

State of Louisiana



Hurricane Barry

July 2019

AFTER ACTION REPORT/IMPROVEMENT PLAN

ADMINISTRATIVE HANDLING INSTRUCTIONS

1. The title of this document is the State of Louisiana Hurricane Barry July 2019 After Action Report and Improvement Plan.
2. The information gathered in this AAR/IP is For Official Use Only (FOUO).
3. Points of Contact:

State Point of Contact:

Jason Lachney
Operations Section Chief
7667 Independence Blvd
Baton Rouge, LA 70806
225-358-5412
jason.lachney@la.gov

Chris Guilbeaux
Assistant Deputy Director of Emergency Management
7667 Independence Blvd
Baton Rouge, LA 70806
225-715-3191
christopher.guilbeaux@la.gov

CONTENTS

ADMINISTRATIVE HANDLING INSTRUCTIONS	2
CONTENTS	3
EXECUTIVE SUMMARY	4
CONFERENCE OVERVIEW	8
REGIONAL CONFERENCES	11
STATE CONFERENCE	18
CONCLUSION	21
IMPROVEMENT PLAN	22

EXECUTIVE SUMMARY

A low pressure system that originally began in the Plains of the Midwest worked its way southeast and eventually entered the Gulf of Mexico on July 8, 2019 with the National Weather Service predicting an 80% chance of forming a tropical depression over the following week. This storm also possessed a large uncertainty of whether it would develop or whether it would be a

high chance of heavy rainfall across the northern Gulf. The Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) activated its Crisis Action Team (CAT) that began critical coordination with all local, state and federal stake holders.

On July 9, GOHSEP began conducting daily conference calls with members of the Southeast and Southwest Hurricane Task Forces.

On Wednesday July 10, 2019, Governor John Bel Edwards issued a statewide declaration of emergency in preparation for the predicted storm surge, tropical storm force winds and heavy rainfall that would impact the State. GOHSEP began the process to seek a federal declaration.

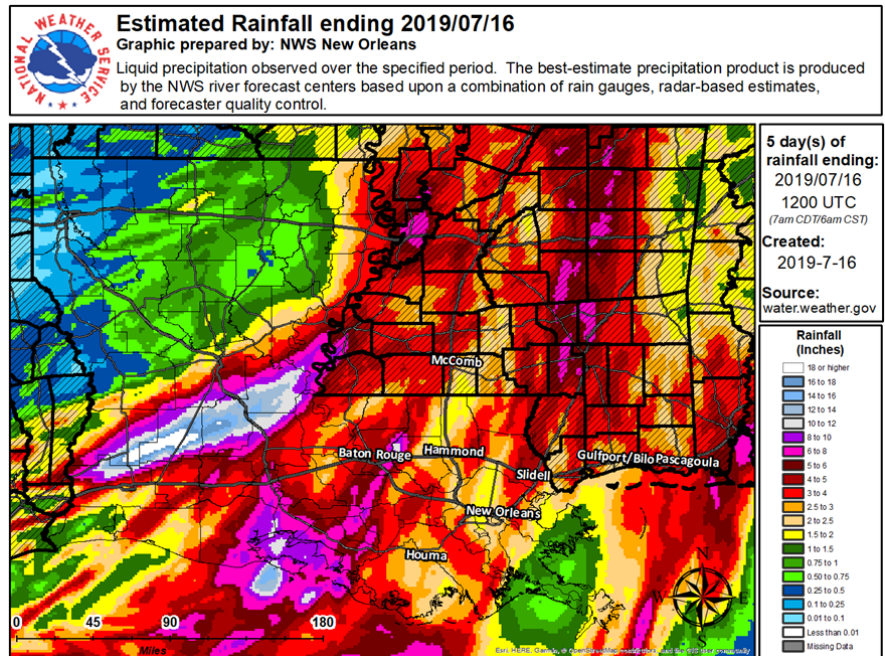
On July 11, 2019, the National Weather Services forecasted Tropical Cyclone 2 organized into a Tropical Storm named Barry. Barry continued to strengthen and move toward the Louisiana coast. While storm surge and Tropical/Hurricane Force Winds became a growing concern, the main threat from Barry continued to be heavy rainfall resulting in potential major flooding. The State Emergency Operations Center (EOC) was fully activated to a Level 1 status. Governor Edwards began to conduct regular Unified Command Group (UCG) meetings with key state and federal leaders. There was a federal declaration issued to provide direct federal assistance, and the FEMA IMAT Team was positioned in the State EOC.

On July 13, 2019, Tropical Storm Barry was upgraded to a hurricane with sustained winds of 74 mph and peak gusts of 85 mph. Between 11 a.m. and noon CDT, Hurricane Barry made landfall as a Category 1 hurricane over Marsh Island and Intracoastal City, LA. Hurricane Barry weakened to a tropical storm by early afternoon as it continued to move over Louisiana. By July 14, 2019 at 4 PM CDT, Barry had weakened to a tropical depression where the center was near Shreveport, LA.



