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RECOVERY



Hurricanes Katrina and Rita

Consolidated Analysis of Regional and State Issues

DISASTER



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CONSOLIDATED ANALYSIS OF REGIONAL AND STATE ISSUES

Discussions during the Regional and State After-Action Conferences covered a spectrum of issues and concerns. Regional and State participants focused primarily on the significant immediate response and support challenges, which became greater after the storm dissipated. In an addition to the Improvement Plan developed as a part of the After-Action Report (AAR), a consolidated report of regional and State issues, recommendations, improvement actions, responsible agency and duration has been developed at the request of the Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP). The following represents this consolidated document.

The Consolidated Analysis of Regional and State Issues report is organized by Emergency Support Function (ESF) and by timeframe of corrective actions to be completed. Not all ESFs are mentioned in the report because some were not addressed during the After-Action Conferences.

Major issues identified by regional and State partners included the following:

- ◆ **Communications Interoperability.** The overarching key issue identified by all nine regions and the State was a need for communications interoperability. This included the need for interoperable communications between and among the regions and the State and improved infrastructure and capabilities within and among Federal, State, and local agencies. Participants thought this issue involved more than simply acquiring new equipment.
- ◆ **Planning.** A fully functioning, regional logistics/resources plan is needed that accounts for critical targets, accommodates a surge of evacuees, and addresses the requirements for special-needs shelters.
- ◆ **Federal Directives.** Plans need to be revised to be consistent with Federal directives—by ESFs and using the National Incident Management System (NIMS)/Incident Command System (ICS)—for purposes of coordination and integration across agencies and regions as well as training for personnel on plan contents and use.
- ◆ **Incident Command.** Better outlined command structures are needed within a catastrophic emergency response. Statewide training at all levels on the National Response Plan (NRP), NIMS, and ICS is also needed.
- ◆ **Reviewing Plans and Training.** State emergency management plans need to be reviewed and updated with lessons learned from the responses to Hurricanes Katrina and Rita. All staff need to be trained accordingly.

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Louisiana's leadership can use the results of these After-Action Conferences to enhance the efficiency and effectiveness of emergency response plans within the State. The consolidated report can, in turn, provide GOHSEP a means for tracking short-, medium-, and long-term corrective actions. Furthermore, it is a tool for the Director of Homeland Security and Emergency Preparedness to use when briefing the governor regarding issues that were addressed during the Regional and State After-Action Conferences, categorized by ESF.

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #1 – Transportation				
Region 2	Create a plan to link regional transportation resources.	Region 2 is responsible for developing a plan to link regional transportation resources within their region. Once that is accomplished then DOTD will review for compatibility with the State Plan.	Region 2 OHSEP	Medium term
Region 3	Update transportation plans.	Update plans to ensure adequate transportation assets for special-needs populations. State DOTD will review plan for compatibility with State EOP.	Region 3 parishes, State DOTD	Short term
	Review transportation requirements.	Review requirements for entire spectrum of transportation needs. State DOTD will review plan for compatibility with State EOP.	Region 3 parishes, State DOTD	Short term
	Establish transportation database.	Establish transportation database. State DOTD will review plan for compatibility with State EOP.	Region 3 parishes State DOTD	Long term
Region 4	Create and disseminate plans that identify alternate routes to be used when evacuating large population centers.	Communicate alternate routes to public in accordance with existing plans. Conduct a feasibility study of contra flowing I-49 in the Lafayette area (North of I-10).	Parish Public Information Officers (PIOs) State DOTD, Louisiana State Police (LSP)	Short term Ongoing
		Educate and train law enforcement officials.	Law enforcement community	Short term
		Consider when to execute the plan to counter-flow I-49.	Law enforcement community	Short term
Region 5	Create a transportation plan that includes sections on special-needs populations and addresses communication and coordination of information related to transportation.	Develop adequate plans for evacuation and associated resources. Once plans are developed, DOTD will review for compatibility with State EOP.	Region 5 parishes State DOTD, in coordination with Department of Health and Hospitals (DHH)/ Emergency Medical Services (EMS)	Short term

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ESF #1 – Transportation				
Region 5		Consider waiting until the last minute to evacuate special needs populations because of patient care issues.	Region 5 parishes	Short term
		Acquire high-capacity (20-to-30 passenger) vehicles for special-needs populations (1 for each region).	Region 5 parishes	Short term
Region 7	Improve transportation management.	Create a transportation tracking system. Region 7 is responsible for creating a transportation system within their region. Once completed, DOTD will review for compatibility with State EOP.	Region 7 parish OHSEP State DOTD	Short-to-medium term
Region 8	Establish a transportation plan that addresses the transportation requirements of people, supplies, and equipment during emergencies.	Establish a working group to address the transportation requirements of people, supplies, and equipment during emergencies.	Region 8 Working Group	Long term
State	Develop a transportation plan that includes provisions for credentialing vendors and other staffers who provide supplies and support, identifies access routes for support staff, and addresses the lack of transportation assets for healthcare facilities and shelters. Additionally, the plan should consider employing long-term nonemergency transportation.	Stage transportation assets.	State DOTD (Gordon Nelson, Cindy Montz); parish-level Offices of Emergency Preparedness (OEPs); Public Safety and Security ESF #13	Short term
		Establish contingency contracts.	State DOTD (Gordon Nelson, Cindy Montz); parish-level OEPs; Public Safety and Security ESF #13	Short term

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ESF #1 – Transportation				
State		Coordinate with State DOTD as well as police.	State DOTD (Gordon Nelson, Cindy Montz); parish-level OEPs; Public Safety and Security ESF #13	Short term
		Draft transportation plan that includes Staging Area.	State DOTD (Gordon Nelson, Cindy Montz); parish-level OEPs; Public Safety and Security ESF #13	Short term
		Provide credentialing.	State DOTD (Gordon Nelson, Cindy Montz); parish-level OEPs; Public Safety and Security ESF #13	Short term
		Provide safe access routes for support and resources.	State DOTD (Gordon Nelson, Cindy Montz); parish-level OEPs; Public Safety and Security ESF #13	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #2 – Communications				
Region 4		Use Homeland Security Information Network (HSIN) as statewide Web site for real-time accuracy.	Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)	Short term
Region 5	Ensure use of existing plans.	Distribute updated plans.	OEPs	Short term
		Establish training and exercises for all agencies and ensure attendance of elected officials.	Parish OEPs	Short term
State	Improve Federal, State, and local agencies access to and use of interoperable information and communications systems. This improved access should include improving the E Team system to enable rapid reporting and data analysis. The system should be more user-friendly and should provide greater situational awareness. Also, Federal, State, and local agencies should improve the ability of their existing communications systems to operate in a catastrophic event and establish redundant communications systems.	Identify interim corrective measures, such as modifications to current software systems.	GOHSEP, LSP, National Guard, Federal Emergency Management Agency (FEMA)	Medium term
		Identify robust redundant communications capabilities (e.g., emergency satellite capability).	GOHSEP, LSP, National Guard	Medium term
		Consider modifications to existing systems.	GOHSEP, LSP, National Guard	Medium term
		Existing working groups should determine whether State agencies need an interoperable communications capability.	GOHSEP, LSP, National Guard	Medium term
	Create a Unified Command and communications plan to address issues relating to communications at State and local levels across all disciplines.	Identify and document the Unified Command structure and Unified Command protocols.	State Police, GOHSEP, Army National Guard	Medium term
		Develop communications plan.	State Police, GOHSEP, Army National Guard	Medium term
		Test the communications plan in a tabletop exercise (TTX).	State Police, GOHSEP, Army National Guard	Medium term
		Develop statewide 700 MHz system with an ACU-1000 unit with backup satellite and microwave capabilities.	GOHSEP, LSP	Medium term

