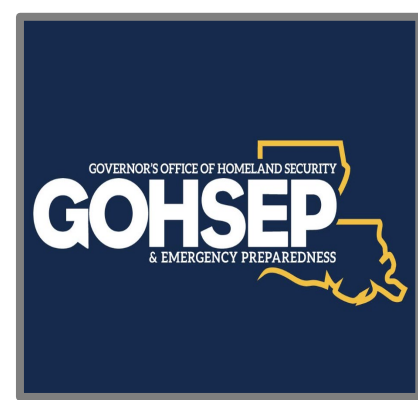


GOHSEP Summary: Strategic Action Plans (SAP)



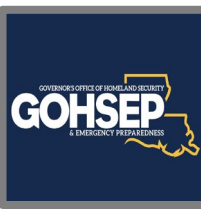


What does strategic change look like?

Key tasks and purposes form mission essential tasks

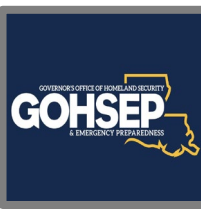
Mission essential tasks have countless sub tasks that are classified as specified tasks (what leaders are directed to do) and implied tasks (what leaders sense needs to be done) to support strategic change. This document lists mission essential tasks only. Each mission essential task has an individual strategic action plan that covers the task, purpose, issue, discussion and recommendation for the respective task.

GOHSEP Modernization



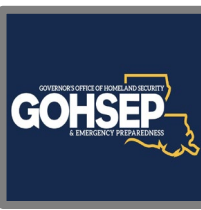
- **Task:** The GOHSEP Director (GD) identified a need to focus the GOHSEP team in year two, to build upon year one strategic success and expand the future organizational capabilities of GOHSEP, as well as Emergency Support/Recovery Support Function agencies.
- **Purpose (Center of Gravity):** The intent is provide a year two strategic action plan (SAP) to continue to streamline, improve and modernize the GOHSEP leadership team into a more efficient model that improves capabilities of individual divisions.
- **Issue:** The strategic focus of year one could be summed up in two words “MOVE FASTER.” GOHSEP made a deliberate move to establish the organization as an emergency operational arm of the Governor. GOHSEP used the Vision, Mission and Goals to achieve mindset of moving faster. The intent for year two is very simple “MOVE SMARTER.” All of the SAPs will be focused on the use of modern technology to move smarter in order to improve capabilities. By moving smarter we also learn how to use technology to counter the actions of man-made homeland security disasters as well as cyclical weather emergency preparedness disasters we see every day!
- **Discussion:** The SAP revolves around using all six of the divisions in a deliberate effort to modernize. The best way to begin the process is to talk about what is most likely and most dangerous, while using laws, policy and SOPs for implementation. The first stage of modernization is the use of artificial intelligence (AI) packages. The most likely application of AI is the potential to take existing administrative information in database systems and develop a trend analysis of all financial, grant and/or operational subjects (to name a few areas). The most dangerous aspect is for GOHSEP to cause public record information to be documented into trends that exposes GOHSEP operational concepts and potential weaknesses in the five phases of emergency management. As GOHSEP moves through this process, we must take into account our core mission to utilize three priorities to save lives, protect property and maintain infrastructure and must protect ourselves from vulnerabilities in this modernization. It is essential that the modernization step of using AI center around each division playing a specific role. For simplistic purposes that initiative is broken down into the main effort and supporting effort. The desired GOHSEP end goal is listed above as the purpose of this SAP: The intent is provide a year two strategic action plan (SAP) to continue to streamline, improve and modernize the GOHSEP leadership team into a more efficient model that improves capabilities of individual divisions.

GOHSEP Modernization

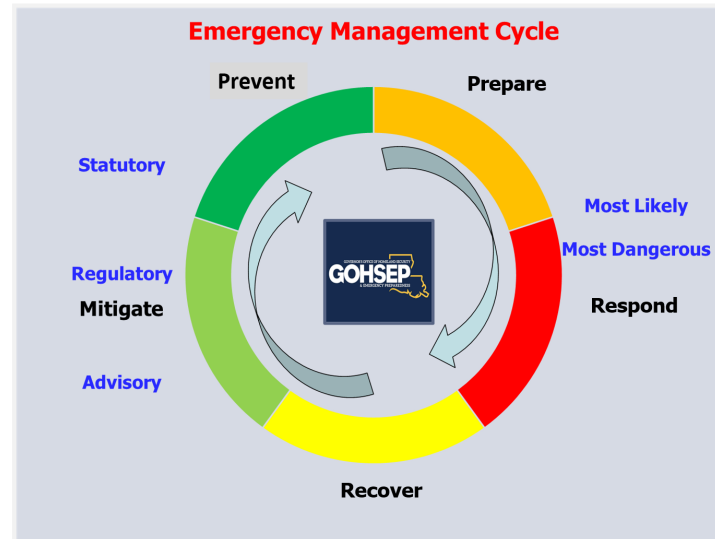


- The Deputy Director (DD) is the leader of the main effort of this program. The main effort consists of the DD, the GOHSEP Public Assistance (PA) and Hazard Mitigation (HM) Divisions with the two respective Assistant Directors (AD) and their Executive Officers (XO). The leaders of the supporting effort are the AD and XO Financial Operations & Administration (FOA), while being supported by the Cyber & Emerging Threats (CEI), Security & Interoperability (SI) and Emergency Management (EM) respective Divisional AD's and XO's. As the modernization evolves, the DD will have oversight of the development of these future programs, while the GD supervises the team in the operational cycle of the calendar year. The use of AI is only the beginning of the modernization. The next step is the enhancement of redundant systems that allows us to move through the emergency management cycle more efficiently. There are several follow on steps that have been identified as part of the strategic vision of serving as an extension of the Office of the Governor and providing sound leadership during crisis events while also enhancing the day-to-day state agency programs. For security purposes, these are not published at this time.
- **Concept of Operation:** The DD will supervise the main effort of PA and HM, while FOA leads the supporting effort of CEI, SI and EM. The GD will supervise the application of the normal emergency management cycle in this first year of implementation (Calendar year 2025). This SAP starts in October 2024 with an executive planning session and then moves to an operational start date of January 1, 2025. This date starts of the two year process. The first step is for PA and HM to identify potential targeted applications. As we identify potential AI vendors and/or programs, we will submit them to CEI for an assessment of effective viability. If CEI moves the vendor/program to the next step, SI will then do a background check of the vendor/program for the risk potential. Once the viability and risk are assessed, the vendor/program will be either approved or rejected. If approved, FOA will then take the vendor/program back to PA and HM for movement to procurement. All procurement is to be executed as an emergency contract with the highest level of interaction with the Division of Administration (Office of State Procurement). It is critical along the way that this information be protected from nefarious elements ie. cyber hacking. These are operational security measures. As the AI enters the operational stage, CEI will support PA and HM with technical expertise. At no point will any vendor have unsupervised access in any GOHSEP electronic system. The GOHSEP DD will establish a milestone schedule for the process, with quantifiable goals and deadlines for applications. Once we achieve operational success of a vendor/program, EM will develop the licensing effort that affords the parishes, municipalities, state agencies and sub-applicants the use of systems, For example, if we use AI to develop emergency operations plans then we will make it available for agencies to use this application. Another example is the use of AI to conduct quality control checks of FEMA PA and HM grant applications. This will also be available to agencies. If we use protected information like WEBEOC, it will be available under the same requirements as used for WEBEOC. Once we take a vendor/program from concept to operation, we move to the next AI task as set by the DD. As we evolve as an agency, FOA, CEI, SE and EM should all bring potential improvements forward to the DD for formation of concept by PA and HM.

