm's cone of possible effect.	No further action. A policy decision was made not to establish the JIC at the RCC. Each parish will establish a JIC at a location to be determined.					

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 2: Emergency Public Information and Warning (continued)	Observation 2.4.1: Area for Improvement. No procedures or protocols are in place outlining when the RCC and parishes should begin issuing emergency warning to their citizens.	5. The Regional Coordination Center (RCC) should develop a plan or set of procedures that clearly outline the process and conditions under which the RCC should coordinate with parishes.	No further action. A policy decision was made not to establish the JIC at the RCC. Each parish will establish a JIC at a location to be determined.					
	Observation 2.5.1: Area for Improvement. Proactive media relations were attempted by only one of the entities that participated in the exercise.	6. The Regional Coordination Center (RCC) should establish procedures for development and coordination of media information.	No further action. A policy decision was made not to establish the JIC at the RCC. Each parish will establish a JIC at a location to be determined.					
	Observation 2.6.1: Area for Improvement. No attempt was made by any of the participating entities to accomplish public rumor control.	7. Track all media contacts made at the Regional Coordination Center (RCC) Joint Information Center (JIC), and monitor area news media to facilitate rapid correction of rumors and misinformation.	No further action. A policy decision was made not to establish the JIC at the RCC. Each parish will establish a JIC at a location to be determined.					
Region 1 – Communications Interoperability								
Capability 5: Communications	Observation 5.2.2: Strength. Parish EOCs were able to test and use their communications equipment.	1. Continue to test communications equipment periodically.	Continue to conduct quarterly communications test.	Communica-tions	UASI Communica-tions	UASI Communica-tions Chief	July 10, 2008	December 31, 2009 and Ongoing

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Agency	Agency POC	Start Date	Completion Date
Capability 5: Communications (continued)	Observation 5.2.3: Area for Improvement. Louisiana Region 1 does not have a process for developing a complete communications plan.	2. Develop a process for compiling local parish communications plans and developing a regional plan.	Accept recommendation.	Planning	UASI Communica-tions	UASI Communica-tions Chief	August 29, 2008	Completed
		3. Communicate and train local parishes on the new parish communications plan process.	Accept recommendation.	Training	UASI Communica-tions	UASI Communica-tions Chief	August 29, 2008	Completed
		4. Test the new parish communication plans process.	Accept recommendation.	Training	UASI Communica-tions	UASI Communica-tions Chief	August 29, 2008	Completed
	Observation 5.2.4: Area for Improvement. The State of Louisiana's communications plan is incomplete.	5. Finish developing the State communications plan.	No further action. This is a State requirement.					
		6. Train State and local jurisdictions on the completed State communications plan.	No further action. This is a State requirement.					
		7. Test the completed State communications plan.	No further action. This is a State requirement.					

APPENDIX B: IMPROVEMENT PLAN – REGION 3

This Improvement Plan (IP) has been developed specifically for Louisiana Region 3, as a result of the Southeast Louisiana Multiregion Hurricane Preparedness Functional Exercise (FE) conducted on July 9, 2008. These recommendations draw on both the After Action Report (AAR) and the After Action Conference.

A capability may be delivered during an emergency with any combination of elements that achieves the desired outcome, namely properly planned, organized, equipped, trained, and exercised personnel. Therefore, all recommendations are linked to the capability element in need of improvement: Planning; Organization and Leadership; Personnel; Equipment and Systems; Training; and Exercises, Evaluations, and Corrective Actions.

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
Region 3 – Assumption Parish								
Capability 1: EOC Management	Observation 1.1.1: Strength. The exercise afforded the opportunity to use new technology and participate with a robust staff.	1. Continue to use exercises to enhance staff awareness and familiarity with changing technology.	Accept recommendation.	Exercises, Evaluations, and Corrective Actions	Assumption Parish OEP	Assumption Parish EOP Director	December 17, 2008	December 30, 2009
	Observation 1.6.2: Area for Improvement. Assumption Parish does not have 700/800 MHz radios.	2. Explore funding and grant opportunities through the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) and the State Police to purchase 700/800 MHz radios.	Contingent on funding, the Assumption Parish OEP will purchase 700/800 MHz radios.	Equipment and Systems	Assumption Parish OEP	Assumption Parish OEP Director	December 17, 2008	December 30, 2011
	Observation 1.7.1: Area for Improvement. The Assumption Parish EOC does not have a dedicated staff position to operate WebEOC.	3. Review staffing positions, and assign an additional person to the Emergency Operations Center (EOC) whose job description will be to operate WebEOC.	The Assumption Parish OEP Director will review the current EOC staffing pattern to select, assign, and train a person to operate WebEOC in the EOC.	Personnel; Training	Assumption Parish OEP	Assumption Parish OEP Director	December 17, 2008	December 30, 2008