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ESF #2 – Communications				
State	Improve Federal, State, and local agencies access to and use of interoperable information and communications systems. This improved access should include improving the E Team system to enable rapid reporting and data analysis. The system should be more user-friendly and should provide greater situational awareness. Also, Federal, State, and local agencies should improve the ability of their existing communications systems to operate in a catastrophic event and establish redundant communications systems.	Research additional, alternate, or replacement software solutions.	FEMA	Long term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #5 – Emergency Management				
Region 1	Create plans for the integration of regional command and control that allow agencies to integrate with the State and regions. These plans should address regional interoperability.	Draft and integrate a series of plans.	Urban Areas Security Initiative (UASI) Region 1	Short term
	Conduct training and exercises targeted at senior officials, operations-level personnel, and private partners.	Conduct training/exercises.	GOHSEP	Short term
	Ensure all personnel are familiar with prioritization of requests, including the identification of the level of training required.	Conduct training on how to prioritize and make requests.	State and Governor's Office, GOHSEP	Short term
	Update Federal and State emergency declarations for medical practitioners, resource managers, law enforcement personnel, and other first responders.	Update and review Federal and State guidelines.	Federal/State Southeast Regional Hurricane Task Force	Medium term
	Transform homeland security philosophy from terrorism-specific to an all-hazards approach in funding, plans, and training.	Examine rules and regulations.	UASI (Capt. Robert Norton), New Orleans Police Department	Long term
		Address grants and funding eligibility initiatives.	UASI (Captain Robert Norton), New Orleans Police Department	Long term
	Develop plans to implement the Stafford Act in the event of a catastrophic natural disaster.	Coordinate with State officials and Congress.	DHS, FEMA	Long term

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ESF #5 – Emergency Management				
Region 2	Develop and disseminate regional evacuation plans to all parishes within Region 2. Ensure stakeholders are aware of the regional evacuation plan.	Develop a regional evacuation plan.	East Baton Rouge Parish (Yvonne Murphy), LSP	Short term
	Create plans to staff local Emergency Operations Centers (EOCs) 24 hours a day during a catastrophic incident.	Establish staffing patterns for long-term activation of EOCs during catastrophic incidents.	Region 2	Short term
Region 3	Create the institutional infrastructure to respond more effectively to future major natural disasters.	Appoint a hurricane manager with appropriate authority.	GOHSEP	Medium term
		Develop justification based on lessons learned.	Southeast and Southwest Hurricane Task Force chairs	Medium term
	Ensure jurisdictional EOC personnel have working knowledge of National Incident Management System (NIMS)/Incident Command System (ICS).	Establish specialized training by Emergency Support Functions to support Unified Command structure.	Regional coordinator	Medium term
	Develop exercises to validate EOC procedures	Develop EOC exercises to validate existing procedures.	Parish-level with State support	Medium term
	Enact legislation to formalize the regional framework.	Enact legislation to formalize the regional framework.	Legislature and governor	Medium term
	Determine funding support for a regional framework and coordinator.	Determine funding support for regional EOCs.	State homeland security director	Medium term
	Create plans for training and exercises that develop understanding of relevant ESFs.	Validate the existing State EOP for operations, logistics, finance and administration, and planning.	State homeland security director	Medium term
		Enhance understanding of existing State, regional, and local plans and procedures (e.g., Catastrophic Hurricane Plan) through regular exercises.	All levels	Medium term

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ESF #5 – Emergency Management				
Region 3	Create a long-term Comprehensive Engagement and Action/Funding Plan that addresses Federal, State, regional, and local levels and the private sector.	Engage leadership at all levels to support long-term emergency response capabilities.	Parish leaders with all government leaders	Medium term
	Ensure jurisdictional EOC personnel have working knowledge of NIMS/ICS.	Establish statewide NIMS/ICS training and exercise program for all senior officials, first responders, and volunteers within the region.	GOHSEP facilitates training Region 3 parishes establish and manage the program	Medium term
	Build resilient parish EOCs.	Build resilient, hardened parish EOCs that can accommodate the necessary structures (Category V level).	Parish residents and River and Bayou parishes Mutual-Aid and Assistance Task Force	Medium term
	Develop EOC procedures.	Develop and validate EOC procedures.	Local emergency managers and State Operations Division	Medium term
	Develop and validate a concept of the operations plan and determine what authorities are required to enact a regional plan.	Develop and validate a conceptual operations plan.	Parish residents and River and Bayou parishes Mutual-Aid and Assistance Task Force and State homeland security director	Medium term
	Create regional EOCs.	Establish regional EOCs.	State homeland security director, River and Bayou parishes Mutual-Aid and Assistance Task Force	Long term
Region 4	Establish regional organizing construct and capability with a regional coordinator and staff whose sole responsibility is regional preparedness and recovery functions.	Create State support and an Executive Order.	Governor	Short term
		Create a regional EOC.	GOHSEP	Short term

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ESF #5 – Emergency Management				
Region 4	Create plans that develop knowledge and understanding among all stakeholders about the processes of integration and coordination of emergency responses activities.	Conduct a baseline and gap analysis and integrate existing (and changing) parish and task force plans.	Parish OEP	Short term
		Disseminate plans.	Parish OEP	Short term
	Create a logistics plan that provides for resource management, volunteer management, and mutual-aid agreements (MAAs) designed to overcome potential insufficient supplies and personnel to meet surge capacity.	Determine how mass mobilization of all public (government/parish) employees (including key contractor roles) will be accomplished.	All levels of government	Medium term
	Establish regional organizing construct and capability with a regional coordinator and staff whose sole responsibility is regional preparedness and recovery functions.	Establish funding for this program.	GOHSEP	Medium term
	Create plans that develop knowledge and understanding among all stakeholders about the processes of integration and coordination of emergency responses activities.	Develop and exercise a regional plan.	Parish OEP	Medium term
		Create a standardized CONOPS.	Parish OEP	Medium term
		Integrate medical plans into parish and State EOPs.	Parish OEP	Medium term
	Develop the region’s ICS capability by strengthening stakeholder knowledge of the ICS.	Conduct training and exercises on the ICS for emergency response senior officials.	Senior officials	Medium term
	Improve COOPs to provide for increased information and guidance for sustainability of operations during a catastrophic emergency.	Assess and revise as necessary overall government COOPs.	All	Medium term
		Use nonprofit organizations more effectively through same mechanism as public employees (i.e., 2-1-1).	GOHSEP	Medium term

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ESF #5 – Emergency Management				
Region 4	Establish regional organizing construct and capability with a regional coordinator and staff whose sole responsibility is regional preparedness and recovery functions.	Establish common boundaries.	Legislature	Long term
		Establish a medical EOC as a separate facility staffed and managed by either DHH/Office of Public Health (OPH) or by LSU Health Science Center personnel thereby providing a full staff to deal with and manage medical issues.	DHH	Long term
Region 5	Create a full-time regional coordinator position that is funded by the State.	Consider regional task force structure.	Governor’s Office	Short term
		Designate nine State-level coordinators for regional and local levels.	Governor’s Office	Short term
	Standardize statewide MAAs.	Resolve conflicts between State and Federal regulations.	FEMA, GOHSEP	Medium term
Region 6	Ensure that regional and parish agency personnel are familiar with EOPs.	Develop and conduct training.	Parish emergency managers	Short term
	Ensure that executive level decisionmakers are familiar with EOPs.	Develop and conduct training.	Parish emergency managers	Short term
	Update EOPs to incorporate ESF responsibilities.	Update Emergency Management Assistance Compact (EMAC) based on experience.	Region 6 Rapides Parish OEP (Sonya Wiley-Gremillion)	Short-to-medium term
		Ensure regional coordination for use of resources.	Region 6 Rapides Parish OEP (Sonya Wiley-Gremillion)	Short-to-medium term
Region 7	Improve regional coordination and organization.	Establish regional liaisons with local offices of emergency preparedness and state emergency operations centers.	Regional coordinator	Short-to-medium term
	Adopt and implement the ICS.	Adopt the NIMS and ICS as the standards for emergency management.	State legislature	Short-to-medium term
		Create mutual-aid compacts.	State legislature	Short-to-medium term