GOHSEP Modernization



- **Recommendation:** The Deputy Director (DD) is the leader of the main effort of this program with PA and HM as the main effort while FOA, CEI, SI and EM as the supporting effort.



LABEOC & GOHSEP Brand



- **Task:** The GOHSEP Director identified a need to review and then strengthen the LABEOC & GOHSEP joint strategic messaging campaign as a part of normal day to day and emergency operations.
- **Purpose (Center of Gravity):** The intent is to follow up with the LABEOC & GOHSEP partnership and GOHSEP academy with a deliberate strategic messaging campaign to improve operational capabilities. It is essential to build a “brand” that includes all capabilities of each team that demonstrates a true partnership.
- **Issue:** The LABEOC and GOHSEP partnership has evolved over the past year. It started with a partnership expansion that infused the LABEOC into GOHSEP operations. Then it migrated into a joint emergency management academy where GOHSEP and the Louisiana Emergency Preparedness Association began facilitating educational courses at a central location. There is still a capability gap where GOHSEP and the LABEOC are not fully synchronized and it falls in the strategic messaging and partnership initiatives, which is essentially the brand.
- **Discussion:** The challenge is the administrative, operational and logistical concepts of each entity. GOHSEP is the emergency operational arm of the Governor, while the LABEOC is an extension of emergency operations yet has a foundation in higher education. The differences in the financial requirements lead to a disparity in the speed of each respective entity. In addition, the concept of equal partners has not been truly realized. The key element is that we must develop a “brand” of how GOHSEP and the LABEOC will interact in the future. What is the intent of the message we want to convey? We must think about the short term tasks as they apply to our vision and long term strategic goals. That is how we build the brand. When we convey branding, we should do so as often as possible. Uncertainty in a brand will crush the morale and subsequently the team as a whole. Who is the target audience we want to reach? We want to tailor to the business community based on the specifics of our short term tasks while always keeping our brand at the forefront. The vision is essential and it should be so clear that all entities can understand it in the message (daily, weekly, monthly etc). Who we reach in our recurring strategic messages defines how successful our brand will be. The bottom line is, if we do not know our target audience, how effective can we be in furthering the brand? A key missing component of the GOHSEP & LABEOC Brand is the application of a common operating picture. GOHSEP has never truly operated a common operating picture (COP) on a multi-agency scale. The visualization of a common operating picture must be addressed to consistently improve capabilities of the organization. The brand must be an element of the COP.
- **Recommendation:** GOHSEP will continue to support the LABEOC and establish the brand. It is essential that the LABEOC approach this branding as a foundation for the future. These two questions will drive our LABEOC & GOHSEP Brand:
 - What is the intent of the message we want to convey?
 - Who is the target audience we want to reach?
 - How do we want this partnership to be remembered?

Modernization First Step



- **Task:** The GOHSEP Director identified a need to quantify the first GOHSEP modernization step to the Main Effort (ME) team consisting of the Deputy Director (DD), the GOHSEP Public Assistance (PA) and Hazard Mitigation (HM) Divisions with the two respective Assistant Directors (AD) and their Executive Officers (XO).
- **Purpose:** The intent of this SAP is to employ LSU- SDMI and UL Lafayette- NIMSAT to use AI to develop a trend analysis of the Louisiana PA and GOHSEP Grants databases. The trend analysis will use the information in these databases to review the grants management, financial records, recovery documents and historical data to develop the trend analysis.
- **Issue:** Despite hundreds of thousands of documents in these two systems, a trend analysis has never been conducted to determine best business practices. The goes directly to GOHSEP Mission Priority Number Three: *Consistently review internal best business practices and potential for Improvements. It is essential to review the actual mission and output of internal departments to ensure elite levels of support to all stakeholders in Louisiana.* In order to modernize we must know where we are deficient. The most dangerous aspect is for GOHSEP to cause public record information to be documented into trends that exposes GOHSEP operational concepts and potential weaknesses in the five phases of emergency management. As GOHSEP moves through this process, we must take into account our core mission to utilize three priorities to save lives, protect property and maintain infrastructure and must protect ourselves from vulnerabilities in this modernization.
- **Discussion:** The intent for year two is very simple “MOVE SMARTER.” All of SAPs will be focused on the use of modern technology to move smarter in order to improve capabilities. By moving smarter we also learn how to use technology to counter the actions of man-made homeland security disasters as well as cyclical weather emergency preparedness disasters we see every day! The GOHSEP ME will work with SDMI and NIMSAT to develop a scope of work, cost and deliverable schedule for this SAP. SDMI will get one database assigned while NIMSAT will get the other assigned. The cost element there should have an incentive to complete each deliverable ahead of the timeline. There a three main key components of this contract:
 - Short term deliverable (0-90 days): Conduct a “health” assessment of the respective platform, determine a path to the AI trend analysis and create a milestone schedule
 - Mid-term deliverable (91-180 days): Conduct a trend analysis of the data and generate a draft report of the trends
 - Contract closeout (181-270 days): Accept change orders, add additional information and generate a final report
- **Recommendation:** The GOHSEP ME will set the conditions for this SAP and be prepared for immediate action items starting on January 1, 2025. The GOHSEP Quality Control (QC) and Regional Support Operations (RSO) Teams should be prepared to assist the ME as required.

