



BOBBY JINDAL  
GOVERNOR

**State of Louisiana**  
**Governor's Office of Homeland Security**  
**and**  
**Emergency Preparedness**

MARK A. COOPER  
DIRECTOR

To Our State, Local, and Federal Partners:

The 2008 hurricane season for Louisiana proved to be busy in many ways paralleling the 2005 season with Hurricanes Katrina and Rita. However, this season the general assessment received from the citizens of Louisiana and the national attention focused on how well the Federal, State, and Local partners were able to respond to the crisis and work hand in hand to mitigate the disaster. The improvements that were recommended and put in place following Hurricanes Katrina and Rita were tested and in most cases proved a success. Despite success, plans are never "final" and will always require our vigilance to make them better and more efficient for the citizens we protect.

In the ongoing effort to improve efficiency and preparation for future emergencies, the Governor's Office of Homeland Security and Emergency Preparedness drafted this report to outline the challenges that faced our State, Local, and Federal partners during Hurricanes Gustav and Ike. The corrective action plans found in this report should be reviewed and implemented by all of our Emergency Management stakeholders to improve the future capabilities of our state during disasters.

This After-Action Report (AAR) does not attempt to capture every issue at every level of government. Rather, the majority of the focus is on those issues that can be addressed and corrected prior to the next hurricane season. Our primary goal is to correct those issues that impact the safety, health, and welfare of the citizens of Louisiana.

Without the efforts of emergency managers, first responders, and the leadership from across the state, the many successes of this hurricane season could not have been accomplished. There is a renewed spirit of collaboration in Louisiana that will help ensure our mission to protect the lives and property of Louisiana citizens remains a priority.

It is with these thoughts that I present to you the State of Louisiana After-Action Report and Improvement Plan for Hurricanes Gustav and Ike.

Sincerely,

A handwritten signature in cursive script that reads "Mark A. Cooper".

Mark A. Cooper

# State of Louisiana



## After-Action Report and Improvement Plan Hurricanes Gustav & Ike

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## **EXECUTIVE SUMMARY**

### **Introduction**

Gustav became a named storm the morning of August 25, 2008, approximately 260 miles southeast of Port-au-Prince, Haiti and became a hurricane early on August 26, 2008. The National Hurricane Center forecasted that Gustav would become a major hurricane impacting the State of Louisiana with up to 20 feet of water in our coastal communities. Due to the uncertainty of the track, all coastal at-risk parishes in Louisiana including the City of New Orleans planned and executed evacuations totaling close to 2 million residents. This is the first time in the State's history the entire coast of Louisiana has been threatened requiring local officials to call for mandatory evacuations.



On August 27, 2008, Governor Bobby Jindal issued a state-wide Declaration of Emergency in preparation for Hurricane Gustav. At approximately 1000 CDT on Monday, September 1, 2008 Hurricane Gustav made landfall as a category 2 hurricane at Cocodrie (Terrebonne Parish) with 110 mph winds. Major damage was caused by high winds, torrential rains and localized flooding from the coast through Central and North Louisiana. Power was lost to nearly 70% of the homes and businesses resulting in significant challenges to providing life support commodities across the State.



Hurricane Ike formed the morning of September 1, 2008, approximately 1,470 miles east of the Windward Islands and became a hurricane late on September 3, 2008. The National Hurricane Center once again predicted a major hurricane would result in up to 20 feet of water in homes and businesses. Based on the forecasted path, coastal parishes in South central and Southwest Louisiana were particularly threatened and issued mandatory evacuations.

On September 7, 2008, Governor Jindal issued a state-wide Declaration of Emergency in preparation for Hurricane Ike. At approximately 0210 CDT on Saturday, September 13, 2008, just 12 days after the State suffered a direct hit

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from Hurricane Gustav, Hurricane Ike made landfall at Galveston, Texas as a category 2 hurricane with 110 mph sustained winds impacting over 40 miles of Louisiana's coast. Coastal parishes from Southeast to Southwest Louisiana experienced storm surge up to 20 feet and hurricane force winds from the Texas/Louisiana border to Morgan City (St. Martin/St. Mary Parishes). Major damage was caused by high winds, torrential rains and severe flooding. Power was lost to tens of thousands of additional households and businesses and the State assisted in evacuating citizens from Calcasieu and Vermilion Parishes. Thousands more self evacuated from the coastal areas.

Although intensive planning and preparations followed as a result of the many lessons learned during the catastrophic storms of 2005, several challenges arose during the early stages of the evacuation in regards to emergency transportation and sheltering. However, under the leadership of Governor Jindal, his staff, the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), and other state agencies, these obstacles were overcome with viable solutions resulting in the successful evacuation of nearly 2 million citizens from at-risk parishes during Hurricanes Gustav and Ike.

Many firsts were achieved as a result of these efforts. Senior officials at both the State and Local levels have fostered a stronger relationship during the new administration, hence leading to a coordinated effort by all Parish, State, and Federal partners. These newly bolstered relationships were instrumental in the overall success of the evacuation that ultimately saved lives. It is also important to note the achievements of the Shelter Task Force that provided sheltering for over 45,000 citizens using local resources.

Also, for the first time, sheltering states were invited to attend two sheltering summits hosted by Louisiana. While the recommendations from those reviews will be provided in a separate document, much of the discussions mirror challenges brought up in this report. Following this summit State partners met with the Joint Homeland Security Legislative Committee to discuss issues that need to be addressed, many of these issues were discussed in the State Shelter Summit. It is important to remember that as we move forward, the rest of the country is looking to Louisiana to solve the challenges and set standards for mass evacuation and sheltering.

The 2008 hurricane season for Louisiana proved to be busy in ways paralleling the 2005 season with Hurricanes Katrina and Rita. This year however, unlike Katrina and Rita, the national attention was directed at how well the Federal, State, and Local partners were able to respond to the crisis and work hand in hand to mitigate the disaster. The improvements that were recommended and put in place following hurricanes Katrina and Rita were tested and in most cases

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proved a success. Despite success, plans are never “final” and will always require our vigilance to make them better and more efficient for the citizens we protect.

### **Successful Strategies**

There were many new strategies and best practices that were implemented during this hurricane season that should be mentioned. These programs and initiatives were accomplished on all levels of government, both State and Local Partners should be proud of the following as it represented the changes made under the new administration.

- Get A Game Plan Campaign- PSA's, Pre-hurricane season press conferences, use of agency websites to get out key information (with thousands of pre-storm hits).
- Press Conferences- Governor and supporting agencies provided key information that led to the safe evacuation of over 2 million citizens from our coastline, and the sheltering and mass feeding that followed.
- Information Technology- The use of Mystate Emergency Notification System, The Emergency Alert System (EAS), and other information sites to keep the citizens abreast of the events.
- Private Partnerships- Utilization of outside agencies to help solve problems, provide guidance and offer donated supplies was key. (VOAD, NIMSAT, and other private partners)
- Mass Feeding- Establishment of Shelter mass feeding, use of PODs in affected areas, public and private partnerships that showed citizens helping each other.
- Situational Awareness- Deployment of UCG cabinet members to Regions to gather on the ground situational awareness.
- Unified Command Group- The Governor added key agencies, not normally part of the UCG, to assist in providing critical information on transportation, sheltering, mass feeding, FEMA, and weather information.
- State EOC Controls- Placement of Legislative Liaisons in the EOC to help provide situational awareness to legislators.
- Emergency Generators- Department of Natural Resources assisted in jump starting recovery by providing key infrastructure with power generation.



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- State Support Teams- Shelter support teams were sent to shelter locations outside of the state to assist with Louisiana evacuees.

Above are some of the improvements that were successful during this storm season. It is important to acknowledge the significant strides in preparation, response, interoperability, communication, and collaborations between all Emergency Management Partners.

GOHSEP conducted seven Regional After-Action Review (AAR) conferences to further improve the strides made in preparation of this hurricane season. Those conferences covered the warning, preparation, response, and post incident phases of Hurricanes Gustav and Ike. The conferences were designed to validate, consolidate and prioritize the issues, lessons learned, and best practices associated with the preparation for, response to, and recovery from the incidents.

This report begins with a brief overview of the two storms. Next it highlights key issues specific to the Regional, State and Unified Command Group AARs. Lastly, it provides improvement tables on recommended actions by Region, State Emergency Support Functions and the Unified Command Group. The participants of each of the AARs developed this improvement plan outlining how improvement actions will be taken, what agency will lead the improvement efforts, and when the improvements will be implemented. The improvement timeline will be as follows:

- Short Term- Less than 3 months to complete
- Medium Term- More than 3 but less than 12 months
- Long Term- Greater than 1 year

This After-Action Report does not attempt to capture every issue at every level of government. The focus is on those issues that can be addressed and corrected prior to the next hurricane season. While some issues could take longer than a year to address our goal is to correct those issues that impact the safety, health, and welfare of the citizens of Louisiana.





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## **Conference Format**

### **Regional Conferences**

Seven Regional AAR conferences were held following the storms, to gather and review first hand information and lessons learned from across the State. Before each regional AAR, regional parishes met and discussed issues that could be corrected internally without State assistance and those issues that need to be addressed on a State or National level. Issues beyond internal resolution were presented to the State for discussion.

During each AAR, the sessions were divided into H-Hour time lines for simplicity of review. The compiled data was collected from each AAR and is presented in this final report. Together with state agencies, this report and improvement plan has been produced to help mitigate against, prepare for, respond to, and recover from the effects of such catastrophic events in the future.

The top three issues identified by regional partners were the need for:

- Continued work on the Interoperable Communications systems between parishes, regions and the state.
- An integrated functional command and control structure within the area of operations for emergency transportation resources.
- Evacuee tracking with a policy shift toward point to point sheltering for better visibility and control of the evacuated population.

A complete list of issues is provided in the tables following this section.

### **State Conference**

The State-level AAR was held in Baton Rouge on October 29, 2008. Partners from State and Federal government were in attendance to discuss pertinent State-level issues and identify areas requiring improvement. Also, regional issues that had been compiled and analyzed were presented at this meeting. It was evident that some issues that arose during Hurricane Gustav were corrected before or during the Hurricane Ike response. These positive changes demonstrated an improvement and sense of urgency at all levels resulting in improved service and leadership.