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ESF #5 – Emergency Management				
Region 7	Conduct catastrophic incident planning.	Review/revise EOPs.	Regional	Short-to-medium term
		Ensure education of regional responders on the NIMS/National Response Plan (NRP).	Regional	Short-to-medium term
	Integrate ESFs into EOPs.	Review/revise EOPs.	State/Federal	Short-to-medium term
		Educate regional responders in the NIMS/NRP.	State/Federal	Short-to-medium term
	Establish comprehensive mutual aid compacts.	Acquire an emergency management system.	State	Short-to-medium term
		Formulate a statewide mutual-aid plan.	State	Short-to-medium term
Region 8	Establish regional MAAs.	Establish a working group for the development of regional MAAs.	Mutual-Aid Working Group	Medium term
	Develop a regional EOC.	Develop a regional EOP.	Ouachita Parish (Dean Dozier)	Long term
		Identify a facility and funding.	Ouachita Parish (Dean Dozier)	Long term
		Conduct training on the EOP.	City of Monroe (Johnny Riley)	Long term
	Develop policy for emergency management staff at the parish level.	Develop policy.	Ouachita Parish (Dean Dozier)	Long term
	Provide financial support to the local emergency management staff.	Secure Federal and State funding through legislation.	Ouachita Parish (Dean Dozier)	Long term
	Secure advanced Federal funding for catastrophic events.	Coordinate with Federal and State governments for advanced funding.	Ouachita Parish (Dean Dozier)	Long term

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ESF #5 – Emergency Management				
Region 8	Improve Federal-agency coordination at the parish level.	Development of a regional coordination plan that addresses the integration of Federal, State, and local agencies.	Richland Parish Office of Emergency Preparedness (Dolly Burgess)	Long term
Region 9	Establish regional planning/ coordination/cooperation structure.	Establish a monthly coordination meeting for regional coordination issues to include decisionmakers (e.g., hospital chief executive officers [CEOs], parish representatives), designated regional coordinators for healthcare facilities, and emergency planners.	Parish representatives Tommy Thiebaud and Mike Michalik and designated regional hospital coordinator Karen Moise	Short term
		Provide availability of funding to establish full-time paid regional coordinator positions.	Parish representative Tommy Thiebaud	Short term
		Develop a master plan with details on how to coordinate energy, staffing, medical, etc.	Parish representatives Tommy Thiebaud and Mike Michalik and designated regional hospital coordinator Karen Moise	Short term
	Ensure Federal, State, and local agencies have a full understanding of pertinent plans and protocols during a major event.	Establish regular coordination meetings at the State, regional, and local levels. Develop a working group and conduct regular meetings.	GOHSEP, parish OEP	Short term
		Distribute updated plans throughout the region (conduct planning session to highlight roles/responsibilities within the plans). Provide information/ training throughout agencies on plans, especially for second teams.	GOHSEP, parish OEP	Short term
		Educate decisionmakers, especially elected officials, on the contents of the plan.	GOHSEP, parish OEP	Short term
	Ensure resources are not distributed without prior coordination.	GOHSEP, parish OEP	Short term	

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ESF #5 – Emergency Management				
Region 9		Distribute point-of-contact (POC) lists to include agency organization charts and Continuity of Operations (COOP) plans.	GOHSEP, parish OEP	Short term
	Determine staffing to provide for a State GOHSEP representative at each impacted parish EOC to facilitate coordination/cooperation at the State level.	Designate a GOHSEP representative to deploy to each impacted area for the duration of an incident.	GOHSEP	Short term
		Designate a representative at the GOHSEP for each region to increase familiarity with the needs of the region.	GOHSEP, National Guard, DoD coordinating officer, FEMA	Short term
		Establish written roles/responsibilities for new position.	GOHSEP, National Guard, DoD coordinating officer, FEMA	Short term
		Ensure better situational awareness at the State level of impact on disaster within the region/parish.	GOHSEP, National Guard, DoD coordinating officer, FEMA	Short term
		Provide closure on information/ resource requests.	GOHSEP, National Guard, DoD coordinating officer, FEMA	Short term
State	Ensure all response agencies follow the NRP and work through the Joint Field Office (JFO) to better coordinate with State and local operations.	Ensure Federal agencies are involved in the upcoming May 2006 Senior Officials Exercise (SOE), Tabletop Exercise (TTX), and Functional Exercise.	U.S. Department of Homeland Security (DHS), FEMA	Short term
		Ensure Improvement Plan leads, including Federal Coordinating Officer (FCO), State Coordinating Officer (SCO), DHS POC, including the DHS secretary, are identified before the incident. Gather all identified Improvement Plan leads for a preincident meeting.	DHS, FEMA	Short term

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ESF #5 – Emergency Management				
State	Begin work between the State, parishes, regions to improve and expand ICS and NIMS training at all levels of government. The training program should increase overall understanding of the NRP, clarify State involvement in the JFO structure, provide training for elected and appointed officials, including State cabinet-level officials, create participation standards, and clarify chain of command within Emergency Operations Center (EOC) operations.	Secure Executive Order for ICS and NIMS training.	GOHSEP, State attorney general	Short term
		Consider the creation of an incentive for State and local elected official training (e.g., no grant funding if not trained).	GOHSEP, local officials	Short-to-medium term
		Establish system for tracking training participation and performance (e.g., create NIMS certification database that includes a training scorecard).	GOHSEP	Short-to-medium term
		Create plan to leverage existing State and local venues for training, (e.g., Conference of Mayors).	GOHSEP	Short-to-medium term
		Identify funding sources for training.	GOHSEP	Short-to-medium term
	Revise the Stafford Act to address catastrophic events and the need for precontracting agreements.	Facilitate discussions with the Congressional delegations from each impacted State to ensure they understand current limitations under the Stafford Act.	DHS, FEMA	Short term
	Review ESF functions to determine Federal, State, and local agency responsibilities.	This is ongoing.	ESF lead/GOHSEP	Short term
	Review ESF functions to establish incident management teams.	This is ongoing.	ESF lead/GOHSEP	Short term
	Review ESF functions to create a comprehensive asset list.	This is ongoing.	ESF lead/GOHSEP	Short term
Review ESF functions to address the issues that were identified with regionalization.	This is ongoing.	ESF lead/GOHSEP	Short term	
Review ESF functions to conduct train-the-trainer courses.	This is ongoing.	ESF lead/GOHSEP	Short term	

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ESF #5 – Emergency Management				
State	Revise the current State EOP to better address management of catastrophic events. The revised EOP should improve knowledge of the ESFs and of EOC operations; improve knowledge of State agency roles and responsibilities in the EOC because they are not assigned by the ESFs; ensure consistency of standard operating procedures (SOPs) with ESFs and the NRP; improve State, regional, and parish knowledge of ICS and NIMS; improve the State’s ability to sustain operations during a catastrophic event, and assign roles and responsibilities for State agencies.	Hold ESFs workshops to revise plans and procedures.	GOHSEP, State agencies, parish emergency managers, Hurricane Task Force	Short term
		Hold education and training on new and revised plans.	GOHSEP, State agencies, parish emergency managers, Hurricane Task Force	Short term
		Conduct a TTX to validate the new and revised plans.	GOHSEP, State agencies, parish emergency managers, Hurricane Task Force	Short term
		Develop an After-Action Report (AAR) and Improvement Plan from the TTX.	GOHSEP, State agencies, parish emergency managers, Hurricane Task Force	Short term
		Hold State agency training on the ICS/EOC interface.	GOHSEP, State agencies, parish emergency managers, Hurricane Task Force	Short term
	Prevent EOC operations from being interrupted by well-meant political influence.	Need to establish a government affairs desk at a central location separate from the EOC.	GOHSEP, Division of Administration (DOA), governor’s legislative director	Short term
	Ensure adequate staffing is available, and plan for the transition from predisaster to a disaster situation.	Use interagency agreement—appropriate training.	Support/gaining agencies, Legislative Action Committee, DOA	Short term
	Prepare to execute predisaster contracts for the acquisition of resources.	Discuss interim plan with DOA.	GOHSEP, Legislative Action Committee, DOA	Short term
	Establish an incident management team with mobile Command Post.	Identify incident management team.	GOHSEP, Legislative Action Funding	Short term
Create a State EOP that has the capability to manage operations during a catastrophic event.	Acquire mobile Command Post trailers.	GOHSEP	Short term	