GOHSEP Executive Leadership Program



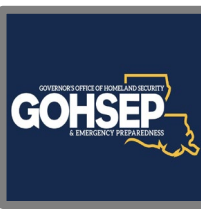
- **Task:** The GOHSEP Director (GD) identified a need to establish and build upon an internal leader program that creates a learning environment where leaders teach subordinate leaders.
- **Purpose (Center of Gravity):** The intent is to implement a comprehensive training program that does three things: improve the overall team concept, facilitate employee interaction with senior leaders and maintain a steady information flow throughout the entire organization.
- **Issue:** GOHSEP must ensure that training is incorporated into the vision, mission and goals. All too often, operational requirements dictate the training strategy or lack thereof. GOHSEP must ensure that training is valued as a tool in accomplishing our vision, mission and goals by creating an environment where learning is paramount to success. Leadership requires training and training requires leadership, as one succeeds so does the other!
- **Discussion:** In year one, the GD trained executive leaders in three specific subjects: base leadership, types of leaders and changing the culture in a team. This concept was used in a “train the trainer” concept. As leaders completed the training sessions, they became certified to train their own respective teams. The next step is to exercise the train the trainer concept internally. It is the intent to have the Executive Officers (XO) of the divisions, as well as the Directors of Quality Control (QC)/Regional Support Operations (RSO) train their respective teams in the (3) year one lessons plans. They will have one year to complete this task starting in January 2025. In addition, the GD, Deputy Director (DD) and Chief of Staff (COS) will continue to teach lessons as part of the train the trainer concept in year two. This team of three will be the executive leaders training in the next targeted three subjects. This concept will continue as a rolling concept with three leadership lessons being taught to all groups every year. GOHSEP will continue to use the vision, mission and goals as the foundation for all aspects in the team. GOHSEP is affiliated with all Municipalities, Parishes/Parish Organizations, Sub-Recipients and State Agencies. GOHSEP trains 3-5k people per year. In order to continue to train others as leaders, we must also do so in our team.
- **Recommendation:** The GOHSEP executive team of the GD, DD and COS will conduct three “train the trainer” sessions for XOs and above, while the XOs will train respective teams on the year one subjects.

Chief of Staff and Executive Officer Program



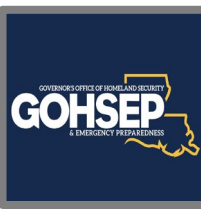
- **Task:** The GOHSEP Chief of Staff (COS) identified the need to enhance the role of Executive Officers (XO) to allow the Deputy Director (DD) and Assistant Directors (AD) to focus on the modernization of the organization.
- **Purpose (Center of Gravity):** The intent is two-fold. First, to free the ADs to focus on Modernization/Customer Service Improvement and secondly to provide GOHSEP a single point of contact for all matters related to Personnel, Administration, and Logistics- freeing the DD to lead the Modernization effort.
- **Issue:** The Organization attained the goal of the Director's Year 1 priority to "move faster." In year 2, the goal is to "move smarter." In order to achieve this, modernization through Artificial Intelligence (AI) must be leveraged to streamline the processes and procedures, of the organization. This effort will require tremendous attention of the DD and ADs to achieve strategic success.
- **Discussion:** In order to move faster, the DD and ADs will obtain and implement AI packages that facilitate the streamlining of the organization through automation of tasks and procedures - improving customer service. Freeing the DD and ADs of time-consuming Personnel, Administrative and Logistics tasks will provide time to focus on the development and deployment of a modernization framework for the organization. For their part, the XOs are already working on most Personnel, Administration, and Logistics functions within their Division. The COS will provide a central clearinghouse for Personnel, Administration, and Logistics matters, a voice for the XOs with Executive Staff, and single point of contact for Internal GOHSEP staff needing to task Divisions within the organization. Furthermore, this concept will not eliminate AD executive decisions, it is merely a framework to complete the legwork to assist the ADs with decision making.

Chief of Staff and Executive Officer Program



- The COS will work directly with the XOs to facilitate attainment of Personnel, Administration, and Logistics tasks. In addition, the COS will provide a single point of contact for tasks required of each Division. For example, a GOHSEP employee which needs a count of widgets by Division , would simply contact the COS, who will tasks the XOs for widget count and track status to completion. The COS will report to both the DD and Director on matters of Personnel, Administration, and Logistics. Prior to implementation, the COS will meet individually with ADs and XOs to develop a core list of tasks to be addressed under this concept. An initial array of tasks include, but not limited to:
 - Time Management - Time Sheets; PTO/Vacation management; Sick Leave Management (Sick Leave Pool)
 - Personnel Evaluations - PES Forms and evaluations conducted timely and in person.
 - Travel Management - Authorize travel for all Division personnel and ensure that Travel Authorizations are correct and timely.
 - Hiring Board Member - Use all XO's as initial hiring board, make recommendations to AD for hires.
 - Vehicle Management - Any Division vehicles (State owned or rental), manage use and maintenance, including inspections for mission capability and cleanliness.
 - Work Space Commodities - Computers, Printers, Office Furniture, Supplies
- **Recommendation:** The GOHSEP COS and XOs will begin implementation on January 1 ,2025.

