

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

JEFF LANDRY  
GOVERNOR



JACQUES THIBODEAUX  
DIRECTOR

**Director Jacques Thibodeaux GOHSEP Strategic Year One Summary- December 1, 2024**

**Background:** GOHSEP is classified in the Louisiana Budget as agency 111 and has an average operating budget of over \$3Bil (with 119 Louisiana Full Time Equivalents-FTE and 210 FTE tied to federal programs). The new GOHSEP structure (January 1, 2025) breaks down the agency into six different divisions: Cyber & Emerging Threats, Emergency Management, Financial Operations & Administration, Hazard Mitigation, Public Assistance and Security & Interoperability. In addition, there are Nine Regions which comprises the Regional Support Operations Team. Finally, there is the Specialty Staff of leaders along with a Quality Control Team.

The first year was focused on an operational mindset to change the culture in the team. It centered around two words "MOVE FASTER."

**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.

**Mission:** The mission of GOHSEP is to utilize three priorities to save lives, protect property and maintain infrastructure:

- Priority Number One: 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.
- Priority Number Two: 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.
- 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.

**Goals:**

- GOHSEP will apply leadership directly towards lifesaving measures, mitigation efforts to protect public/private property and establish/maintain a safety net to protect, operate and improve our infrastructure.
- GOHSEP will quickly and efficiently move resources through the emergency management cycle: preparation, response, recovery, mitigation and prevention. The definition of resources at each stage involves all five divisions and changes depending upon the stage. The five divisions will all operate in support of each other in a deliberate, synchronized fashion.
- GOHSEP will internally hold ourselves accountable as an operational arm of government with a strategic directive: GOHSEP will be unwavering in our efforts to save lives, protect property and maintain infrastructure.

- GOHSEP will standardize internal 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)?

**Assessment of Year One:** 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. We established a regional concept with our customers at the forefront. There were critical areas identified in year one:

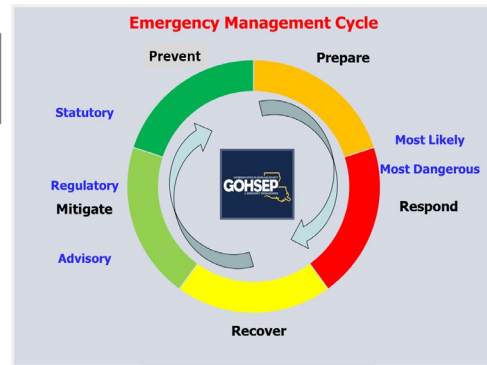
- The **first issue** was raised by the Governor, pertaining to GOHSEP having a resident climatologist on staff.
- The **second issue** was raised directly by the transition team as a major issue, was vetted and approved by the Governor in the transition process. The issue is the element of Human Resources (HR) internal to GOHSEP. GOHSEP is all unclassified service and therefore responsible for all HR functions and oversight.
- The **third issue** was raised as an operational issue by the transition team. The question was how the state responded to emergencies in the past.
- The **final issue** was the most significant and it relates to a recurring issue that the transition team identified, which is the backlog of actions and funding residing in GOHSEP. There was a systemic issue within GOHSEP that minimizes the element of time as an operational and strategic factor in decision making. Time was not utilized or calculated in the decision cycles.
- **100-180 Days Summary-** All five Assistant Directors (AD) developed excellent plans for the 80 days and all demonstrated organization improvement. In addition, the Regional Support Operations Team demonstrated vast improvements. There is an apprehension to take the initiative on leadership tasks, which is a by-product of the previous leadership climate. We will continue to refine the organizational chart to provide leadership at the Executive, Senior, Mid-Level and First Line Supervisory Levels. The next element is the ability to move faster. The first 100 days was purposely very intense. GOHSEP simply does not have the time to be the emergency operational arm of the state and rest on an administrative mindset. It is why the current GOHSEP emergency management cycle focuses on only five elements: most likely, most dangerous, statutory (legal), regulatory (policy) and advisory (SOPs) requirements. The intent is to improve all elements as a whole versus an equalizer effect where improvement varies dependent upon the respective division.