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The top six issues identified by State and Federal partners are:

- The need for formulation of a formal re-entry plan for the State that will lessen the challenges created for Federal, State, and Local emergency management systems.
- Parish resources were not exhausted prior to requesting outside assistance, thus stressing the available state supply.
- The need to establish an integrated functional command and control structure for emergency transportation within the Area of Operations during evacuation and re-entry.
- The need to formulate a viable evacuee tracking plan that will ensure registration and tracking of all evacuees entering State shelters or out of state shelters.
- A need for improved shelter management to ensure needed supplies and services are provided to support all evacuees in the sheltering system.
- The need to enhance the coordination and planning efforts with all stake holders, Federal, State, local on the medical institution evacuation plan.

**Conclusion**

As with any disaster, the response and recovery from Hurricanes Gustav and Ike exposed areas needing improvement at the Federal, State, and Parish levels. Many lessons learned during the response to Hurricane Gustav were implemented during the Ike response, or at least identified for improvement. This report outlines issues and suggested corrective actions which will ultimately benefit the State of Louisiana and emergency responders across the Nation.

The results of the State and regional AARs are consolidated into three parts of this report and have accompanying Improvement Plans. This report should be used as a guideline to improve planning, coordination, and disaster management capabilities to better protect the citizens of Louisiana from future incidents.

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**Conference Overview**

**A. Conference Name**

Hurricanes Gustav and Ike

**B. Duration**

Regional Conference 1 (Regions 6, 7, 8): October 14, 2008

Regional Conference 2 (Region 4): October 15, 2008

Regional Conference 3 (Region 5): October 16, 2008

Regional Conference 4 (Region 2): October 20, 2008

Regional Conference 5 (Region 1): October 21, 2008

Regional Conference 6 (Region 3): October 22, 2008

Regional Conference 7 (Region 9): October 23, 2008

State Conference: October 29, 2008

**C. Agency**

State of Louisiana

**D. Classification**

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**E. Location**

Regional Conference 1: Shreveport, LA

Regional Conference 2: Rayne, LA

Regional Conference 3: Lake Charles, LA

Regional Conference 4: Baton Rouge, LA

Regional Conference 5: Gretna, LA

Regional Conference 6: Houma, LA

Regional Conference 7: Covington, LA

State Conference: Baton Rouge, LA

**F. Participating Organizations**

**Regional Conference 1 (Regions 6, 7, 8): Shreveport, LA**

- Alexandria Police
- American Red Cross – Central Louisiana
- American Red Cross – Northeast Louisiana
- American Red Cross – Northwest Louisiana
- Bossier City Fire Department
- Bossier City Police Department

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- Caddo Parish Sheriff's Office
- Caldwell Parish Office of Emergency Preparedness
- Caldwell Parish Fire Board
- City of Jonesboro Fire Department
- City of Monroe
- City of Monroe Sanitation Department
- Community Foundation of Shreveport-Bossier
- DeSoto Parish OEP
- DeSoto Parish Police Jury
- DeSoto Parish Sheriff's Office
- Farmerville Recreation Department
- Food Bank of Northeast Louisiana
- Franklin Parish OEP
- Goodwill Industries
- Governor's Office of Homeland Security and Emergency Preparedness
- Grant Parish OEP
- Haven Management
- LaSalle Parish OEP
- Louisiana National Guard
- Louisiana Attorney General's Office
- Louisiana Department of Corrections
- Louisiana Department of Health and Hospitals
- Louisiana DHH – Office of Public Health
- Louisiana Department of Social Services
- Louisiana Department of Wildlife and Fisheries – Enforcement Division
- Louisiana Department of Environmental Quality
- Louisiana Department of Transportation and Development
- Louisiana State Senate District 38
- Louisiana State Police
- Louisiana State University
- Louisiana Work Force Commission
- Monroe Fire Department
- Monroe Police Department
- Natchitoches Parish Sheriff's Office
- Office of Community Services
- Ouachita Parish Fire Department
- Ouachita Parish OEP
- Ouachita Parish Police Jury
- Ouachita Parish Public Works
- Ouachita Parish Sheriff's Office
- Rapides Parish OEP
- Region 8 Hospitals
- Richland Parish OEP
- Ruston Fire Department

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- Richland Parish Sheriff's Office
- Ruston Fire Department
- Shreveport Fire Department
- Shreveport Police Department
- Union Parish OEP
- Union Parish Police Jury
- United Way 2-1-1
- University of Louisiana System – Office of Public Health
- Vernon Parish OEP
- Webster Parish
- Webster Parish OEP
- West Carroll Parish OEP
- West Monroe Police

**Regional Conference 2 (Region 4): Rayne, LA**

- Acadian Ambulance Service
- Acadia-St. Landry Hospital
- American Red Cross
- City of Kaplan – Mayor's Office
- Doctor's Hospital
- Governor's Office of Homeland Security and Emergency Preparedness
- Iberia Parish OEP
- Lafayette Parish OEP
- Lafayette Parish Medical Society
- Lafayette Parish Sheriff's Office – Enforcement Division
- Lafayette Police Department
- Lafayette Utilities System
- Louisiana National Guard
- Louisiana Attorney General's Office
- Louisiana Department of Health and Hospitals – Office of Public Health
- Louisiana Department of Social Services – Office of Community Services
- Louisiana Department of Environmental Quality, Lafayette Region
- Louisiana Department of Wildlife and Fisheries – Enforcement Division
- Louisiana Department of Transportation and Development
- Louisiana State Police
- Louisiana Work Force Commission
- Region 4 Hospitals
- St. Landry Parish OEP
- St. Landry Parish Sheriff's Office
- St. Martin Parish Government
- St. Martin Parish OEP

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- St. Mary Parish OEP
- Vermillion Parish OEP
- Vermillion Parish Sheriff's Office

**Regional Conference 3 (Region 5): Lake Charles, LA**

- Acadian Ambulance
- Allen Parish OEP
- Allen Parish Sheriff
- AT&T
- American Red Cross
- Calcasieu Council on Aging
- Calcasieu Parish OEP
- Calcasieu Parish Sheriff's Office
- Cameron Parish OEP
- Carlyss Fire Department
- Chennault Air Base
- Chennault Crash Fire Rescue
- City of DeRidder
- City of DeRidder Fire Department
- Beauregard Parish OEP
- Entergy
- FEMA
- Lake Charles Memorial Hospital
- Lake Charles Regional Airport
- Louisiana National Guard
- Louisiana Attorney General's Office
- Louisiana Department of Corrections
- Louisiana Department of Health and Hospitals – Office of Public Health
- Louisiana Department of Social Services – Office of Community Services
- Louisiana Department of Environmental Quality
- Louisiana Department of Wildlife and Fisheries – Enforcement Division
- Louisiana Department of Transportation and Development
- Louisiana Office of State Fire Marshal
- Louisiana State Police
- Louisiana State University
- LA Radio Communications INC.
- Louisiana Work Force Commission
- Jefferson Davis Parish OEP
- National Weather Service
- Port of Lake Charles
- Region 5 Hospitals
- United States Coast Guard

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- Ward 3 Recreation
- West Cal-Cam Ambulance
- Vinton Fire Department
- Vinton Police Department

**Regional Conference 4 (Region 2): Baton Rouge, LA**

- American Red Cross, Southeast Louisiana Region
- East Baton Rouge Parish OEP
- Governor’s Office of Homeland Security and Emergency Preparedness
- Iberville OEP
- Livingston Parish OEP
- Livingston Parish President’s Office
- Louisiana National Guard
- Louisiana Attorney General’s Office
- Louisiana Department of Corrections
- Louisiana Department of Health and Hospitals – Office of Public Health
- Louisiana Department of Social Services – Office of Community Services
- Louisiana Department of Environmental Quality
- Louisiana Department of Wildlife and Fisheries – Enforcement Division
- Louisiana Department of Transportation and Development
- Louisiana Office of State Fire Marshal
- Louisiana State Police
- Point Coupee Parish OEP
- West Baton Rouge OEP
- West Feliciana OEP

**Regional Conference 5 (Region 1): Gretna, LA**

- American Red Cross
- Jefferson Parish OEP
- Louisiana National Guard
- Louisiana Attorney General’s Office
- Louisiana Department of Corrections
- Louisiana Department of Health and Hospitals – Office of Public Health
- Louisiana Department of Social Services – Office of Community Services
- Louisiana Department of Environmental Quality
- Louisiana Department of Wildlife and Fisheries – Enforcement Division
- Louisiana Department of Transportation and Development
- Louisiana Office of State Fire Marshal
- Louisiana State Police
- New Orleans EMS



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- New Orleans Fire Department
- Orleans Parish OEP
- Plaquemines Parish OEP
- Port of New Orleans
- St. Bernard Parish OEP
- St. Bernard Parish Fire Department
- Tulane University

**Regional Conference 6 (Region 3): Houma, LA**

- Assumption Parish OEP
- Governor’s Office of Homeland Security and Emergency Preparedness
- Houma Police Department
- Lafourche Parish OEP
- Lafourche Parish Sheriff’s Office
- Louisiana National Guard
- Louisiana Attorney General’s Office
- Louisiana Department of Corrections
- Louisiana Department of Health and Hospitals
- Louisiana DHH – Office of Public Health
- Louisiana Department of Social Services
- Louisiana Department of Wildlife and Fisheries – Enforcement Division
- Louisiana Department of Environmental Quality
- Louisiana Department of Transportation and Development
- Louisiana Office of State Fire Marshal
- Louisiana State Police
- Louisiana State University
- Louisiana Work Force Commission
- St. Charles Parish OEP
- St. James Parish OEP
- St. James Parish Sheriff’s Office
- St. John Parish OEP
- Terrebonne Parish OEP
- Terrebonne Parish Sherriff’s Office

**Regional Conference 7 (Region 9): Covington, LA**

- American Red Cross
- Governor’s Office of Homeland Security and Emergency Preparedness
- Louisiana National Guard
- Louisiana Attorney General’s Office
- Louisiana Department of Corrections
- Louisiana Department of Health and Hospitals
- Louisiana DHH – Office of Public Health
- Louisiana Department of Social Services

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- Louisiana Department of Wildlife and Fisheries – Enforcement Division
- Louisiana Department of Environmental Quality
- Louisiana Department of Transportation and Development
- Louisiana Office of State Fire Marshal
- Louisiana State Police
- Louisiana State University
- Louisiana Work Force Commission
- St. Helena Parish OEP
- St. Tammany Parish OEP
- Tangipahoa Parish OEP
- Washington Parish OEP

**State Conference: Baton Rouge, LA**

- American Red Cross
- Division of Administration
- FEMA
- Governor's Office of Homeland Security and Emergency Preparedness
- Louisiana National Guard
- Louisiana Attorney General's Office
- Louisiana Department of Agriculture and Forestry
- Louisiana Department of Corrections
- Louisiana Department of Health and Hospitals
- Louisiana DHH – Office of Public Health
- Louisiana Department of Social Services
- Louisiana Department of Wildlife and Fisheries – Enforcement Division
- Louisiana Department of Environmental Quality
- Louisiana Department of Transportation and Development
- Louisiana Department of Natural Resources
- Louisiana Economic Development
- Louisiana Fire Chief's Association
- Louisiana Oil Spill Coordinator's Office
- Louisiana Office of State Fire Marshal
- Louisiana State Police
- LSU - Health Care System
- Louisiana Work Force Commission
- Office of Elderly Affairs
- United States Coast Guard

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## **PART 1: ANALYSIS OF REGIONAL ISSUES**

Discussions during the Regional After-Action Conferences covered a broad spectrum of issues and concerns. Participants attending the Regional Conferences focused primarily on the region's significant immediate response challenges, which became greater after the storm dissipated. During the conferences, each region separated issues into 4 areas to discuss and prioritize those deemed most important. The regional functional groups then identified priorities as an entire region and developed an Improvement Plan to help mitigate, prepare for, respond to, and recover from future hurricanes. Issues that were found to be statewide problems will be addressed in the State Improvement Table to ensure that they are not repeated in each regional table.