First 65 Days of 2025



- **Task:** The GOHSEP Team identified a need to shape ourselves in a laser focus in the first 65 days of 2025 based on a terrorist attack, multiple man made actions, multiple cyclical weather events and two DHS SEAR 1 events.
- **Purpose:** The intent is to simplify the leadership process to unleash all elements of the GOHSEP Team in saving lives, protecting property and maintaining infrastructure.
- **Issue:** The somber nature of the first few weeks of 2025 started on January 1, 2025 when our Nation, State and NOLA were viciously attacked by a terrorist where 14 people lost their lives. Then in the next week, two Louisiana residents lost their lives in a string of weather events that brought tornadoes, ice and sleet with another weather event two weeks later where two more people tragically perished. Our thoughts and prayers are with those who lost a family member or friend. We wish that we had the chance to take time and mourn, but the nature of our business does not give us that opportunity. For the first time since 9/11, a State endured a terrorist attack along with two future DHS SEAR 1 Events scheduled in the next 65 days in the same location. It is an unprecedented series of events for all states other than New York and now Louisiana. Even the Boston Marathon bombing was a singular event in history. This time period presents unique challenges requiring multiple emergency declaration at the Parish, State and National levels.
- **Discussion:** The key question of how we simplify the leadership process when faced with a series of events where risk is extremely high is summed up in the most significant two aspects of the term “simplify the leadership process”: the ability to maximize everyone as a leader and the willingness to accept these roles as integral to our level of team success. In simplifying the leadership process, our end goal (also called endstate) is to create a system where information flows smoothly into action by us as well as our teammates. Leadership not only exists in everyone in the team, it is required for sustained success. By quantifying the expectation that everyone will be a leader on some level, we begin the process of simplifying leadership. Leadership is simple when everyone works towards a common goal. When a terrorist attack occurs with additional high risk events pending in the short term, it is essential to lead the emergency management team. In this case, we clarify the task and purpose of each team to focus ourselves. The leader's Intent (task, purpose, endstate) is: We need you to do _____(task) in order to _____(purpose) so we can achieve _____(endstate). When leaders simplify the leadership process, they form an impenetrable safety net for the team itself. In simplifying the leadership process through leadership expectations, we allow our teams to “run on all cylinders.” GOHSEP uses four levels of leadership. Entry-Level leaders are the workhorses of the organization. Mid-Level leaders begin the transition of leadership from single teams to multiple groups. Senior-Level leaders can assess and reward teammates by placing them in the right places. Strategic policy level leaders must possess and convey a clear vision supplemented with quantifiable goals. The key to accepting these levels of leadership is to match our teammates by strength to the applicable level.
- **Recommendation:** In the next 65 days and beyond, GOHSEP will rise to the occasion by living our vision of serving as an extension of the Office of the Governor and providing sound leadership during crisis events while also enhancing the day-to-day state agency programs servicing Louisiana residents, businesses and organizations.

GOHSEP Coordinating Instructions- March 5, 2025



- **GOHSEP Coordinating Instructions:** On March 5, 2025 we will begin the transition out of the first 65 days of 2025. There are some short term goals to reset the organization, capture the historical information and move forward as an agency. **Each AD or Field Element is required to complete a single page summary (MS Word) in the format of: Executive Summary, Key Tasks, Major Objectives Achieved and Lessons Learned**
- Emergency Management- T: Provide daily leadership priorities P: Facilitate leadership in a series of short term 24 hour timeframes over a 60 day period **Endstate: Rollup all 65 day periods into a summary of trends while focusing on key EM tasks, including all man-made and weather events**
- Security & Interoperability- T: Provide a future view of the upcoming week P: Coordinate all intel assets to focus on risk mitigation in advance **Endstate: Summarize the key intelligence tasks specifically intel collaboration, UAS operations, communication, unified command coordination and integration of security contractors**
- Hazard Mitigation & Preparedness- T: Provide a mechanism with DFCS as the Co-Chair of Shelter Operations P: Support DCFS in 60 days of shelter ops **Endstate: Summarize the transition center actions and establish the final transition plan to move residents out of the center in the next four weeks**
- Public Assistance- T: Provide 5 crisis action teams P: Create a strategic reserve to address individual key requirements **Endstate: Summarize the actions of the CATs while assisting the FOA team with documentation of the final summary of costs in a PA- Cat B format**
- Cyber & Emerging Threats- T: Provide cyber support to Louisiana and additional support to NOLA P: Detect, delay, deter and deny cyber attacks **Endstate: Summarize the support to the NOLA Metro Area based on the model of pre-event, during event and post event actions for Super Bowl LIX and Mardi Gras 2025**
- Financial Operations & Administration- T: Provide short term procurement during an emergency declaration P: Enhance emergency operations through speedy procurement **Endstate: Finalize the cost of state agency support to DHS from January 8, 2024 thru the close of the transition center, with help from HMP & PA**
- Specialty Staff- T: Provide direct support to the Office of Governor P: Serve as a force multiplier for the Governor's staff **Endstate: Summarize the actions completed in support of the Office of Governor, primarily in the issuance of executive orders**
- Quality Control- T: Provide a mechanism for the Deputy Director to streamline tasks P: Quickly resolve emergency administrative actions **Endstate: Summarize the statewide actions of the QC team as a part of day to day and emergency operations**
- Regional Support Operations- T: Provide an element of intel in the field P: Serve as a force multiplier for the Security & Interoperability Division **Endstate: Summarize the field leadership actions by memorializing the regional concept in action**

Super Bowl LIX/Mardi Gras 2025



GOHSEP Coordinating Instructions January 1, 2025 to March 6, 2025

- **GOHSEP Task:** GOHSEP will use the vision to serve as an extension of the Office of the Governor and provide sound leadership during crisis events while also enhancing the day-to-day state agency programs servicing Louisiana residents, businesses and organizations.
- **GOHSEP Purpose:** To ensure that GOHSEP serves as the emergency arm of the Governor and works hand in hand with all emergency support/recovery function agencies as part of the U.S. National Response Framework and the Louisiana Homeland Security, Emergency Assistance and Disaster Act in preparation, response, recovery, mitigation and prevention of crisis events.
- **GOHSEP Coordinating Instructions:** When a terrorist attack occurs with additional high risk events pending in the short term, it is essential to focus the emergency management team in a simplified leadership process. In this case, we clarify the task and purpose of each team to focus ourselves. The Commander's Intent (task, purpose, endstate) is: **We need you to do _____(task) in order to _____(purpose) so we can achieve _____(endstate).**
- **Emergency Management-** T: Provide daily leadership priorities P: Facilitate leadership in a series of short term 24 hour timeframes over a 60 day period
- **Security & Interoperability-** T: Provide a future view of the upcoming week P: Coordinate all intel assets to focus on risk mitigation in advance
- **Hazard Mitigation-** T: Provide a mechanism with DFCS as the Co-Chair of Shelter Operations P: Support DCFS in 60 days of shelter ops
- **Public Assistance-** T: Provide 5 crisis action teams P: Create a strategic reserve to address individual key requirements
- **Cyber & Emerging Threats-** T: Provide cyber support to Louisiana and additional support to NOLA P: Detect, delay, deter and deny cyber attacks
- **Financial Operations & Administration-** T: Provide short term procurement during an emergency declaration P: Enhance emergency operations through speedy procurement
- **Specialty Staff-** T: Provide direct support to the Office of Governor P: Serve as a force multiplier for the Governor's staff
- **Quality Control-** T: Provide a mechanism for the Deputy Director to streamline tasks P: Quickly resolve emergency administrative actions
- **Regional Support Operations-** T: Provide an element of intel in the field P: Serve as a force multiplier for the Security & Interoperability Division
- **GOHSEP Endstate:** All team task/purpose elements focus on navigating the next 60 days safely by saving lives, protecting property and maintaining infrastructure.
- GOHSEP has a staff huddle with DOTD, SFM. GOHSEP, LABEOC, DCFS, LDH, LSP, LDWF, DPS, LANG and AG. The intent is to establish a specific task and purpose for each agency in preparation and response to (2) DHS SEAR 1 events: Super Bowl LIX and Mardi Gras 2025. The goal is to establish the foundation for the unified command that will occur as an element of the MACC. By the National Response Framework definition a MACC's role is to coordinate activities between multiple agencies and incidents. GOHSEP will facilitate these elements briefing the Governor a week before each SEAR 1 event. The U.S. DHS Secretary will be invited to this briefing.