It is critical to utilize the vision, mission and goals as an assessment of year one. Remember the GOHSEP vision is 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. So in looking at the success in relation to the 22 strategic action plans (SAP) and the emergency management cycle, the most essential thing to ask ourselves is: Did we accomplish our vision?



**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.



We conducted 22 SAPs with the results in year one:

1. *Vision, mission & goals: Refocus the organization- Established a baseline with three mission priorities to move faster*
2. *First 100 Days Concept: Transition in the “first 100 days”- Used the first 100 days to demonstrate how to remove barriers*
3. *Organizational Restructuring: Restructure the team- Streamlined and modernized to improve capabilities of six respective divisions*
4. *Field Visitation Schedule: Get senior leaders in the field- Utilized the GOHSEP vision as the foundation for future operations*
5. *Employee Engagement Program: Improve engagement- Provided guidance for future operations, structured input from various elements, set goals for the future and ensured understanding of each person’s role in the team*
6. *90/10% Reimbursement: Expedite reimbursement-Streamlined, improved and modernized the GOHSEP processes into a more efficient model*
7. *Website Redevelopment: Streamline the website- Improved GOHSEP’s ability to convey information as well as redeveloped the App to convey information quickly*
8. *Quality Control Monitor Position: Establish a QC Monitor- Consistently reviewed internal best business practices and potential for Improvements*
9. *30 Day Financial Payments: Expedite payments- Streamlined, improved and modernized the GOHSEP processes into a more efficient model*
10. *QR to Annual Certification: Change an internal policy to help parishes and municipalities- Streamlined, improved and modernized the GOHSEP processes into a more efficient model*
11. *Emergency Hiring Procedures: Modify the hiring process when staffing drops below 85%- Staffing percentages/levels were constantly tracked to avoid shortfalls in the GOHSEP mission of saving lives, protecting property and maintaining infrastructure*
12. *Procurement Restructuring: Ensure senior leaders are involved in the process- Executive Leadership Team (identified as the six Executive Officers, five Assistant Directors, Deputy Director and Director) were used as the primary leaders in the procurement of large scale goods and/or services contracts*
13. *LABEOC Partnership Expansion: Expand the LABEOC partnership- Used the vision of each agency towards a common mission in order to improve the emergency operational capability*
14. *Cyber Program Restructuring: Reorganize the state cyber program- Used the National Response Framework (NRF) and Louisiana Disaster Act as the baseline to facilitate a cyber program that has the ability to prepare for, respond to, recover from, mitigate and then prevent future adverse cyber attacks*
15. *Emergency Cycle Evolution: Use a most likely and/or most dangerous course of action to determine if a statewide or regional response is required, then act accordingly- Performed the GOHSEP Mission of utilizing three priorities to save lives, protect property and maintain infrastructure: ensure that GOHSEP serves as the emergency arm of the Governor, ensure that all agencies have a voice and an agency to champion for them, consistently review internal best business practices and potential for improvements to ensure elite levels of support*

