



**READYCOMMUNITIES
PARTNERSHIP**

MILITARY BASE AND PORT COMMUNITY RESILIENCY INITIATIVE

**The Greater New Orleans Model:
A Foundation for the Role of the Corporate Crisis Response Officer in Supporting First
Responders in the First 72 Hours – Providing Assistance for Family Members and Dependents
with Disabilities or Access and Functional Needs**

Symposium Summary: Stakeholder Best Practices and Recommendations

**December 3, 2013
Port of New Orleans, Louisiana**

First Edition

READYCOMMUNITIES PARTNERSHIP

December 3, 2013
Port of New Orleans, Louisiana

TABLE OF CONTENTS

- I) Initiative Co-Chairs, Planning Committee, Partnership Advisory Board
- II) Symposium Registrants/Participants List
- III) Forward by Hon. Asa Hutchinson, Advisory Board Chairman
- IV) Forward by LTG Russel L. Honore', US Army (ret.)
- V) Executive Summary: Greater New Orleans Model for Resiliency by Rosalie J. Wyatt
- VII) Stakeholder Best Practices and Recommendations by Sector
Editorial Committee
 - 1) Citizen / Community
 - 2) Communication / Technology
 - 3) Economics / Infrastructure
 - 4) Education / Training
 - 5) Fuel / Energy
 - 6) Intelligence / Situational Awareness
 - 7) Leadership / Sustainability
 - 8) Legal / Intergovernmental
 - 9) Military / Security
 - 10) Public Health / Medical
 - 11) Transportation / Logistics
- VIII) Appendix: Military Base/Port Resiliency Initiative Overview (2008)

READYCOMMUNITIES PARTNERSHIP
MILITARY BASE AND PORT COMMUNITY RESILIENCY INITIATIVE:
The Greater New Orleans Model: A Foundation for the Role of the Corporate Crisis Response
Officer in Supporting First Responders in the First 72 Hours –
Providing Assistance for Family Members and Dependents
with Disabilities or Access and Functional Needs

December 3, 2013
Port of New Orleans
New Orleans, Louisiana

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RCP December 3, 2013 Port of New Orleans Symposium and Awards
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Mr. Gary LaGrange, President and CEO, Port of New Orleans

Keynote Address
LTG Russel L. Honore', US Army (ret.)

Moderator
Ms. Rosalie J. Wyatt, National Director, ReadyCommunities Partnership

National Anthem
Quinten Spears, New Orleans Fire Department

Presentation of the Colors
US Coast Guard, Sector New Orleans:
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Mr. Wyly Gilfoil, Vidalia Port Commission
 Mr. Karl Gonzalez, Greater New Orleans Barge Fleeting Association
 Mr. Miserendino Giuseppe, Southeast Louisiana Flood Protection West (PCT)
 Mr. Karl Gonzalez, Greater New Orleans Barge Fleeting Association
 Mr. James Gray, New Orleans City Council
 Mr. Matthew Gresham, Port of New Orleans
 Ms. Joan Guillory, Disability Issues Consultant (EMDAC)
 Police Chief Robert S. Hecker, Port of New Orleans
 Ms. Cynthia Hedge-Morrell, New Orleans City Council
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 Ms. Nancy Malone, American Red Cross, South Louisiana Region (EMDAC)
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Ms. Kay Wilkins, American Red Cross New Orleans
Mr. Mark Wright, American Waterways Operators (PCT)
Ms. Rosalie J. Wyatt, ReadyCommunities Partnership
Mr. Paul Zimmerman, Port of New Orleans (PCT)

Acronyms:

Emergency Management Disability and Aging Coalition (EMDAC) - Louisiana
Port Coordination Team (PCT) – New Orleans
Joint Task Force 7 (JTF7) – Baton Rouge

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FORWARD

by

Hon. Asa Hutchinson
ReadyCommunities Partnership Advisory Board Chairman
Military Base and Port Community Resiliency Initiative Hon. Co-Chairman
Member of Congress (R-AR, 1997-2001) and DHS Under Secretary (2003-2005)

The ReadyCommunities Partnership (RCP) launched the Military Base and Port Community Resiliency Initiative to identify best practices and recommendations for resiliency in our nation's strategic military base and port communities.

I thank each of you who have participated in this initiative including the symposium recently hosted by the Port of New Orleans on December 3, 2013 to outline the Greater New Orleans Model for resiliency.

This symposium was preceded by others to develop the initiative in Charleston, South Carolina; the Senate Dirksen Office Building in Washington, DC; PortMiami; and Miami-Dade Emergency Management.

The output of each symposium was enriched by the participation of public and private sector leaders representing city and county emergency management, FEMA/DHS, the U.S. Coast Guard, combatant commands and armed forces, National Guard, community organizations, faith-based organizations, educational institutions and small and large businesses.

To supplement your organization's preparedness planning and activities, please take a few moments to read through the attached presentation of stakeholder best practices and recommendations:

*The Greater New Orleans Model:
A Foundation for the Role of the Corporate Crisis Response Officer
in Supporting First Responders in the First 72 Hours – Providing Assistance for Family
Members and Dependents with Disabilities or Access and Functional Needs*

Working in collaboration with an array of stakeholders, one of RCP's goal is to continue developing a working model of the corporate Crisis Response Officer (CRO) to fortify and better prepare America's strategic communities for the first 72 hours of a large-scale or national crisis.

If you wish to participate with us in a pilot project to help stand-up a cadre of corporate crisis response officers (CROs) in your community to reinforce the local response capacity and through collaboration, please contact Rosalie J. Wyatt, RCP Volunteer National Director, at rjwyatt@wyattcgi.com.

I thank each of you for your invaluable ongoing contributions of time, leadership and talent to community resiliency.

FORWARD

by

LTG Russel L. Honore', U.S. Army (ret.)
ReadyCommunities Partnership Advisory Board Member

I am grateful to the public, private, community and military sector leaders who gathered together on December 3, 2013 under the leadership of the ReadyCommunities Partnership at the Port of New Orleans to share best practices for resiliency in the first 72 hours of a large-scale crisis.

The people of greater New Orleans are proud of its emergency responders and partnerships that contributed to the successful evacuation of majority (80% estimated) of its residents in the face of Katrina.

Disasters are inevitable, but how do we get to the left side of the disaster? We need to consider this challenge given that we save approximately \$12 post-disaster for every dollar we spend pre-disaster.

How we can encourage individuals to take responsibility for preparedness and organizations to partner for increased resiliency?

For example, we might consider enacting legislation to mandate that drug stores and gas stations have a rechargeable generator on-site and above the basement level to avoid flooding.

Also, common sense dictates that we must continually collaborate and take steps to ensure that we minimize the potential for future complex disasters to be compounded by unnecessary manmade crises.

Right now, we must challenge educators to be sure to prepare the next generation of leaders for crisis preparedness and response.

Thank you for your ongoing service and dedication to community resiliency.

Be prepared!

LTG Russel L. Honore'
(U.S. Army, ret.)

EXECUTIVE SUMMARY

By Rosalie J. Wyatt

The Greater New Orleans Model for Resiliency

Recognizing that America's own resiliency depends upon how communities handle their first response, ReadyCommunities Partnership symposium participants convened on December 3, 2013 at the Port of New Orleans to outline and share best practices of the Greater New Orleans Model for Resiliency.

The model reflects the region's culture of collaboration, history and experiences. The model also highlights the work and commitment of many of the greater New Orleanian organizations and public-private partnerships that continue to contribute in a pivotal way to the economic vitality and resiliency of the port community and the nation's security.

In his keynote address, General Russel L. Honore' (U.S. Army, ret.) framed the context for this model by stating that New Orleans "...is a great city that casts a bigger shadow than what it is because of this port and what it means to the security of our nation and the assets that out in that gulf (p. 41).