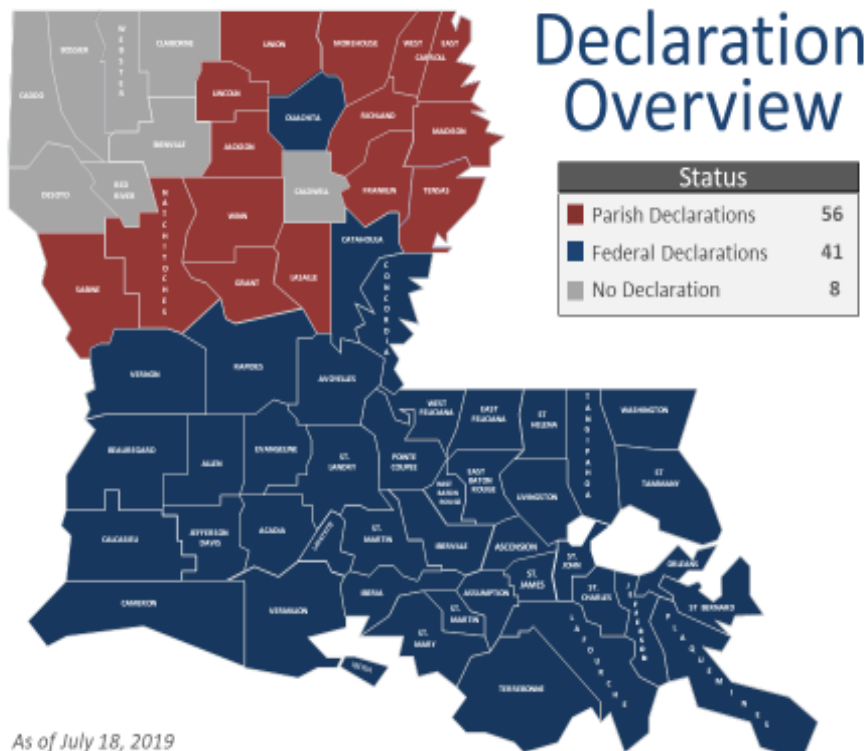
Louisiana experienced excessive rainfall during the event, causing flooding in multiple parishes. The highest amount of total rainfall experienced was 23.58 inches in Ragley, LA (Beauregard Parish).

Even on July 14, 2017, there were several communities still experiencing flash flooding. Search and rescue operations were conducted in the Oberlin and Oakdale areas in Allen parish. Beauregard parish from Dequincy to Dry Creek and Calcasieu parish also experienced significant flooding.



MAJOR RESPONSE EFFORTS

56 parishes issued their own declarations of emergency.



Mandatory evacuation orders were issued for:

- Residents in lower lying Lafitte, Crown Point, Barataria in Jefferson Parish
- The Eastbank of Plaquemines Parish and from Oakville to Venice on the Westbank.
- St. Mary Parish: HWY 317 south from the Intracoastal Bridge to Burns Point
- Lower Dularge area in Terrebonne Parish
- Lafource parish residents south of the Leon Theriot Floodgates
- Mandatory Evacuation for the housing authority in the Town of Erath in Vermillion Parish

Voluntary evacuation orders were issued for:

- Vermilion Parish residents in the lower lying areas of the Parish
- Lower-lying areas of Calcasieu, South of Lincoln Rd.
- St. Mary Parish residents not included in the mandatory evacuation areas
- Lower St. Martin for Stevensville and Belle River
- Iberia Parish for residents living south of US Hwy 90 and other low lying areas
- Assumption Parish for low lying areas
- Acadia Parish South of LA-92
- East Feliciana for residents residing on the Amite River
- Cameron Parish areas south of the Intracoastal Waterway
- St Charles Parish for residents in low lying areas
- Tangipahoa Parish for residents in low lying areas

The Department of Transportation and Development (DOTD) activated its transportation contract which made coach buses and paratransit vehicles readily available to evacuate citizens. Three Vehicle Staging Areas (VSA) were established in Lafayette, Jefferson and Ascension Parishes.

There were 30 opened shelters with a total population of 533 residents sheltered during this event. The Department of Children and Family Services activated its contract with the statewide 211 system to disseminate critical mass care information to the citizens.

Under leadership of the Louisiana Department of Health, several healthcare facilities were evacuated for Hurricane Barry.

- Riverbend Nursing home in Plaquemines Parish evacuated 115 patients. St Mary Parish had two nursing homes evacuate. Patterson Health Care evacuated 82 patients and Franklin Health Care Center evacuated 110. 6 critical care patients from Woodleigh Senior Living of Baton Rouge and 6 critical care patients from Colonial Care Retirement Center in Baton Rouge.
- 2 hospitals, Iberia Medical and Iberia Rehabilitation Hospital, were evacuated due to loss of power.
- 2 Adult Residential Care Providers (ARCP) evacuated: A & D Adult Residential Care in New Orleans and House of Grace in Denham Springs.

The Department of Corrections (DOC) played a key role in the response efforts with the evacuation of three parish jails and their inmate sandbagging operations. Plaquemines Parish Detention Center evacuated 586 offenders. 11 offenders from Morgan City Jail and 167 offenders from St. Mary Parish jail had to be relocated. DOC sand bagging operations included

- o Allen Correctional Center - 650 sandbags filled and provided to Allen Parish Police Jury.
- o Rayburn Correctional Center - 240 sandbags filled
- o Dixon Correctional Center - 1,000 sandbags filled
- o Elayn Hunt Correctional Center - 11,000 bags filled and distributed to local community.
- o Louisiana State Penitentiary - 4,000 bags filled and given to West Feliciana Parish Sheriff's Office for distribution.
- o Raymond Laborde Correctional Center - 1,400 bags filled

Search and Rescue (SAR) efforts for this response brought 18 residents and 2 pets to safety.

The Louisiana Army National Guard activated approximately 3,861 soldiers on orders to assist in direct support missions. SAR teams, helicopters, high water vehicles (HWV) and boats were staged across the state to conduct SAR sweeps with the Coast Guard if needed. The Regional Staging Area (RSA) and the Unified Logistics Element (ULE) were activated in preparation for commodity distribution. 20 soldiers were sent as bus drivers to Plaquemines parish.

RESOURCES/COMMODITIES USED DURING HURRICANE BARRY

STATE COMMODITY USAGE			
Sandbags	628,500	Pumps	33
Water	135,072	Trucks	106
MREs	20,160	Shower Trailers	03
Blankets	516	MHE POD Packages	15
Generators	11	Light Sets	16
Generator Assessment	13	Port-o-Let	10

DISASTER RECOVERY EFFORTS

Public Assistance

Several parishes requested that Public Assistance (PA) PDAs be conducted in their jurisdiction which resulted in the following:

Assistance for emergency work and the repair or replacement of disaster-damaged facilities (Categories A - G) was approved for the 7 parishes of:

Allen, Iberia, Lafourche, Plaquemines, St. Mary, Terrebonne, and Vermillion Parishes for all categories of Public Assistance.