The key issue identified by all nine regions was a need for a viable plan for evacuation and registration tracking that involved more than simply having a system to input the evacuee's information. Participants stated there is a need to develop guidelines for parish pick up points and plans that address all facets of communications (landline, fax, cellular, hand written, and fiber optic) required to maintain connectivity at all times during the evacuation process. This plan must include procedures for both primary and alternate means of registration.

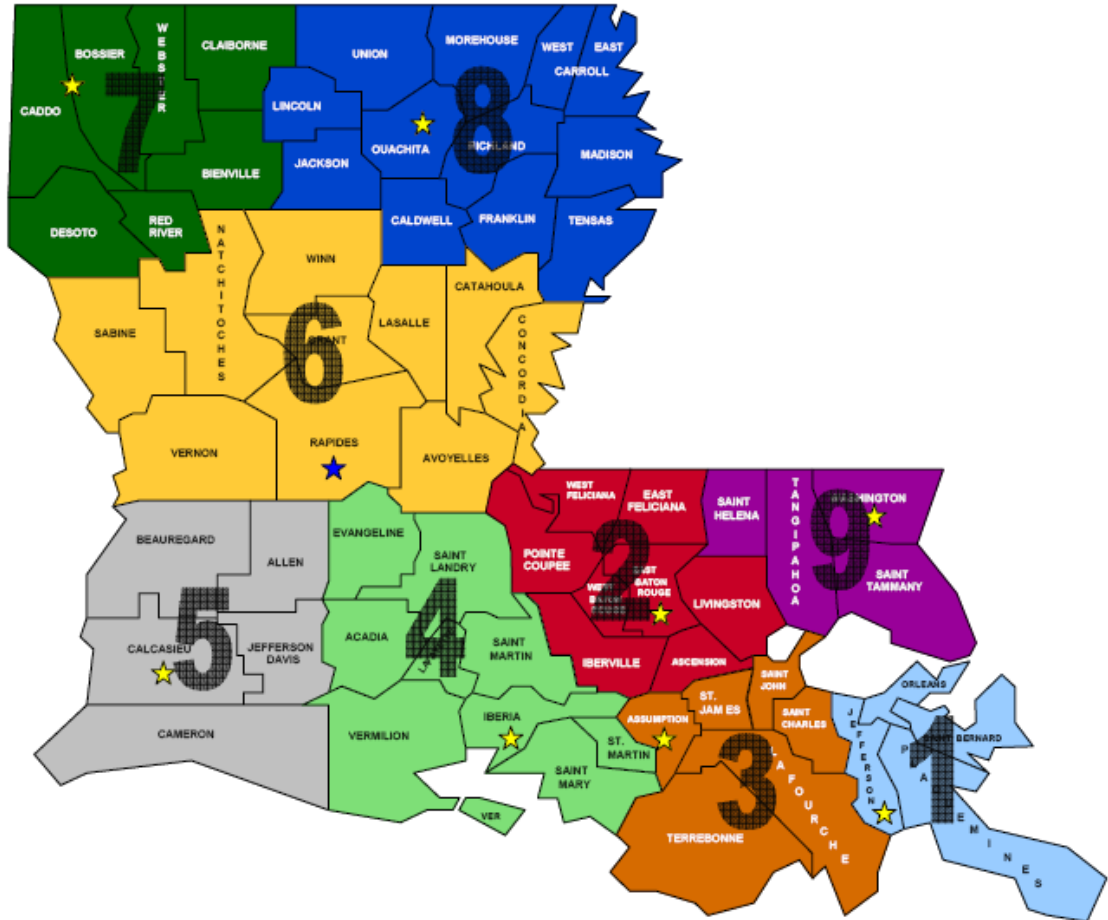
Participants discussed the numerous connectivity problems experienced in each of the regions. Wireless systems failed completely in some areas, while hardwired systems operated without issues. Participants recommended that hardwired internet connections should be considered in mass evacuation response. System failures are hard to predict, therefore participants felt that all available channels of communications should be used to reinforce a multiple connectivity plan for each region.

Their second concern was the lack of a regional command and control system for emergency transportation resources. During the course of response, participants felt that their resource requests were not met, significantly complicating logistics and resource management. Another problem the group identified was the great disparity between the resources the parishes requested and those actually needed. In most cases parishes did not exhaust local assets before requesting outside assistance.

Lastly, issues and associated action plans also demonstrated that the State evacuation and sheltering plan should be enhanced to include a point to point sheltering approach. Along with this a pair of sheltering summits followed Hurricanes Gustav and Ike, the key recommendation being the need to formulate plans to provide more state shelter capacity. Senior officials believe finding more

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in-state sheltering locations and increasing in-state capacity is a more viable solution than relying on other states to shelter Louisiana’s citizens. It was further pointed out that private industry needs more awareness and education of the provisions and expected actions of State and parish plans. A regional media and public information plan should be drafted, and a regional resource management system and plan need to be completed and adopted.



*The Nine Homeland Security Regions in Louisiana*

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**REGION 1**



Discussion during the Region 1 After-Action Conference covered a broad spectrum of issues and concerns. The following is a discussion of the top two prioritized issues along with corrective action plans, responsible agencies, and the estimated duration of completion. The last part of this section contains a matrix of all issues identified for Region 1.

**Issue 1 – Integration of Command and Control Plans:**

There was an expressed lack of a regional command and control system for emergency transportation. During response, participants felt that their resource requests were not met, significantly complicating logistics and resource management. Another problem the group identified was the great disparity between the resources the parishes requested and those actually needed. In most cases parishes did not exhaust local assets before requesting outside assistance.



**Corrective Action:** Draft and integrate command and control plans within the region to be used during evacuation and re-entry phases.

**Responsible Agency:** Louisiana Department of Transportation and Development.

**Duration:** Short term

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**Issue 2 – Training and Exercise:** Participants discussed the need for additional training of elected and/or appointed Federal, State, and local senior officials on plans, procedures, and policies, as well as existing standard operating procedures (SOPs), the National Incident Management System (NIMS), Incident Command System (ICS), the National Response Framework (NRF), Unified Command, and requesting Emergency Management Assistance Compact (EMAC). Participants felt this should also include understanding of their expected responsibilities and ensuring their staffs receive necessary education about what actions to take in the absence of senior-level personnel. Participants also noted that there was a need for SOPs for hurricane response as stand-alone documents at each Emergency Operations Center (EOC), job aids specifically outlining job duties and roles, and clarification of authority with a bottom-up approach for consistency among all personnel, particularly as new personnel are brought in during a prolonged response.

**Corrective Action:** Review State EOP by April 15, 2009, based on lessons learned from Hurricane Gustav; conduct training/exercises based on new plans.

**Responsible Agency:** GOHSEP

**Duration:** Medium term

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**Region 1**

Issue/ Recommendation	Improvement Action	Responsible Party/Agency	Duration
<b><u>Training and exercise:</u></b> <ul style="list-style-type: none"> <li>• Senior officials</li> <li>• Operations-level personnel</li> <li>• Private partners</li> </ul>	Conduct training and exercises targeted at senior officials, operations-level personnel, and private partners.	Governor's Office of Homeland Security an Emergency Preparedness (GOHSEP)	Medium term
<b><u>Transportation command and control:</u></b> Lack of an integrated command and control structure within the Area of Operations during the Hurricane Gustav evacuation created challenges to the efficient allocation of resources.	Develop and integrate a command and control structure within Area of Operations during evacuation and re-entry.	Department of Transportation and Development.	Short term
<b><u>Ambulance:</u></b> Command and Control of ambulance resources.	Develop or revise procedures for the integration of resources into a centralized professional dispatch system.	Department of Health and Hospitals	Short term
<b><u>WebEOC:</u></b> Some Personnel are not familiar with the Web EOC request procedure	Ensure all personnel are familiar with requests procedures. Identify the level training required and implement program.	Governor's Office of Homeland Security an Emergency Preparedness (GOHSEP), Parish OEPs	Short term

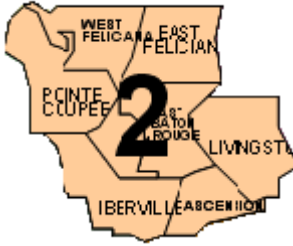


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**ACTION REVIEW AND IMPROVEMENT PLAN**

<b>Issue/ Recommendation</b>	<b>Improvement Action</b>	<b>Responsible Party/Agency</b>	<b>Duration</b>
<p><b><u>Distribution of Emergency Food Stamps:</u></b>            There was no coordination between DSS and the parish on when or where food stamps would be distributed, nor was there a formal SOP for doing so.</p>	<p>Initiate the eligibility process and the distribution of food stamp benefits while citizens are still in shelters and formalize the SOP for centers and distribute to Parishes</p>	<p>Department of Social Services            Parish Office of Emergency Management</p>	<p>Short Term</p>
<p><b><u>Reentry of Citizens to Region 1:</u></b>            Lack of a State reentry plan for all citizens (CTNS, general population, nursing homes, hospital patients etc) caused significant challenges on the timing of the return and the management of luggage during reentry.</p>	<p>Formal re-entry plan for the State of Louisiana needs to be established that includes all populations.</p>	<p>GOHSEP Evacuation and Transportation Services Branch, GOHSEP Human Services Branch</p>	<p>Short Term</p>
<p><b><u>Medical Institution Evacuation Plan:</u></b>            Air assets did not arrive on time nor were they properly configured upon arrival. In addition, fuel was not readily available at the aero medical points.</p>	<p>Coordination and planning between all stakeholders involved in the Medical Institution evacuation plan need to be further refined.</p>	<p>Department of Health and Hospitals</p>	<p>Medium Term</p>

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**REGION 2**



Discussion during the Region 2 After-Action Conference covered a broad array of issues and concerns. Participants primarily focused on the region's significant immediate response challenges and sheltering needs for its citizens and also out-of-state responders. Region 2 was challenged not only by the impact of damage in its eight parishes, but also by the enormity of the large-scale evacuation from Louisiana's entire coast.