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ESF #5 – Emergency Management				
State	Ensure State representation at Disaster Recovery Center (DRC) during a catastrophic event.	Develop an interagency agreement.	Support/gaining agencies	Short term
	Create plans to prevent the State EOC from becoming a 9-1-1 center when all the coastal 911 centers were out of service.	Refine existing call center concept.	Parish 9-1-1 Centers	Short-to-long term
	Improved information sharing among responding agencies to provide situational awareness.	Develop standardized Situation Reports (SITREPs).	Local EOCs, State ESF leads and support agencies, Legislative Action Committee, DOA	Short term
		Develop postevent checklists.	Local EOCs, State ESF leads and support agencies, Legislative Action Committee, DOA	Short term
	Ensure elected officials have a working knowledge of NIMS/ICS.	Establish NIMS/ICS training for elected officials.	Governor’s Office, State and parish agencies	Short-to-long term
	Improve the functionality and stakeholder knowledge of existing plans.	Improve the flexibility of existing plans.	Primary and support ESF agencies	Short-to-medium term
		Revise the ESFs to make them more applicable to regional issues.	Primary and support ESF agencies	Short-to-medium term
		Plan a review between primary and support ESFs.	Primary and support ESF agencies	Short-to-medium term
		Separate the Fire Service from the Forestry Service.	Primary and support ESF agencies	Medium term
		Institute a training regime to familiarize stakeholders with the new plans and procedures.	Primary and support ESF agencies	Medium term
Improve stakeholder knowledge of the Stafford Act.	Create training and education programs on the Stafford Act.	Primary ESF	Medium term	

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ESF #5 – Emergency Management				
State	Coordinate with Federal responders including Department of Health and Human Services (HHS), DHS, and FEMA, and differentiate funding lines and roles.	Develop an increased understanding of command and control issues for National Disaster Medical System (NDMS) assets Disaster Medical Assistance Team ([DMAT]/Disaster Mortuary Operational Response Team [DMORT]).	DHH (Rosanne Prats)	Short term
	The State should review and revise existing plans to ensure vertical and horizontal integration of plans and plan transparency. Emergency response plans should also mandate that jurisdictions are self-sustaining for—at minimum—72 hours.	Review and update existing plans to ensure vertical and horizontal integration.	GOHSEP	Short term
		Educate key personnel on planning requirements, emergency response capabilities, and roles and responsibilities.	GOHSEP	Short term
		Conduct exercise to test full integration of plans with all key players.	GOHSEP	Short term
	Develop a credentialing system to allow efficient—yet secure—access to disaster areas for emergency response and infrastructure recovery personnel.	Establish working group to determine need for appropriate statewide credentialing system with a central POC for all disaster-site access requests.	ESF lead	Short term
		Publish procedures for credentialing personnel during catastrophic events.	ESF lead	Short term
		Before an incident, distribute credentials to key response and recovery personnel (e.g. utility crews).	ESF lead and parish presidents	Short term
	Improve Federal and State understanding of roles, responsibilities, and Federal support under NIMS/ICS.	Execute NIMS training seminar for all key State/local leaders, responders, and emergency management officials.	DHS	Short term
		Execute NIMS training for Federal officials/representatives before deployment to affected areas.	DHS and other Federal agencies	Short term
		Require all Federal agencies to staff deployment cells with Federal personnel who are willing to commit to a minimum 30 day deployment.	DHS and other Federal agencies	Short term