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)		4. Provide WebEOC training to selected Emergency Operations Center (EOC) staff.	Conduct semi-annual WebEOC training for selected EOC staff.	Training	Assumption Parish OEP	Assumption Parish OEP Director	December 17, 2008	December 30, 2009
Region 3 – Lafourche Parish								
Capability 1: EOC Management	Observation 1.1.1: Area for Improvement. Lafourche Parish needs a more efficiently equipped EOC.	1. Lafourche Parish should seek political authorization and funding to build a more efficient and safe Emergency Operations Center (EOC) for a better response to disasters.	Accept recommendation.	Organization and Leadership	Lafourche Parish OEP	Lafourche Parish OEP Director	December 17, 2008	May 30, 2009
	Observation 1.2.1: Area for Improvement. Some Lafourche Parish EOC staff members had an insufficient knowledge of the NIMS ICS and WebEOC.	2. Lafourche Parish should provide onsite and Internet-based National Incident Management System (NIMS) Incident Command System (ICS) (i.e., ICS-300 and 400) training for parish personnel.	The Lafourche Parish OEP Director will schedule mandatory Internet-based NIMS training for EOC staff members.	Training	Lafourche Parish OEP	Lafourche Parish OEP Director	December 17, 2008	December 30, 2009
			The Lafourche Parish OEP Director will also request slots in State-sponsored ICS-300 and 400 level courses for its EOC staff.	Training	Lafourche Parish OEP	Lafourche Parish OEP Director	December 17, 2008	December 30, 2009
	Observation 1.6.2: Area for Improvement. Lafourche Parish does not have a Tactical Interoperable Communications Plan (TICP).	3. Lafourche Parish should develop a Tactical Interoperable Communications Plan (TICP).	Accept recommendation.	Planning	Lafourche Parish OEP	Lafourche Parish OEP Director	December 17, 2008	July 1, 2009
			Lafourche Parish—through its regional State Interoperable Executive Committee (SIEC) representative—will work to develop policies and procedures for the State's communications plan.	Planning	Lafourche Parish OEP	Lafourche Parish OEP Director	December 17, 2008	December 30, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
Region 3 – St. Charles Parish								
Capability 1: EOC Management	Observation 1.2.1: Area for Improvement. The St. Charles Parish EOC staff needs training on the use of WebEOC.	1. St. Charles Parish should provide WebEOC training for parish personnel.	Conduct semi-annual WebEOC training for selected EOC staff.	Training	St. Charles Parish OEP	St. Charles Parish OEP Director	December 17, 2008	December 30, 2009
	Observation 1.6.2: Area for Improvement. All incoming e-mail is delivered to one person's e-mail address.	2. Review the process for receiving inbound e-mail for the Parish Office of Emergency Preparedness (OEP) and either create a new protocol that includes the other OEP staff members as addressees, or create an automatic filter that will ensure that messages that are meant for the EOC can be separated from those that are specific to the individual and forwarded to other pertinent EOC personnel.	Review the process for receiving inbound EOC e-mails.	Planning	St. Charles Parish OEP	St. Charles Parish OEP Director	December 17, 2008	December 1, 2008
			Establish an EOC e-mail protocol that ensures that EOC e-mails can be received by multiple individuals to ensure that official and critical messages can be acted upon.	Planning	St. Charles Parish OEP	St. Charles Parish OEP Director	December 17, 2008	December 1, 2008

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
Region 3 – St. James Parish								
Capability 1: EOC Management	Observation 1.2.1: Strength. St. James Parish used the exercise to provide hands-on training and familiarity with EOC capabilities, policies, and practices for the newly assigned Assistant Director.	1. St. James Parish should continue to use exercise opportunities to fine-tune and train staff in procedures and capabilities awareness.	Continue to use annual exercises to train EOC staff in procedures and capabilities awareness.	Exercises, Evaluations, and Corrective Actions	St. James Parish OEP	St. James Parish OEP Director	August 1, 2008	December 30, 2009
	Observation 1.6.2: Area for Improvement. All incoming e-mail is delivered to the Director of Preparedness' e-mail address.	2. Review the process for receiving inbound e-mail for the Parish Office of Emergency Preparedness (OEP) and either create a new protocol that includes the other OEP staff members as addressees, or create an automatic filter that will ensure that messages that are meant for the Emergency Operations Center (EOC) can be separated from those that are specific to the individual and forwarded to other pertinent EOC personnel.	Review the process for receiving inbound EOC e-mails.	Planning	St. James Parish OEP	St. James Parish OEP Director	December 17, 2008	November 15, 2008
			Establish an EOC e-mail protocol that ensures that EOC e-mails can be received by multiple individuals to ensure that official and critical messages can be acted upon.	Planning	St. James Parish OEP	St. James Parish OEP Director	December 17, 2008	November 15, 2008