Region 2 participants felt that they fully anticipated the types of problems such an event would cause in their pre-incident planning following the storms of 2005. This region expressed they had good local coordination, but were overwhelmed by the size and magnitude of the damage, and their lack of capacity to respond to it.

The region once again demonstrated the implementation of plans that aided in a quick hurricane response through the use of mutual-aid agreements (MAAs) and coordination at the local and cross-parish level

The following is a discussion of the top two prioritized issues along with corrective action plans, responsible agencies, and the estimated duration of completion.

**Issue 1 – Planning:** A major issue reported by participants was that attempts were made to change plans just prior to and during the hurricanes. While plans should be reviewed and revised on a continuous basis, it is critical that sufficient time is given to allow for the dissemination of revised plans and for adequate training and exercise. Planning would assist in increasing general knowledge and understanding of existing plans so they are fully integrated and coordinated across each region, parish, and functional area. Changes to plans could be made pre-incident, and revisions could be incorporated and disseminated as appropriate.



**Corrective Action:** All leaders, first responders, volunteers, and response

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personnel need an understanding of the parish plans. An analysis of existing (and changing) parish plans should be conducted to identify areas of overlap and gaps, and a lock down date should be established for this task. A regional plan should be developed and an exercise conducted to validate this plan. Plans should be communicated and distributed via education initiatives and regional exercises. Finally, medical plans should be integrated into State and parish plans.

**Responsible Agency:** Parish OEPs

**Duration:** Medium Term

**Issue 2: Transportation Planning:** Participants suggested local resources were taken from parishes without notifying local officials. While Region 2 did not evacuate citizens, officials noted this could have presented a problem if evacuations would have been necessary.

**Corrective Action:** To address this issue, the implementation of a better tracking system for busses needs to occur this will ensure that all parties are aware of what resources are being used and allocated.

**Responsible Agency:** It would be each region's responsibility to review and revise the necessary plans and ensure the regional responders are educated on NIMS/ICS. DOTD will be required to review and modify plans to ensure tracking of resources and command and control on the ground in the areas of operation.

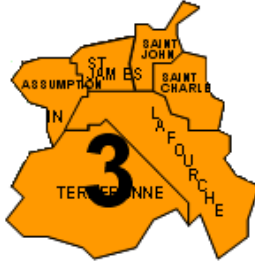


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**ACTION REVIEW AND IMPROVEMENT PLAN**

**Region 2**

Issue/Recommendation	Improvement Action	Responsible Party/Agency	Duration
<p>Improve coordination, management, distribution, and pre-positioning of expendable (water, food, medical supplies), and durable (cots) resources.</p>	<p>Develop and disseminate a plan to manage stock and for the pre-positioning and distribution of expendable resources (water, food, medical supplies) and durable resources (cots).</p> <p>Ensure resources are allocated and prioritized according to the plan.</p>	<p>Parish OEP Office, DSS, DHH, GOHSEP ULE</p>	<p>Medium term</p>
<p>Need increased accuracy, consistency and availability of information.</p>	<p>Need cooperation from local parishes to improve consistency, accuracy, and availability of information among all stakeholders.</p> <p>Coordinate public information</p>	<p>Parish Public Information Officers (PIOs), GOHSEP Communications Director</p>	<p>Short term</p>
<p>Need for additional resources to respond to a sustained surge after a disaster (general population, special-needs, medical facilities, first responders); identify primary, secondary, and tertiary sources</p> <p>Resources are needed by independent shelters in order to provide the appropriate level of support</p>	<p>Identify primary, secondary, and tertiary sources for power, water and food, pharmaceuticals, social services, staffing, equipment, and security.</p>	<p>Parish OEP Office, GOHSEP ULE, American Red Cross</p>	<p>Short term</p>

## REGION 3



Discussion during the Region 3 After-Action Conference covered a broad spectrum of issues and concerns. Participants primarily focused on the region's significant, immediate response challenges, such as interoperable communications, and also post-incident sheltering needs for evacuees from their region and other areas. Region 3 was challenged not only by the impact of damage in the area, but by the large-scale evacuation that they did prior to the storms impact. The region demonstrated a number

of best practices that will aid in future hurricane response, including mutual-aid agreements and coordination at the local and cross-parish level (e.g., conference calls and mobile repeaters).

The key issues identified included challenges associated with interoperable communications, organizational and planning requirements, logistics, and training. Region 3 participants felt that they fully anticipated the types of problems such an event would cause in their pre-incident planning and local coordination, but were overwhelmed by the size and magnitude of the event, and their lack of capacity to respond to it.



Issues and associated action plans ranged from specific concerns about regional communications capability and equipment needs (e.g., the purchase of a full suite of primary and backup communications systems) to a more general engagement plan for sustained support and funding from all levels of government and the private sector. The group felt it was critical that the State provide guidance on how and when the Parishes should request resources (i.e. buses, LANG), immediately reinstate State Hurricane Project Managers for the Southeast and Southwest to enhance over all coordination, and that the State should enact legislation to formalize and fund the regional framework. These actions, combined with a concerted effort to enhance the emergency coordination and control capability across the region and in the parishes, would address some of the most pressing needs in the region. The group also highlighted shortfalls in the National Incident Management System (NIMS) / Incident Command System (ICS) training and understanding, the inadequacy of hardened regional sheltering capacity, resource planning, and tracking capability (including transportation assets and personnel), and the planning and validation of the State Emergency Operations Plan (EOP) for operations, logistics, finance, administration, and planning.

**Issue 1 – Resource Management:** Participants discussed the challenges of resource supply logistics at the State level. The region noted that all available supplies seemed to be earmarked for Orleans and Jefferson Parish. Some additional supply problems detailed by participants include the lack of re-supply of fuel for responder vehicles, exhausted inventory of local stores, and lack of flexibility in the supply chain in response to an incident.

**Corrective Action:** Review, with the Region, current procedures that GOHSEP ULE uses to fill requests and, where applicable, identify ways to expedite requests.

**Responsible Agency:** GOHSEP ULE

**Duration:** Short term (less than 3 months)

**Issue 2 – Evacuee Support (Logistics, Sheltering, and Movement):** Participants felt that improvements for shelter support would require a logistics, communications, and evacuee shuttle plan. Participants noted that the movement of evacuees inter-regionally to acquire services caused havoc.

**Corrective Action:** Where possible, parishes should develop point to point sheltering and shuttle plans for residents from their jurisdiction. This would facilitate a more logical plan for all the parish evacuees to be moved, when necessary, to receive specialty services, etc.

**Responsible Agency:** GOHSEP, Parish OEP

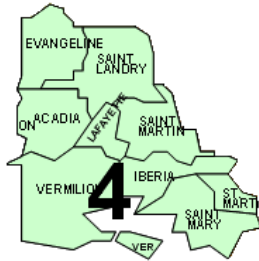
**Duration:** Long term

**Region 3**

Issue/Recommendation	Improvement Action	Responsible Party/Agency	Duration
Existing plans were not consulted or implemented <ul style="list-style-type: none"> <li>• Resulted in a breakdown of command structure</li> <li>• Lack of coordinated communication</li> </ul>	Ensure use of existing plans.	Parish OEPs	Short term
There is a need for a functioning logistics system to support existing plans (tracking and coordination of resources).	Refine logistics system to support distribution, tracking and coordination of resource plans.	GOHSEP ULE, Parish OEPs	Medium term
Training and exercise <ul style="list-style-type: none"> <li>• Senior officials</li> <li>• Operations-level personnel</li> <li>• Private partners</li> </ul>	Conduct training and exercises targeted at senior officials, operations-level personnel, and private partners.	GOHSEP Preparedness, Parish OEPs	Short term
Special-needs shelters <ul style="list-style-type: none"> <li>• State has narrower definition of special needs</li> </ul>	Review special-needs shelter patient criteria, and provide guidance to parishes on how to deal with patients that might not meet the criteria set by the state.	DSS, DHH	Medium term
Parishes indicated confusion over which radio system was being used.	Review plans for 700/800 MHZ use and provide parishes guidance on which system will be used in the region	GOHSEP ESF 2	Short term



## REGION 4



Discussion during the Region 4 After-Action Conferences covered a wide variety of issues and concerns related to overall hurricane preparedness and response activities, including planning and organization. Although the region sustained a certain amount of damage from the two hurricanes, the issues identified involved challenges associated with evacuation and sheltering. Although significant pre-incident planning occurred following the 2005

Hurricane Season, Region 4 did not fully anticipate the large number of evacuees that arrived following Gustav and Ike (due to being one of the few areas that had power restored quickly). Despite these challenges, the region found that they were able to evacuate the region faster, with the exception of medical special needs patients, than they did during hurricanes Katrina and Rita. Many assets that were placed in the region for support were not used and were sent to other parishes to assist more damaged areas.

**Issue 1 – Sheltering:** Participants felt that for improvements in communications and planning to be achieved, the sheltering component must also be further developed. Participants noted that the movement of evacuees in and out of this region presented challenges, particularly in terms of sheltering locations, information dissemination, and the ability to locate evacuees.



**Corrective Action:** Where possible, parishes should develop point to point sheltering plans for residents from their jurisdiction. This would facilitate a more logical location for parish evacuees to be placed and would assist in the logistical, communications, and movement needs of evacuees needing specialized services.

**Responsible Agency:** GOHSEP, Parish OEP

**Duration:** Medium term

**Issue 2 – Refuge of Last Resort:** In addition to the above issue, participants were under the impression that they could not open shelters below the I-10 corridor. This is not entirely correct. The parishes need guidance on what can be done to house the population of people that waited too late or refused to

evacuate from the low lying parishes.

**Corrective Action:** Guidance should be provided to parishes on the difference between a shelter and a refuge of last resort, the terminology was being confused, thus causing confusion between Federal, State, and local agencies.