The following 12 parishes were approved for debris removal and emergency protective measures (Categories A and B), including direct federal assistance:

Ascension, Assumption, East Baton Rouge, East Feliciana, Iberville, Jefferson, Orleans, St. Charles, St. Helena, St. John the Baptist, Tangipahoa, and West Feliciana Parishes

Individual Assistance

Requests for Individual Assistance (IA) Preliminary Damage Assessments (PDA) were received through WebEOC. GOHSEP completed all IA PDAs for the requesting parishes by Friday June 14, 2019. IA PDAs were requested and conducted in the following parishes:

Assumption, Avoyelles, Lafourche, Allen, St. Mary, Iberville, Terrebonne, Calcasieu, and Iberia

Based on the Individual Assistance Declaration Guidance and Rules and historical data from previous events, the data collected did not support a request to FEMA for Individual Assistance. Parishes were encouraged to work with local resources, private sector partners, and nonprofit/volunteer organizations to further assist with recovery efforts.

Joint damage assessment were conducted by the US Small Business Association (SBA) and GOHSEP to determine the extent and type of disaster assistance necessary to assist in recovery efforts. SBA Loans were approved for the following 3 parishes:
St. Mary, Allen, Avoyelles

CONCLUSION

GOHSEP conducted five After Action Review (AAR) conferences that reviewed the warning, preparatory, response, and post incident phases of Hurricane Barry. These 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 began with a brief overview of the Hurricane Barry Response. Next, it will highlight key issues specific to the regional and State AARs. Lastly, it will provide improvement tables on recommended actions by Region and State Emergency Support Functions. 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.

CONFERENCE OVERVIEWS

Regional Conferences

Four Regional AAR conferences were held following the storm, to gather and review firsthand information and lessons learned from across the state. Before each regional AAR, parishes met

and discussed issues that could be corrected internally without state assistance. Issues beyond internal control were presented to the state for discussion.

During each AAR, the sessions were divided into core capability topics for simplicity of review. The compiled data was collected from each AAR and is articulated in this final report. This report and improvement plan has been produced to help mitigate against, prepare for, respond to, and recover from the effects of such events in the future.

State Conference

The State-level AAR was held in Baton Rouge on August 26, 2019. Partners from state agencies and other stakeholders were in attendance to discuss pertinent state-level issues and identify areas requiring improvement. Many state agencies conducted their own internal AARs to review and improve plans specific to their agency and/or emergency support functions.

Overall Areas for Improvement

There were three reoccurring issues identified in the Regional and State AARs. These areas for improvement were discussed at all of the conferences.

Issue 1 - Conference calls hosted by GOHSEP are useful to exchange information, communicate with the parishes and be proactive but they are way too long and some parishes are too busy with response efforts to sit through them. In addition, the conference call system has glitches, i.e., kicks participants off, inability to mute background noise, etc.

Corrective Action – Streamlining the conference calls to reduce duplication of information would make the calls more efficient and allow the parishes to report first on the calls due to ongoing response priorities. GOHSEP has chosen a product (Zoom) that will eliminate the call issues identified.

Issue 2 – Situation Reports (SITREPs) in WebEOC provide valuable information from the State Agencies and Parish emergency managers. GOHSEP uses information from the state agency and parish SITREPs to develop and disseminate one comprehensive SITREP. Participants were not aware of the times that their information needed to be submitted to be compiled in the combined SITREP and they found it challenging to submit updates regularly due to competing operational priorities. In addition, there were concerns expressed that some of the information submitted was not included in the comprehensive SITREP.

Corrective Action - There were almost 1,000 individual SITREPs submitted by parishes and agencies for this event. GOHSEP will continue to create a concise and relevant combined SITREP by extracting the older or reoccurring topics as the document cannot be efficient if it is over 30 pages long. However, if there is a topic that is extracted but is key to specific response efforts, notify GOHSEP of the importance of maintaining it on the report. Submitters can use an asterisk (*) in front of the information so that the data is not removed. GOHSEP Operations will also notify with all stakeholders of the times in which reports must be submitted to be included in the combined SITREP.

Issue 3 – There was confusion and an overall lack of communication from agencies conducting

Preliminary Damage Assessments (PDA). The American Red Cross conducted their damage assessments in local jurisdiction in some cases without the parishes being notified. The State Fire Marshall conducted PDAs immediately after the event. Then the parishes began to request both PA and IA PDAs through WebEOC. There was no common criteria or any coordination on what information was being collected or shared with local or state partners. In addition, parishes were not familiar with the program requirements and information that needed to be collected for the State PDA teams to begin to plan for conducting these assessments.

Corrective Action: GOHSEP Preparedness Section will conduct planning with all stakeholders and create a Standard Operations Procedures (SOP) which will include all program requirements and roles and responsibilities for all those involved with Damage Assessments.

Conclusion

As with any disaster, the response and recovery from Hurricane Barry exposed areas for improvement at the State, and Parish levels. This report will seek to outline the issues and suggested corrective actions which will ultimately benefit the State of Louisiana. 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.

REGIONAL CONFERENCES

The GOHSEP facilitator emphasized a few topics at every conference.

When requesting commodities or resources, be sure to have a plan to unload the vehicle. Either have the proper material handling equipment (MHE) or be sure to add that to the request in WebEOC. If the parish can send personnel to pick up the resources, it will get there much faster than waiting on the state to deliver them. In addition, if a state or contracted resource is moved from its original delivery location, the parish must update the new location in the WebEOC mission.

When resources are requested by the parish, those requests will first go the ESF lead for that capability. For example, when requesting security, that request will initially be tasked to the Louisiana State Police (LSP). The personnel that completes the mission may be LSP but it can also be LANG or another law enforcement entity.