Also, in accordance with the purpose of the symposium, the model highlights some of the best practices specific to the port community's capacity to support first responders and their families and dependents with disabilities or access and functional needs in the first 72 hours of a large-scale or national crisis.

The Greater New Orleans Model is comprised of but not limited to the following best practices and recommendations that may also serve as a basis for preparedness planning in other cities, counties, regions and states:

Inter-Law Enforcement Collaboration

- "... the unification of multiple groups of people coming together from various disciplines of the law enforcement entities." (*G. LaGrange, Port of New Orleans, p. 2*)

Lessons Learned from Hurricane Katrina, Port of New Orleans

- Port NOLA CEO Gary LaGrange produced a 182-page document entitled *Lessons Learned from Hurricane Katrina, Port of New Orleans* for Professional Port Manager certification. "It brings to light all of the many things that all of us know and all of the good things that we know we should do in the way of preparing for natural disaster or act of terrorism..." (*G. LaGrange, Port of New Orleans, p. 1*)

Gulf of Mexico Alliance: Resiliency Index

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (Dec. 3, 2013, Port New Orleans), p. 10/38

- “We have a project that dovetails nicely with the ReadyCommunities initiative, which is to look to some of our major industries in the gulf; the ports being one, and look to see where they’re resilient, where they’re not, and what ways we can help and find funding to bolster and implement a lot of these best management practices for that industry.” (*L. Bowie, Gulf of Mexico Alliance, p. 32*)

Joint Task Force 7 (JTF7): Collaboration between Sheriffs across Seven Parishes

- “JTF7 is a maritime law enforcement task force created by the seven Louisiana Sheriffs surrounding the Greater Baton Rouge Area. JTF7 has partnered with the Port of Greater Baton Rouge, the Coast Guard, and the private sector industry to protect the lives and the vital infrastructure of the Greater Baton Rouge area. The partnership’s unique rapid-response capabilities and unified command structure, allows JTF7 to quickly and effectively respond to unusual events at local facilities, acts of terrorism, and natural or man-made disasters. JTF7 hopes to serve as a model of how cooperation, communication, and collaboration can enhance public safety for other ports across the United States.” (*Source: 2013 RCP Awards Program/JTF7*)

Miss Lou Cross-River Regional Initiative: Community/Economic Development

- “...the Miss Lou Community. It’s both Adams County, Mississippi, and Concordia Parish, Louisiana. Each parish and county, we are on both sides of the Mississippi River. We deal with two states and several communities, so we have several challenges ahead of us whenever we work on programs or anything that goes along with joint effort. So in 2009, we started a grass roots informal effort called the Ms. Lou Regional Initiative. We’ve brought together private and public sector leaders from both sides of the river, and the purpose of the initiative is to join together for the purposes of community and economic development... in 2011, we had the flood of the Mississippi River. And we were able to join together on both sides of the river to bring in the appropriate leaders to talk about how we could work together to provide resources. So, because we had this alliance, we were able to build up enough trust among each other to successfully fight the flood.” (*H. Malone, Concordia Parish, p. 26*)

Louisiana Emergency Management Disability and Aging Coalition (EMDAC):

Support for Disabled Individuals and those with Access or Functional Needs

- “The Louisiana Emergency Management Disability and Aging Coalition (EMDAC) addresses the needs of people with disabilities and the elderly as a part of emergency management. Louisiana has been told that it may be one of the only states that has such a coalition with a diverse membership, including: the Advocacy Center (the protection and advocacy organization), the Governor’s Office of Homeland Security and Emergency Preparedness, Department of Health and Hospitals(DHH)/Louisiana Volunteers in Action, the American Red Cross, LATAN (the Assistive Technology Act program), the ALS Association, New Horizons (an independent living center), the Arc of Louisiana, DHH/Office of Public Health-Center for Community Preparedness, DHH/Office of Aging and Adult Services, DHH/Office for Citizens with Developmental Disabilities, Louisiana

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Rehabilitation Services and the Governor's Office of Elderly Affairs. The Governor's Office of Homeland Security and Emergency Preparedness has asked that EMDAC be represented at the Emergency Operations Center should a state or federal emergency be declared. Members of the coalition serving in the Human Services Branch during activation could assist state partners in supporting resource request from the parishes (counties) or mass care providers, helping to prioritize those requests and contributing to the development of forward planning. The questions could arise pre-disaster, during disaster and post disaster. The importance of this is that Louisiana recognizes that disability and aging needs are important and must be addressed by experts throughout disaster response and into recovery." (*Source: 2013 RCP Awards Program*)

Naval Air Station Joint Reserve Base: DoD's Exceptional Family Member Program

- "...the mandate was called the exceptional family member program. It is a requirement. If you have a dependent who has special needs, be it educational, medical, etc., you are required to enroll in that program. Now, (_____) isn't realistic for a lower response, but for the federal level what it does is it frankly, it sets a categorization, one through five, based on the needs of your family. Internally, that can decide where you will be geographically assigned. (*CDR R. Pritchard, Naval Air Station JRB New Orleans, p. 20*)

Naval Air Station Joint Reserve Base: Mission Central Personnel

- "Frankly, everybody, if you're not required, you leave. We've got a 48-hour fly away. We've got a 72-hour return crew. We identify those assets and those persons that are necessary to perform that mission and then we work on a least required scale to most required scale based upon who needs to leave, and how quickly. It worked very well for us in Isaac, even though we did not evacuate. We still identified those persons to report to work. And in fact, one of us, one of our (1:02:03.6) dealings with civilian employees, with our union folks is when they're outside the bargaining agreements. We have items included that specifies who is designated as mission central personnel. Those personnel are then afforded two-day opportunity to quite frankly, just as one of my colleges said, to prepare themselves, get their families ready; because when we come back, and we're going to work, we need you here, we need you focused. In fact, we were able to get air (1:02:29.7) operational in about eight hours following Hurricane Isaac." (*CDR R. Pritchard, Naval Air Station JRB New Orleans, p. 20-21*)

Port Lafourche: Maritime Domain Awareness

- "Port Lafourche implemented a maritime domain awareness system called GLPCC-4; which is command, control, communications and collaboration. We bring security, emergency response operations, and resiliency into one common operating picture for greater situational awareness and interoperability with local, state, and federal agencies." (*A. Danos, Greater Lafourche Port Commission, p. 28*)

US Coast Guard Sector New Orleans: Rescue and Relief Operations

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- In response to Hurricane Katrina bearing down upon New Orleans, U.S. Coast Guard's Commander, Capt. Frank Paskewich established an Incident Command Post in central Louisiana for staff, displaced family members and pets. (Source: Helvarg, D., (2010). *Rescue Warriors: The U.S. Coast Guard, America's Forgotten Heroes.*). The U.S. Coast Guard completed numerous rescues and relief operations under the leadership of Capt. Paskewich as documented by the Katrina Archival and Historical Record Team (Source: <http://www.uscg.mil/history/katrina/katrinaoralhistoryindex.asp>).

US Coast Guard Port Coordination Team (PCT): Maritime Safety and Security

- “The PCT is an essential advisory body for the major weather events that impact the Lower Mississippi River Port Region. During High Water 2011, Hurricane Isaac in 2012, and Tropical Storm Karen in 2013, the PCT provided essential guidance and coordination necessary to prepare, close and reopen the Mississippi River in a safe and orderly manner. During Hurricane Isaac, the PCT enabled the movement of 900 barges up the Mississippi River to safer moorings, eliminating the risk they posed to river navigation and infrastructure. In order to prevent a catastrophic vessel impact to the multi-billion dollar levee system protecting the city of New Orleans from hurricane storm surge, the PCT supported the enforcement of the Regulated Navigation Area and enabled the safe evacuation of over 100 vessels from the Industrial Canal and Gulf Coast Intracoastal Waterway. After the storm passed, the PCT coordinated the surveys essential to the safe opening of the River System within twelve hours. The PCT serves as the eyes and ears of the port community. Their guidance is essential to the preparation and response for major weather events, ensuring that the region is best prepared for the immediate post-storm response operations.” (Source: *2013 RCP Awards Program*).