State of Louisiana Super Bowl LIX and Mardi Gras Category B- Emergency Protective Measures (not all inclusive)

The federal emergency declaration must account for an **incident period from January 1, 2025 to the end of Mardi Gras, March 5, 2025 for Cat B- Emergency Protective measures.** The **cost share match should be a 100/0%** as the Presidential Emergency Declaration will cover the terrorist attack and all protective measures for Super Bowl LIX/Mardi Gras. They are both a DHS SEAR 1 event and is the responsibility of the federal government to fund all Cat B, with Louisiana via GOHSEP as the agency applying this funding to provide Cat B.

1. Cat B Emergency Protective Measures by ESF:

- ESF-1 Transportation: Electronic Traffic Signs, Ingress/Egress temporary barricades (concrete/water filled), bollards, ingress/egress electronic traffic monitoring measures to include temporary license plate reader trailers
- ESF-2 Communications/Cyber: LWIN radio system enhancements, redundant communication backup systems, cyber support and hard ware to stabilize the NOLA cyber infrastructure
- ESF-3 Public Works/Debris: Crime scene recovery and clean up actions
- ESF-4 Firefighting: Additional firefighting coverage for Super Bowl LIX and Mardi Gras
- ESF-5 Emergency Management: Operational costs to fill gaps not addressed by federal agencies, subject matter expertise pertaining to the Boston Marathon bombing response/recovery
- ESF-6 Mass Care: Emergency shelter operations including all wraparound services
- ESF-7 Logistics: First responder/parish commodities for the Super Bowl and Mardi Gras
- ESF-8 Medical: Operational medical costs incurred by agencies responding to the attack and aftermath, medical protective measures for the Super Bowl and Mardi Gras
- ESF-9 Search & Rescue: Listed in public safety
- ESF-10 HAZMAT: HAZMAT response materials, additional HAZMAT command/control staging for DEQ. LSP, LOSCO and LANG
- ESF-11 Fuel/Pets: Emergency fuel for first responders, cost affiliated with pets as part of emergency shelter operations
- ESF-12 Public Health/Drinking Water: Additional temporary security detection and monitoring of water/sewer systems by the NOLA Sewerage and Water Board
- ESF-13 Public Safety: Drone detection/mitigation hardware, drone surveillance hardware, additional LEO presence, Shot Spotter mobile stands and receivers, scissor lift LEO observation posts, additional EOD equipment/teams, first responder base camp, maritime security assets
- ESF-14 Recovery: recovery of all equipment post incident period
- ESF-15 Public Information: Costs for establishing a Joint Information Communication Center for the Super Bowl and Mardi Gras
- ESF-16 LANG: Costs for mobilization and deployment of the LANG/EMAC as a force multiplier to first responders and as the Governor's strategic reserve

State Agency ESF Coordinating Instructions



- **DOTD ESF-1 Transportation & ESF-3 Public Works:** ESF 1 provides transportation out of a disaster area for people in need, and provides transportation essential to support emergency response in the event of a disaster. ESF 3 provides for and coordinates all available engineering and construction resources and expertise in an emergency or disaster. **T:** Provide safe ingress/egress routes and emergency route management **P:** Facilitate the arrival departure of vehicular traffic and movement control of first responders/visitors in the event of an emergency (use 511 system to help establish the common operating picture- COP)
- **SFM ESF-4 Firefighting & ESF-13 Public Safety:** ESF 4 The potential for damage from fires in urban areas during and after a major disaster is extremely high. Fires have the potential to spread rapidly causing extensive damage and threatening life and property. Normally available firefighting resources may be difficult to obtain and utilize because of massive disruptions of communications, transportation, utility and water systems and other challenges caused by the event. ESF 4 provides for the detection, control, and suppression of rural and urban fires, caused by or incident to natural or technological events ESF 13 provides for the provision of law enforcement, emergency police and public safety services and legal authority in an emergency or disaster. **T:** Provide the primary state agency leadership and supervision of firefighting assets while also providing public safety support **P:** Coordinate all assets in direct response to fires (natural/**manmade**)
- **GOHSEP ESF-5 Emergency Management & ESF-2 Communications/Cyber:** **Listed in a separate slides for GOHSEP and all subordinate internal divisions**
- **LABEOC ESF-5 Emergency Management:** **T1-** Serve as the GOHSEP State EOC's strategic reserve **P1** Provide a COOP site in the case of a catastrophic incident in Baton Rouge **T2** Provide LA public-private partnership situational awareness for two DHS SEAR 1 events **P2** Serve as a force multiplier for Louisiana while continuing to build the GOHSEP/LABEOC strategic brand and partnership (use the COP to establish a virtual collateral command center)
- **DCFS ESF-6 Sheltering:** ESF-6 Provides Mass Care, Housing, and Human Services support for victims of natural and technological emergencies and disasters. **T:** Provide shelter expertise in support of the NOLA Transition Center and any emergency "pop-up" shelters **P:** Facilitate safe sheltering as well as reunification centers in the event of an emergency (use shelter/reunification to help establish the COP)
- **LDH ESF-8 Public Health:** ESF 8 coordinates public health and sanitation, emergency medical services, hospital services, and behavioral health services to disaster victims and responders, to supplement and support disrupted or overburdened local medical and public health personnel and facilities and relieve personal suffering and trauma. In addition, ESF 8 provides coordination of the State's Catastrophic Mass Fatality Plan which may be enacted during a state declaration. **T:** Provide medical expertise to all operations as well as leadership in the event of a mass casualty/fatality event **P:** Serve as a SME resource to all agencies in preparation and response to normal medical operations as well as emergency trauma situations (ie. UMC Nursing Strike)
- **All Agencies ESF 15 Public Information:** The purpose of this annex is to provide a plan for the effective collection, control and dissemination of Emergency Public Information (EPI) in efforts to protect life and property. The plan also calls for measures to be taken to ensure accurate reporting so that the public is not confused or misled in times of emergency. **T:** The team will form a Joint Information Communication Center (JICC) **P:** Facilitate a common message across all agencies