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ESF #5 – Emergency Management				
State	Clarify command and control structure for Federal and State personnel during catastrophic incidents.	Establish clear roles, responsibilities, and Unified Command within State EOC, under overall control of Governor.	GOHSEP, DHS	Short term
		Clarify command structure through published organization chart, SOPs, and EOC personnel training.	GOHSEP, DHS	Short term
	Improve State Mitigation Plan to update impact of catastrophic incidents on State critical infrastructure. Plan should also account for key personnel necessary to infrastructure recovery.	Update plans to include COOP plans to address key personnel.	ESF leads	Short term
		Establish procedures and appropriate contractual arrangements to address the use of contractors and other personnel necessary to support critical functions during catastrophic incidents.	GOHSEP, ESF leads	Short term
	Develop military elements deployment support plans for elements deploying into disaster region and identify specific reception, staging, onward-movement and integration (RSOI) when asking other States for support.	Develop, refine, publish, and socialize comprehensive Military Support plans that are integrated with other Federal/State/local/ regional agencies.	Louisiana National Guard, JDOM/J3/J5	Short term
		Develop RSOI plans and processes.	Louisiana Joint Forces Headquarters J5/J4	Short term
		Conduct Title 10 Interface planning.	U.S. Northern Command (USNORTHCOM), State Adjutant General	Short term
		Develop exit strategies for supported and supporting States, and review decision authority for “changes of mission.”	State Joint Forces Headquarters National Guard Bureau Fly-Away Team	Short term
	Review Title 10/Title 32 command and control and Unified Command procedures.	Follow NRP and NIMS guidelines, or give dual hat status to Title 32.	GOHSEP	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #5 – Emergency Management				
State		Continue discourse within and between the Office of the Secretary of Defense (OSD), DHS, National Guard Bureau, USNORTHCOM, and State governors.	GOHSEP	Medium term
	Coordinate and integrate planning and training between senior decisionmakers and other Federal, State, and local agencies.	Develop training plans based on development of new operational plan.	DHS, National Guard Bureau, GOHSEP	Short term
		Secure funding for training plans.	DHS and National Guard Bureau	Short term
		Conduct TTXs and fully functional exercises.	DHS, National Guard Bureau	Short term
	Improve guidelines for interaction between National Guard Bureau and State assets during deployments—both outside and within the EMAC process.	Coordinate for deployment of units with State Joint Operations Center (JOC).	National Guard Bureau, State JOC	
	Promote statewide NIMS/ICS training and education.	Hold train-the-trainer courses to make NIMS training more accessible at the State and local level.	GOHSEP	Medium term
	Review and update statewide emergency management plan to include volunteer credentialing, food and water distribution, animal management, timeline for integration of Federal and State resources, clear delineation of State agency responsibilities.	Primary agency for each ESF should coordinate with support agencies to review and update State plans.	ESF #11 – Department of Agriculture and Forestry, ESF #7 – GOHSEP	Medium term
	Develop formal regional emergency preparedness system that includes funding for dedicated staff at the regional level and regional mutual-aid compacts. A formal logistics division within GOHSEP should also be established.	Draft legislation proposal for the Governor’s Office.	GOHSEP, National Guard	Medium term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #5 – Emergency Management				
State	Increase number of emergency response personnel.	Create staffing augmentation plan to reallocate State agency personnel to emergency response positions and cross-train State agency personnel.	Each State agency	Medium term
		Secure additional State funds for emergency response personnel.	Department of Administration, Governor's Office	Long term
	Begin work between the State, parishes, regions to improve and expand ICS and NIMS training at all levels of government. The training program should increase overall understanding of the NRP, clarify State involvement in the JFO structure, provide training for elected and appointed officials, including State cabinet-level officials, create participation standards, and clarify chain of command within EOC operations.	Consider the creation of a policy for termination of employment because of nonparticipation.	GOHSEP, State attorney general	Medium term
		Improve education and training as they relate to the use of predisaster funds from Federal and State funding mechanisms.	State agencies should send representatives to a class which provides education on funding.	GOHSEP
	Conduct training on ESF #14 – Economic Stabilization, Community Recovery and Mitigation.		GOHSEP	Medium term
	Develop and improve existing regional and statewide MAAs.	Ensure regions are uniform and get buy in from local elected officials.	GOHSEP	Medium term
	The State should review and revise existing plans to ensure vertical and horizontal integration of plans and plan transparency. Emergency response plans should also mandate that jurisdictions are self-sustaining for—at minimum—72 hours.	Mandate 72 hour self-sustainment capability for every jurisdiction's emergency response personnel.	Governor of Louisiana, GOHSEP, parish presidents	Medium term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #5 – Emergency Management				
State	Improve Federal and State understanding of roles, responsibilities, and Federal support under NIMS/ICS.	Institutionalize statewide NIMS training program.	GOHSEP, ESFs	Medium term
	Improve Stafford Act to account for the unique circumstances of catastrophic incidents.	Revise legislative language to account for catastrophic incidents (e.g. streamline decisions, account for both public and private utility companies, overtime).	DHS, GOHSEP, parish presidents	Medium term
	Improve State Mitigation Plan to update impact of catastrophic incidents on State critical infrastructure. Plan should also account for key personnel necessary to infrastructure recovery.	Establish, implement, and enforce statewide COOP plans, including mandatory plans for all State agencies and parishes.	Logistics	Medium term
	Clarify roles and responsibilities of State agencies during catastrophic incidents. This clarification might include the establishment of new, statewide emergency preparedness positions (e.g. State fuel coordinator, and regional director).	Clarify and institutionalize specific roles and responsibilities with memorandums of agreement (MOAs) or in appropriate legislation.	GOHSEP, State Legislature, affected State agencies	Medium term
	Not enough funding for JOC to support National Guard Bureau participation.	Obtain increased funding levels for Joint Operations Centers to support National Guard participation in homeland defense.	National Guard Bureau, DHS	Medium term
	Revise the Stafford Act to address catastrophic events and the need for precontracting agreements.	Secure an additional funding source for State emergency response programs.	Governor's Office, GOHSEP	Long term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #5 – Emergency Management				
State	Revise the current State EOP to better address management of catastrophic events. The revised EOP should improve knowledge of the ESFs and of EOC operations; improve knowledge of State agency roles and responsibilities in the EOC because they are not assigned by the ESFs; ensure consistency of SOPs with ESFs and the NRP; improve State, regional, and parish knowledge of ICS and NIMS; improve the State’s ability to sustain operations during a catastrophic event, and assign roles and responsibilities for State agencies.	Hold annual refresher training on plans.	GOHSEP, State agencies, parish emergency managers, Hurricane Task Force	Long term
		Exercise plans annually.	GOHSEP, State agencies, parish emergency managers, Hurricane Task Force	Long term
		Hold State, regional, and parish training and exercising on NIMS/ICS.	GOHSEP, State agencies, parish emergency managers, Hurricane Task Force	Long term
		Develop COOP plans for each ESF.	GOHSEP, ESF leads, State agencies, parish emergency managers, DOA	Long term
	Ensure adequate staffing is available, and plan for the transition from predisaster to a disaster situation.	Establish regional coordinators.	GOHSEP, Legislative Action Committee, DOA	Long term
	Prepare to execute predisaster contracts for the acquisition of resources.	Discuss options for funding a disaster fund.	GOHSEP, Governor’s Office	Long term
	Establish an incident management team with mobile Command Post.	Acquire a mobile Command Post.	GOHSEP, Legislative Action Committee, DOA	Long term
	Create a State EOC that has the capability to manage operations during a catastrophic event.	Stand up independent Command Posts.	Each agency	Long term
		Expand existing EOCs.	GOHSEP	Long term
	Address the Stafford Act’s lack of applicability by creating provisions to include faith-based, nonprofit, and for-profit entities and to reimburse for 8-hour work day.	Review internal policies.	DHH (Rosanne Prats)	Long term
		Consider modification of Stafford Act.	Attorney general	Long term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #5 – Emergency Management				
State	Improve and harden critical infrastructure and critical facilities (e.g. raise railroad tracks above flood walls, harden shelters for evacuees, harden shelter facilities for first responders).	Establish plan to improve facilities.	State DOTD, other State agencies	Long term
	Review State and parish legislation to clarify issues related to the authority to act and liability at the agency/individual levels.	Identify issues that need clarification and present issues to the State Attorney General.	Primary agency for each ESF	Long term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #6 – Mass Care, Housing, and Human Services				
Region 1	Create an evacuation and sheltering plan for urban-sized incidents that considers special-needs populations and includes provisions for developing regional large-scale shelter facilities that can be sustained for long periods of time.	Draft and coordinate plans for an urban-sized incident.	Louisiana Shelter Task Force, State DHH	Short term