**Responsible Agency:** GOHSEP, Parish OEP

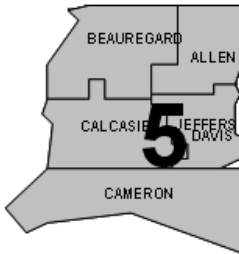
**Duration:** Short term



**Region 4**

Issue/Recommendation	Improvement Action	Responsible Party/Agency	Duration
<p><b><u>Rumor control:</u></b> False or non-verified information was provided to Parish OEP's and the Public</p>	<p>Coordinate with the JIC, confirm information before passing on the public</p>	<p>Parish OEP's</p>	<p>Short term</p>
<p>DOTD LNOs are needed in Parish EOCs to assist in acquiring needed resources and to exert command and control over state resources already in the parish.</p>	<p>DOTD should review current plan and policy to include placing LNOs in Parish EOC's or at least in each region</p>	<p>DOTD</p>	<p>Short term</p>
<p>Mystate issued calls to public outside of target area with information that did not affect the people called.</p>	<p>Review policy and structure for issuing MyState calls</p>	<p>GOHSEP Operations</p>	<p>Medium term</p>
<p>Parishes indicated that Home Health nurses were triaging Patients at home but DHH would not accept that evaluation.</p>	<p>Coordination between parish and DHH on proper procedure for triaging medical special needs evacuees</p>	<p>DHH, Parish OEP's</p>	<p>Medium term</p>
<p><b><u>Evacuee Registration and tracking:</u></b> Some parishes were under the assumption that DSS would be present at the pick up point to register evacuees using the Phoenix registration system. The lack of a registration process in some parishes made it extremely difficult to track and locate citizens after the evacuation.</p>	<p>Coordinate with DSS to revise and improve the plan for registration and tracking procedures.</p>	<p>Parish OEP, DSS</p>	<p>Short Term</p>

## REGION 5



Discussion during the Region 5 After-Action Conference covered a broad spectrum of issues and concerns. Participants primarily focused on the region's significant immediate response challenges, such as providing shelter and care resources for the influx of evacuees from the Gulf Coast region, and also post-incident issues such as region wide planning, training, and exercising of its preparedness and response functions.

The key issues identified challenges associated with procuring power generation equipment, additional food, pharmaceuticals, social services, and additional trained staff. While discussing this, it was brought to the group's attention that supplies were being sent to Chennault Air Field; however, since a formal plan for this mission was not in place, ad hoc plans were created and the dissemination took considerable time. Region 5 participants felt that they fully anticipated the problems such an event would cause in their pre-incident planning and local coordination, but they were overwhelmed by required tasks and lack of staffing or resource support from the State and LANG. Several parishes indicated that resources were pulled out of the parish without notification and were not replaced.

The group also highlighted shortfalls in the National Incident Management System (NIMS)/Incident Command System (ICS) training and understanding, the inadequacy of hardened regional sheltering capacity, resource planning and tracking capability (including transportation assets and personnel), and the



planning and validation of the State Emergency Operations Plan (EOP) for operations, logistics, finance and administration, and planning.

**Issue 1: Planning.** The inadequacy of existing plans for emergency incident transportation management was evident. Participants suggested that integrating command and control structures within area of operations during evacuation and re-entry should be reviewed and considered

**Corrective Action:** To address the inadequacy of existing plans, a review and revision of DOTD's ground control concept should be made. The suggestion of

having LNO's on the ground at pick up and drop off points will fortify the continuity of control. Finally, the implementation of point to point sheltering was suggested as a way to better facilitate transportation planning.



**Responsible Agency: DOTD.** DOTD will be required to review and modify plans to ensure tracking of resources and command and control on the ground in the areas of operation. However, parishes should begin planning for use of point to point sheltering.

**Duration:** Short term

**Issue 2: LANG Resource.** Participants indicated that National Guard Troops were assigned to Parishes then later moved before

the Parish missions were completed.

**Corrective Action:** State and Local officials should coordinate and communicate plans of missions and mission priorities between each other, when necessary for troops to be reassigned Parish officials should be notified prior to the removal of the assets.

**Responsible Agency: LANG**

**Duration:** Short term

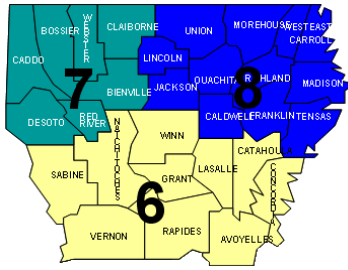
**Region 5**

<b>Issue/Recommendation</b>	<b>Improvement Action</b>	<b>Responsible Party/Agency</b>	<b>Duration</b>
Removal of state resources from parishes. LANG resources were provided and later removed from a Parish.	Coordinate with Parish officials when resources must be reassigned.	LANG	Short term
DOTD LNO needed in Parish EOCs to assist in acquiring resources and to exercise command and control over state resources already in the parish.	DOTD should review current plan and policy to include placing LNOs in the Parish EOCs or at least in each region	DOTD	Short term
Parish's resources were not exhausted prior to requesting outside assistance.	Parishes are encouraged to utilize all resources available within the jurisdiction prior to requesting state resources. Emphasis on portions of the Louisiana Disaster Act of 1993 may be used to assist in this endeavor.	Parish OEP, GOHSEP Operations	Medium term
Some State agencies did not have proper radio programming to communicate with Parish Officials.	Further explore talk group capability and provide each parish with 15 talk groups.	GOHSEP Interoperability Section	Medium term
Participants voiced a need to form a SAR task force that involves LANG and Wildlife and Fisheries	Create a working group to cooperate with region 5 in exploration of this concept.	Wildlife and Fisheries	Medium term

Issue/Recommendation	Improvement Action	Responsible Party/Agency	Duration
<p><b><u>Evacuation Terminology:</u></b> The lack of consistent use of evacuation terminology at the parish level created challenges.</p>	<p>Parishes should refer to LRS 29: 723 that outlines terminology and should follow wording when making evacuation declarations. All key parish leadership should be educated on the terminology.</p>	<p>GOHSEP Operations, Regional Parish OEP Parish Directors Subcommittee, Louisiana Department of Justice</p>	<p>Short Term</p>
<p><b><u>Medical Institution Evacuation Plan:</u></b> There was no logistical support (water, food or shelter) at the aero medical point during Gustav.</p>	<p>Develop a logistical support plan for each of the 5 aero medical points</p>	<p>DHH, Local OEP</p>	<p>Short Term</p>



## REGION 6, 7, 8



Discussion during the Region 6, 7, and 8 After-Action Conference covered a broad spectrum of minor issues. Participants primarily focused on issues related to receiving and processing evacuees, as well as overall planning and organizational issues related to hurricane preparedness and response. Although not directly affected by major damage during Hurricanes Gustav and Ike, Regions 6, 7 and 8 were

significantly impacted by both the influx of evacuees from the entire coastal evacuation of Louisiana and the many associated challenges related to sheltering activities. The region was able to respond successfully to a dynamic situation, relying on sound pre-existing relationships, effective daily information sharing, and initiatives by the Emergency Support Function (ESF) leaders and staff.

These Regions demonstrated a countless number of best practices, including effective evacuation plans, widely distributed information through multiple communications channels; Mutual Aid; and effective use of requested resources provided by the region such as police, fire, EMS, shelter staff, and medical support.

However, the group cited several issues that hampered their efforts during the two storms. One resounding matter was that evacuees were transported to shelters with little or no notice to shelter staff. The region received notification that evacuees who were to arrive at specific times arrived several hours after



the projected time. This caused wasteful commitment of scarce resources. It was discussed that one reason for the lack of notice to these regions, was forecasted magnitude of the storms, resulting in the evacuation of over 2.0 million citizens, compounded by the fact that Alabama could not initially accommodate preplanned shelter space because they were in the early stages of the storms path.

In addition, both the inadequacy of transportation plans and overall knowledge of the National Incident Management System (NIMS)/Incident Command System (ICS) by certain officials and participants complicated the region's activities.

Finally, overall resource management and tracking of assets prior to arrival at shelters (e.g., evacuees, patients, and buses) were also highlighted by the attendees as key areas that need attention.

**Issue 1 – Transportation Management:** Participants felt that for improvements in communications and planning to be achieved, a command and control component must also be developed. Participants noted that the movement of evacuees within and out of this region caused unforeseen challenges, particularly in terms of sheltering locations with relation to stores or other services. Participants felt this was not always conducive to allowing evacuees freedom to acquire for themselves items that they required. Resource management also proved difficult when coordination of buses had to go through Baton Rouge (DOTD EOC) for making trips to and from locations within the shelter city.

**Corrective Action:** A system that facilitates tracking of incoming buses, with accurate arrival times, will assist in shelter management; this will also allow bus assets to move more freely within regions to maximize productivity.

**Responsible Agency:** DOTD

**Duration:** Short term

**Issue 2 – Coordination, Regional EOCs:** A lack of a regional EOC was identified as a contributing factor to the inefficient use of resources. This was partially corrected during the storm response and it worked effectively. While the need for better evacuee tracking was often discussed across the session, this need was extended to have Regional EOCs in each region to improve communication.

**Corrective Action:** A regional EOC plan / facility should be established in coordination with regional players to bolster effective use of resources and improve information sharing between regions.

**Responsible Agency:** Parish OEP /GOSHEP

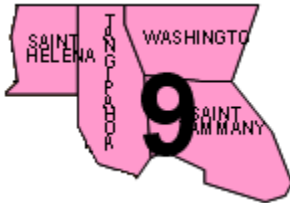
**Duration:** Long term

**Region 6, 7, 8**

<b>Issue/Recommendation</b>	<b>Improvement Action</b>	<b>Responsible Party/Agency</b>	<b>Duration</b>
Shelter sites were located days prior to the storms and the required activation work was completed only hours before standing up shelters.	Identify shelter locations prior to Hurricane season and complete all documentation and activation preparations in a timely manner.	DSS	Short term
DOTD LNOs needed in Parish EOCs to assist in acquiring needed resources and to exercise command and control over state resources already in the parish.	DOTD should review current plan and policy to include placing LNOs in the Parish EOCs or at least in each region	DOTD	Short term
There was not a clear understanding of the WebEOC process.	Establish a WebEOC User Task Force.	GOHSEP Operations	Short term
Consensus was reached that a functioning transportation management system for tracking and coordination of State transportation resources is needed.	Create a functioning transportation management system to support tracking and coordination of state transportation resources based upon existing plans.	DOTD	Short term
National Incident Management System (NIMS)/Incident Command System (ICS) knowledge was lacking for incoming shelter staff.	Ensure shelter staff have working knowledge of NIMS/ICS.	Parish OEP's, GOHSEP Preparedness	Medium term

Issue/Recommendation	Improvement Action	Responsible Party/Agency	Duration
<p><b><u>Triage of Medical Special Needs:</u></b>            Patient triage and classification were enormous challenges for this region. Overall, evacuees were presenting with more complex medical issues than in the past. Local ESF 8 and the parish had a difficult time in staffing and stocking the MSNS to the appropriate level of care.</p>	<p>Develop a universal definition of medical special needs and triage system for Louisiana.</p>	<p>DHH, Local OEP</p>	<p>Short Term</p>
<p><b><u>State Contract:</u></b>            Parishes have little to no details concerning contracts in place to support state sheltering missions.</p>	<p>Parishes should be provided access to review contracts in place to support state sheltering missions to avoid duplication of efforts.</p>	<p>DSS, GOHSEP ULE</p>	<p>Short Term</p>

## REGION 9



Discussion during the Region 9 After-Action Conference covered a broad spectrum of issues and concerns. Participants primarily focused on preparedness and response issues rather than recovery issues. The participants included representatives from a number of agencies from several of the parishes within Region 9 including members of the emergency management and the medical/public health community.