State Agency ESF Coordinating Instructions



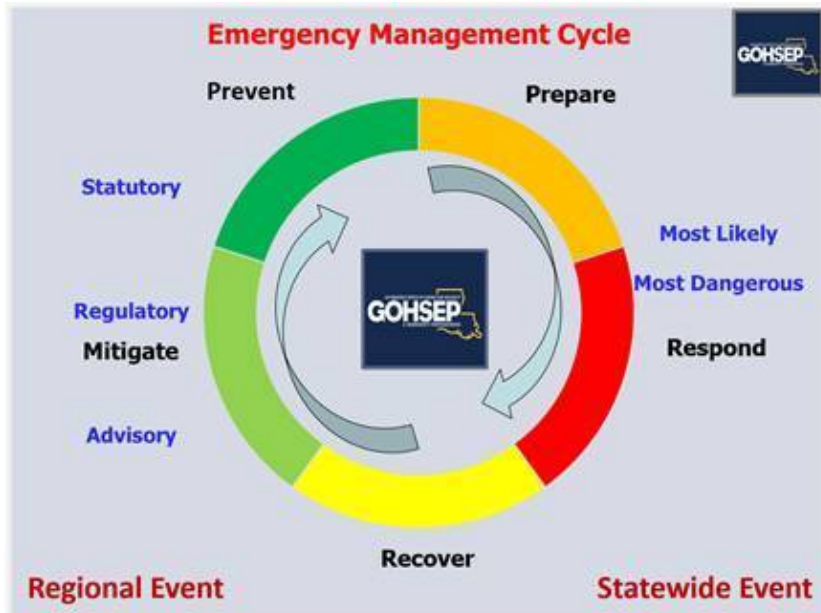
- **LDWF ESF-9 Search & Rescue & ESF-13 Public Safety:** ESF 9 provides assistance in all activities associated with Search and Rescue (SAR) operations which are beyond the capabilities of the local governments within the affected areas, to coordinate the integration of personnel and equipment resources. ESF 13 provides for the provision of law enforcement, emergency police and public safety services and legal authority in an emergency or disaster. **T:** Provide the primary state agency leadership and supervision of emergency search and rescue while also providing public safety support **P:** Be prepared to step in as the lead agency if an emergency event requires search and rescue (plan/establish casualty collection points in the COP)
- **LSP ESF-13 Public Safety & ESF-2 Communications:** ESF 13 provides for the provision of law enforcement, emergency police and public safety services and legal authority in an emergency or disaster. ESF 2 provides a means of defining, specifying, and maintaining the functions and resources required to ensure timely and consistent actions, communications, and response efforts in the event of a cybersecurity incident or natural disaster. Additionally, ESF 2 ensures appropriate coordination and inclusion of necessary State, federal, local agencies and private industry in order to minimize the impact of a cybersecurity incident. Significant cybersecurity incidents may occur independently or in conjunction with disaster emergency operations and potentially impact public health and safety or critical infrastructure. **T:** Provide the primary state agency leadership and supervision of public safety **P:** Serve as the conduit in the law enforcement arena to all agencies (LWIN Status & UAS operations)
- **DPS&C ESF-13:** Public Safety ESF 13 provides for the provision of law enforcement, emergency police and public safety services and legal authority in an emergency or disaster. **T:** Provide public safety support to the NOLA metro area **P:** Serve as a force multiplier for the LSP (LSP strategic reserve/Jail Space)
- **AG ESF-13:** Public Safety ESF 13 provides for the provision of law enforcement, emergency police and public safety services and legal authority in an emergency or disaster. **T:** Provide elected official legal expertise in support of public safety **P:** Create the opportunity for expedited legal opinions in preparation and response to these events (integration into emergency ops)
- **LANG ESF-16:** LANG Operations & ESF-7 Logistics: ESF 16 Defense Support to Civil Authorities (DSCA) provides a framework for the mobilization, deployment, and use of Louisiana National Guard (LANG) military personnel, equipment, and resources to respond to, protect, and preserve life and property during emergencies and disasters, when local and state civilian resources are exhausted and/or not sufficient to accomplish the needed actions. This includes the command, control and coordination of all other non-federal military support operating in the state, as well as coordination and situational awareness of all Department of Defense (DoD) assets operating in the state under a Federal Emergency Management Agency (FEMA) Mission Assignment (MA). ESF 7 provides the Resource Support activities needed in emergencies and disasters to support parish requests and response efforts. **T:** Provide a strategic reserve to the State of Louisiana **P:** Give the Governor the speed and flexibility to provide support in the form of a rapid show of force to any ESF (Types of units)
- **All Agencies ESF 15 Public Information:** The purpose of this annex is to provide a plan for the effective collection, control and dissemination of Emergency Public Information (EPI) in efforts to protect life and property. The plan also calls for measures to be taken to ensure accurate reporting so that the public is not confused or misled in times of emergency. **T:** The team will form a Joint Information Communication Center (JICC) **P:** Facilitate a common message across all agencies