Region 2	Create State and regional shelter and mass care plans that take into account the differences between short-term and long-term sheltering and contain provisions for supplying medical care at those shelters.	Coordinate the regional shelter and mass care plan with the State shelter and mass care plan.	East Baton Rouge Red Cross (Ashlee Gunter)	Short term
		Educate regional personnel on the regional shelter and mass care plan.	DHH, State Department of Social Services (DSS)	Short term
Region 3	Establish plans for shelters to care for special-needs populations.	Preidentify requirements and support needs (e.g., generators) with the GOHSEP.	River and Bayou parishes Mutual-Aid and Assistance Task Force	Short term
	Create sufficient general sheltering facilities to withstand a Category V hurricane.	Build an elevated, self-sustain regional evacuation center to Category V standard.	River and Bayou parishes Mutual-Aid and Assistance Task Force	Long term
	Create sufficient shelters to house first responders in forward positions.	Build hardened first responder site.	River and Bayou parishes Mutual-Aid and Assistance Task Force	Long term
Region 5	Enhance general sheltering capabilities, including faith-based organizations and other nonprofits.	Ensure reimbursement is available for all shelter support activities (e.g., non-Red Cross).	GOHSEP, in coordination with FEMA	Short term
	Create special-needs shelters based on a coordinated definition of special needs between State and local authorities.	Update plans.	DSS, DHH, GOHSEP	Short-to-medium term
		Establish proper resourcing.	DSS, DHH, GOHSEP	Short-to-medium term
		Appropriate sufficient State funding.	DSS, DHH, GOHSEP	Short-to-medium term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #6 – Mass Care, Housing, and Human Services				
Region 5		Consider broadening the special-needs definition to be more realistic.	DSS, DHH, GOHSEP	Short-to-medium term
		Locate the special-needs shelters away from high-risk areas.	DSS, DHH, GOHSEP	Short-to-medium term
		Separate special-needs population from general population sheltering planning.	DSS, DHH, GOHSEP	Short-to-medium term
Region 6	Determine methods for coordinating Federal support for human services at the regional level instead of sending support directly to the local level.	Ensure training for Federal personnel prior to deployment.	Region 6 Rapides Parish OEP (Sonya Wiley-Gremillion)	Short term
	Ensure plans include providing funding/support to non-evacuees.		Region 6 parishes OHSEPs	Short term
	Determine methods for increasing the number of shelter management staff with the ability to operate for extended periods.	Train in advance.	American Red Cross, Central Louisiana (Leann Murphy)	Long term
	Reduce number of small shelters and increase number of “mega” shelters.	Draw on Voluntary Organizations Active in Disasters (VOAD) resources.	American Red Cross, Central Louisiana (Leann Murphy)	Long term
		Create standardized policies, practices, and procedures.	American Red Cross, Central Louisiana (Leann Murphy)	Long term
		Identify how many shelters were opened and personnel served to determine gaps.	American Red Cross, Central Louisiana (Leann Murphy)	Long term
	Validate shelter requirements for special-needs populations.	Retrofit larger facilities.	American Red Cross, Central Louisiana (Leann Murphy)	Long term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #6 – Mass Care, Housing, and Human Services				
Region 6		Validate and enforce plan requirements.	American Red Cross, Central Louisiana (Leann Murphy)	Long term
		Validate evacuation plans.	American Red Cross, Central Louisiana (Leann Murphy)	Long term
		Coordinate with the Joint Commission for the Accreditation of American Hospitals (JCAHO) to ensure accountability is established for improvement of plans.	American Red Cross, Central Louisiana (Leann Murphy)	Long term
		Identify/create additional resources for special needs (especially mental health services in areas with limited daily capabilities).	American Red Cross, Central Louisiana (Leann Murphy)	Long term
Region 7	Develop evacuee/patient/prisoner tracking systems.	Establish an evacuee processing center and tracking database.	State	Short-to-medium term
Region 8	Establish a coordinated regional shelter and Mass Care Program and Plan.	Draft a regional shelter plan that is consistent with the Federal and State plans.	American Red Cross, Northeast Louisiana (Levonne Leblanc)	Long term
	Develop a system to track evacuees that coordinates with relevant Federal and State programs.	Acquire a system that has been nationally tested to track evacuees.	VOAD Working Group, United Way 2-1-1	Long term
Region 9	Improve special-needs shelters.	Provide a permanent generator at the Kinesiology Center at Southeastern Louisiana University (SLU). Validate power assessment. Provide fuel storage tanks.	Parish representative, designated regional hospital coordinator, DHH, DSS	Short term
		Review and validate nursing home/alternate care facility (ACF) evacuation plans to limit impact on regional special-needs shelters.	Parish representative, designated regional hospital coordinator, DHH, DSS	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #6 – Mass Care, Housing, and Human Services				
Region 9		Validate a staffing plan for the special-needs shelter. Ensure credentialed staff members are designated to provide care (e.g., respiratory therapists, social workers for discharge planning, mental health professionals, pharmacy technicians, physician, registered nurse [RN]/licensed practical nurse [LPN], security).	Parish representative, designated regional hospital coordinator, DHH, DSS	Short term
		Establish a list of supplies for shelter operations (pre-position supplies as feasible/required).	Parish representative, designated regional hospital coordinator, DHH, DSS	Short term
		Validate coordination requirements for supplies (establish designated POC).	Parish representative, designated regional hospital coordinator, DHH, DSS	Short term
	Conduct mass evacuation planning.	Develop plans to implement evacuation at key decision points before landfall.	American Red Cross	Short term
	Use every alternative before establishing shelters within the anticipated impact area.	Educate all response agencies on planning efforts.	American Red Cross	Short term
		Launch a comprehensive public information campaign to disseminate understanding of the plan.	American Red Cross	Short term
		Plan for evacuation of persons and temporary workers from temporary housing.	American Red Cross	Short term
		Designate all shelters within impact area as “shelters of last resort.”	American Red Cross, a designated parish representative, DSS, representatives from parish school boards, faith-based groups, local law enforcement	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #6 – Mass Care, Housing, and Human Services				
Region 9		Review and reallocate shelter capacity based on redistribution of population (e.g., as a result of temporary housing situation).	American Red Cross, a designated parish representative, DSS, representatives from parish school boards, faith-based groups, local law enforcement	Short term
		Evaluate structural integrity and availability of support structures (e.g., shower facilities) at existing shelters.	American Red Cross, a designated parish representative, DSS, representatives from parish school boards, faith-based groups, local law enforcement	Short term
		Discuss action items/progress/status during MIMOM.	American Red Cross, a designated parish representative, DSS, representatives from parish school boards, faith-based groups, local law enforcement	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #6 – Mass Care, Housing, and Human Services				
State	Establish criteria for designating locations (both in-State and out-of-State) as shelters. These criteria should include having access to provisions at each shelter. These criteria should be disseminated to all stakeholders, and the process should be coordinated with parishes, American Red Cross, and other non-governmental organizations (NGOs). Additionally, a long-term shelter for both the general population and special-needs population should be created at Cowboy Town (Outside Alexandria).	Develop a statewide databank outlining shelters, type of care/services, capacity, POC, terms of care, and agreement on evacuees to be received.	General shelters: DSS (Bridget Depland) Special-needs shelters: GOHSEP	Short term
		Designate specific released offenders shelters.	General shelters: DSS (Bridget Depland) Special-needs shelters: GOHSEP	Short term
		Clarify roles and authorities of Shelter Task Forces and the State.	General shelters: DSS (Bridget Depland) Special-needs shelters: GOHSEP	Short term
	Develop the ability to identify and track evacuees and support/volunteer staff. Develop profiles that can be used from sheltering through placement. Special-needs populations must have their own list. The tracking system must cover the entire area from the point of evacuation to the shelter.	Healthcare facilities need to identify residents before incident for post-incident recovery and identification.	DSS (Art Rumney)	Short term
		Develop lists that can be disseminated and searched, while maintaining privacy.	DSS (Art Rumney)	Short term
		Develop identification cards/systems for tracking.	DSS (Art Rumney)	Short term
	Create plans to ensure shelters are only used for the duration of the emergency, and do not become long-term housing.	Develop definitions of short-term versus long-term (may be dependent on catastrophe).	DSS (Bridget Depland)	Short term
		Develop a plan to transition out of short-term shelters into long-term (sheltering to placement).	DSS (Bridget Depland)	Short term
	Develop plans to segregate and evacuate mental, behavioral, and health patients, and released offenders.	Develop plan for sheltering.	DHH, Louisiana State University (LSU), Department of Corrections (DOC)	Short term
		Cross-reference released offenders with DOC database.	DHH, LSU, DOC	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #6 – Mass Care, Housing, and Human Services				
State		Develop plan for managing public perception (unmarked vehicles, no orange jumpsuits).	DHH, LSU, DOC	Short term
	Educate political decisionmakers on the processes and requirements for sheltering.	Coordinate and educate political decisionmakers and community.	DSS	Medium term to ongoing