16. *GOHSEP Executive Leadership Program: Provide a central location for agencies to train leaders- Implemented an executive level training program that strengthens the abilities with/of partner agencies in their service*
17. *LABEOC/GOHSEP Academy: Create a centralized process/location for training- Utilized a deliberate, strategic process to maximize the LABEOC as a training location for subjects falling under GOHSEP's purview with an end goal of improving capabilities*
18. *180-365 Days: Establish a set of parameters for improvement in the rest of year one- Used the Vision, Mission and Goals to achieve mindset of moving faster. We approached the regional concept with our customers at the forefront of everything we do*
19. *Critical Infrastructure Facility Program Restructuring: Rebuild the state the CIF program based on current parameters- Used the federal Cybersecurity and Infrastructure Security Agency (CISA) regulatory and advisory guidelines in conjunction with the GOHSEP CIF Team to facilitate a State CIF Program that has the ability to prepare for, respond to, recover from, mitigate and then prevent future adverse actions*
20. *Long Term Recovery Restructuring: Reorganize and refocus how we recover- Employed a comprehensive strategy to recover as a state from man-made disasters and cyclical natural disasters*
21. *LEPA Partnership Expansion: Utilize a public private partnership in emergency management- Used the vision and mission of each agency towards a partnership, in order to improve the strategic and operational capabilities by applying statutory (legal), regulatory (policy) and advisory (SOP) requirements towards the most likely and most dangerous man made threats and cyclical weather events*
22. *Visualization of the Common Operating Picture: Project the COP in numerous locations- Leveraged GOHSEP personnel, resources and programs with a focus on standardizing and improving the GOHSEP visual capabilities*

SAPs are quantifiable metrics that simply complex problems based on five key elements:

**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?*

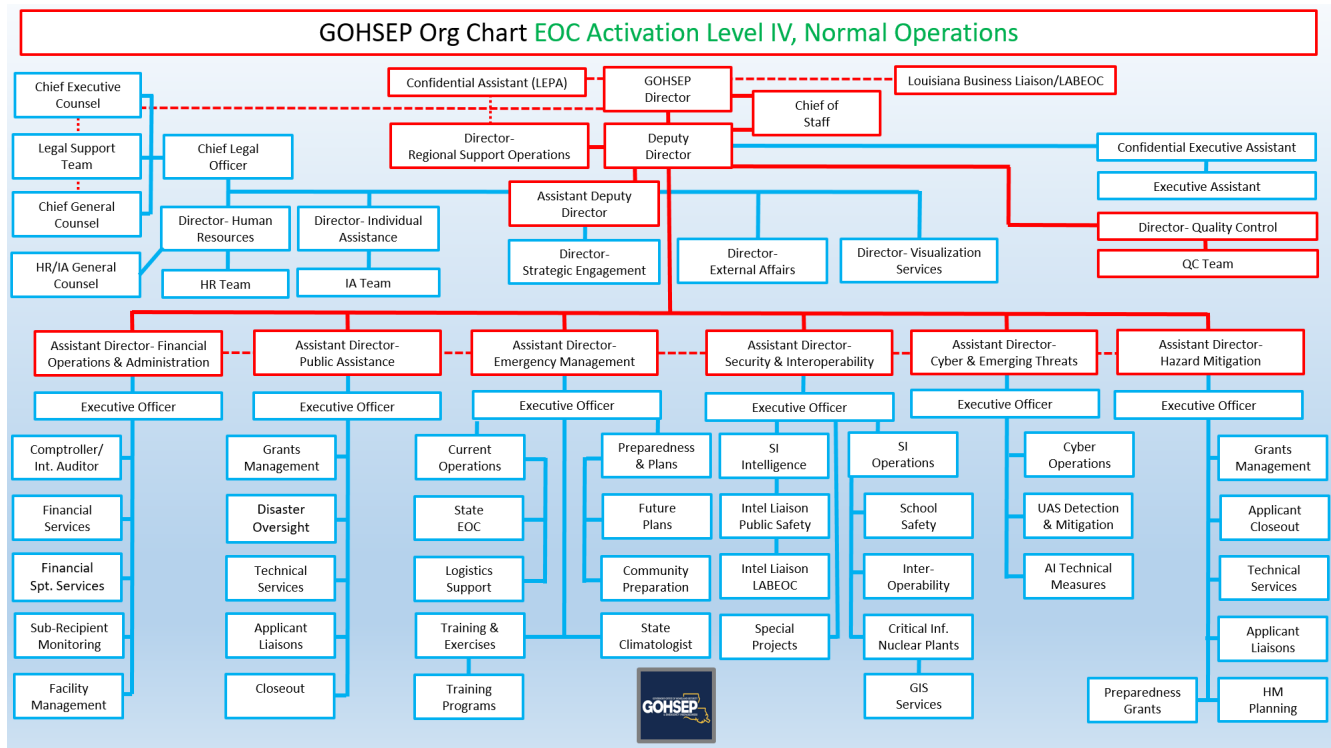
**Recommendation-** *What needs to be accomplished? What is the solution or plan? Is there a specific path to decide the solution? Does the solution support the purpose (center of gravity)?*