Participants stated that planning efforts need to continue, with emphasis placed on evacuation and showed concern for standing up shelters in the region prior to contraflow. This concern is due to the shelters filling with Region 1 residents before citizens from Region 9 have a chance to be admitted.

Other issues of concern included providing resources to support a regional special-needs refuge of last resort, and validating the existing shelter plan. Participants also expressed an interest in establishing a more formal command and control structure for obtaining resources from the state. It was suggested that the state should review consider a more regional approach to resource management.

### **Issue 1 – Location of SAR assets:**

Participants indicated concerns that SAR resources were staged too far from the region, causing delays in conducting missions. This was coupled with the concern that information sharing was not being conducted and, in some cases, missions were done repetitively due to lack of interoperable communication between State and Parish Officials.



**Corrective Action:** Plans should be revised to provide for the placement of resources closer to the area of operations where practical. Both State and local partners must communicate information to prevent duplication of missions.

**Responsible Agency:** Wildlife and Fisheries

**Duration:** Short term

**Issue 2 – Dietary Needs:** Participants identified a break down in the mass feeding plan with regards to special dietary needs. Officials indicated the need for flexibility in mass feeding to ensure that special needs patients receive meals that fit the plan set by their medical practitioner.

**Responsible Agency:** Louisiana Work Force Commission

**Duration:** Short term



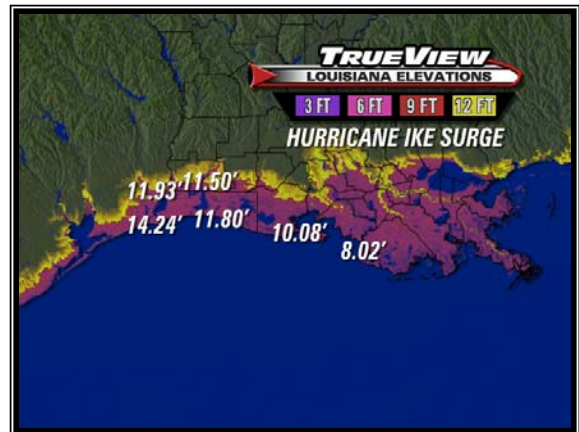
**Region 9**

<b>Issue/Recommendation</b>	<b>Improvement Action</b>	<b>Responsible Party/Agency</b>	<b>Duration</b>
Provide for Dietary restrictions of special need population	Explore flexibility with mass feeding contracts to ensure meals meet parameters set by medical practitioners	Work Force Commission	Short term
SAR assets need to be located closer to response area	Plans should be revised for the placement of resources closer to the area of operations where practical	Wildlife and Fisheries	Short term
Region 9 is not a sheltering parish	Use every alternative prior to establishing shelters within the impact area	DSS, DHH	Medium term
Hurricane Evacuation signs needed	Secure funding to provide additional Evacuation signage	DOTD	Medium term



## PART 2: ANALYSIS OF UNIFIED COMMAND GROUP ISSUES

Louisiana's leadership used the results of the 2005 after-action report to enhance the efficiency and effectiveness of emergency response plans within the State. State, regional, and parish officials' collaborative endeavors improved plans and procedures where the need existed. The 2008 Hurricanes provided an opportunity for policy-makers in the response, emergency management, and government community to see the results of the corrective actions made within the State of Louisiana and make adjustments where necessary.



Issues presented during the October 8<sup>th</sup>, 2008 Unified Command Group (UCG) After Action Conference reinforced a number of best practices, including successful public information campaigns; improved operational rhythm; free flowing information; and a policy shift toward forward thinking.





**UCG**

Issue/Recommendation	Improvement Action	Responsible Party/Agency	Duration
Addition of agencies to the UCG	Add: -Work Force Commission ( Mass Feeding) -Office of Costal Restoration -Department of Education -Department of Economic Development	Governor's Office, GOHSEP Executive	Short term
Improve communication and timely information dissemination	-Update website daily -Improve 511 phone program -Provide Parish Officials press conference notes in a timely manner -Better use of radio to release information -Provide UCG meeting information to the EOC in a timely manner	Governor's Office Communication Director, GOHSEP Operations	Short term
Inadequate GIS information	Integrate the current technology that is available, while exploring funding to improve capabilities.	GOHSEP Operations, GOHSEP Interoperability	Medium term
Improvement of current situation data.	Provide better real time situational analysis through the collaborative efforts of Operations and Interoperability sections	GOHSEP Operations	Short term
UCG meetings were over crowded and traffic free flowed in and out of the room	Restrict flow of individuals allowed to attend the UCG meeting.	GOHSEP Executive	Short term

## PART 3: ANALYSIS OF STATE ISSUES

Discussions during the State After-Action Conference covered a broad spectrum of issues and concerns. Participants attending the State Conference focused primarily on the State's significant immediate support challenges. State participants separated comments into functional areas to discuss and prioritize the most pressing issues. The State functional groups then identified their priorities as was appropriate to their Emergency Support Functions (ESFs) then developed an Improvement Plan to help mitigate, prepare for, respond to, and recover from the effects of such catastrophic events in the future.



### ESF 1:

- Efficient Command and Control of resources at the Regional and Parish Level

### ESF 2:

- Blanket plan on which radio systems will be used, 700 or 800 MHz (parishes were attempting to contact EOC on both frequencies and were not getting a response)
- Updated satellite phones are needed in all parishes

### ESF 3:

- A DOTD parish LNO should be located in each EOC to expedite debris removal, and road clearing in preparation for search and rescue.

### ESF 4:

- Firefighters supporting Parish missions require Base Camps for basic life support.

### ESF 5:

- Evacuation terminology and orders need to be clearly defined and understood
- Mission status on Web EOC must be updated regularly and with sufficient detail so requestors have visibility on mission progress.



- Add drop down menu choices/subsequent menus in Web EOC.

**ESF 6:**

- Clearly defining CTNS, SNS, and MSNS guidelines and the flow between them.
- Policy requirements related to evacuee and shelter tracking.
- Parishes can choose to stand-up refuge of last resort. Red Cross staff may be available to manage and staff shelters after landfall. There is a policy defining this issue.
- Encourage parishes to facilitate point to point sheltering agreements.



**ESF 7:**

- Develop a program to educate emergency management officials on the types of resources provided by the State and those available through local purchase. Discuss which methods are practical for common scenarios.
- Pre-staging PODS / Have Parish POD workbooks completed.
- Determine what is the responsibility of ESF-7 with regard to supply versus what should have been supplied by another ESF or by the requestor.
- Improve coordination and follow-up on items that were supplied by ESF-7 and accountability for those items.

**ESF 8:**

how they report to DHH and Parish authorities should be clearly defined and understood by Parish Directors.

- Enhance communications and planning efforts with Nursing Homes and Home Health Agencies at all levels of government.
- Parishes receiving Nursing Home patients should be required to review and approve hurricane based evacuation plans utilized by these institutions.
- Establish a regional ambulance allocation from the total available.



**ESF 9:**

- Assets should be placed closer to anticipated response areas.

- Better communication and planning with parishes should be facilitated.

**ESF 11:**

- Publish Fuel sites for EMS, buses, and other emergency vehicles in the areas of operations to better facilitate response activities.
- Better coordination of pet evacuation with Parish authorities.

**ESF 12:**

- Develop better ways of communicating utility restoration information between the PSC and parish authorities.

**ESF 13:**

- Security missions were sometimes not filled or resources were removed and sent to another task without the requestor being notified. Better mission status between ESF 13 and requestor should be facilitated.
- Building security – Outline who should have access to the EOC and building.

**ESF 14:**

- Better coordination for the deployment of PDA teams with Parish authorities.
- Consider a coordinated effort with the American Red Cross and Parish Teams.

**ESF 15:**

- GOSHEP PIO should assist smaller rural parishes competing with major media markets to release public information.
- Distribution of the Governor’s key speaking points to parish authorities before dissemination to the public should be accomplished.

**ESF 16:**

- Inconsistent support due to limited resources (priorities shifted LANG resources from parishes that still required some assistance).
- Command and Control of LANG assets in support of Parishes should be facilitated to a more detailed level



From these items the following improvement table was created with the input of the participants of the State conference.