GOHSEP is also planning to develop a cadre of trained Parish Liaison Officers (PLOs) to deploy to parish EOCs if needed during response efforts. The plan is to have State Applicant Liaisons (SALs) serve as the PLOs since they already have established working relationships with parish officials.

REGION 1

Jefferson Parish EOC August 28, 2019

- American Red Cross

- Department of Children and Family Services
- Governor's Office of Homeland Security and Emergency Preparedness)
- Jefferson Parish Emergency Management
- Jefferson Parish Human Services Authority
- Louisiana Army National Guard
- Louisiana Department of Environmental Quality
- Louisiana Department of Health
- Louisiana Department of Transportation and Development
- New Orleans Health Department
- New Orleans Office of Homeland Security and Emergency Preparedness Plaquemine Parish Office of Homeland Security and Emergency Preparedness
- St. Bernard Parish Office of Homeland Security and Emergency Preparedness
- University Medical Center
- US Coast Guard Sector NOLA

Discussion during the Region 1 After Action Conference covered a broad spectrum of topics that included what really worked well in the response as well as areas for improvement. Overall the requested resources and personnel were deployed and accessible for use when needed. Parishes utilized the conference calls and State SITREPs to maintain information flow and remain proactive in preparedness, response and recovery stages. The LWIN towers and communications were stable in this area.

There was also mention during this conference that the US Coast Guard has shallow water boats that may be used to support ESF 9 in their SAR efforts with the proper planning and coordination.

The following topics were areas that participants would like to improve plans and response efforts:

Issue 1 - Citizens saw buses staged at the Vehicle Staging Area (VSA) and immediately attempted to access these resources for evacuation. The region expressed concern that citizens may be confused to the location and functions of the Parish Pickup Point and the VSA.

Corrective Action: Better education to the public of the role of the VSA and the Parish Pickup Point.

Issue 2 - OHSEP Channels 1-9 are monitored, however OHSEP is limited to one radio per parish for the 911 call center. GOHSEP cannot monitor all 64 parishes in addition to all other priorities.

Corrective Action: Establish a GOHSEP EOC channel for improved radio communication between parish EOCs and the state EOC.

Issue 3 - Pre-identified contracts for food vendors were activated, however there were problems as Plaquemine and Jefferson was notified that they failed the LDH health inspection. This created problems in feeding support and responders during the event and MRE provisions had to

be made.

Corrective Action: Work with LDH and food vendors to correct any issues preventing passing inspections in the future.

Issue 4 - Nursing home evacuation in Plaquemines Parish occurred as the facility was below the flood gate. The patients were evacuated in accordance with their plan however there were still issues with communication and execution of their plan.

Corrective Action – Suggested having a Subject Matter Expert or Liaison for the Nursing Homes at the parish EOC to increase communication and support.

Issue 5- When the State activated its contract with the 211 system to disseminate information, there was some initial confusion on the role 211 vs 311. Region 1 also received Region 3 calls. The statewide contract with 211 and United Way has a point of contact in the DCFS EOC and information about sheltering is provided.

Corrective Action: Call centers should improve their plans and procedures during disaster activations to include routing call to the proper center. Additionally, promotion of these lines and intended purposes are needed to educate the public.

REGION 2

GOHSEP Overwatch August 29, 2019

- American Red Cross
- Ascension Parish Office of Homeland Security and Emergency Preparedness
- East Baton Rouge Mayor's Office of Homeland Security and Emergency Preparedness
- Department of Children and Family Services
- Governor's Office of Homeland Security and Emergency Preparedness
- Iberville Office of Emergency Preparedness
- Livingston Parish Office of Homeland Security and Emergency Preparedness
- Louisiana Army National Guard
- Louisiana Department of Environmental Quality
- Louisiana Department of Health
- Louisiana Department of Transportation and Development
- Louisiana State University Office of Emergency Preparedness
- Point Coupee Office of Homeland Security and Emergency Preparedness
- West Feliciana Office of Homeland Security and Emergency Preparedness

Discussion during the Region 2 After Action Conference covered the topics that were relevant for the response. The impacts of Hurricane Barry were minimal to the area since the predictions of rainfall and flooding thankfully did not occur. Participants in this region highlighted areas for sustainment in response as well as areas for improvement. Requested resources and personnel were deployed and accessible for use when needed in Region 2. Parishes utilized the conference calls and State SITREPs to maintain information flow and to remain proactive in preparedness, response and recovery stages.

The following topics were areas that participants would like to improve plans and response efforts:

Issue 1- When DCFS announced the authorization of replacement SNAP for those receiving these benefits day to day, many people were confused and thought this was the DSNAP program. Many citizens didn't understand why only those recipients already receiving SNAP benefits were eligible for food loss.

Corrective Action: DCFS and local partners must message this better in the future if they replace SNAP benefits and do not implement the DSNAP program. Parish, state and VOAD partners should develop feeding plans to assist citizens with replacing food lost due to the disaster for those in most need regardless of a federal Individual Assistance (IA) Declaration.

Issue 2 – National Guard troops arrived in parishes looking for lodging, feeding and other logistical support without the local OEPs being notified. Parishes are very thankful for LANG when their resources are requested. Parishes want to assist troops, even when they were not requested by the parish, but cannot do this effectively with no communication.

Corrective Action – When troops are going to be staged in a local jurisdiction, the parish must be notified of the purpose of the mission and exactly what may be needed from locals to support the troops.