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
Region 3 – St. John the Baptist Parish								
Capability 1: EOC Management	Observation 1.6.2: Area for Improvement. All incoming e-mail is delivered to the Director of Preparedness' e-mail address.	1. Review the process for receiving inbound e-mail for the Parish Office of Emergency Preparedness (OEP) and either create a new protocol that includes the other OEP staff members as addressees, or create an automatic filter that will ensure that messages that are meant for the Emergency Operations Center (EOC) can be separated from those that are specific to the individual and forwarded to other pertinent EOC personnel.	Review the process for receiving inbound EOC e-mails.	Planning	St. John the Baptist Parish OEP	St. John the Baptist Parish OEP Director	December 17, 2008	November 15, 2008
			Establish an EOC e-mail protocol that ensures that EOC e-mails can be received by multiple individuals to ensure that official and critical messages can be acted upon.	Planning	St. John the Baptist Parish OEP	St. John the Baptist Parish OEP Director	December 17, 2008	November 15, 2008
Region 3 – Terrebonne Parish								
Capability 1: EOC Management	Observation 1.1.1 Area for Improvement. Terrebonne Parish needs a larger EOC facility.	1. Terrebonne Parish should seek political authorization and funding to build a larger Emergency Operations Center (EOC).	Accept recommendation.	Planning	Terrebonne Parish EOP	Terrebonne Parish OEP Director	December 1, 2008	December 30, 2011
	Observation 1.2.1: Strength. Terrebonne Parish used the exercise to provide hands-on training and familiarity of EOC capabilities, policies, and practices for the newly assigned Director.	2. Continue providing routine Emergency Operations Center (EOC) exercising opportunities to all staff members.	Provide recurring EOC training for all staff members.	Training; Exercises, Evaluations, and Corrective Actions	Terrebonne Parish OEP	Terrebonne Parish OEP Director	December 17, 2008	December 30, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)	Observation 1.3.1: Area for Improvement. The Terrebonne Parish EOC did not provide sufficient information to the public.	3. Assign a Public Information Officer (PIO) to the Terrebonne Parish Emergency Operations Center (EOC).	The Terrebonne Parish OEP Director will identify an individual to perform the EOC PIO duties.	Personnel	Terrebonne Parish OEP	Terrebonne Parish OEP Director	December 17, 2008	November 15, 2008
			The designated individual will be sent to a State-sponsored PIO training session.	Personnel; Training	Terrebonne Parish OEP	Terrebonne Parish OEP Director	December 17, 2008	December 30, 2009
	Observation 1.7.1: Area for Improvement. WebEOC was not working properly.	4. Expand WebEOC training for Emergency Operations Center (EOC) staff.	The EOP director will schedule and conduct semi-annual WebEOC training for the EOC staff.	Training	Terrebonne Parish OEP	Terrebonne Parish OEP Director	December 17, 2008	December 30, 2009

APPENDIX C: IMPROVEMENT PLAN – REGION 9

This Improvement Plan (IP) has been developed specifically for Louisiana Region 9 as a result of the Southeast Louisiana Multiregion Hurricane Preparedness Functional Exercise (FE) conducted on July 9, 2008. These recommendations draw on both the After Action Report (AAR) and the After Action Conference.

A capability may be delivered during an emergency with any combination of elements that achieves the desired outcome, namely properly planned, organized, equipped, trained, and exercised personnel. Therefore, all recommendations are linked to the capability element in need of improvement: Planning; Organization and Leadership; Personnel; Equipment and Systems; Training; and Exercises, Evaluations, and Corrective Actions.