Others

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ReadyCommunities Partnership December 3, 2013 Port of New Orleans

Author and Editor

Rosalie J. Wyatt, National Director, ReadyCommunities Partnership

Co-Editors

Citizen/Community

Ms. Connie Uddo, Hike for Katreena, St.Paul's Homecoming Center

Communications/Technology

Rosalie J. Wyatt, Wyatt Consulting Group International, Inc.

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Mr. Jon Callais, Harbor Police Chief, Port Fourchon (invited)

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Mr. James Murphy, U.S. Maritime Administration, Department of Transportation

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (Dec. 3, 2013, Port New Orleans), p. 14/38

STAKEHOLDER BEST PRACTICES AND RECOMMENDATIONS

Highlights of best practices and recommendations of the ReadyCommunities Partnership December 3, 2013 Port of New Orleans symposium participants for resiliency in the first 72 hours are presented by subcommittee in this summary:

1. Citizen/Community
2. Communications / Technology
3. Economics / Infrastructure
4. Education / Training
5. Fuel / Energy
6. Intelligence / Situational Awareness
7. Leadership / Sustainability
8. Legal / Intergovernmental
9. Military / Security
10. Public Health / Medical
11. Transportation / Logistics

The ReadyCommunities Partnership December 3, 2013 Port of New Orleans transcript can be referenced at www.readycommunities.org/.

1) CITIZEN/COMMUNITY

Symposium Overview:

Participants from the greater New Orleans private, community, public and military sectors highlighted best practices for community resiliency in the first 72 hours including pre-planning for family safety and collaboration across the region and sectors and partnerships with volunteers and nonprofit organizations.

Transcript Excerpts:

Symposium Best Practices:

Family and Employee Safety

City of New Orleans First Responder Pre-Planning

- "...our first responders, they have to before hurricane season, have their own emergency plan; what they do with their families. Another thing we learned from Katrina...is an officer that *knows where his or her family is and that they're safe, now he or she can concentrate on her job here.* So, what we asked our officers to do.. have your plan. Know where you're going to send your family, how you're going to get them there, and it isn't you driving them to Shreveport. It's them having a method with which to get there and that they are safe prior to the event." (*LTC. J. Sneed, City of New Orleans, p. 11*)

American Red Cross Ready Rating Program

- "And then it helps you do something very important, create that plan for our *families and for our employees* so that we know that our families and friends are safe; so we can focus on job number one which is to keep the community safe." (*K. Wilkins, American Red Cross, p. 25*)

Good Samaritans

- "...because neighbors and Good Samaritans still save more people in any disaster than any uniformed responders." (*LTG R. Honore', p. 35*)

Collaboration and Partnerships

Across Sectors and the Region

- "...Plaquemines Parish was home to five hurricanes and an oil spill. And with only 23,000 residents, we couldn't have recovered, we couldn't have survived without the region's help...the first responders, elected officials, volunteers, and volunteer groups from across the state and the nation made it possible." (*B. Nungesser, Plaquemines Parish, p. 7*)

Neighbors Helping Neighbors

- "Hurricane Gustav was topping our levees on the east bank by about three feet. ... But because of that cooperative spirit, not asking who was going to pay or who was in charge, just showing up and helping, we saved that community on east bank from Gustav. Couldn't have done it without the help of our neighbors." (*B. Nungesser, Plaquemines Parish, p. 7*)

Across Parish Lines and Political Differences

- ... Those are just two examples of hundreds that with the cooperation of the military, the base, the Coast Guard; putting their chain of command aside and making the right decision in a split moment, we saved lives. And that's what I think out of all these disasters that cooperative spirit of working across parish lines, across political differences to do the best thing for the people of Louisiana. " (B. Nungesser, *Plaquemines Parish*, p. 7)

Across Sectors: Government, Corporate, Community Partners

- "...it's not just one organization that helps a community rebuild and recover after a disaster strikes. It's our government partners, it's our corporate partners, and it's our community partners working together." (K. Wilkins, *American Red Cross*, p. 25)

Emergency Management Disability and Aging Coalition

- "Many would call EMDAC's membership list "strange bedfellows" - consisting of people with medical knowledge, assistive technology experts, emergency managers and disability and aging advocates -- but, we all know that our successes depend on all of us." (J. Abadie, *Advocacy Center, Transcript Best Practice Addendum*)

Volunteership

Individual Registration: Matching Interests with Opportunities

- "We know that those unaffiliated volunteers can be the disaster within the disaster. So we use online messaging and registration to register the volunteer opportunities, and to register people who are interested in volunteering." (J. Pace, *Volunteer Louisiana*, p. 21)

Organizations: Information Sharing

VOAD EOC Participation

- "Many of us work together in a group called VOAD, Voluntary Organizations Active in Disaster. That's a group that gets together and communicates, shares information, so we know who is doing what and what they can and cannot do in a disaster; so that when we go into the state emergency operation center (EOC) and staff the VOAD (National Voluntary Organizations Active in Disaster) seat, we are there to be an asset to the emergency operation center and the people on the ground." (J. Pace, *Volunteer Louisiana*, p. 22)

Louisiana Business EOC: Coordination with Volunteer Agency Activities/Resources

- "The other group that we work with and is kinda still in the fledgling stage is Louisiana Business Emergency Operation Center. And this was created after Gustav. It is an organization that's going to help to coordinate activities and resources of businesses and also volunteer agencies. But it's another communication tool. It's to find out what businesses need so they can get back up and going. But it's a way, again, to keep them together so that that response or that need is known and kind of a coordinated effort. (J. Pace, *Volunteer Louisiana*, p. 25)

Voluntary State and Local Agency Liaison (VAL)

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- “And ... we encourage local and state agencies to assign a VAL. A VAL is a Voluntary Agency Liaison. It helps to have that one point of contact so we’re not going around knocking on the door bothering everybody. A VAL is a very, very critical piece to help coordinate this warm and fuzzy piece of the response.” (*J. Pace, Volunteer Louisiana, p. 25*)

Symposium Recommendations:

Collaboration and Partnerships

1st 72 Hours Regional and Unified Approach

- “But the topic of 72 hours. I think it is key. Seventy-two hours is, I think the one thing we learned from Katrina is we have to be prepared, have to have our plans, we have to look at it as a regional approach. We have to have everybody work together.” (*LTC. J. Sneed, City of New Orleans, p. 9*)

Community Nonprofit Organizations

Lend Support and Develop Relationships

- “I urge all my fellow elective officials to lend your name....Let’s help all these great nonprofits continue the great work they are doing in our community.” (*B. Nungesser, Plaquemines Parish President, p. 8*)
- “We encourage you to have relationships at the local level with your nonprofits, with the groups that can really help you.” (*J. Pace, Volunteer Louisiana, p. 23*)

Neighborhood Recovery Centers: Provide Communication and Serve as Response Centers

- “...that we easily could ramp up to transition to a response center. Those first 72 hours, what we did is we started communicating to the entire neighborhood. I think that ... a neighborhood center is just a key model for not only recovery, but for communication in the event of a storm coming.” (*C. Uddo, St. Paul’s Homecoming Center, p. 30*)

Volunteers

Communication is Key to Managing Goodwill and Expectations

- “We had 16,692 people register to help with the Gulf oil spill....communication is very key in helping to keep the good intentions under check until we can use them and put them in opportunities where they are most needed.” “...we want ...to help these unaffiliated volunteers find an organization to affiliate with so that they can be equally impactful in the response.” (*J. Pace, Volunteer Louisiana, pp. 21-22*)