REGION 3

Terrebonne Parish EOC August 28, 2019

- Acadian Ambulance
- American Red Cross
- Bayou Cane Fire District
- Bourge Volunteer Fire Department
- Department of Children and Family Services
- Dulac Community Center
- Governor's Office of Homeland Security and Emergency Preparedness
- Houma Fire Department
- Houma Police
- HR/RM Terrebonne Parish Consolidated Government
- Little Caillou Volunteer Fire Department
- Louisiana Army National Guard
- Louisiana Department of Environmental Quality
- Louisiana Department of Health
- Louisiana Department of Transportation and Development
- Louisiana Department of Wildlife and Fisheries
- Lafourche Parish Sheriff's Office
- Montegut Volunteer Fire Department
- St. Charles Parish Office of Homeland Security and Emergency Preparedness
- St. Mary Parish Office of Homeland Security and Emergency Preparedness
- South Louisiana Electrical Cooperative Association

- Terrebonne Parish 911
- Terrebonne Parish Consolidated Government – Coastal Restoration
- Terrebonne Parish Consolidated Government – Housing and Human Services
- Terrebonne Parish Consolidated Government – Information Technology
- Terrebonne Parish Consolidated Government – Planning and Zoning
- Terrebonne Parish Consolidated Government – Public Works
- Terrebonne Parish Consolidated Government – Transit Director
- Terrebonne Parish Office of Homeland Security and Emergency Preparedness
- Terrebonne Parish Recreation
- Terrebonne Transit
- US Coast Guard

Discussion during the Region 3 After-Action Conference covered a broad spectrum of issues and concerns.

One of the topics highlighted as a best practice was the local planning partnership that worked together to manage the shelter at the Houma Municipal Auditorium. The shelter was supported by the DCFS regional liaison and the Food Bank provided the meals for the residents. The parish will complete a memorandum of understanding (MOU) with the food bank to support feeding efforts in the future.

Parishes would like to follow-through with the partnership to perform Critical Infrastructure Assessment with USACE to get generators installed efficiently in the future.

The following topics were areas that participants would like to improve plans and response efforts:

Issue 1 – Region expressed that WebEOC may be a bit too convoluted to track a mission solely through the system. The requestor has to log back into the system and read through the updates and this maybe time consuming.

Corrective Action - Design WebEOC to send an email or alert to the parish submitting the request when a comment or update is made to the mission. This would give vital updates without having to go back and log into the system. Each parish can be setup to one email address in WEBEOC. This way tasking can reach the entire Parish and not just one communication partner. In addition, Parish LNOs, if requested, can assist the parish with mission updates and resource tracking.

Issue 2 - Mapping was provided by the Homeland Security Interoperability Division regarding flood inundation estimates for the regions that may have been effected. However, there wasn't any consideration of the levee systems or other flood control measures taken into account.

Corrective Action: - Information should be vetted before sending it out to the local jurisdictions and through the correct distribution lists.

Issue 3- Communication between local and state partners must be improved. Participant were concerned ATT service went down and it was not reported it within in WebEOC. There was also

a few hour lag before the State knew about overtopping of levees. In addition, some of the conference call updates did not provide a true depiction of what is happening in the parish.

Corrective Action - Develop a communications plan that addresses real time updates of significant issues between parishes and the State. The plan must truly capture parish and local issues so the issues can be communicated to the Governor and his leadership staff.

Issue 4 – When DOTD requests school buses through the Department of Education, the parishes were not informed when their assets were taken out of regular use and activated for the state mission.

Corrective Action - DOTD and/or the Department of Education must notify parishes when their buses are activated for the state evacuation mission.

Issue 5 – There is no standard to conducting preliminary damage assessments (PDA) after an event. American Red Cross came in and did damage assessments without anyone in the parishes being notified.

Corrective Action- Provide notification to parish OEP before conducting any damage assessments in a parish. Develop guidance and training on the requirements and criteria for both IA and PA PDAs.

REGION 4, 5 & 6

Crowley LSU Ag Center September 4, 2019

- 232 – Help
- Acadian Ambulance
- Acadia Fire District – Crowley Fire
- Allen Parish Office of Emergency Preparedness
- American Red Cross
- Calcasieu Parish Office of Homeland Security and Emergency Preparedness
- Catholic Charities of Acadiana
- Department of Children and Family Services
- Governor’s Office of Homeland Security and Emergency Preparedness
- Jefferson Davis Parish Sheriff’s Office
- Louisiana Army National Guard
- Louisiana Department of Environmental Quality
- Louisiana Department of Health
- Louisiana Department of Transportation and Development
- St. Landry Parish Office of Homeland Security and Emergency Preparedness
- St. Mary Parish Office of Emergency Preparedness
- St. Martin Parish Office of Homeland Security and Emergency Preparedness
- Vermillion Parish Office of Homeland Security and Emergency Preparedness

Regions 4, 5 & 6 joined together to conduct this tri-regional AAR conference and a broad

spectrum of topics were discussed. Over all parishes had good experiences with resources being delivered and picked up efficiently. VOAD groups in this area coordinated with parishes to assist with recovery efforts and to help those with the most needs.

The following topics were areas that participants would like to improve plans and response efforts:

Issue 1 - St. Mary expressed concerns about the evacuation and repatriation of two nursing homes in their parish. The nursing homes are private entities with their own plans and indicated that they have mitigated issues to be able to shelter in place. The State strongly encouraged the facilities to evacuate. It was a rough evacuation and utilized state assets.

Corrective Action: Determine when or if it is appropriate for the state to step in and strongly encourage facilities to evacuate after they have made the decision to shelter in place and have no legal obligation to evacuate. Develop a communications plan that keeps all stakeholders informed of the evacuation and repatriation process.

Issue 2 – When DOTD requests school buses through the Department of Education, the parishes were not informed when their assets were taken out of regular use and activated for the state mission.

Corrective Action - DOTD and/ or the Department of Education must notify parishes when their buses are activated for the state evacuation mission.

Issue 3 –Red Cross conducted damage assessment in municipalities without notifying the parish OEP. This was counterproductive as Red Cross engaged with local mayors that may have been new and did not understand the response and recovery process or policies involved.

Corrective Action- Red Cross must maintain communication with parish offices of emergency preparedness throughout all response and recovery efforts. OEPs must be notified before the damage assessments will be conducted and should receive the information collected in their parish to better assist residents in their recovery process.

Issue 4 – Residents that are electrically dependent and on oxygen are going to hospitals just to plug into a power source or for oxygen.