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
Region 9 – St. Helena Parish								
Capability 1: EOC Management	Observation 1.1.1: Area for Improvement. The St. Helena Parish EOC has limited staff for emergency operations.	1. The St. Helena Parish Emergency Operations Center (EOC) Director should seek an augmentation of the permanent EOC staff through the use of parish hires, volunteers, or State support.	The St. Helena Parish OEP Director will study, determine, and implement the best possible options to obtain additional manpower augmentation and funds to support their hiring.	Organization and Leadership	St. Helena Police Jury	St. Helena Police Jury President	November 3, 2008	December 30, 2008
			Contingent on funding, the St. Helena OEP Director will hire/engage personnel to augment the EOC operations staff.	Personnel	St. Helena Police Jury	St. Helena Police Jury President	November 3, 2008	December 30, 2008
	Observation 1.6.1: Area for Improvement. The St. Helena Parish EOC has only dial-up Internet connectivity.	2. The St. Helena Parish Emergency Operations Center (EOC) should seek funding for the purchase of a satellite-based Internet system.	The Parish OEP Director will obtain quotes on the costs of procuring a backup satellite Internet access and seek funding from the parish government.	Equipment and Systems	St. Helena Police Jury	St. Helena Police Jury President	November 3, 2008	December 30, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)			Contingent on funding, purchase access to a satellite-based Internet system.	Equipment and Systems	St. Helena Police Jury	St. Helena Police Jury President	November 3, 2008	December 30, 2009
Capability 5: Communications	Observation 5.2.1: Area for Improvement. St. Helena Parish's use of the 700 MHz system is limited to command and control communications.	1. St. Helena Parish should obtain funds and purchase additional 700 MHz radios for first responders.	Accept recommendation.	Equipment and Systems	St. Helena Police Jury	St. Helena Police Jury President	November 3, 2008	December 30, 2009
		2. Obtain funds to purchase microwave links for redundant network connectivity.	Accept recommendation.	Equipment and Systems	St. Helena Police Jury	St. Helena Police Jury President	November 3, 2008	December 30, 2009
	Observation 5.2.2: Area for Improvement. The State Communications Plan lacks State-to-parish/region policies and procedures.	3. Develop policies and procedures for the State Communications Plan through the State Interoperable Executive Committee (SIEC).	Through its regional representative, the parish will address this issue in the SIEC.	Planning	St. Helena OEP	St. Helena OEP Director	October 22, 2008	December 30, 2009
Region 9 – St. Tammany Parish								
Capability 1: EOC Management	Observation 1.2.2: Area for Improvement. The coordination and maintenance of agency fuel plans need to be improved.	1. Establish a regular schedule for updating fuel needs that is coordinated by St. Tammany Parish Facilities Management.	Establish a semi-annual requirement for the St. Tammany Parish Facilities Management Office to update parish agency fuel needs. Provide a report to the Parish EOC Director.	Planning	St. Tammany Parish Facilities Management	Facilities Management Director	July 12, 2008	December 30, 2008