Super Bowl LIX/Mardi Gras 2025 MACC Strategic Action Plan



- **Task:** The GOHSEP Executive Team identified a need to fill a capabilities gap in the U.S. Department of Homeland Security (DHS) planning and execution of a DHS SEAR 1 level event with a second event added after the January 1, 2025 terrorist attack.
- **Purpose (Center of Gravity):** The intent is to utilize the U.S. National Response Framework (NRF)- National Incident Management System (NIMS) to establish a Multi Agency Command Center (MACC) for Super Bowl LIX to effectively synchronize all agencies in a unified command MACC format (to safely conduct this event).
- **Issue:** **The current DHS planning has specific gaps that cannot be implemented by federal authorities. First and foremost, the DHS does not have the authority over first responder communications in Louisiana.** The Louisiana Wireless Information Network (LWIN) is managed by three primary ESF-2 Communications Agencies: GOHSEP, LSP and LANG. The LWIN network is 125k individual 700-800mhz radios where all local, parish, state and federal first responder agencies have the capability to talk to each other. The current DHS planning does not address a communication plan where the LWIN system is the foundation for all communications for this event. It should be noted that 13Mil times a month a Louisiana first responder, including federal agents presses the 700/800mhz radio push to talk button. **The second issue is that the DHS does not have the authority to control the ingress and egress of the entire City of New Orleans (NOLA) and Southeast Louisiana (SELA) area.** They are limited to venue locations only. The authority for ingress/egress rests with the City and State leadership to provide a comprehensive plan for NOLA and SELA ingress/egress. **Finally, the DHS does not have the overall capability to leverage large groups of support rapidly to all ESFs under the NRF,** whereas the State of Louisiana can establish a MACC for ESF-5 Emergency Management and quickly mobilize support to the DHS in all 16 Louisiana ESFs under the State Emergency Operations Plan (EOP). The State of Louisiana and City of New Orleans have spent a considerable amount of time and effort embedding with each other in all ESFs. In addition, the State of Louisiana conducts monthly meetings with all Parish OEPs statewide as well as quarterly meetings with all state agency ESF Leads.
- **Discussion:** One of the GOHSEP strategic goals is to standardize strategic concepts in a specific format to streamline communication into clear concise products. The format is task, purpose, issue, discussion and recommendation:
 - Task- What is this situation?
 - Purpose- What is the real problem? What is likely to happen? What is the center of gravity of the issue?
 - Issue- How should I think about this situation to define the problem or opportunity? How could this situation happen? What do I know about situations like this? What do I not know that I should?
 - Discussion- What other situation is like this one? What is this situation not like? What else could this situation or solution be? How should I prepare for future situations?
 - Recommendation- What needs to be accomplished? What is the solution or plan? Is there a specific path to decide the solution? Does the solution support the purpose (center of gravity)?

- Discussion:** GOHSEP uses three main elements to assess the risk of an event. The first aspect is to develop a set of Governor’s Critical Information Requirements and then apply them to the most likely (ML) course of action versus the most dangerous (MD) course of action that we will face for the event. The fact that this is already a DHS SEAR 1 level event, shows the risk is high and requires mitigation efforts simply based upon the definition of a SEAR 1 event- “SEAR 1- Significant events with national and/or international importance that require extensive federal interagency support.” In looking at these GCIRs, GOHSEP, LSP and LANG have dedicated a considerable amount of time, resources, funding and coordination in responding to this event (from all 16 ESF perspectives). In addition, all other ESF primary agencies are prepared to execute their statutory authority in performing duties for this event. The MACC coordination is designed to address the ML and MD dangerous courses of action that we collectively will see as local, parish, state and federal agencies in support of the NFL. For security purposes, the ML and MD is not contained in this public record document. It will be briefed as part of the MACC unified command process. Under the NRF and Louisiana Disaster Act, unified command is one of the foundational principles of NIMS and the Incident Command System (ICS). As the lead agency, the DHS has the incident command for this SEAR 1 event. Their lack of authority of the first responder communications, their inability to control NOLA/SELA ingress & egress and their inability to leverage large amounts of ESF support quickly is the exact reason why a MACC is required. These issues must be discussed in a secure unified command setting to mitigate the risk of a ML and/or MD course of action disruption/attack. It is GOHSEP’s assessment that a MACC reduces risk to this event under the principles of the NRF and NIMS.
- Recommendation:** GOHSEP will activate the State EOC to a level III to facilitate a MACC concept under the NIMS/ICS framework to support all agencies as part of the Super Bowl LIX.



Emergency Action Levels

Level I: In progress - response activities required

Incident requiring full augmentation of EOC with all ESFs, supporting organizations & FEMA

Level II: Event in progress - major impact

Incident requiring full augmentation of EOC with all ESFs, supporting organizations & FEMA as needed

Level III: Potential or actual threat

Incident requiring activation of CAT with potential augmentation from selected ESFs

Level IV: Normal operations

Staffing is in accordance with authorized manning levels and may include the CAT

GOHSEP Employee Safety Measures



All GOHSEP Employees

On January 1, 2025 our Nation, State and NOLA Metro area was attacked in a vicious terrorist attack that claimed the lives of 14 people and injured over 40. In addition to this attack, GOHSEP is preparing for, responding to and recovering from cyclical weather events while two DHS SEAR 1 events loom in the future. In this short period of time there was also a transition to a new President along with a new Cabinet in various stages of transition. It is critical that GOHSEP employees are aware of the gravity of the time period of January 1, 2025 to March 6, 2025, so we are implementing some employee safety protocols:

- GOHSEP employees are to refrain from talking about operational events in a public setting during Super Bowl LIX and Mardi Gras 2025 operational periods when the State EOC is in a Level 1 status.
- GOHSEP employees should remain on a heightened alert status of their surroundings and report anything that is out of the ordinary.
- GOHSEP employees should refrain from wearing GOHSEP agency shirts/jackets in a public setting while the State EOC is in a Level 1 status.
- GOHSEP employees should report any suspicious contact to their supervisor immediately.
- GOHSEP will alter work locations between “In Office and Remote” status in order to effectively prepare, respond and recover from all events in this time period.
- GOHSEP will focus on providing sound leadership during crisis events while also enhancing the day-to-day state agency programs. We have to be able to do more than one thing at a time.
- GOHSEP employees have an essential role in the safety of our state as a whole and in order to do so we must remain safe ourselves in the process.

We do not have any direct intelligence of threats towards GOHSEP employees, these measures are precautionary. I have attached the DHS SEAR Event Fact Sheet to help you understand the events pending.