Trained Volunteer Capacity

- “Volunteers are amazing. Trained volunteers are especially amazing. And you know from your statistics, there are a lot of volunteer firefighters, there are a lot of volunteer first responders in our state.” (*J. Pace, Volunteer Louisiana, p. 22*)

Voluntary Agencies

NIMS Certification: Communicate Common Language

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- “We encourage all voluntary agencies to be National Incident Management (NIMS) certified, so that they can talk your language. It is a lot easier when you go into the Emergency Operation Centers to say, ‘We understand what is going on.’” (*J. Pace, Volunteer Louisiana, p. 25*)

Collaboration with State and Local Government

- “The other thing that we encourage volunteer agencies to do with their state and local governments is have their MOUs so that the people know what you can and cannot do and you know that you can call on those volunteer agencies for the great work that they can do.” (*J. Pace, Volunteer Louisiana, p. 25*)

Vulnerable Populations

Organize to Enable Evacuation

- “We’ve to have that culture in America that when people leave they know where the elderly, disabled and the poor are on their street and they stop by and see if they can encourage them to leave. We are going to need that level of organization in America if we’re going to be good.” (*LTG R. Honore’, p. 40*)

Overall Recommendations:

General Honore’ stated that America needs a culture with a level of organization tuned to the needs of the vulnerable populations during crises. Non-profit organizations and volunteers are and/or should be considered integral to community resiliency.

2) COMMUNICATIONS / TECHNOLOGY

Symposium Overview:

Regional communication and information-sharing driven by necessity and facilitated by trust in people and technology was highlighted. Opportunities for communities to prepare with assistive technology for disabled individuals or those with access or functional needs were outlined.

Transcript Excerpts:

Symposium Best Practices:

Collaboration and Information-Sharing

Regional Collaboration

- “We can’t do the big events we have in preparation with the New Orleans Police Department (NOPD). We cannot handle it alone. So for all our big events we constantly have other agencies that come in and help us. So, again it’s regional. We all work together, share our information.” (*LTC. J. Sneed, City of New Orleans, p. 10*)

- “We now communicate as a region.” (*J. Brechtel-Clarkson, New Orleans City Council, p. 29*)

NIMS Certification: Enabling Communication through a Common Language

- “We encourage all voluntary agencies to be National Incident Management (NIMS) certified, so that they can talk your language...a lot easier when you go into the emergency operation centers to say, ‘We understand what is going on.’” (*J. Pace, Volunteer Louisiana, p. 25*)

Trust in Individuals and Technology

- “...the two main components of information sharing and what makes those programs successful are trust among the individuals and organizations that are sharing information. The second component is trust in the technology that’s used for those collaboration efforts, trust in the security, trust in the access controls and also the relevant and timely content and ease of access to that content.” (*B. Donaldson, Priority5, p. 32*)

Technology Solutions

Technology-Driven Collaboration

- “A regional collaborative environment, basically a software based net-centric solution that allows different stakeholders such as yourselves, to have a workstation operating within a work group. ...These regional collaborative efforts are very important in bringing technology to those efforts...further expand and enhance your efforts to that regional collaboration...that the technology is here today.” (*C. Noel, AIC, p. 31*)

Technology Driven Planning and Response

- “Port Lafourche is a perfect example of that technology being deployed in that type of environment to the point where they were able to collaborate with all the different agencies within that region; the loop, their parish government, the actual port headquarters, their harbor police. Put all those individuals within one work group and provide a collaborative environment where they can do their event planning and their disaster response preparation.” (*C. Noel, AIC, p. 31*)

P25 Compliant Radio System

- “One of the biggest things I think that we improved on since Katrina that helps that regional approach is we have a regional P25 Compliant Radio System.” (*LTC J. Sneed, City of New Orleans, p. 10*)

Sea, Lake and Overland Surges from Hurricane (SLOSH) Model

- “I want to gratefully thank the National Guard, because I knew my district and I was using Energy SLOSH (Sea, Lake, and Overland Surges from Hurricanes) Model telecom, computer at the Hyatt, it was the only thing working.” (*J. Brechtel-Clarkson, New Orleans City Council, p. 29*)

Assistive Technology

Pre-Staged Cashes

- “So that’s been our mission in the past eight and a half years and we have pre-staged caches of assistive technology and durable medical equipment in state run shelters. (J. Karam, *Louisiana Assistive Technology Assistance Network / EMDAC*, p.27)

MOUs for Distribution

- “We have, along with the EMDAC, come up with MOUs to create partnerships so that we can collect, refurbish, and distribute assistive technology to people in need; people with disabilities that had to evacuate or perhaps lose, due to the disaster, their way of functioning. (J. Karam, *Louisiana Assistive Technology Assistance Network/EMDAC*, p.27)

Needs Assessment Process

- “We have come up with an assistive technology assessment needs process so that everybody in the state, especially shelter managers, know how to get in touch with us and our partners to distribute equipment.” (J. Karam, *Louisiana Assistive Technology Assistance Network/EMDAC*, p.27)

Communication and Volunteers

Matching Volunteer Intentions with Opportunities

- “...communication is very key in helping to keep the good intentions under check until we can use them and put them in opportunities where they are most needed.” (J. Pace, *Volunteer Louisiana*, p. 21)

VOAD EOC Participation

- “Many of us work together in a group called VOAD, Voluntary Organizations Active in Disaster. That’s a group that gets together and communicates, shares information, so we know who is doing what and what they can and cannot do in a disaster; so that when we go into the state emergency operation center (EOC) and staff the VOAD seat, we are there to be an asset to the emergency operation center and the people on the ground.” (J. Pace, *Volunteer Louisiana*, p. 22)

Louisiana Business EOC Communication / Coordination

- “The other group that we work with and is kinda still in the fledgling stage is Louisiana Business Emergency Operation Center. ...It is an organization that’s going to help to coordinate activities and resources of businesses and also volunteer agencies. But it’s another communication tool. It’s to find out what businesses need so they can get back up and going. But it’s a way, again, to keep them together so that that response or that need is known and kind of a coordinated effort. (J. Pace, *Volunteer Louisiana*, p. 25)

Social Media

Texting for Team Coordination

- “...that’s (Katrina) when we probably all learned how to text. ... we’ve come a long way and it’s a team effort.” (G. LaGrange, *Port of New Orleans*, p. 1)

Twitter for Getting Info out Quickly

- "...social media... Twitter... it is a wonderful, wonderful tool to get information out quickly..." (*LTC J. Sneed, City of New Orleans, p. 11*)

Symposium Recommendations:

Information Sharing

A Necessity

- "We have to, on a day-to-day basis work with each other, share information. (*LTC J. Sneed, City of New Orleans, p. 9*)

Key to Managing Goodwill and Expectations

- "We had 16,692 people register to help with the Gulf oil spill... communication is very key in helping to keep the good intentions under check until we can use them and put them in opportunities where they are most needed." "...we want ...to help these unaffiliated volunteers find an organization to affiliate with so that they can be equally impactful in the response." (*J. Pace, Volunteer Louisiana, pp. 21-22*)

Key to a Good Plan

- "...communication. Anybody will tell you, that's the number one challenge. Having a good plan is the lesson learned and if you've studied von Moltke (sounds like) you know that no plan survives the first contact with the enemy. (*Cdr. Pritchard, Naval Air Station JRB, p. 21*)

Information Must be Accessible to be Actionable

- "Information has to be accessible to be actionable, so people need to be able to get the information that they need to take personal protective actions. They need to be able to physically get away from, get out of harms way, and physically be able to get to a safe place. And they need to be able to fully participate in programs." (*M. Roth, FEMA, p. 26*)

Communication as a Low-Tech Solution

- "Hey, we're expecting a 10 foot surge. Well what does that look like, Pierre?' 'Well go on the corner. It's marked on the telephone pole. You can see it." (*LTG R. Honore', p. 38*)

Accurate Information Versus Rumor

- "You can't imagine ... for about 48 hours because somebody started a rumor there were snipers in New Orleans. Almost changed the whole response from being a disaster type response to a police operation..." (*LTG R. Honore', p. 41*)

Overall Recommendations:

Information should be accurate and can be low-tech or high-tech providing it is actionable and accessible. Communication is the key to a good plan and the execution thereof.