Corrective Action – Develop other considerations for the electrically dependent population. Develop better outreach and public messaging to inform citizens of the oxygen program that can swap empty tanks for full ones.

Issue 5 - St. Mary lost cell towers out near the court house when the power went out and lost LWIN Tower due to power/generator issues.

Corrective Action - Coordinate with ESF 2 leads to identify a permanent solution for power and LWIN tower loss in the future to ensure there are no gaps in communication.

Issue 6 – Citizen Groups, such as the Cajun Navy, self-deploy to assist in search and rescue

efforts setup their own independent operations. They must be included in the overall SAR response. Parishes had positive experiences when these assets were embedded with the State Fire Marshall (SFM) and Department of Wildlife and Fisheries (DWF).

Corrective Action: - Planning efforts should be made to link all SAR agencies together for a cohesive response like Sheriff's Offices, Terrebonne's Marine CERT, the SFM and DWF.

Issue 7 – There were instance when 211 was giving callers the wrong information. In addition, there was not enough signage at evacuation points to inform citizens to call 211 for shelter information. At one point DOTD removed the signs when the winds started to get stronger.

Corrective Action – DCFS should continue to coordinate with 211 providers and keep them informed of the most updated shelter information during a disaster. Create a corrective action plan to correct misinformation that may be communicated during an event. Coordinate with DOTD to place messaging boards or large signs that can be left up at the evacuation points.

Issue 8 – Liaison Officer (LNOs) from multiple state agencies reported to parish EOCs without being requested then relied on the parish to make accommodations for them. When LNOs are requested, they are very helpful to the parish. However, some parishes expressed that the LNOs were specifically unwanted but still felt pressure to submit a WebEOC request for the agency after the fact.

Corrective Action – No LNOs should report to a parish EOC without a formal request from the parish in WebEOC. In addition, agencies should make appropriate accommodation for their staff members and not rely on the parish to provide those resources.

STATE AGENCY CONFERENCE

State EOC August 27.2019

- American Red Cross
- Coastal Protection and Restoration Authority
- Department of Children and Family Services
- Department of Corrections
- Department of Natural Resources
- Governor's Office of Homeland Security and Emergency
- Louisiana Army National Guard
- Louisiana Department of Environmental Quality
- Louisiana Department of Health
- Louisiana Department of Transportation and Development
- Louisiana Department of Wildlife and Fisheries
- Louisiana Emergency Response Network
- Louisiana Office of Technology Services
- Louisiana Workforce Commission
- Office of Juvenile Justice
- US Army Corps of Engineers

State Agency participants expressed that overall the events were successfully handled for the response to Hurricane Barry. Additional efforts from outside agencies and coordination from GOHSEP are needed to address a few areas for improvement.

GOHSEP – Operations, Facility and Joint Information Center (JIC)

State EOC representative felt that the EOC activation was sufficient and that the new mapping features used provided excellent graphics to highlight essential information. The meals for this event were brought directly to the facility and this made it more convenient for EOC representatives to eat and return to their work station.

The following topics were areas the EOC would like to improve plans and response efforts:

Issue 1 – It is hard to get a good count on the number of meals that need to be ordered for each shift. There must be a good head count to ensure we don't run out of meals but don't have a lot of food leftover.

Corrective Action – Consider adding additional staff to the UMR to assist facility support with the feeding mission.

Issue 2 – There is no running list of the times and physical room locations of some of the regular conference call or meetings happening at GOHSEP during the response. This makes it difficult to know where to pipe in conference calls and other AV information.

Corrective action - Display time and room numbers to all meetings and conference call in the EOC and WebEOC.

Issue 3 – There are not enough rooms or state agencies are not aware of the process to secure a location at GOHSEP to conduct conference calls.

Corrective Action – Assign a GOHSEP staff member that can assist the agency in securing a location to conduct conference calls. This could be the branch manager or EOC Staff.

Issue 4 – There were many concerns brought up on mission taskings in WebEOC. Missions are still being tasked to the wrong ESF. There seemed to be a lack of communication between the requestors and the SEOC. For example a forklift was requested and the ESF delivered it, but when it arrived, the agency had already rented a forklift wasting valuable time and resources. In addition, when the SEOC is deactivated, state agencies are not following up and closing their missions.

Corrective Action – EOC must maintain better communications with WebEOC missions at every stage. More training opportunities must be provided for branch managers in the EOC with their ESF partners to focus on priority of missions. Emphasize the importance of closing all open missions during the debriefing and deactivation of the SEOC.

Issue 5 – State agencies are not sending representation the Joint Information Center (JIC).

Corrective Action – When the JIC is activated, state agencies must have a plan to participate in the JIC.

Communications Branch

Overall communications were successful in this response. LWIN and cellular coverage worked pretty well. Alert FM was activated by GOHSEP and was a valuable tool in notifying residents to evacuate. Having OTS on site was helpful for the EOC to address IT issues.

The following topics were areas the branch would like to improve plans and response efforts:

Issue 1 – There were numerous IT issues in the State EOC. Wi-Fi is no longer open to everyone that is assigned to the SEOC and greatly impeded the overall mission of the SEOC. There were frequent internet outages.

Corrective Action - Ensure OTS is at the EOC during all activations to help with issues. For future events, GOHSEP will submit a WebEOC request for the appropriate level of support from OTS.

Issue 2 – Communication plans were not as effective for Search and Rescue partners and that mission.

Corrective Action – Coordinate with SAR partners to develop and refine the 205 for this core capability.

Infrastructure Branch

Transportation coordination worked especially well with this event. There was good communication between ESF 1 and LANG on the Tiger Task Force mission. ESF 1 coordination with the Human Services Branch was the key to successfully evacuating and repatriating nursing home residents.

The Coastal Protection and Restoration Authority (CPRA) practiced great coordination and communication within the Infrastructure Branch. They worked with several branch partners (DOTD, LANG, USACE) to provide sandbags to the St. Mary Levee District. The US Army Corps of Engineers were key to assisting with statewide flood fighting efforts. They will be conducting an inventory assessment and have super sacks available for future responses.