A SAP follows an **ends, ways and means concept**, starting by looking at the ends. How is the center of gravity applied towards the vision to reach a desired end goal? Deciding the desired **end** goals are the start to progression to the next step. The next step is the ways. The ways is how to achieve the goals. It is exactly what is says, which **way** is our path ahead. In refining the center of gravity by moving to tasks, leaders need to think about what they want out of a project, initiative, program etc. and then develop information that tells them how efforts will lead the team forward. After setting the ways in place the next step is the **means**. The means are who and what will be assigned to follow the ways to success. So in building information to the leaders this is the solution to the issue. It brings the team back around to the desired end-state or final goal. The military calls this backwards planning as it puts the desired outcome first and then builds a plan of action around it. Each one of these SAP's is a metric where the agency was graded as to the strategic success. In simple terms, they are tests of the capacity of an organization. As the agency evolved, the testing became harder with a deliberate intent to stress the organization to the maximum point. The more we practice as an organization, the better we become in the performance to real world events. This is evident in the next chart.

	Date	Weather Event	Location
1	Jan 2024	Wind and rain (moved Governor's Inauguration)	Capitol Region
2		Ice, snow and sleet ( <del>four fatalities</del> -freeze) ED1	Statewide
3		Seismic anomalies (earthquake tremors)	Red River Parish
4		Solar flare	Mississippi River
5		Rain and flash flooding (10" over 22 hours)	Statewide
6		Solar flare	Mississippi River
7		Grass Fires (four parishes)	SWLA
8	Mar	High winds & rain ( <del>one fatality</del> -falling tree)	Statewide
9		High winds, tornadoes & rain	Statewide
10	Apr	High winds, tornadoes & rain ( <del>one fatality</del> - falling equipment) ED2	I10
11		Drought affecting crawfish ED3	Acadiana
12	May	High winds, tornadoes & rain ( <del>three fatalities</del> - falling trees) ED4A	I10
13		High winds, tornadoes & rain ( <del>three fatalities</del> - falling trees) ED4B	CENLA & I10
14		High winds, tornadoes & rain	CENLA
15	Jun	Rain and flash flooding (8" over two hours/three parishes) ED5A	Acadiana
16		High winds, tornadoes & rain ED5B	I10
17	Jul 8	Hurricane Beryl (Cat 1) & tornadoes ( <del>one fatality</del> ) ED6	NWLA
18	Sep 9-12 FEMA Ops Period	Hurricane Francine (Cat 2) ED7 Major Fed Dec 972mb/12mph forward speed/7'surge/50miles in depth/Cat2 PA Summary (7) A-G&IA (17) A-G 22 Parishes IA Summary 47.6k FEMA Applications \$56.9Mil SBA 1499 Loans \$7.6Mil 1959 NFIP \$41.1Mil DSNAP \$22.5Mil Total IA \$128.1Mil	Acadiana & SELA
19	Sep 28-Oct	Hurricane Helene EMAC Major Fed Dec 108PAX SFM- 57PAX, (2) Swift Water SAR (1)IMAT LSP- 60PAX, (3) LEO Teams GOHSEP- 5Pax (1) EOC Leadership Team (Ground Zero- Asheville NC) GOHSEP- 300k MREs Orleans OEP- 5Pax EOC Leadership Team GOHSEP- Statewide Debris SME GOHSEP- 30 Travel Trailers DOTD-	EMAC OUT SC/NC-SFM NC-LSP NC-GOHSEP GA-GOHSEP SC- GOHSEP/NOLA VA-GOHSEP NC-GOHSEP
20	Oct 9- Nov	Hurricane Milton EMAC Major Fed Dec 724PAX LANG-8PAX (2) UH60 Aviation Crew 500PAX (1) Engineer TF 100PAX (1) Lt Truck Co SFM- 105PAX, (2) Swift Water SAR (1) Engine Strike Team GOHSEP- 1 VOAD SME LSA- 4PAX (1) LEO Team	EMAC OUT FL-LANG FL-SFM FL-GOHSEP FL-GOHSEP/LSA
	Date	Man Made Event	Location
1	Feb 2024	AT&T nationwide outage	Nationwide
2		Cyber Event	
3	Apr	Cyber Event	
4	May	Cyber Event	
5	Jun	Cyber Event	
6	Jul	Cyber Event	
7		Cyber Event	
8		CrowdStrike IT nationwide outage (28 Parishes 10k & 40k State)	Nationwide
9		Oil Spill- Lafourche Parish Emer. Dec. (1000 Barrels/55,000 Gallons)	Lafourche
10	August	Cyber Event	
11		Cyber Event	
12	September	Cyber Event	
13		Cyber Event	
14	November	Federal Presidential Election- (6) U.S. Congressmen/Women	Nationwide/Statewide

