

# 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

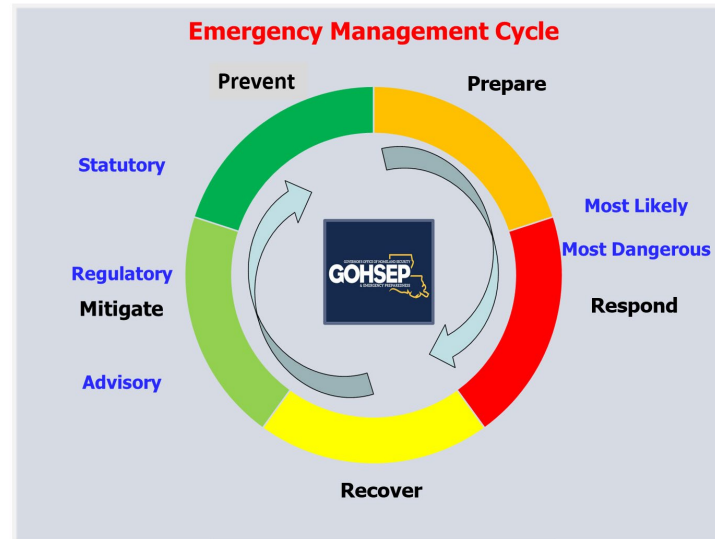


- The Deputy Director (DD) is the leader of the main effort of this program. The main effort consists of the DD, the GOHSEP Public Assistance (PA) and Hazard Mitigation (HM) Divisions with the two respective Assistant Directors (AD) and their Executive Officers (XO). The leaders of the supporting effort 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.

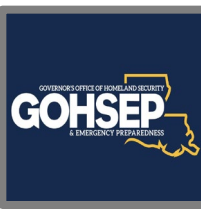
# GOHSEP Modernization



- **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



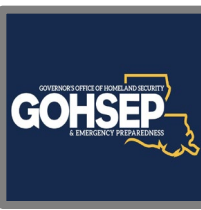
- **Task:** The GOHSEP Director identified a need to review and then strengthen the LABEOC & GOHSEP joint strategic messaging campaign as a part of normal day to day and emergency operations.
- **Purpose (Center of Gravity):** The intent is to follow up with the LABEOC & GOHSEP partnership and GOHSEP 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.

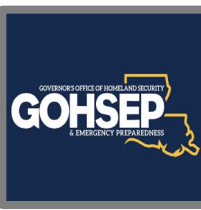


# Chief of Staff and Executive Officer Program



- **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.

# Super Bowl LIX



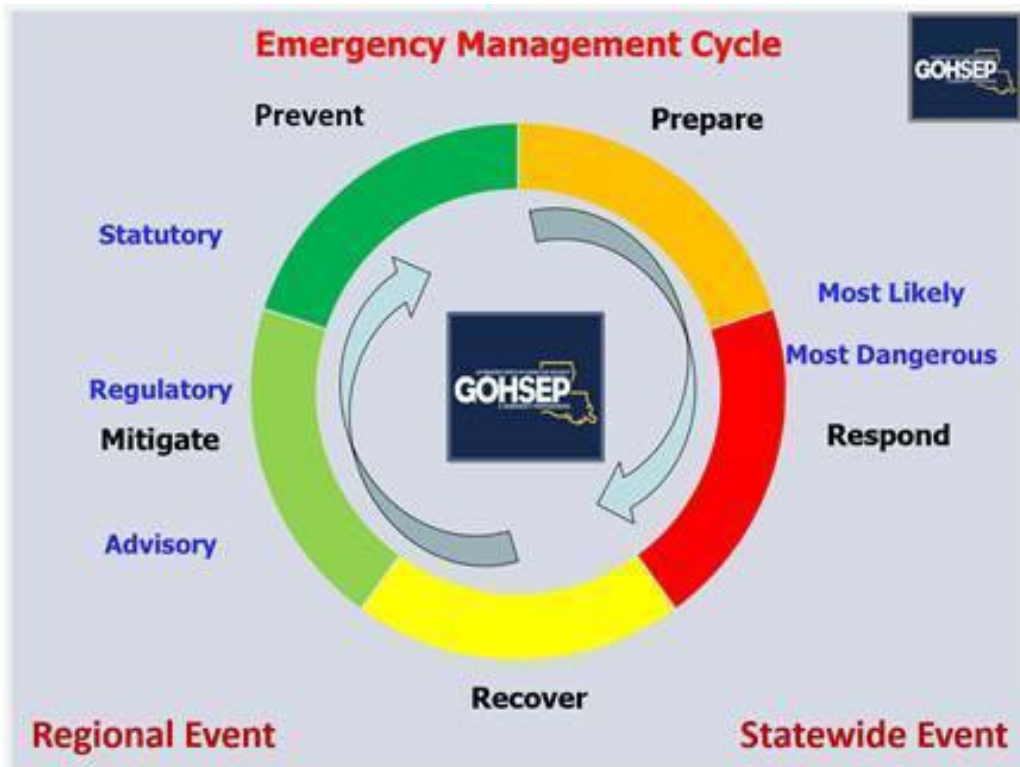
- **Task:** The GOHSEP Executive Team identified a need to fill a capabilities gap in the U.S. Department of Homeland Security (DHS) planning and execution of a DHS SEAR 1 level event.
- **Purpose (Center of Gravity):** The intent is to utilize the U.S. National Response Framework (NRF)- National Incident 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)?

# Super Bowl LIX



- **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."* The GCIRs for this events are:
  - **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.
- As a simple note on one of these GCIRs: Louisiana has experienced 15 cyber attacks in 2024 alone and it is expected to continue.

- 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