The following topics were areas the branch would like to improve plans and response efforts:

Issue 1 – In some instances, FEMA has a different terminology than the state agency that may be requesting federal assistance and what they deliver isn't what the ESF intended to request.

Corrective Action – Coordinate with FEMA partners when developing the Resource Request Form (RRF) to ensure that all parties understand exactly what resources are needed.

Issue 2 – When making inquiries to FEMA, they sometimes took the questions too far and assumed there would be a request to follow.

Corrective Action – Improve communication with FEMA to impress upon them that questions and technical assistance should not be taken farther than requested. State agencies should be comfortable to ask questions without worrying if FEMA will begin to implement any actions without being formally tasked. State agencies should go through SEOC Branch Managers and not directly coordinate with FEMA.

Human Services Branch

DCFS activated their communications contract with the statewide 211 system to disseminate shelter and mass care information and while there are still some areas for improvement, overall this partnership was successful. LDH liked the use of 211 in this event. The LWF contracts for feeding were implemented successfully. The early activation of LDHT, shelter taskforce, and VOAD calls went well.

The following topics were areas the branch would like to improve plans and response efforts:

Issue 1 – DCFS activated replacement SNAP benefits for those already receiving benefits to cover food loss and this created some issues. Call centers and their website was inundated with questions from public thinking the DSNAP had been activated. To activate the DSNAP program, the State must have an IA declaration to be able to submit a request to the USDA.

Corrective Action: DCFS and local partners must message this better in the future if they replace SNAP benefits and do not implement the DSNAP program. Parish, state and VOAD partners should develop feeding plans to assist citizens with replacing food lost due to the disaster for those in most need regardless of a federal Individual Assistance (IA) Declaration.

Issue 2 – There were communication issues between all stakeholders when nursing home patients were able to leave the shelter and return to their originating facility. Some state partners were unaware of the plan to return as decisions were being made at the shelter and nursing home facilities.

Corrective Action – The nursing homes and local representatives will always know when those evacuations and returns will occur before the state will, however, LDH or the Human Services Branch Manager should brief the SEOC as soon as they are aware of those efforts.

Issue 3 - Identifying areas/parishes on a map with a Mandatory evacuation would highlight the areas that require immediate attention. Facilities and vulnerable populations in that area could be notified and policy considerations such as lifting pharmacy edits for Medicaid recipients could be worked.

Corrective Action – Consider color coding of map to identify which parishes had a mandatory evacuation.

Emergency Services Branch

Overall communications between branch partners was excellent for this event. Wildlife and Fisheries maintained a good level of communication with other SAR partners to include LANG and the SFM and want to maintain this level of communication and coordination moving forward. The United Cajun Navy did complete a MOU along with 3 additional volunteer agencies and were tasked to the State Fire Marshall. State partners should build a mechanism to bring them in and task them to the appropriate agency for future SAR efforts. The Department of Corrections reported that their response effort went well and want to continue to utilize their offender workforce and support security missions as needed in future events.

Issue 1 – There are multiple agencies at the state and local level that have responsibilities for Search and Rescue efforts. In addition, citizen groups such as the Cajun Navy will spontaneously volunteer.

Corrective Action – All agencies that may provide SAR during a response should coordinate and develop a unified SAR plan outlining specific roles and responsibilities to alleviate confusion and eliminate duplication of effort.

Logistics Branch

Issue 1 – FEMA brought additional resources and personnel to the Regional Staging Area (RSA), which consumed valuable space. The RSA should only be used for the staging of MREs and water to stock parish Points of Distribution (PODS) and managed by the ULE.

Corrective Action – ESF 7 will continue to work with FEMA Logistics to develop a plan that keeps these resources separated better in the future.

CONCLUSION

All participants in this AAR/IP agreed to the success of each other's efforts. Although the actions in preparing for and responding to the Hurricane Barry should be viewed as successful, there is still room for improvement.

IMPROVEMENT PLAN

This IP has been developed specifically as a result of the Hurricane Barry. These recommendations draw on both the After Action Report and the After Action Conferences.

Observation Title	Recommendation	Corrective Action Description	Capability Element	Primary Responsible Agency	Agency POC	Start Date	Completion Date
1.GOHSEP Facilities provided convenient meals onsite for staff; however a good headcount is needed to efficient supply and provide facilities for overnight stay as needed	1.1 Food services can be done with LSP to maintain adequate count and inventory of meals for staff. Options to add UMR staff to help with feeding tasks would be feasible 1.2 Exploration of safe room and possibility to bringing in shower trailers to support EOC staff.	1.1.1 Revised plan to support cost-efficiency and effectiveness to support EOC operations during a disaster 1.2.1 Revise plan to explore contingency resources for safe room and shower trailers to accommodate staff	Planning	GOHSEP	Danny McLaughlin	9/26/19	2/1/2020
2.1 GOHSEP Facilities provides for IT, AV and technology to support the EOC.	2.1.1 Enlist OTS and IT support to ensure that connectivity to internet, printing capacities for both color and b/w, and relaying conference calls in the EOC are possible.	2.1.1.1 Facilitate core planning meeting with GOHSEP, IT and OTS resources to maintain technology, i.e., connectivity to internet, printing capacity for both color and b/w and relaying conference calls in the EOC are possible.	Planning Organization	GOHSEP, IT, OTS	Steve Burr	9/26/2019	2/1/2020