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
Capability 1: EOC Management (continued)	Observation 1.3.1: Area for Improvement. Because of recent turnover among private-sector agency liaisons, the new private-sector agency liaisons were not aware of the responsibilities of the other agencies' EOC support functions.	2. Conduct quarterly and preincident/ preexercise Emergency Operations Center (EOC) staff liaison orientations on the responsibilities of all agency EOC support functions.	At quarterly training sessions and upon activation of the EOC, have all EOC agencies provide orientation briefings on their agency's roles and responsibilities in the EOC.	Training; Exercises, Evaluations, and Corrective Actions	St. Tammany Parish OEP	St. Tammany Parish OEP Director	July 12, 2008	Ongoing at all quarterly training sessions
	Observation 1.4.1: Area for Improvement. There was a lack of familiarity with and knowledge of how to use WebEOC.	3. Conduct regular training sessions during which Emergency Operations Center (EOC) staff members and agency liaisons can practice using WebEOC.	The Parish EOC Director will schedule and conduct semi-annual EOC staff training on WebEOC.	Training	St. Tammany Parish OEP	St. Tammany Parish OEP Director	July 12, 2008	Ongoing at all quarterly training sessions
			Establish a policy that upon activation of the EOC the Director will conduct a half-hour training session.	Training	St. Tammany Parish OEP	St. Tammany Parish OEP Director	July 12, 2008	Completed
Capability 5: Communications	Observation 5.2.1. Area for Improvement. St Tammany Parish's use of the 700 MHz system is limited to command and control communications.	1. St. Tammany Parish should obtain funds and purchase additional 700 MHz radios for first responders.	Accept recommendation	Equipment and Systems	St. Tammany Parish OEP	St. Tammany Parish OEP Director	August 2008	December 30, 2009
			Work with GOHSEP Interoperable Communications Section (SIEC) and professional engineering companies to establish a system to provide parishwide 700 MHz coverage.	Planning; Equipment and Systems	St. Tammany Parish OEP	St. Tammany Parish OEP Director	August 2008	December 30, 2009
		2. Obtain funds to purchase microwave links for redundant network connectivity.	Accept recommendation.	Planning; Equipment and Systems	St. Tammany Parish OEP	St. Tammany Parish OEP Director	November 3, 2008	December 30, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
Capability 5: Communications (continued)	Observation 5.2.2: Area for Improvement. The State Communications Plan lacks State-to-parish/region policies and procedures.	3. Develop policies and procedures for the State Communication Plan through State Interoperable Executive Committee (SIEC).	Through its regional representative, the parish will address this issue in the SIEC.	Planning	St. Tammany Parish OEP	St. Tammany Parish OEP Director	November 3, 2008	December 30, 2009
Region 9 – Tangipahoa Parish								
Capability 1: EOC Management	Observation 1.1.1: Area for Improvement. The EOC had no plan regarding how it would schedule and conduct interactions with the press.	1. Review and revise the Emergency Operations Center (EOC) public information plan.	Review and revise the EOC public information plan to include a section on EOC/press interactions.	Planning	Tangipahoa Parish OEP	Tangipahoa Parish OEP Director	November 15, 2008	December 30, 2008
	Observation 1.2.2: Area for Improvement. The EOC SOPs need to clarify the process for the delegation of tasks.	2. Review and update the Emergency Operations Center (EOC) standard operating procedures (SOPs).	Review and revise the EOC SOPs to clarify the process for the delegation of tasks.	Planning	Tangipahoa Parish OEP	Tangipahoa Parish OEP Director	November 15, 2008	December 30, 2009
Capability 1: EOC Management (continued)	Observation 1.3.2: Area for Improvement. The Tangipahoa Parish EOC needs an alternate means of connecting to the Internet (i.e., satellite) when the EOC loses connectivity to the Internet.	3. Investigate the possibility of obtaining satellite backup for the Tangipahoa Parish EOC's current Internet system.	Obtain quotes on the costs of procuring a backup satellite communications phone and Internet access, and seek funding from parish government.	Equipment and Systems	Tangipahoa Parish OEP	Tangipahoa Parish OEP Director	November 3, 2008	December 30, 2009
			Contingent on funding, purchase satellite-based Internet access.	Equipment and Systems	Tangipahoa Parish OEP	Tangipahoa Parish OEP Director	November 3, 2008	December 30, 2009
Capability 5: Communications	Observation 5.2.1. Area for Improvement. Tangipahoa Parish's use of the 700 MHz system is limited to command and control communications.	1. Tangipahoa Parish should obtain funds and purchase additional 700 MHz radios for first responders.	Accept recommendation	Equipment and Systems	Tangipahoa Parish OEP	Tangipahoa Parish OEP Director	August 2008	December 30, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
Capability 5: Communications (continued)			Work with GOHSEP Interoperable Communications Section (SIEC) and professional engineering companies to establish a system to provide parishwide 700 MHz coverage.	Planning; Equipment and Systems	Tangipahoa Parish OEP	Tangipahoa Parish OEP Director	August 2008	December 30, 2009
		2. Obtain funds to purchase microwave links for redundant network connectivity.	Accept recommendation.	Planning; Equipment and Systems	Tangipahoa Parish OEP	Tangipahoa Parish OEP Director	November 3, 2008	December 30, 2009
	Observation 5.2.2: Area for Improvement. The State Communications Plan lacks State-to-parish/region policies and procedures.	3. Develop policies and procedures for the State Communications Plan through the State Interoperable Executive Committee (SIEC).	Through its regional representative, the parish will address this issue in the SIEC.	Planning	Tangipahoa Parish OEP	Tangipahoa Parish OEP Director	November 3, 2008	December 30, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
Region 9 – Washington Parish								
Capability 1: EOC Management	Observation 1.3.1: Area for Improvement. The Washington Parish EOC does not have access to the State's H-hour timeline.	1. Emergency Operations Center (EOC) staff should obtain a copy of the State's H-hour timeline from the Louisiana Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP).	Request an electronic copy of the State's H-Hour timeline from GOHSEP.	Planning	Washington Parish OEP	Washington Parish OEP Director	November 3, 2008	November 15, 2008
	Observation 1.6.2: Area for Improvement. The Washington Parish EOC lacks a backup for Internet connectivity.	2. Inquire into the financial possibility to procure a satellite or microwave redundancy communications system as a backup for Internet connectivity.	Obtain quotes on the costs of procuring a backup satellite or microwave redundancy communication phone and Internet access, and seek funding from parish government.	Planning	Washington Parish OEP	Washington Parish OEP Director	November 3, 2008	December 30, 2009
			Contingent on funding, purchase satellite-based Internet access.	Equipment and Systems	Washington Parish OEP	Washington Parish OEP Director	November 3, 2008	December 30, 2009
Capability 5: Communication	Observation 5.2.1. Area for Improvement. Washington Parish's use of the 700 MHz system is limited to command and control communications.	1. Washington Parish should obtain funds and purchase additional 700 MHz radios for first responders.	Accept recommendation	Planning; Equipment and Systems	Washington Parish OEP	Washington Parish OEP Director	August 2008	December 30, 2009
			Work with GOHSEP Interoperable Communications Section (SIEC) and professional engineering companies to establish a system to provide parishwide 700 MHz coverage	Planning; Equipment and Systems	Washington Parish OEP	Washington Parish OEP Director	August 2008	December 30, 2009
		2. Obtain funds to purchase microwave links for redundant network connectivity.	Accept recommendation	Planning; Equipment and Systems	Washington Parish OEP	Washington Parish OEP Director	November 3, 2008	December 30, 2009