3) ECONOMICS / INFRASTRUCTURE

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (Dec. 3, 2013, Port New Orleans), p. 22/38

Symposium Overview:

The private sector presence and interdependencies at the port as well as the private sector's proactive role in resuming port operations in the aftermath of a crisis were highlighted. The Miss-Lou Regional Initiative, a best practice for Community/Economic Development, was highlighted.

Transcript Excerpts:

Symposium Best Practices

Private Sector Engagement

Oil and Gas Industry Assistance

- “We are an oil and gas support facility. We’re a landlord port. We have over 200 businesses that are in our port that we have as private industry ...to actually assist when storms or ... any disaster might occur...” (*J. Callais, Port Fourchon, p. 16*)

Private Sector MOUs

- “So we do have collaboration with private sector. We have MOUs signed that they will come in with their heavy equipment and push debris off the road, so we can safely get people in and out of port and get work up and running.” (*J. Callais, Port Fourchon, p. 16*)

Miss-Lou Cross-River Regional Initiative for Community/Economic Development

- “...the Miss Lou Community. It’s both Adams County, Mississippi, and Concordia Parish, Louisiana. Each Parish and County we are on both sides of the Mississippi River. We deal with two states and several communities, so we have several challenges ahead of us whenever we work on programs or anything that goes along with joint effort. So in 2009, we started a grass roots informal effort called the Ms. Lou Regional Initiative. We’ve brought together private and public sector leaders from both sides of the river, and the purpose of the initiative is to join together for the purposes of community and economic development... in 2011, we had the flood of the Mississippi River. And we were able to join together on both sides of the river to bring in the appropriate leaders to talk about how we could work together to provide resources. So, because we had this alliance, we were able to build up enough trust among each other to successfully fight the flood.” (*H. Malone, Concordia Parish, p. 26*)

Symposium Recommendations:

Economics of Preparedness

Impact of Port Resiliency on the Economy

- “...the Port of Baton Rouge, the Port of South Louisiana, the Port of New Orleans, the Port of Saint Bernard and the Port of Plaquemines. Those five ports over a 290-mile stretch of the Mississippi River constitute the largest port system in the world. ...The economic consequences with this river closed for one single day is \$293 million a day to the United

States of America. And that number grows exponentially after the fourth day due to the law of supply and demand.” (*G. LaGrange, Port of New Orleans, p. 2*)

Pre-Planning Important for Cost Savings

- “But nothing will beat operating on the left side of the disaster, because Lord knows once we get to the other side of it, we spent untold money.” (*LTG R. Honore’, p. 39*)

Overall Recommendations:

Keeping the five Mississippi ports open is important for the sake of the national economy and common-sense preparedness should include a variety of steps including those that address the needs of vulnerable populations and critical sector employees.

4) EDUCATION / TRAINING

Symposium Overview:

Port management preparedness guides have been generated to leverage lessons learned. Cross-sector training and protocols were described as fundamental to successful preparedness, response and recovery.

Transcript Excerpts:

Symposium Best Practices:

Public Sector Leadership and Engagement

Lessons Learned from Hurricane Katrina, Port of New Orleans

- “...a 182-page document that was entitled *Lessons Learned from Hurricane Katrina, Port of New Orleans*. ... put together for a PPM (Professional Port Manager) Certification shortly after Katrina. It brings to light all of the many things that all of us know and all of the good things that we know we should do in the way of preparing for natural disaster or act of terrorism....” (*G. LaGrange, Port of New Orleans, p. 1*)

Departmental Disaster Recovery Guide, Port Fourchon

- “...a disaster recovery guide ... each department within our port be it the IT department, the harbor police, maintenance, administration; they all have their section in that guide and we all have our duties to do. So if I’m helping to assist evacuating people or tenants out of our port, I don’t have to worry if my computers have to be covered with visqueen, or if we have to tank off our fuel tanks. Those things are being taken care of by other departments.” (*J. Callais, Port Fourchon, p. 17*)

Inter-Parish Response Training

- “...we would train together, which is proving to be the greatest asset that we’ve ever done, and we do it intentionally. Deputies from each parish are working together with the other, therefore, at 2:00 in the morning when the bell rings, everyone, whoever shows up has that

working knowledge and that relationship to work together.” (B. Torres, *Point Coupee Parish/JTF7*, p. 12)

Parish Protocol for Working with Military

- “And lessons learned from Katrina... one of the things that we needed to do was to have that protocol set with the military, so that when we have a disaster or an incident that we are operating on the same wave length. We’re doing the same things, the structure is the same.” (B. Torres, *Point Coupee Parish/JTF7*, p. 13)

Collaboration to Prepare Port for Private Sector Operations

- “We have to rely on the national people and the state entities and local core as well as the private sector. We have to work together with them... They want to get out of port ‘cuz the storms on its way, but they’re the first ones ... “...want to get back in to get my business up and running again. So ...you have to make sure that everything is safe and secure, and ready for them to come back into port, and that’s when the real work begins.” (J. Callais, *Port Fourchon*, p. 17)

Military Leadership and Engagement

Contingency Operations / Prescribed Plans, National Guard

- “We are prepared to do everything and support from joint population evacuation, security, search and rescue missions, supply distribution and the list goes on and on. There are several hundred of these pre-script admissions that we have laid out and have units actually identified to provide that support.” (BG B. Keeling, *Louisiana National Guard*, p. 15)
- “Out contingency operation plans are pre-scripted missions. We have a decision point plan to force the question and answer the trigger actions that are required.” (BG B. Keeling, *Louisiana National Guard*, p. 15)

Symposium Recommendations:

Education of Future Generations

- “Because until we can get this information in some type of an education program...educating the future generations here in Louisiana...become a model for the rest of the nation.” (LTG R. Honore’, p. 42)

Disabled Population

Planning With People with Disabilities as Partners

- “...one of the promising practices that I’d like you all to consider is rather than planning for people with disabilities, planning with; engaging people with disabilities as partners in every aspect of preparedness, response, and recovery. “ (M. Roth, *FEMA*, p. 25)

Overall Recommendations:

General Honore’ encouraged the participants to educate the next generation about the best practices and recommendations of the Greater New Orleans Model as collectively highlighted by

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (Dec. 3, 2013, Port New Orleans), p. 25/38

public/private sector stakeholders at the ReadyCommunities Partnership December 3, 2013 symposium at the Port of New Orleans. Marcie Roth of FEMA/DHS advised the importance of incorporating individuals with disabilities or access issues as partners in the crisis planning process.

5) FUEL / ENERGY

Symposium Overview:

The importance of preparedness and response plans for oil and gas industry members of Greater New Orleans was addressed by leadership from the Port of New Orleans, Port Fourchon and others along the Mississippi River given the industry's integral relationship with economic and national resiliency.

Transcript Excerpts:

Symposium Best Practices:

Port Fourchon: Oil and Gas Support Facility

- “We are an oil and gas support facility. We’re a landlord port. We have over 200 businesses that are in our port that we have as private industry ...to actually assist when storms or ... any disaster might occur...” (*J. Callais, Port Fourchon, p. 16*).