<p>3. EOC communication for Deactivation and meaningful comments in WebEOC to provide updates, essential information and comments for shift change and updates/close out for mission.</p>	<p>3.1. Provide training to ESF leads and staff supporting the EOC to ensure that instructions and follow-through for deactivation to update and close mission.</p> <p>3.2. Provide training and support to make sure ESF leads and staff supporting the EOC provide updates at all aspect of the mission to increase time and efficiency of resource allocation.</p>	<p>3.1.1 & 3.1.2 Designed training sessions, webinar or just-in-time training to increase knowledge of providing meaningful comments and updates on missions and closures as well as ensure that information is brief accordingly during shift changes. Training should also information and needs to handle off-loading of resources if needed.</p>	<p>Training</p>	<p>GOHSEP</p>	<p>Austin/Mel</p>	<p>9/26/2019</p>	<p>2/1/2020</p>
<p>4. Information sharing in Situational Reports need to reflect adequate and relevant data for action and Conference Calls need to be more concise.</p>	<p>4.1. Facilitate development of Situation Reports to ensure pertinent data is relayed.</p> <p>4.2 Streamline Conference Calls to prioritize parishes first</p>	<p>4.1.1 Design a reporting template for Situational Reports that are concise.</p> <p>4.2.1 Structure conference calls for more efficiency</p>	<p>Planning</p>	<p>GOHSEP</p>	<p>Raina Cazier Jason Lachney</p>	<p>9/26/2019</p>	<p>2/1/2020</p>
<p>5.Resource allocations of buses at the parish level must include notification to Parish OHSEP Directors</p>	<p>5.1. Communication between with ESF1 and Parish OHSEP must be maintain when local resources are taken.</p>	<p>5.1.1 Plan communication between parties when local buses are needed from the parish and document in WebEOC.</p>	<p>Planning</p>	<p>DOTD</p>	<p>Mike Miller</p>		

<p>6.Resource management from request, tracking and deactivation.</p>	<p>6.1 Manage expectations and guidance when requests are made and equipment is needed to be updated in WebEOC.</p> <p>6.2 Provide accountability of resources to ensure location and demobilization when the resource is moved or if the resource is no longer needed</p>	<p>6.1.1 Provide training to support missions in WebEOC to communicate specifics about resource requests, updates and management. This includes making sure parishes know the difference between deliveries and pick-up and have resources to off-load resources requested.</p> <p>6.1.2. Provide training and follow-up to make sure equipment, assets and resources are tracked and demobilized when it is no longer needed.</p>	<p>Training</p>	<p>GOHSEP</p>	<p>Melton Gaspard</p> <p>GOHSEP Logistics</p>		
<p>7. Communication about disaster assessments conducted in the parishes and understanding the various criteria are essential at the parish level.</p>	<p>7.1. Start with providing disaster assistance and recovery training on criteria to assess needs.</p> <p>7.2 Identify all stakeholders who may do PDAs to ensure they communicate prior to deployment with local parish OHSEPs.</p>	<p>7.1.1 Provide disaster assistance and recovery training on PDAs and program criteria.</p> <p>7.2.1. Network with PDA stakeholders to relay communication pathway before deployment to conduct PDAs.</p>	<p>Planning Training Organization</p>	<p>Gohsep Parish OHSEPs</p>	<p>Rubby Douglas</p>		
<p>8. Identification and working partnership with Nursing Homes and LDH in regards to evacuation and sheltering in place</p>	<p>8.1 Review plans to increase knowledge and communication pathways for these private facilities.</p>	<p>8.1.1. Review plans and communication when an evacuation or sheltering in place is considered.</p>	<p>Planning</p>	<p>Parish OHSEPs LDH Nursing Homes</p>	<p>Parish OHSEP Directors</p>		

<p>9. Identification and working partnership with volunteer agencies for Search and Rescue (SAR)</p>	<p>9.1 Review plans to increase knowledge and communication pathways for these resources to be better integrated into one cohesive system.</p>	<p>9.1.1. Review plans, communication and working agreements to use SAR volunteers</p>	<p>Planning</p>	<p>LDWLF LSFMO LANG USCG</p>	<p>Rachael Zechenelly Robert McCormick Neal Fudge Pete Zauner</p>		
<p>10. Support from GOHSEP Parish Liaison Officers</p>	<p>10.1 Develop Parish Liaison Officer training as support for parishes</p>	<p>10.1.1 Execute planning, training and operations/logistics outline for GOHSEP Parish Liaison Officer</p>	<p>Training</p>	<p>GOHSEP</p>	<p>Melton Gaspard</p>		
<p>11. Provide for alternative solutions for electrical dependent residents to plug-in for oxygen and swap O2 tanks if needed.</p>	<p>11.1 Review Parish plans and consider if viable options for electrical dependent resources are available.</p>	<p>11.1.1 Collaborate with Parish on plans for options for electrical dependent residents to plug-in or swap an O2 tank.</p>	<p>Planning</p>	<p>GOHSEP LDH Parish OHSEP Directors</p>	<p>Amy Dawson Dr. Rosanne Prats</p>		
<p>12. Increase 211 and its repository of information to citizens.</p>	<p>12.1 Increase 211’s visibility as a vital contact for citizens. 12.2 Ensure 211 has updated information to relay to citizens.</p>	<p>12.1.1 Increase public awareness to highlight 211 to call for resources. 12.2.1 Provide vetting and “feeding information” effort to maintain a vital repository of information</p>	<p>Planning Organizations and Training</p>	<p>GOHSEP DCFS JIC</p>	<p>Ricky Montet Mike Steele</p>		
<p>13. Increase awareness of replacement of SNAP benefits versus activation of a DSNAP program</p>	<p>13.1 Develop better messaging for emergency managers and the public on replacement SNAP as opposed to DSNAP programs. 13.2 Mass Feeding partners should develop a feeding to assist citizens that need commodities for non-federally declared events</p>	<p>13.1.1 DCFS should develop or distribute information on the differences of the two programs and the guidelines for each. 13.2.1 Develop a mass feeding plan with those partners that may be able to provide food to residents in need with a federal declaration</p>	<p>Planning Training Organization</p>	<p>Parish OHSEP DCFS WFC GOHSEP VOADs</p>	<p>Ricky Montet Brian Landry Genea Catron</p>		

Table A.1: Improvement Plan Matrix

Planning, Organization, Equipment, Training, and Exercise