Capability	Observation	Recommendation	Corrective Action Description	Capability Element	Responsible Party/ Agency	Agency POC	Start Date	Completion Date
	Observation 5.2.2: Area for Improvement. The State Communications Plan lacks State-to-parish/region policies and procedures.	3. Develop policies and procedures for the State Communications Plan through the State Interoperable Executive Committee (SIEC).	Through its regional representative, the parish will address this issue in the SIEC.	Planning	Washington Parish OEP	Washington Parish OEP Director	November 3, 2008	December 30, 2009

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APPENDIX D: ACRONYMS

Acronym	Definition
AAR	After Action Report
CAEP	City Assisted Evacuation Plan
CERT	Community Emergency Response Team
COOP	continuity of operations
DHH	Department of Health and Hospitals
DHS	U.S. Department of Homeland Security
DoD	U.S. Department of Defense
DOTD	Department of Transportation and Development
DRC	Disaster Recovery Consultants
DSS	Department of Social Services
EAS	Emergency Alert System
EEG	Exercise Evaluation Guide
EMAC	Emergency Management Assistance Compact
EMI	Emergency Management Institute
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FE	functional exercise
FEMA	Federal Emergency Management Agency
FOG	field operations guide
FOUO	For Official Use Only
GOHSEP	Governor's Office of Homeland Security and Emergency Preparedness
HHS	U.S. Department of Health and Human Services
HSEEP	Homeland Security Exercise and Evaluation Program
HURREVAC	Hurricane Evacuation
IAP	Incident Action Plan
ICP	Incident Command Post
ICS	Incident Command System
ID	identification
IP	Improvement Plan
IS	Independent Study
ISELAMA	InfraGard Southeast Louisiana Members Alliance
IT	information technology
JIC	Joint Information Center

JIS	Joint Information System
MAA	mutual aid agreement
MACC	Multi-Agency Coordination Center
MHz	megahertz
MRE	meal ready to eat
MSV	mobile satellite video
NEP	National Exercise Program
NGO	nongovernmental organization
NIMS	National Incident Management System
NMR	in need of medical resources
NOAA	National Oceanic and Atmospheric Administration
NWS	National Weather Service
OEP	Office of Emergency Preparedness
OHSEP	Office of Homeland Security and Emergency Preparedness
PA	public address
PIO	Public Information Officer
POC	point of contact
RCC	Regional Coordination Center
PPP	parish pickup point
RTA	Regional Transit Authority
SIEC	State Interoperable Executive Committee
SLOSH	Sea, Lake, and Overland Surges from Hurricanes
SimCell	Simulation Cell
SitRep	Situation Report
SME	subject matter expert
SOP	standard operating procedure
SPCA	Society for the Prevention of Cruelty to Animals
SWB	Sewer and Water Board
TCL	Target Capabilities List
TICP	Tactical Interoperable Communications Plan
TMU	Transportation Management Unit
TSA	Transportation Security Administration
TSC	Theater Sustainment Command
UASI	Urban Area Security Initiative
UHF	ultra high frequency
UPT	Union Passenger Terminal
USPS	United States Postal Service
VHF	very high frequency