Spill Volunteer Registration: Gulf Oil Spill

- “We had 16,692 people register to help with the Gulf oil spill. We were not assigning any volunteers to oil touching activities. ... we ...put them in opportunities where they are most needed.” (*J. Pace, Volunteer, p. 21*)

Overall Recommendations:

Community pre-planning is recommended for the care of local critical infrastructure oil and gas employees during a large- scale crisis in order to keep oil and gas flowing.

6) INTELLIGENCE / SITUATIONAL AWARENESS

Symposium Overview:

A common operating picture was described as vital to increased situational awareness and interoperability. Increased collaboration between various agencies and also between law enforcement entities was recognized as integral to increased security.

Transcript Excerpts:

Symposium Best Practices:

Common Operating Picture

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (Dec. 3, 2013, Port New Orleans), p. 26/38

Situational Awareness and Interoperability

- “Port Lafourche implemented a maritime domain awareness system called GLPCC-4 which is command, control, communications and collaboration. We bring security, emergency response operations, and resiliency into one common operating picture for greater situational awareness and interoperability with local, state, and federal agencies.” (A. Danos, *Greater Lafourche Port Commission*, p. 28)

Regional Use

- “This (maritime domain awareness) system is now utilized throughout the region by various agencies including the parish EOC (emergency operations center), the harbor police, the LaFourche Parish sheriff’s office, Louisiana Offshore Oil Port, and fire central dispatch. Currently, these agencies share CCTV (closed-circuit TV), radar, AIS, video analytics, CAD (computer aided dispatch), law enforcement data sharing system throughout all the PD’s (police departments) in the parish as well as other data sources to collaborate for increased security.” (A. Danos, *Greater Lafourche Port Commission*, p. 28)

Vessel Tracking Technologies

- “...it’s important to have...vessel tracking kinds of ability with technology - such as sonar for underwater, for radar, for thermal, for night-time, as well as visual types of camera systems. All brought back together, emergency operation systems; ... using technology that lets the system alert you when there’s an incursion or when there’s an incident that might be occurring.” (P. Smith, *Indigo Vision*, p. 25)

Law Enforcement Partnerships

- “...But the biggest improvement I see of all, is what I witness here this morning. The unification of multiple groups of people coming together from various disciplines of the law enforcement entities. When I look at the Joint Terrorism Task Force that was created and how it was effectuated in the post Katrina and post Gustav and post Isaac days, it all really played well; particularly in our military and our law enforcement agencies.” (G. LaGrange, *Port of New Orleans*, p. 2)

Symposium Recommendations:

Public-Private Sector Leadership and Engagement

Unified Camera Information for Responder Access

- “You can have multiple different camera systems across a port, because there’s private sector in addition to the public sector at the port. Wouldn’t it be nice if those camera systems could in some way be integrated together, unified together, brought together in some way so that the emergency responders would have access to all those cameras? That’s possible today. We do that today.” (P. Smith, *Indigo Vision*, p. 24)

Overall Recommendations:

A unified public/private sector camera system with visibility by emergency responders might also address requirements for caring for the vulnerable populations with disabilities or access issues.

7) LEADERSHIP / SUSTAINABILITY

Symposium Overview:

Innovative and alliance-oriented programs as models for leadership and sustainability were highlighted by symposium participants for inclusion in the RCP summary of the Greater New Orleans model for resiliency.

Transcript Excerpts:

Symposium Best Practices:

Leadership Models

Community

Ready Rating Program to Identify Potential Hazards

- “We have a program known as Ready Rating. It’s a program that can help you identify where the hazards are in the areas of your organization or your company that could affect you if a disaster happened.” (*K. Wilkins, American Red Cross, p. 25*)

Private-Public Collaboration

Miss-Lou Cross-River Regional Initiative for Community/Economic Development

- “...the Miss-Lou Community. It’s both Adams County, Mississippi, and Concordia Parish, Louisiana. Each parish and county we are on both sides of the Mississippi River. We deal with two states and several communities, so we have several challenges ahead of us whenever we work on programs or anything that goes along with joint effort. So in 2009, we started a grass roots informal effort called the Miss-Lou Regional Initiative. We’ve brought together private and public sector leaders from both sides of the river, and the purpose of the initiative is to join together for the purposes of community and economic development... in 2011, we had the flood of the Mississippi River. And we were able to join together on both sides of the river to bring in the appropriate leaders to talk about how we could work together to provide resources. So, because we had this alliance, we were able to build up enough trust among each other to successfully fight the flood.” (*H. Malone, Concordia Parish, p. 26*)

Gulf of Mexico Alliance to Bolster Best Management Practices

- “We have a project that dovetails nicely with the ReadyCommunities initiative, which is to look to some of our major industries in the gulf; the ports being one, and look to see where they’re resilient, where they’re not, and what ways we can help and find funding to bolster

and implement a lot of these best management practices for that industry.” (*L. Bowie, Gulf of Mexico Alliance, p. 32*)

Public Sector

Regional Approach: Mutual Aid Agreements with all Parishes

- “We also realized with Katrina it’s a regional approach. All of our plans are regionally based because let’s face it, in this area, St. Bernard, Plaquemines, Orleans, and Jefferson, they are one. ... Most of our things that we do in response are regional. We have a regional search and rescue team that New Orleans Fire Department (NOFD) kind of oversees for the region, but it’s everybody together. We have a regional chemical biological team. Our bomb squad goes anywhere needed and we have mutual aid agreements with all parishes.” (*LTC. J. Sneed, City of New Orleans, p. 10*)

Chief Law Enforcement Official - Sheriff / JTF7 Jurisdictional Leader

- “We are blessed in Louisiana that the constitution recognizes in the state of Louisiana, that the sheriff is the chief law enforcement official in his parish. And that in itself, when the event occurs and whoever’s jurisdiction, becomes the leader of JTF7 in his jurisdiction. It works really, really well.” (*Sheriff B. Torres, JTF7, p. 14*)

Partnerships for Extra Firefighters

- “We all know that we will, if somebody needs help in anything, even a day-to-day thing, if our firefighters are busy and they need some extra firefighters, we know that the Jefferson Parish will give us their firefighters or whatever they need.” (*LTC. J. Sneed, City of New Orleans, p. 10*)

Military and Public Sector

Local-Level: Agency Relationships

- “...it’s very important for us to be on ground level on a continuing basis with our local agencies. So that when an event does happen, that we already have that relationship built and we can come in and be an asset right away and not have to build that relationship as we go.” (*BG B. Keeling, Louisiana National Guard, p. 15*)

State-Level: Disaster Rehearsal Exercises

- “...we co-host a disaster rehearsal exercise with GOHSEP (Governor’s Office of Homeland Security and Emergency Preparedness) which includes our local, state and federal partners.: (*BG B. Keeling, Louisiana National Guard, p. 15*)

Regional Level: Response and Containment

- “On the regional level, we have surge team capability which is a typical biological nuclear explosive enhanced response force package. (*BG. B. Keeling, Louisiana National Guard, p. 15*)

National Level: EVAC Agreements Between States and Territories

- “...we bring in all the station territories... we identify our gaps and we work pre-scripted EVAC agreements between the states and territories...” (*BG B. Keeling, Louisiana National Guard, p. 15*)

Military

Department of Defense (DoD) Immediate Response Authority

- “A great lesson learned. Something that DOD (Department of Defense) has implemented. It’s called Immediate Response Authority. It gives the commanding officer that authority to respond immediately to a situation in order to preserve life and limb.” (*CDR R. Pritchard, Naval Air Station, p. 19*)