We have not listed the school safety responses in the above chart. They will be summarized in the annual report due to the legislature in May 2025.

This organizational chart reflects an intent to make deliberate decisions: For every operational decision, we will make one concerning the welfare of people.



In understanding effective teams, a good organization’s vision will revolve around people in some form or fashion. In dealing with people the first critical aspect is that any person who can’t build a coalition will eventually fail. The military calls the strategic environment VUCA- Volatile Uncertain Complex Ambiguous. It means that every decision is complex and is best made with a coalition in mind. In looking at the big picture leaders need to be able to operate in a VUCA environment. Leaders need to foster the ideas of those around and build them into a coalition that supports the vision of the group. This area is much harder than vision and center of gravity as well as ends, ways and means. The leaders that can build effective teams through strategic management are very successful. Leaders that don’t place people first will never be able to change the culture in a team. They focus more on tasks and may demonstrate some success but never truly unleash the power of the team. Leaders can achieve success in numerous events without achieving the respect of their teammates and they are forgotten as soon as the event ends; or, true leaders earn the respect of their teammates and watch as they ensure excellence due to a desire to be an integral part of that success. True leaders control the situation and direct the outcome rather than allowing the situation to control their team and direct the outcome!

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!

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October 1, 2024

All GOHSEP Employees

This letter can be considered a formal executive self-evaluation of my efforts in the calendar year 2024. I will address the most significant area of success and three areas where I need effort and work in getting better.

Biggest strength:

1. Use of vision, mission and goals to achieve team success- I have many faults, but the major strength that I have is the use of a vision, mission and goals to achieve team success. This allows for the maximum use of the team in a strategic environment. The vision is constant, the mission statement and tasks may change and my goal always supports who I want to be tomorrow, which is how I want to be remembered. There is no success without team success!

Area to focus on:

1. Patience- This is my biggest fault. My challenge is that I understand what success is and always move towards it, often leaving patience in the wake. It requires a constant effort on my part to manage. Leadership is not about personal achievement, leadership is about impact to those around us. When I demonstrate a lack of patience, I fail to make an impact. I will continue to work on it!
2. Acceptance of the status quo- I consistently focus on strategic concepts and changing the culture in teams, which often leads to a disruption of current programs. Just because a program is there does not mean it is ineffective. My challenge is that I am always looking for a better way, sometimes trying to fix what is not broken. I have to apply patience with the status quo!
3. Speed of decision making- The difference between a good decision and bad decision is often just five minutes. Strategic action requires speed, yet speed hinders success. I am comfortable moving agencies with speed and have to remind myself that sometimes the speed at which I move has adverse effects. Decision making involving people should be the focus. Speed may not always be required!

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