Super Bowl LIX 2025 GCIR's



- **Hostile UAS Activity Near Venues:** Information on unauthorized unmanned aerial systems (UAS) detected in restricted airspace around Super Bowl venues, including the stadium, transportation routes, and any other critical infrastructure locations. Reports on potential hostile UAS intent, such as weaponization or surveillance of key personnel, infrastructure, or the public.
- **Civil Unrest or Large Scale Protests:** Reports of potential or actual civil unrest or large-scale protests in the city of New Orleans, or around Super Bowl LIX venues. Intelligence regarding organized demonstrations that could disrupt event operations, crowd movement, or pose safety risks to attendees, athletes, or personnel. Situational awareness on protests or civil disobedience with potential to escalate, including disruptions to transportation, access routes, or key venues. Assessments of crowd control measures and coordination with law enforcement agencies to ensure public safety and prevent escalation into violent confrontations.
- **Terrorism and Threats to Louisiana and New Orleans:** Credible threats of terrorist activities targeting the State of Louisiana, City of New Orleans, or NFL activities (Super Bowl LIX) either directly or indirectly. Intelligence indicating planned attacks against NFL-related events, venues, or individuals associated with the Super Bowl. Any emerging extremist groups or organized networks identified as a potential threat.
- **Bomb Threat Alerts for Federal, State, City, and NFL Venues:** Immediate updates on bomb threats or suspicious packages reported at federal, state, city, or NFL venues, including the Super Bowl stadium and surrounding locations. Details on the response measures being taken, including security sweeps, evacuations, and bomb disposal operations.
- **Cybersecurity Breaches and Threats:** Reports of attempted cyberattacks or breaches of any event-related networks, such as ticketing systems, communication infrastructure, or venue security systems. Suspicious cyber activities targeting NFL operations, governmental systems (city, state, or federal), or critical infrastructure. Information on compromised databases or systems that could disrupt the event or damage public confidence in its security and integrity.
- **Utilities Disruptions Impacting Super Bowl Operations:** Notifications of power, water, gas, or communications outages lasting longer than 15 minutes affecting any federal, state, city, or NFL venues, including transportation hubs, stadiums, or fan zones. Impacts on event operations such as ticketing, security, or broadcasting systems due to utility failures.
- **Mass Casualty Event:** Reports or alerts regarding any incidents that could lead to a mass casualty event during Super Bowl LIX, whether from natural disasters, accidents, medical emergencies, or other threats. Information on the number of casualties, the types of injuries, and the response actions being taken. Coordination between local emergency medical services, hospitals, and the event's security team to ensure rapid response and effective crowd management during the event. Notification of evacuation or lockdown procedures if necessary, and the establishment of emergency triage areas.

Mardi Gras 2025 GCIR's



- **Hostile UAS Activity:** Information on hostile unmanned aerial systems (UAS) detected around parade routes and Mardi Gras venues, including Mardi Gras Ball locations, transportation routes, and any other critical infrastructure locations. Reports on potential hostile UAS intent, such as weaponization or surveillance of key personnel, infrastructure, or the public.
- **Civil Unrest:** Reports of potential or actual civil unrest in the cities where Mardi Gras parades will be hosted. Intelligence regarding civil unrest that could disrupt event operations, crowd movement, or pose safety risks to attendees and first responders.
- **Terrorism and Threats:** Credible threats of terrorist activities targeting the State of Louisiana as a whole or the cities that are hosting Mardi Gras activities either directly or indirectly. Intelligence indicating planned attacks against events, venues, or individuals associated with the Mardi Gras. Any emerging extremist groups or organized networks identified as a potential threat.
- **Bomb Threat Alerts:** Immediate updates on bomb threats or suspicious packages reported at parade routes, including the large Mardi Gras Ball locations and surrounding locations. Details on the response measures being taken, including security sweeps, evacuations, and bomb disposal operations.
- **Cybersecurity Breaches:** Reports of attempted cyberattacks or breaches of any event-related networks, communication infrastructure, or local security systems. Suspicious cyber activities targeting governmental systems (city, state, or federal), or critical infrastructure. Information on compromised databases or systems that could disrupt the event or damage public confidence in its security and integrity.
- **Utilities Disruptions Impacting Mardi Gras:** Notifications of power, water, gas, or communications outages lasting longer than 15 minutes affecting any federal, state, or city, including transportation hubs or large venues. Impacts on event operations such as security or broadcasting systems due to utility failures.
- **Mass Casualty Event:** Reports or alerts regarding any incidents that could lead to a mass casualty event during any Mardi Gras Parade or event, whether from natural disasters, accidents, medical emergencies, or other threats. Information on the number of casualties, the types of injuries, and the response actions being taken. Coordination between local emergency medical services, hospitals, and the Louisiana Department of Health to ensure rapid response and effective crowd management during the event. Notification of evacuation or lockdown procedures if necessary, and the establishment of emergency triage areas.

Transition from the first 65 Days of 2025 to day to day operations

- **Task:** The GOHSEP executive team identified a need to transition from a very intense period of emergency management to day to day operations utilizing the GOHSEP vision: To serve as an extension of the Office of the Governor and provide sound leadership during crisis events while also enhancing the day-to-day state agency programs servicing Louisiana residents, businesses and organizations.
- **Purpose (Center of Gravity):** The intent is to reset the organization and establish parameters where the mission and employee welfare compliment each other versus detract from each other.
- **Issue:** When a terrorist attack occurs with additional high risk events pending in the short term, it is essential to focus the emergency management team in a simplified leadership process. In this case, we clarify the task and purpose of each team to focus ourselves. The final step in the process is to have each Executive Leader provide a single page summary in the format of: Executive Summary, Key Tasks, Major Objectives Achieved and Lessons Learned. It is important to recognize the intensity of a period and start the documentation to transition from a crisis to day to day operational mindset.
- **Discussion:** The leader's Intent (task, purpose, endstate) is: We need you to do (task) in order to (purpose) so we can achieve (endstate). The endstate of a crisis event is how an organization resets and moves to the next set of key tasks. There will always be the next man-made event or cyclical weather event. The balance between crisis and day to day events is essential in the success of a team. It is also critical to be able to achieve multiple strategic tasks as a team at one time. GOHSEP has a mindset that for every operational task we have, we will make one concerning employee welfare. The green represents quality of life, the red represents the level of intensity and the blue is the transition element. The process moves from day to day to crisis and expands the longer the duration. GOHSEP must be prepared to address intensity, transition and most importantly quality of life.



- **Recommendation:** GOHSEP will move the organization back to day to day operations in accordance with the mission of GOSHEP: To utilize three priorities to save lives, protect property and maintain infrastructure:
 - Ensure that GOHSEP serves as the emergency arm of the Governor and works hand in hand with all emergency support/recovery function agencies as part of the U.S. National Response Framework and the Louisiana Homeland Security, Emergency Assistance and Disaster Act in preparation, response, recovery, mitigation and prevention of crisis events.
 - Ensure that all Municipalities, Parishes/Parish Organizations, Sub-Recipients and State Agencies have a voice and an agency to champion for them in obtaining maximum funds in all applicable federal and state programs in an expeditious manner.
 - Consistently review internal best business practices and potential for Improvements. It is essential to review the actual mission and output of internal departments to ensure elite levels of support to all stakeholders in Louisiana.