DoD’s Exceptional Family Member Program

- “...the mandate was called the exceptional family member program. It is a requirement. If you have a dependent who has special needs, be it educational, medical, etc., you are required to enroll in that program. Now part of it probably isn’t realistic for a lower response, but for a federal level what it does is it frankly, it sets a categorization, one through five, based on the needs of your family. Internally, that can decide where you will be geographically assigned. They can go from category one, which is frankly an observation type diagnosis for somebody who just needs to be monitored to a category five, which is a serious condition requiring homesteading to one of our major DOD areas like Norfolk, San Diego, Jacksonville. So we frankly, get a little ahead of the power curve to say, ‘If there’s a certain situation in your family which is going to present hazard or undue burden on some local area, we in fact will not assign you to that area.’” (*CDR R. Pritchard, Naval Air Station JRB New Orleans, p. 20*)

Minimize Potential Problems to Keep Government Open and Functioning

- “I can tell you as a former search and rescue pilot and anybody who’s been involved in any of these efforts, a great way to avoid problems and deal with the situation is to frankly, minimize the number of victims; the number of folks, civilians, i.e., that you have to deal with while you respond, while you keep the government open and functioning.” (*CDR R. Pritchard, Naval Air Station JRB New Orleans, p. 20*)

Evacuation to Ease Recovery

- “We have about 7,000 folks living on our base out of a parish population of 22,000, so frankly the more of those people we can get out before the storm hits, the easier the recovery portion will be.” (*CDR R. Pritchard, Naval Air Station JRB New Orleans, p. 20*)

Mission Central Personnel

- “Frankly, everybody, if you’re not required, you leave. We’ve got a 48-hour fly away. We’ve got a 72-hour return crew. We identify those assets and those persons that are necessary to perform that mission and then we work on a least required scale to most required scale based upon who needs to leave, and how quickly. It worked very well for us in Isaac, even though we did not evacuate. We still identified those persons to report to

work. And in fact, one of us, one of our lessons learned dealings with civilian employees, with our union folks is when they're outside the bargaining agreements. We have items included that specifies who is designated as mission central personnel. Those personnel are then afforded two-day opportunity to quite frankly, just as one of my colleges said, to prepare themselves, get their families ready; because when we come back, and we're goin' to work, we need you here, we need you focused. In fact, we were able to get air filled up and operational in about eight hours following Hurricane Isaac." (CDR R. Pritchard, *Naval Air Station JRB New Orleans*, p. 20-21)

Symposium Recommendations:

Importance of a Recovery Plan

- "The one that that we didn't have at the time of Katrina, was a recovery plan. And I can remember those next three or four days like probably every one of you, trying to figure out who's on first..." (G. LaGrange, *Port of New Orleans*, p. 1)

Keep River Open - Use River for Evacuation

- "Why don't we keep the river open as we should to save \$293 million a year and the largest port system in the world alive, and use it for evacuation?" (J. Brechtel-Clarkson, *New Orleans City Council*, p. 29)

Avoid Turning a Natural Disaster into a Manmade Disaster

- "...people dealing with the natural disaster that became a manmade disaster." (LTG R. Honore', p. 34)

Enabling Responders to Do Their Job

First Responders and Families: Create Evacuation Plans

- "...creating' these evacuation plans, worried about the first responders and their families is a critical one." (LTG R. Honore', p. 39)

Collaboration Between Uniformed Services and Responders

- "I hope that we continue to speak out and share this information that our uniform services and our first responders continue to operate and collaborate together..." (LTG R. Honore', p. 39)

Partnerships with Responders

- "Because when the first responders become victims it is a game changer. So there's still people that don't understand, 'Well what is goin' on with the New Orleans Police?' Well 80 percent of their homes are under water. And when the first responders are victims it's a game changer. It is a game changer." (LTG R. Honore', p. 38-39)

Caring for Vulnerable Populations

Tension between Security and Lifesaving

- "...because we haven't determined where the people with special needs lives because everybody's told granny, don't tell nobody you live by yourself because somehow in America we get more concerned with security than we do with about information that can save people's lives before the disaster. We got to deal with that." (*LTG R. Honore', .p. 32*)

Physical, Program and Communications Access

- "If people have physical access, they need less assistance from people who may, in fact, have other responsibilities. If people have program access to emergency programs, they can benefit along with everybody else. If people have effective communication access. These are the three pillars of the law, but these are smart practices, promising practices that enable people to take personal responsibility; and certainly if they're the family members of first responders..... This is about optimizing limited resources." (*M. Roth, FEMA, p. 26*)

Enable the Government to Continue Functioning

- "I can tell you as a former search and rescue pilot and anybody who's been involved in any of these efforts, a great way to avoid problems and deal with the situation is to frankly, minimize the number of victims; the number of folks, civilians, i.e., that you have to deal with while you respond, while you keep the government open and functioning." (*CDR R. Pritchard, Naval Air Station JRB New Orleans, p. 20*)

Overall Recommendations:

Given limited resources, having a plan to care for exceptional family members during crisis is important in and of itself while enabling the public sector to continue to function during crisis and recovery. Both preparedness and recovery plans should be developed.

8) LEGAL/ INTERGOVERNMENTAL

Symposium Overview:

Intergovernmental and cross-sector collaboration and learning from best practices is integral to the greater New Orleans model for large-scale crisis preparedness, response and recovery.

Transcript Excerpts:

Symposium Best Practices:

*Public Sector Leadership and Engagement
Inter-Law Enforcement Collaboration*

- "But the biggest improvement I see of all, is what I witness here this morning; the unification of multiple groups of people coming together from various disciplines of the law enforcement entities." (*G. LaGrange, Port of New Orleans, p. 2*)

Multi-Organizational Management

- "That's why having all those organizations under me (my office) ... especially during a crisis works." (*LTC. J. Sneed, City of New Orleans, p. 8*)

Public/Private Leadership and Engagement

Federal-State-Local-Private Structure for Planning and Exercises

- “What makes these committees so worthwhile as a best practice, is this is a (four-wide) structure for engagement including both federal partners, state partners, local government partners, as well as private industry partners, that have interest equities in these various responses. We get together, we develop plans collaboratively. We exercise these plans, collaboratively. We get best lessons from these exercises and roll them into improving our plans.... That structure has helped us not repeat the mistakes of the past.” (*Capt. P. Schifflin, US Coast Guard Sector New Orleans, p. 11-12*)

Area Maritime Security Committees

- “As soon as possible, we (area committees) get to know each other.” (*Capt. P. Schifflin, US Coast Guard Sector New Orleans, p. 11*)

Community Sector Leadership and Engagement

Policy Changes to Accommodate Pet Evacuations

- “Some people didn’t evacuate out of this city because we had a policy that said, ‘The pets can’t get on the bus.’ And much of that has been changed...” (*LTG R. Honore’, p. 36*)

Symposium Recommendations:

Public Sector Leadership and Engagement

Synchronization During Crisis Response

- “...synchronization of government. You can’t have the mayor calling for an evacuation and the school board decide they’re going to have school.” (*LTG R. Honore’, p. 39*)

Timing of Federal Response

- “...on changing the Stafford Act in Congress. That’s a must so we can have immediate federal response.” (*J. Brechtel Clarkson, New Orleans City Council, p. 29*)

Overall Recommendations:

Recommendations for improvements in coordination and response could be addressed through a community-based plan that engages all the stakeholders and sectors including a plan to support vulnerable and special needs family members and employees - those who are disabled or have functional or access needs.

9) MILITARY / SECURITY

Symposium Overview:

General Russel L. Honore’ described the importance of the city of New Orleans itself and the port to national security (p. 41).