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration	
ESF #7 – Resource Support					
Region 1	Create plans for resource management that are regionally coordinated, use citizen resources, and pre-position assets.	Develop a resource management plan.	Regional coordinator	Short term	
Region 2	Create a detailed regional plan that addresses resource typing and accountability of all stakeholders.	Draft a regional draft resource plan.	West Baton Rouge Parish (Sharlot Edwards)	Short term	
	Develop a regional donations and volunteer management plan.	Develop a regional donations and volunteer management plan.	Regional VOAD	Short term	
Region 3	Create a resource management and asset protection plan that contains provisions for the logistics involved in evacuation.	Create a credentialing plan: preidentify personnel (e.g., volunteers, healthcare professionals).	State boards	Short term	
		Update plan for preidentified stockpile areas.	Parishes	Short term	
		Establish resource priority lists (e.g., rafts, medical equipment, search and rescue).	Parishes	Short term	
		Update asset/personnel protection contingency plans (e.g., rescue and law enforcement personnel).	Law enforcement community	Short term	
		Preapprove purchase of rafts.	State homeland security director, Wildlife and Fisheries, FEMA	Short term	
		Update preapproval contracts, reimbursement, and debris removal FEMA policies.	FEMA	Short term	
		Establish standard guidance to self-sustain for a minimum of 72 hours.	State homeland security director	Short term	
		Determine methods to allow for better tracking and visibility of personnel.	Establish evacuee tracking capability.	State DSS	Long term
			Establish first responder tracking capability.	State DSS	Long term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #7 – Resource Support				
Region 4	Create a logistics plan that provides for resource management, volunteer management, and MAAs designed to overcome potential insufficient supplies and personnel to meet surge capacity.	Enhance capacity of critical supplies.	All	Short term
	Create a logistics plan that provides for resource management, volunteer management, and MAAs designed to overcome potential insufficient supplies and personnel to meet surge capacity.	Establish unified databases for maintaining assets availability (e.g., bus drivers).	Parish	Medium term
Region 5	Create a functioning logistics system to support tracking and coordination of resource plans.	Develop a system, using WalMart, United Parcel Service (UPS), and the DoD as models.	FEMA, GOHSEP, parish OEPs	Medium term
		Develop detailed plans for implementation; implement recommendations from AARs.	FEMA, GOHSEP, parish OEPs	Medium term
		Develop State-level logistics team.	FEMA, GOHSEP, parish OEPs	Medium term
Region 6	Build up resources to be more robust on a daily basis.	Identify/validate funding requests.	Region 6 Rapides Parish OEP (Sonya Wiley-Gremillion)	Short term
	Prepare to acquire additional resources to respond to a sustained surge after a disaster (general population, special-needs, medical facilities). Identify primary, secondary, and tertiary sources for power, water and food, pharmaceuticals, social services, staffing, equipment, and security.	Reassess short-term and long-term shelter needs.	American Red Cross, Central Louisiana (Leann Murphy)	Short term
		Create a coordinated plan for opening of authorized and alternate shelters.	American Red Cross, Central Louisiana (Leann Murphy)	Short term
		Provide resources primarily to previously authorized shelters.	American Red Cross, Central Louisiana (Leann Murphy)	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #7 – Resource Support				
Region 6		Raise awareness of what can be provided by the State/local emergency management structure.	American Red Cross, Central Louisiana (Leann Murphy)	Short term
	Manage stocking, pre-positioning, and distribution of expendable resources (e.g., water, food, medical supplies) and durable resources (e.g., cots).	Identify points of distribution.	Region 6 Rapides Parish OEP (Sonya Wiley-Gremillion)	Short term
		Ensure resources are sent to where they are needed in accordance with plans.	Region 6 Rapides Parish OEP (Sonya Wiley-Gremillion)	Short term
	Determine methods for improving coordination among VOAD members.	Hold coordination meetings.	American Red Cross, Central Louisiana (Terry Strohm)	Short term
	Coordinate VOAD agency regions/responsibilities by region.	Assign support personnel for an extended period of time.	Region 6 Rapides Parish OEP (Sonya Wiley-Gremillion)	Short term
	Establish a plan to improve the coordination, management, and distribution of donated goods.	Coordinate with private sector before planning process.	Region 6 parishes OHSEPs	Short-to-long term
		Ensure that agencies follow plans, procedures, and rules.	Region 6 parishes OHSEPs	Short-to-long term
		Raise awareness within public and private sectors on procedures.	Region 6 parishes OHSEPs	Short-to-long term
	Coordinate VOAD agency regions/responsibilities by region.	Coordinate with State to resolve outstanding legal issues.	Region 6 Rapides Parish OEP (Sonya Wiley-Gremillion)	Medium term
	Region 7	Improve resource management and support.	Revise community and parish plans for receiving/storing equipment and resources.	Regional coordinator
Acquire resources.		Establish a database for the medical response community and volunteers.	Regional coordinator	Medium term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #7 – Resource Support				
Region 7	Acquire resources.	Streamline resource acquisition.	Regional coordinator in collaboration with State and Federal agencies	Long term
Region 8	Establish a resource management plan that addresses inventory, typing, pre-positioning, and distribution.	Establish a working group for the development of a regional resource management plan.	Region 8 Working Group	Long term
	Establish a volunteer and donations management plan.	Establish a VOAD working group for the development of a volunteer and donations management plan.	VOAD Working Group, United Way 2-1-1	Long term
Region 9	Improve coordination for all incoming resources throughout the region. Improve coordination of incoming resources to include private sector resources/donated goods.	Pre-stage all incoming resources for use in the region.	GOHSEP, DoD coordinating officer, FEMA	Short term
		Ensure that resources are assigned with a Time Phased Force Deployment List (TPFDL) to arrive rapidly in priority order.	GOHSEP, DoD coordinating officer, FEMA	Short term
		Coordinate deployment before arrival.	GOHSEP, DoD coordinating officer, FEMA	Short term
	Determine better coordination methods for all incoming resources, including private sector resources and donated goods.	Establish logistics representatives for key commodities/disciplines at State and parish levels.	GOHSEP, LANG	Short term
		Conduct training for all logistics representatives.	GOHSEP, LANG	Short term
		Use the State to assist with managing resources (such as regional donated goods warehouses).	GOHSEP, LANG	Short term
		Develop capability to track all requested and received resources regionally from time of order to final disposition.	GOHSEP	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #7 – Resource Support				
Region 9		Ensure use of NIMS resource typing.	GOHSEP, National Guard, DoD coordinating officer, FEMA	Short term
		Enhance statewide information management systems to allow for tracking of requests.	GOHSEP, National Guard, DoD coordinating officer, FEMA	Short term
		Create a national campaign for donated goods (inform public/private sector on appropriate goods to donate).	GOHSEP, DoD coordinating officer, FEMA	Short term
		Educate public/private sector on process for donation of goods.	GOHSEP, National Guard, DoD coordinating officer, FEMA	Short term
State	Eliminate redundancies in resource allocation caused by Federal agencies running independent operations.	Establish State liaisons in the affected area.	GOHSEP, Legislative Action Committee, DOA	Short term
	Increase the pre-positioning of resources at special-needs shelters and other locations.	Pre-position 3 days of meals ready-to-eat, water, etc., provided by other agencies.	GOHSEP, each agency, FEMA, Legislative Action Committee, DOA	Short-to-long term
	Improve the existing logistics procedures for all modes of travel.	Establish preincident agreements with vendors/suppliers.	Department of Agriculture	Short term
	Create plans to ensure sufficient relief staff are available in the event of a major emergency. The plans should include provisions for proper reimbursement (i.e., hazardous duty pay, overtime, leave), and should explore management support teams.	Develop a better understanding of staff requirements for both disaster recovery and normal responsibilities.	GOHSEP (Richard Weiser)	Short term
		Take appropriate legislative action.	GOHSEP (Richard Weiser)	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #7 – Resource Support				
State	The State should improve its resource/asset management capability to include a resource-tracking system and a comprehensive utility outage reporting system. Resources/assets should also be better allocated to cover high-priority missions.	Review decision authority and policies for infrastructure recovery priorities and asset allocation for all hazards.	GOHSEP	Short term
		Establish and enforce high priority designation for utility restoration to limit unauthorized confiscation or redirection utility crew assets.	Public Service Commission (PSC)	Short term
	Improve resource management and tracking capability.	Link to RSOI processes and planning.	State JOC, National Guard Bureau	Short term
		Develop common reporting processes.	State JOC, National Guard Bureau	Short term
	Improve resource management capabilities, including forming predetermined contracts (push packages); developing statewide list of available assets at the parish and State agency levels; developing list of local businesses; developing a coordinated plan for the request, receipt, and dissemination of supplies and resources; and determining prioritization procedures for the allocation/distribution of resources.	State agencies create categorized agency resource lists that address resource availability.	ESF #7, GOHSEP	Short term
		State agencies identify shortfalls and need for precontract agreements, EMACs, and MAAs.	ESF #7, GOHSEP	Short term
	Review and update statewide donations management plan to better coordinate parish, regional, and State donations management activities.	Work with State EOC and regional and parish directors to create coordinated State, parish, and regional, donations management plan to address reception, sorting, and distribution of donated goods.	VOAD coordinator	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #7 – Resource Support				
State	Improve the existing logistics procedures for all modes of travel.	Streamline the emergency funding process.	Federal/State/Local	Medium term
	Create plans to manage self-deploying volunteers.	Develop discipline specific precredentialing of volunteers.	Primary ESF	Medium term
	The State should improve its resource/asset management capability to include a resource-tracking system and a comprehensive utility outage reporting system. Resources/assets should also be better allocated to cover high-priority missions.	Deploy and use statewide, geographically referenced asset visibility system to replace E Team.	GOHSEP	Medium term
		Establish process to require parishes and municipals to report utility outages through E Team (or other incident management software).	GOHSEP	Medium term
	Review and update statewide donations management plan to better coordinate parish, regional, and State donations management activities.	Consider making donations management a separate ESF.	GOHSEP	Medium term
	Eliminate redundancies in resource allocation caused by Federal agencies running independent operations.	Activate and deploy mobile incident command team.	GOHSEP, Legislative Action Committee, DOA	Long term
	Improve resource management capabilities, including forming predetermined contracts (push packages); developing statewide list of available assets at the parish and State agency levels; developing list of local businesses; developing a coordinated plan for the request, receipt, and dissemination of supplies and resources; and determining prioritization procedures for the allocation/distribution of resources.	Develop common database of State, regional, and local resources.	GOHSEP	Long term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #8 – Public Health and Medical Services				
Region 4	Create a logistics plan that provides for resource management, volunteer management, and MAAs designed to overcome potential insufficient supplies and personnel to meet surge capacity.	Establish medical reserve corps (MRC) and the ability to bring in healthcare professionals.	DHH	Medium term
State	Ensure sufficient medical resources (human and material) are on hand before a catastrophic emergency.	Ensure prestaging of medical supplies.	DHH	Short term
	Establish criteria for evacuating healthcare facilities.	Identify threats.	DHH (Rosanne Prats)	Short term
		Develop plans.	DHH (Rosanne Prats)	Short term
		Evaluate and validate plans.	DHH (Rosanne Prats)	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #9 – Urban Search and Rescue				
Region 5	Ensure use of existing plans.	Create a comprehensive search and rescue plan.	Parish OEPs	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #12 – Energy				
Region 6	Determine methods for rapidly providing power generator support, including support for general-needs populations and shelters, as well as for critical infrastructure.	Preidentify power generator requirements.	Vernon Parish OEP (Kenneth Noble)	Short term
		Complete assessment in advance (need Federal/State level to honor assessments).	Vernon Parish OEP (Kenneth Noble)	Short term
		Ensure trained personnel are identified to install generators.	Vernon Parish OEP (Kenneth Noble)	Short term
		Complete emergency contracts.	Vernon Parish OEP (Kenneth Noble)	Short term
State	Create plans to ensure generators are available for all shelters. These plans should ensure special-needs shelters have permanent generators onsite, general population shelters must have generators before landfall, and the shelters must have pre-positioned equipment to run the generators, and the ability to function in a large-scale emergency for a long period of time.	Develop a plan that includes fuel, testing, required equipment, connectors, water bladders, resupply, and cots.	DSS, GOHSEP	Planning short term Implementation medium term
		Develop plan to acquire generators (e.g., cost, funding streams, requirements).	DSS, GOHSEP	Planning short term Implementation medium term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #13 – Public Safety and Security				
Region 5	Develop additional law enforcement support and improved planning for healthcare facilities and other critical infrastructure.	Improve deployment and coordination.	Louisiana Sheriffs Association, Louisiana Chiefs of Police Association, FEMA, GOHSEP	Medium term
		Streamline deputizing and reimbursement processes.	Louisiana Sheriffs Association, Louisiana Chiefs of Police Association, FEMA, GOHSEP	Medium term
		Conduct base planning on catastrophic events, and scale back as necessary.	Louisiana Sheriffs Association, Louisiana Chiefs of Police Association, FEMA, GOHSEP	Medium term
Region 6	Coordinate public safety resources and transition from current “pull” system to a “push” system.	Ensure that resources are assigned appropriately for shelter operations and protection of infrastructure at medical facilities.	Region 6 Rapides Parish OEP (Sonya Wiley-Gremillion)	Short-to-medium term
State	Address the lack of security at healthcare facilities and shelters.	Provide safe access routes for support and resources.	LSP, State Military Department, attorney general, local law enforcement	Short term
		Develop plan that outlines security requirements.	LSP, State Military Department, attorney general, local law enforcement	Short term
		Coordinate Federal and local resources for security and surge capacity.	LSP, State Military Department, attorney general, local law enforcement	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #13 – Public Safety and Security				
State		Develop rules of engagement for security forces.	LSP, State Military Department, attorney general, local law enforcement	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #14 – Long-Term Community Recovery and Mitigation				
Region 1	Update Federal and State emergency declarations for medical practitioners, resource managers, law enforcement personnel, and other first responders.	Address reimbursement issues (including private facilities).	Federal/State Southeast Regional Hurricane Task Force	Medium term
Region 6	Determine methods for replenishing and reimbursing agencies that provided support during the response to Hurricanes Katrina and Rita.	Identify/validate funding requests.	Region 6 Rapides Parish OEP (Sonya Wiley- Gremillion)	Short term
Region 8	Determine methods for expediting Federal and State reimbursements for all entities.	Coordinate with Federal and State governments for reimbursement.	Region 8 hospitals (Mike Brame)	Long term
State	Expedite the process for reimbursing State and parish expenditures from Hurricanes Katrina and Rita.	Work with the DHS to ensure Stafford Act can meet catastrophic disaster needs.	Congressional delegation (all affected States), Governor's Office	Short term
		Work with regions to ensure reimbursement eligibility regulations are consistently interpreted at the State and local levels.	GOHSEP, Louisiana Recovery Authority, FEMA inspector general, Louisiana legislative auditor	Short term
		Review existing reimbursement paperwork for accuracy.	GOSHEP, Louisiana Recovery Authority, FEMA inspector general, Louisiana legislative auditor	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #15 – External Affairs				
Region 1	Develop more organized plans for public information and media control.	Draft a regional media and public information plan.	Local PIOs	Short term
Region 2	Develop public information plans that allow for proactive and accurate information dissemination and rumor control.	Coordinate with the State Working Group (all departmental press secretaries).	West Baton Rouge Parish (Sharlot Edwards)	Short term
		Improve signage.	West Baton Rouge Parish (Sharlot Edwards)	Short term
	Develop public information plans that allow for proactive and accurate information dissemination and rumor control.	Invite local media to participate in emergency management planning, training, and exercise programs.	West Baton Rouge Parish (Sharlot Edwards)	Medium term
Region 5	Develop procedures for ensuring the dissemination of more timely and accurate public information before, during, and after a disaster.	Conduct a repetitive campaign (newspapers, Internet, radio) and establish legitimate sources of information.	Federal, State, and local PIOs; media representatives	Short term
		Provide additional training for elected officials.	Federal, State, and local PIOs; media representatives	Short term
		Conduct additional coordination with local media representatives.	Federal, State, and local PIOs; media representatives	Short term
Region 6	Improve consistency, accuracy, and availability of information.	Adopt and ensure training and implementation of NIMS.	Parish PIOs	Short term
		Coordinate public information.	Parish PIOs	Short term