**State**

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Home health care:</u></b></p> <ul style="list-style-type: none"> <li>• The identification and evacuation of residents receiving home health services created challenges for parish and state agencies.</li> <li>• Home Health Agencies have no reporting requirements to parishes which make it difficult for emergency managers to prioritize assets.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide guidance to Parishes on home health coordination.</li> <li>• Create legislation that requires home health agencies to plan and coordinate with host/home parishes.</li> </ul>	<p><b>Primary:</b> Department of Health and Hospitals</p> <p><b>Support:</b> GOHSEP Human Services Branch</p>	<p style="text-align: center;">Long Term</p>
<p><b><u>Nursing Homes:</u></b></p> <ul style="list-style-type: none"> <li>• Some nursing homes either did not evacuate or facility evacuation plans were inadequate.</li> <li>• Nursing Homes have no reporting requirements to host parishes which make it difficult for emergency managers to prioritize assets.</li> </ul>	<p>Revise existing legislation to require DHH to provide both home and host parishes with facility plan review data for enhanced coordination and situational awareness.</p>	<p><b>Primary:</b> Department of Health and Hospitals</p> <p><b>Support:</b> GOHSEP Human Services Branch</p>	<p style="text-align: center;">Long Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Hospice:</u></b></p> <p>Lack of guidance relating to the evacuation of hospice patients presented challenges for parish and state agencies.</p>	<p>Develop guidance for the evacuation of hospice patients.</p>	<p><b>Primary:</b> Department of Health and Hospitals</p> <p><b>Support:</b> GOHSEP Human Services Branch</p>	<p>Medium Term</p>
<p><b><u>Ambulance:</u></b></p> <ul style="list-style-type: none"> <li>• Command and Control of ambulance resources.</li> <li>• Ambulance resources are not readily identifiable as state contracted ambulance, EMAC ambulance, or federal ambulance.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop or revise procedures for the integration of resources into a centralized professional dispatch system.</li> <li>• Develop a more effective distribution plan of ambulance resources within the state.</li> </ul>	<p><b>Primary:</b> Department of Health and Hospitals</p> <p><b>Support:</b> GOHSEP Human Services and Evacuation/Transportation Services Branch</p>	<p>Medium Term</p>
<p><b><u>Re-entry:</u></b></p> <p>The lack of a formal re-entry plan for the State of Louisiana created challenges for Federal, Host States, and Local emergency management systems.</p>	<p>Formal re-entry plan for the State of Louisiana needs to be established.</p>	<p><b>Primary:</b> GOHSEP Evacuation and Transportation Services Branch, GOHSEP Human Services Branch</p> <p><b>Support:</b> Department of Transportation and Development, Department of Social Services, Louisiana State Police, Department of Health and Hospitals</p>	<p>Medium Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Transportation Resource Allocation:</u></b> Lack of an integrated command and control structure within the Area of Operations during the Hurricane Gustav evacuation created challenges to the efficient management of resources.</p>	<p>Establish an integrated command and control structure within Area of Operations during evacuation and re-entry.</p>	<p><b>Primary:</b> Department of Transportation and Development.</p> <p><b>Support:</b> GOHSEP Evacuation and Transportation Services Branch</p>	<p>Short Term</p>
<p><b><u>Use of Parish Resources:</u></b> Some parish resources were not exhausted prior to requesting outside assistance.</p>	<ul style="list-style-type: none"> <li>• Emphasize to parishes that all resources available within the jurisdiction should be exhausted prior to requesting state resources.</li> <li>• DOTD Joint Operations Center should coordinate the movement and dispatch of parish managed evacuation resources.</li> <li>• Training for parish/locals on proper tracking / use of their resources.</li> </ul>	<p><b>Primary:</b> Department Of Transportation and Development</p> <p><b>Support:</b> GOHSEP Evacuation and Transportation Services Branch, Parish Offices of Homeland Security and Emergency Preparedness</p>	<p>Short Term</p>



Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Para Transit Vehicles:</u></b></p> <p>A limited number of Para-Transit Vehicles created a challenge to Federal, State, and local emergency management.</p>	<ul style="list-style-type: none"> <li>• Parishes are encouraged to utilize all resources available within the jurisdiction prior to requesting state resources.</li> <li>• DOTD Joint Operations Center should coordinate the movement and dispatch of parish managed evacuation resources if destination is a state-sponsored shelter.</li> <li>• Training for parish/locals on proper tracking / use of their resources.</li> <li>• DOTD Joint Operations Center should know the capability of each Para Transit Vehicle they will manage.</li> </ul>	<p><b>Primary:</b> Department of Transportation and Development</p> <p><b>Support:</b> GOHSEP Evacuation and Transportation Services Branch, GOHSEP Human Services Branch, Department of Health and Hospitals, Governor’s Office of Elderly Affairs, Parish Offices of Homeland Security and Emergency Preparedness</p>	<p>Short Term</p>
<p><b><u>Private Partnerships:</u></b></p> <p>Need to further enhance private partnerships with non-governmental agencies.</p>	<p>Explore more avenues for bringing the private agencies on board with response and recovery mission.( I.E. NIMSAT, VOAD and others)</p>	<p><b>Primary:</b> Department of Economic Development</p> <p><b>Support:</b> GOHSEP Executive</p>	<p>Medium Term</p>



Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Point to Point Sheltering:</u></b> Parish leadership expressed concern for lack of visibility and control of their evacuated population.</p>	<p>Where possible, parishes should develop point to point sheltering plans for residents from the jurisdiction.</p>	<p><b>Primary:</b> Evacuating Parish Emergency Management Officials, <b>Support:</b> Department of Transportation and Development, Department of Health and Hospitals, Department of Social Services</p>	<p>Medium to Long Term</p>
<p><b><u>Evacuee Tracking:</u></b> Parish leadership expressed concern for adequate tracking and reporting of their state evacuated population.</p>	<p>Prioritize citizen registration during evacuation and ensure registration upon arrival at state sponsored shelter.</p>	<p><b>Primary:</b> Department of Social Services <b>Support:</b> Parish Offices of Homeland Security and Emergency Preparedness.</p>	<p>Medium Term</p>
<p><b><u>Shelter Registration:</u></b> Some parish pick up points experienced limited or slow connectivity for registration programs.</p>	<ul style="list-style-type: none"> <li>• Revise and improve guidance on current registration and tracking procedures.</li> <li>• Develop guidelines for viable pick up point locations that facilitate internet connectivity</li> </ul>	<p><b>Primary:</b> Department of Social Services, Office of Telecommunications Management (DOA) <b>Support:</b> Parish Offices of Homeland Security and Emergency Preparedness.</p>	<p>Medium Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Evacuation Terminology:</u></b> Inconsistent use of evacuation terminology at the parish level created challenges for citizens when filing for insurance assistance.</p>	<p>Parishes should refer to LRS 29: 723 that outlines terminology and should follow wording when making evacuation declarations</p>	<p><b>Primary:</b> GOHSEP Operations, Regional Parish OEP Parish Directors Subcommittee</p> <p><b>Support:</b> Louisiana Department of Justice</p>	<p>Short Term</p>
<p><b><u>H-Hour Timeline:</u></b> Hurricane Gustav's potential to impact the entire coast of Louisiana provided significant challenges in determining H-Hour. There was a 14-16 hour time difference between the eastern and western areas of Louisiana receiving tropical storm force winds.</p>	<p>Review procedures to set the H-Hour and provide guidance to parishes for future hurricane tracks that may affect the entire coastline of Louisiana.</p>	<p><b>Primary:</b> GOHSEP Operations</p> <p><b>Support:</b> Regional Parish OEP Parish Director's Subcommittee, National Weather Service</p>	<p>Short Term</p>
<p><b><u>State Agency Liaisons to Parish EOCs:</u></b> Lack of consistency existed in the placement of State Agency liaisons to parish or regional EOCs.</p>	<p>Essential State Agencies represented within the Unified Command Group (UCG) should provide a trained liaison to Parish EOCs or Regional EOCs, if requested and applicable.</p>	<p><b>Primary:</b> GOHSEP &amp; Unified Command Group (UCG)</p> <p><b>Support:</b> All essential State agencies</p>	<p>Short Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Local Control of State Allocated Resources:</u></b></p> <p>Parish authorities identified a need for flexibility in local command and control of state allocated equipment resources.</p>	<p>Development of a policy which addresses the local control of state allocated resources once assigned to a local mission.</p>	<p><b>Primary:</b> Executive &amp; Unified Command Group (UCG)</p> <p><b>Support:</b> GOHSEP Operations</p>	<p>Short to Medium Term</p>
<p><b><u>Communication with Public Service Commission related to Utility Restoration:</u></b></p> <p>Parish Directors indicated that certain utility providers were not able to provide timely updated power restoration timelines to parishes officials...</p>	<p>Better use of WebEOC to capture and disseminate outage information and restoration timelines.</p>	<p><b>Primary:</b> Public Service Commission</p> <p><b>Support:</b> GOHSEP Infrastructure Services Branch</p>	<p>Short Term</p>
<p><b><u>POD Staffing expectations-parish or state:</u></b></p> <p>Pre-Gustav planning assumptions were based on the Parish managing the POD. Parish Directors have requested clear guidance identifying the roles and responsibilities of the Parish and the State regarding POD staffing.</p>	<p>Develop a POD train-the trainer workshop that defines rolls and responsibilities for all partners</p>	<p><b>Primary:</b> GOHSEP ULE, LANG</p> <p><b>Support:</b> Parish Offices of Homeland Security and Emergency Preparedness, LANG</p>	<p>Short Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Logistics Surge Staffing:</u></b> Need more training for State Agency augmentees to ULE.</p>	<p>Identify these personnel as soon as possible. Conduct initial training on general duty assignments and Web EOC training.</p>	<p><b>Primary:</b> GOHSEP ULE, LANG Personnel</p> <p><b>Support:</b> GOHSEP Personnel, LANG Personnel</p>	<p>Short to Medium Term</p>
<p><b><u>Pre-Event Planning:</u></b> Strategic Commodity preposition locations were not sufficient in numbers.</p>	<p>Review possible additional locations for storage and distribution of key commodities.</p>	<p><b>Primary:</b> GOHSEP ULE</p> <p><b>Support:</b> DOA, LANG</p>	<p>Medium to Long Term</p>
<p><b><u>Radio Programming:</u></b> Response planning does not include structured communications plans. In limited instances, State issued radios were not pre-programmed.</p>	<p>Facilitate better pre-planning for frequency allocations and programming. Complete a comprehensive response communications plan.</p>	<p><b>Primary:</b> GOHSEP Interoperability Section</p> <p><b>Support:</b> LSP, LANG</p>	<p>Medium Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b>Base Camp/Sheltering for First Responders:</b> First responders from affected areas and EMAC augmentees did not have adequate living space during response.</p>	<ul style="list-style-type: none"> <li>• Locate possible facilities that are within the regional area of operations that can be used as base camps for first responders.</li> <li>• Preplan base camp contracting.</li> <li>• Develop a resourcing plan to support first responders.</li> </ul>	<p><b>Primary:</b> GOHSEP ULE, EMAC Coordinator</p> <p><b>Support:</b> DOA, GOHSEP Emergency Services Branch, Louisiana State Police, Office of State Fire Marshall, Department of Social Services</p>	<p>Medium to Long Term</p>
<ul style="list-style-type: none"> <li>• In each Regional AAR, it was indicated that OHSEP directors would find receiving objectives from UCG meetings helpful.</li> <li>• Press conferences were held and information was released prior to the information being disseminated to the parishes.</li> </ul>	<p>Recap the Governor’s objectives and relay them to Parish officials prior to media release. This will allow time for parish officials to facilitate any actions required on their behalf before the public is informed.</p>	<p><b>Primary:</b> GOHSEP Communications Director, Governor’s Office Communications Director</p> <p><b>Support:</b> GOHSEP Web EOC Administrator GOHSEP Operations</p>	<p>Short Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Phoenix Evacuation Tracking Software:</u></b></p> <p>The Phoenix system worked in areas that used hardwired connections, however, was slow or failed in areas using wireless connections.</p>	<ul style="list-style-type: none"> <li>• Properly identify the limitations of the system to allow parishes to base plans on the capabilities of the system.</li> <li>• Re-evaluate the Phoenix systems capabilities and make necessary improvements/changes.</li> <li>• DSS and parish leadership should conduct site evaluations where the Phoenix system may be used to determine limitations and requirements of facilities.</li> </ul>	<p><b>Primary:</b> Department of Social Services</p> <p><b>Support:</b> GOHSEP Human Services Branch</p>	<p>Short Term</p>
<p><b><u>Disaster Food Stamps:</u></b></p> <p>Optimum locations within parishes, capable of supporting a Disaster Food Stamp operation, were not adequately preplanned. In some instances, the location was inadequate and the local officials were not properly involved in site selection or planning.</p>	<ul style="list-style-type: none"> <li>• Develop a planning checklist to assist parishes and DSS to identify locations.</li> <li>• Develop a resourcing plan specific to each location (coordinate with DHH on identified medical points of dispensing).</li> </ul>	<p><b>Primary:</b> Department of Social Services</p> <p><b>Support:</b> GOHSEP Human Services Branch, GOHSEP Logistics, Department of Health and Hospitals, Parish Offices of Homeland Security and Emergency Preparedness</p>	<p>Short Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Sex Offender Screenings at American Red Cross Shelters:</u></b></p> <p>Discrepancies exist between State law and the Charter of the International Red Cross relating to sex offender screenings. This created tension between ARC staff and local law enforcement.</p>	<p>Develop a policy by which the American Red Cross, as well as State and local law enforcement, can meet the requirements of the law while maintaining the mission of the American Red Cross.</p>	<p><b>Primary:</b> GOHSEP Human Services Branch and Emergency Services Branch and Executive Counsel</p> <p><b>Support:</b> Louisiana State Police, Department of Corrections, American Red Cross, Local Law Enforcement, Attorney General's Office, Louisiana Sheriff's Association, Department of Social Services</p>	<p>Short Term</p>
<p><b><u>Define expectations of state versus parish managed shelters:</u></b></p> <p>Host parish residents were not given priority for admittance to the MSNS within their jurisdiction. Citizens from coastal parishes filled MSNS shelters in areas outside of their home parish, while citizens from the home parish were forced to evacuate further north.</p>	<ul style="list-style-type: none"> <li>Establish a working group to address a policy that may allow the host parish citizens to have priority in the MSNS shelter with in the region.</li> </ul>	<p><b>Primary:</b> Department of Health and Hospitals, Department of Social Services</p> <p><b>Support:</b> GOHSEP Human Services Branch, Department of Social Services</p>	<p>Short Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Web EOC:</u></b></p> <p>There was not a clear understanding of the Web EOC process.</p>	<ul style="list-style-type: none"> <li>• Establish a Web EOC User Task Force.</li> <li>• Determine required improvements and changes to Web EOC.</li> <li>• Establish a comprehensive Web EOC training program</li> </ul>	<p><b>Primary:</b> GOHSEP Operations</p> <p><b>Support:</b> State Agencies, Parish OEP subcommittee</p>	<p>Short Term</p>
<p><b><u>FEMA ARF Process:</u></b></p> <p>During Gustav and Ike, ARF disposition / status information was not readily available from FEMA. This hindered the State EOC's response capabilities.</p>	<p>Interaction should be facilitated allowing information regarding ARFs or FEMA Mission Assignments, to be available to GOHSEP and other State Agencies.</p>	<p><b>Primary:</b> FEMA</p> <p><b>Support:</b> GOHSEP Operations</p>	<p>Short Term</p>
<p><b><u>EOC Ops/Organization:</u></b></p> <p>The EOC facility was not adequate in size to house the entire state operation effort and its supporting personnel.</p>	<p>Revise requirements for new EOC to reflect actual participation during the Gustav/Ike response as opposed to previous assumptions.</p>	<p><b>Primary:</b> GOHSEP Operations</p> <p><b>Support:</b> DOA</p>	<p>Medium to Long Term</p>



Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Request Processing:</u></b>  Web EOC is used as the primary requesting/tasking/tracking system. However, other processes such as ARFs, state purchases, and EMAC requests are not fully tracked in Web EOC.</p>	<p>All data for a request should be contained within Web EOC. A reporting capability should be built into Web EOC that will automatically generate an ARF, State Form 101, or EMAC printout using data garnered directly from the resource request.</p>	<p><b>Primary:</b>  GOHSEP WebEOC administrator</p>	<p>Short Term</p>
<p><b><u>GIS/Mapping Tools:</u></b></p> <ul style="list-style-type: none"> <li>• GIS and resultant mapping are powerful but underutilized tools in the EOC.</li> <li>• GIS-related equipment available to the State EOC was both inadequate and outdated.</li> <li>• Support agency GIS personnel were underutilized during the EOC activation.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop plans for coordination between all state data systems and GIS capable organizations to prepare and respond to emergencies.</li> <li>• Procure adequate GIS workstations and relative equipment for the EOC.</li> <li>• Coordinate with supporting state agencies to provide personnel to staff GIS activities in EOC.</li> </ul>	<p><b>Primary:</b>  GOHSEP Infrastructure Branch</p> <p><b>Support:</b>  All GIS capable organizations</p>	<p>Short Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b>Generator Support:</b> Generator request were unfilled, canceled, or took too long to arrive.</p>	<ul style="list-style-type: none"> <li>Review current procedure for generator procurement and identify courses of action and recommendations to expedite the process.</li> <li>State/Parish governments should retain an inventory of emergency generators, establish more efficient contracts, or meet with FEMA to discuss problems with federal support of generators.</li> <li>Compel more facilities to acquire generators permanently or have them readily available and maintained.</li> </ul>	<p><b>Primary:</b> GOHSEP ULE</p> <p><b>Support:</b> Division of Administration, FEMA, US Army Corps of Engineers</p>	<p>Medium Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Search and Rescue:</u></b> Pre-identified rescue collection points need to be designated in coastal parishes across the state.</p>	<ul style="list-style-type: none"> <li>• Wildlife Enforcement liaisons must coordinate with local parish emergency managers to identify locations.</li> <li>• Contact Parish Emergency managers and request designated pre-identified collection points where SAR personnel will bring rescued persons for processing, medical care and transportation to shelter or medical facility.</li> </ul>	<p><b>Primary:</b> Louisiana Department of Wildlife &amp; Fisheries</p>	<p>Short Term</p>
<p><b><u>Utility Restoration:</u></b> Better availability of Utility company personnel is needed in the State EOC for improved situational awareness of utility issues during emergency conditions.</p>	<p>Modify GOHSEP's SOP to facilitate adequate utility company personnel in the EOC during emergencies.</p>	<p><b>Primary:</b> Louisiana Public Service Commission</p> <p><b>Support:</b> GOHSEP Infrastructure Branch &amp; Louisiana Public Service Commission</p>	<p>Short Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>Medical Evacuation:</u></b></p> <p>Medical liaison needed in DOTD EOC for transportation of special needs population.</p>	<p>Coordinate with DHH to have a representative in the DOTD EOC to assist with needs assessment of transportation for special needs population.</p>	<p><b>Primary:</b> DOTD</p> <p><b>Support:</b> DHH</p>	<p>Short Term</p>
<p><b><u>Conference Calls:</u></b></p> <p>Conference calls consumed essential personnel for up to six hours each day.</p>	<ul style="list-style-type: none"> <li>• Conference calls are held in such a manner that the same “shift” personnel participate on each (usually day shift).</li> <li>• With the exception of the day before, the day after and the day of the event, the morning conference call can be the “main” conference call where all information is discussed. This information should be captured by a GOHSEP “recorder” and posted on a WebEOC Conference Call Portal for all to view. The evening conference call would be an “update” only call. There would be no need to review the content from the morning conference call, and only immediate needs would be discussed.</li> </ul>	<p><b>Primary:</b> GOHSEP Operations</p>	<p>Short Term</p>

Issue/Recommendation	Improvement Action	Responsible Party/ Agency	Completion Date
<p><b><u>LA Evacuation Guide:</u></b> The LA Evacuation Guide does not include relevant information pertaining to the possible routes and evacuation / sheltering services potentially available in Mississippi.</p>	<p>Facilitate coordination with Mississippi Emergency Management officials for potential services and relevant information that may be provided to evacuees through the evacuation guides.</p>	<p><b>Primary:</b> Louisiana State Police</p> <p><b>Support:</b> GOHSEP Evacuation/Transportation Branch DOTD DSS</p>	<p>Medium Term</p>
<p><b><u>Staff Development:</u></b> The skills and training discrepancies between the GOHSEP dayshift and nightshift personnel were evident. There were instances when nightshift issues were held over for the dayshift to resolve.</p>	<p>Provision for additional nightshift training would enhance that shift's ability to better execute its duties.</p>	<p><b>Primary:</b> GOHSEP Preparedness</p> <p><b>Support:</b> GOHSEP Operations</p>	<p>Medium Term</p>
<p><b><u>Pet Evacuation:</u></b> Additional planning of pet evacuation needed, assets were sent to parishes before they were ready.</p>	<p>Provide better coordination of pet evacuation with Parish authorities</p>	<p><b>Primary:</b> Department of Agriculture</p> <p><b>Support:</b> GOHSEP Infrastructure</p>	<p>Medium Term</p>

## **PART 4: CONCLUSIONS**

Most participants in all after-action conferences exhibited a desire to identify and promptly address issues observed and/or experienced during the preparation, response to, and recovery from Hurricanes Gustav and Ike. This effort marks the preliminary phase of the broad review and improvement planning necessary to institute needed changes. However, there is still more work ahead of us. Better delineation of command and control, continued familiarity with NIMS/ICS training, implementation of a more detailed regional EOC structure, and development of more point to point and in state sheltering were frequently identified as significant issues in the Regional and State After-Action Conferences.

Louisiana's leadership can use the results of this report to improve the efficiency and effectiveness of emergency response plans within the State. State, regional, and parish officials should collaboratively endeavor to improve existing plans and continue to develop new plans where needed to meet the ever growing needs of Louisiana's citizens.

These efforts are merely the first steps in a comprehensive evaluation of Louisiana's overall emergency planning and response. Continued planning, exercises, and collaboration will be constantly required to keep Louisiana "Disaster ready".