Transcript Excerpts:

Symposium Recommendations:

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (Dec. 3, 2013, Port New Orleans), p. 33/38

Public Sector Leadership and Engagement

Number One Mission and Authority to Save Lives

- “Federal Commanders throughout the region need to understand as the Captain was saying this morning, they have an authority given to them by the Department of Defense, Secretary of Defense; their number one mission is to save lives.” (*LTG R. Honore’, p. 36*)

“Getting to the Left Side of Disaster”: Recommendations by General Honore’

Common Sense Planning

Responders with Boats

- “When you show up and there’s water, you need a boat. It’s just that simple. How do we get that type of approach?” (*LTG R. Honore’, p. 36*)

Doctors with Doctor Bags

- “...what good are you as a doctor without a bag? ...you’re just another observer.” (*LTG R. Honore’, p. 36*)

Generators for Gas Stations

- “...if you going to have a gas station in this parish, you must have a generator.” (*LTG R. Honore’, p. 37*)

Evacuation Plans for Vulnerable Populations

- “Look at that population that don’t evacuate and why they don’t evacuate. We can fix that.” (*LTG R. Honore’, p. 38*)

Contract and Preposition Water

- “In an industrial country like we are, why are you asking for water? ... Contract your own...Get it pre-positioned and if you use it you pay for it, if you don’t then you just stored water...” (*LTG R. Honore’, p. 37*)

Balancing Security with Caring for People

- “We just got to tap that security piece down dealing with the few exceptions you’re going to have and focus more on taking care of the people.” (*LTG R. Honore’, p. 41*)

Overall Recommendations:

A common sense approach to planning is essential to avoid unnecessary problems during the first 72 hours. General Honore’s practical advice to remain on the “left side of disaster” included specific steps to ensure strategic military base and port community continuity inclusive of addressing the needs of the vulnerable populations.

10) PUBLIC HEALTH / MEDICAL

Symposium Overview:

Standing organizational protocols and Katrina lessons learned have informed emergency preparedness and response plans for ensuring public health and safety.

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (Dec. 3, 2013, Port New Orleans), p. 34/38

Transcript Excerpts:

Symposium Best Practices:

Cross-Sector Collaboration

Ensuring Health and Safety

- “Our mission for the Louisiana National Guard is to deploy and stabilize, protect the assets, and ensure the health and public safety of the citizens of Louisiana. ..spend a lot of time continuously updating our plan, working with GOHSEP (Governor’s Office of Homeland Security and Emergency Preparedness), working with local leaders and our federal partners to refine and address those requirements....” (*BG B. Keeling, LA National Guard, p. 15*)

Emergency Management Disability and Aging Coalition (EMDAC)

- “Many would call EMDAC's membership list "strange bedfellows" - consisting of people with medical knowledge, assistive technology experts, emergency managers and disability and aging advocates -- but, we all know that our successes depend on all of us.” (*J. Abadie, Advocacy Center, Transcript Addendum*)

Symposium Recommendations:

Operations

Evacuate Individuals Together With Respective Medical Record

- “We’re still evacuating people without medical records. ... We’ve got the capacity in America to do that, we should be doing that.” (*LTG R. Honore’, p. 38*)

Vulnerable Populations

Ensure Nursing Homes Outside of Flood Plain

- “...we should not have nursing homes inside of a flood plain.” (*LTG R. Honore’, p. 38*)

Organize to Know Where the Vulnerable Populations Live

- “We’ve got to have that culture in America that when people leave they know where the elderly, disabled and the poor are on their street and they stop by and see if they can encourage them to leave. We are going to need that level of organization in America if we’re going to be good.” (*LTG R. Honore’, p. 40*)

Overall Recommendations:

Ensuring the safety of vulnerable populations, including those with disabilities or access or functional needs, was outlined as critical to preparedness for a large-scale crisis.

11) TRANSPORTATION / LOGISTICS

Symposium Overview:

Stakeholders highlighted the role responsibility of leadership for evacuations of vulnerable populations and repositioning of river assets to minimize the impact of disaster.

Transcript Excerpts:

Symposium Best Practices:

Cross-Sector Leadership and Engagement Nursing Home Evacuations

- “Then most recently, from Hurricane Isaac, we were evacuating the east bank and the south end of Plaquemines Parish, but I held off evacuating Jesuit Bend ‘cuz we have a nursing home there. And we knew they’d take those patients five hours away and those elderly people, when they have to transport, some of ‘em don’t make it. The water projection was 7 to 9 feet against that 7-1/2 foot levee... I took a long shot. I said, “Captain, I know you have a medical facility there. Is there any chance we could bring these patients there because the storm is not going to flood Belle Chasse.” (B. Nungesser, *Plaquemines Parish*, p. 7)

Symposium Recommendations:

Preposition Barges

- “Well the first thing we’ve got to do is clean up the barges that over flipped, so why ...are the barges in the city? And we got to storm coming? ...take the...barges out of the city.” (LTG R. Honore’, p. 40)

Overall Recommendations:

In the face of crisis, leaders should consider the return on investment for communication and collaboration with other entities and sectors to resolve or minimize the impact of a crisis. In the face of a storm and as feasible, barges and other river assets should be relocated to avoid unnecessary damage and liabilities.

APPENDIX

ReadyCommunities Partnership Military Base and Port Community Resiliency Initiative Overview

America's domestic response capability can be measured in part by its communities' ability to respond during the first 72 hours of crisis without the assistance of a state or federal partner. This requires each community to know its own local critical infrastructure for services, deliveries and communications, and the corresponding logistics and dependencies on external supporting infrastructure.

A majority of the critical infrastructure other than public sector power, water and sewer are owned and managed by the private sector. Even some of the public sector services and transmission facilities are maintained by commercial vendors. Mapping this local infrastructure and dependencies on external support logistics is an important part of each local public sector understanding of its own community's ability to prepare and respond to threat or crisis. Partnerships and programs developed locally to identify, catalog and support this process helps not only local communities, but strengthens America's overall domestic response capability.

One critical benefit of a well-developed local critical infrastructure identification and logistics plan is how it can help reinforce port and military base resiliency in such communities. Most port facilities and military bases rely upon local contract providers for delivery of goods and services. Working in a few key communities through an exercise, ReadyCommunities Partnership members can help identify how communities can implement some basic components of a template to identify, catalog and map asset and logistics capabilities and gaps in the local critical infrastructure using knowledge of the networks and resources of local private, academic and community sector stakeholders in conjunction with the local public sector leadership.

To keep the project within practical boundaries, a Military Base Working Group (MBG) would focus on defining the initial objectives and recommending various components of a template to be developed and then shared with key communities in subsequent pilots. For example, the MBG could develop recommendations on how to integrate local academic partners to survey local businesses and community services organizations, how to identify contractors that provide services to bases, ports, institutions, cities and counties; develop the requirements for Crisis Response Officers (CROs); and how these CROs and their company assets might be brought into a secure network and resource-typed and cataloged; the MBG could investigate ways that might incentivize local businesses and organizations to participate and become involved and protect sensitive proprietary information and limit liability; and, the MBG could develop a realistic outline of the steps and requirements needed to go from mapping of infrastructure and logistics to identification of gaps in communications, services and deliveries.

Some of the framework has already been built by various state and federal agencies and is embodied in national plans, capabilities/task requirements and systems. Here however, the

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RCP Military Base and Port Community Resiliency Initiative Symposium Summary (Dec. 3, 2013, Port New Orleans), p. 37/38

objective here is not to reinvent but to apply this work using current private technology, best practices and innovation at the local level through compatible, common-sense solutions that facilitate the coordination between military, public, private and community sector organizations. Other non-local participants in the ReadyCommunities Partnership can provide market experience, academic and technical tools in order to meet requirements as they are identified during the exercise.

The baseline model defined through this exercise must be scalable, understandable, adaptable and easily implemented at the community level, making the role of the MBG that of outlining the vision, initial plan and corresponding next steps rather than complex demonstrations or cost intensive exercises. MBG's contribution should be a thoughtful, foundational effort that defines the challenge, identifies current technology and best practices, and proposes a framework that communities and large institutions can use to identify, resource-type and catalog local assets and infrastructure that reinforce public and military sector logistics and capabilities.

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