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Jurisdiction	Recommendation	Improvement Action	Responsible Agency	Duration
ESF #15 – External Affairs				
State	<p>Develop plans in the State Public Information Office. These plans should address issues, including the following: The Joint Information Center (JIC) structure was not activated early enough. Without Federal assistance, the JIC staff should include elected officials (e.g. the Insurance Office and the Attorney General's Office). The JIC lacked a staffing plan for catastrophic events that ensures a sufficient number of personnel to answer an increased number of calls and media requests. JIC personnel need to be trained on how to interact with VIPs.</p>	Create field public information officers that liaison with the regions and the parish governments.	Governor's Office, GOHSEP	Short term
		Create Governor's Office teams that include PIOs.	Governor's Office, GOHSEP	Short term
		Create central list of trained personnel and their regional and parish locations.	Governor's Office, GOHSEP	Short term
		Revise the current Public Information Catastrophic Plan.	Governor's Office, GOHSEP	Short term (in progress)
		Ensure comprehensiveness of the State plan.	Governor's Office, GOHSEP	Short term
	The State PIO office needs to establish an education program that educates the State, regional, and parish governments and the general public on their roles and responsibilities during a catastrophic event.	Create a program that educates the State, regional, and parish governments and the general public on their roles and responsibilities during a catastrophic event.	Governor's Office, GOHSEP	Short term
	Prevent EOC operations from being interrupted by the media.	Relocate the JIC to an offsite location.	Governor's PIO, all State agencies PIOs	Short term
	Improve public affairs capability for both State and National Guard Bureau units.	Embed national and regional media into State agencies.	State agency directors	Short term
Capture and implement currently available media training programs.		JOC/commanders	Short term	

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