

SECTION 6: R.S. 17:158, relative to parish and city school boards providing free transportation to students, is hereby suspended until Sunday, September 25, 2005, unless reinstated sooner.

SECTION 7: This Order is effective upon signature and shall continue in effect until amended, modified, terminated, or rescinded by the governor, or terminated by operation of law.



IN WITNESS WHEREOF, I have set my hand officially and caused to be affixed the Great Seal of Louisiana, at the Capitol, in the city of Baton Rouge, on this 31st day of August, 2005.

/S/ Kathleen Babineaux Blanco
GOVERNOR OF LOUISIANA

ATTEST BY
THE GOVERNOR

/S/ Al Ater
SECRETARY OF STATE

State of Louisiana

EXECUTIVE DEPARTMENT

EXECUTIVE ORDER NO. KBB 2005 - 31

EMERGENCY EVACUATION BY BUSES

WHEREAS, the Louisiana Homeland Security and Emergency Assistance and Disaster Act, R.S. 29:721, *et seq.*, confers upon the governor of the state of Louisiana emergency powers to deal with emergencies and disasters, including those caused by fire, flood, earthquake or other natural or man-made causes, to ensure that preparations of this state will be adequate to deal with such emergencies or disasters, and to preserve the lives and property of the citizens of the state of Louisiana;

WHEREAS, pursuant to Proclamation No. 48 KBB 2005, a state of emergency was declared and is currently in effect;

WHEREAS, R.S. 29:724(D)(4) provides that the governor, subject to any applicable requirements for compensation, may commandeer or utilize any private property if she finds it necessary to cope with the disaster or emergency;

WHEREAS, there is an immediate need for mass transportation to move citizens to shelters and other safe locations from disaster areas; and

WHEREAS, given the current exigent circumstances, buses are the most reasonable and practical mode of mass transportation to move our citizens to safety;

NOW THEREFORE I, KATHLEEN BABINEAUX BLANCO, Governor of the state of Louisiana, by virtue of the authority vested by the Constitution and laws of the state of Louisiana, do hereby order and direct as follows:

SECTION 1: Each Superintendent of Education for each school district in Louisiana that remains substantially operational following the passage of Hurricane Katrina shall contact the Office of Homeland Security and Emergency Preparedness at 225-925-3916 and provide an inventory of school buses and bus drivers in their district;

SECTION 2: As determined by the Office of Homeland Security and Emergency Preparedness, such buses shall be made available to be used as necessary for the mass transportation of Hurricane Katrina evacuees, accompanying law enforcement personnel, and necessary supplies to from areas of concern to areas of safety;

SECTION 3: The Office of Homeland Security and Emergency Preparedness is hereby authorized to commandeer and utilize such buses for such purposes;

SECTION 4: Each Superintendent of Education for each school district in Louisiana that remains substantially operational following the passage of Hurricane Katrina shall coordinate with local law enforcement agencies and peace officers to ensure that at least one peace officer ride in each bus and at least two marked law enforcement vehicles accompany every ten buses;

SECTION 5: The Office of Homeland Security and Emergency Preparedness shall make efforts to work with the superintendents and local boards of education to minimize interruption of regular transportation of students;

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/S/ Kathleen Babineaux Blanco
GOVERNOR OF LOUISIANA

ATTEST BY
THE GOVERNOR

/S/ Al Ater
SECRETARY OF STATE

Jessica Ourso Dardenne

From: Miles Bruder
Sent: Wednesday, August 31, 2005 11:38 PM
To: _GOV-Gov.Staff ALL Staff
Subject: BUSES

Andy is asking that we make special note of bus services being offered by our callers, for potential use in both evacuations from New Orleans and movement of victims between shelters.

In order to facilitate bus coordination, we need to evaluate the legitimacy of the bus services being offered. To do so, ask the following questions:

- How many people can the bus hold?
- Where is the bus currently located?
- Is the driver an experienced, professional bus driver?
- Will you have any additional assistance available on the bus for the sick or those with special needs?
- When is the bus available, and for how long?
- What is the fuel capacity of the bus, and what mileage per gallon does it cover?

Finally, ensure that the caller will arrange to have at least two local law enforcement agents (i.e. sheriff's deputies) traveling on the bus. They should not expect for us to provide law enforcement, but the safety situation here is obviously uncertain.

For now, we will follow the same protocol that we have to this point--the staff at the workforce commission will collect and prioritize bus service offers from us. Please ensure that tomorrow they receive any offers you have collected tonight. Put the callers on standby for a return call as soon as we can ID specific bus service needs.

Thanks,
Miles

11/1/2005

[REDACTED]

From: Jones, Gary
Sent: Wednesday, August 31, 2005 8:03 AM
To: Craig, Daniel; Buikema, Edward
Cc: Lowder, Michael; Lokey, William; Wells, Scott; Robinson, Tony
Subject: LA evacuees going to Houston

Ed and Dan, I assume you both know of the plan to move LA evacuees to the Houston Astro Dome. I just got a call from Scott Wells and he said the Gov of LA has not approved this plan. Jack Colley just advised me that Gov Perry has not received a call from Gov Blanco regarding this plan. Jack said he heard that she was going to make the call early this morning, again this has not happened. Jack advised me again that this is going to be a tremendous expense for the State of Texas and FEMA should declare at least an emergency declaration for his state. I know you both are busy but I wanted to keep you in the loop on what I know at this time.

Gary.

9/21/2005

DHS 0004725

[REDACTED]

From: Rhode, Patrick
Sent: Saturday, September 03, 2005 6:07 AM
To: Brown, Michael D
Subject: Fw:

-----Original Message-----

From: Lowder, Michael <Michael.Lowder@[REDACTED]>
To: Rhode, Patrick <Patrick.Rhode@[REDACTED]>; Buikema, Edward <Edward.Buikema@[REDACTED]>;
'Ken.Burris@[REDACTED]' <Ken.Burris@[REDACTED]>
CC: 'brooks.altshuler@[REDACTED]' <brooks.altshuler@[REDACTED]>
Sent: Fri Sep 02 22:55:53 2005
Subject: RE:

This is flat wrong! We have been flying planes all afternoon and evening.

-----Original Message-----

From: Rhode, Patrick
Sent: Friday, September 02, 2005 10:43 PM
To: Buikema, Edward; Lowder, Michael; 'Ken.Burris@[REDACTED]'
Cc: 'brooks.altshuler@[REDACTED]'
Subject: Fw:

-----Original Message-----

From: Brown, Michael D <Michael.D.Brown@[REDACTED]>
To: 'patrick.rhode@[REDACTED]' <Patrick.Rhode@[REDACTED]> Altshuler, Brooks
<Brooks.Altshuler@[REDACTED]>
Sent: Fri Sep 02 22:37:56 2005
Subject:

Spoke to Mineta and Cino. ATA has arranged for commercial air carriers to ferry evacuees. United, Delta, etc. But, no action from us. Carriers will withdraw planes if not used. If we're not we should let carriers know why, etc. Please get me info or call Cino asap.

Hope this is the last of these I send and we can have the cell down here handle.

Also, be aware that Gen H is going into the convention center tonight to secure it - rrom by room, remove bodies etc. We've kept quiet so media won't be around.

[REDACTED]

From: Hill, Ken [REDACTED]
Sent: Tuesday, August 30, 2005 8:22 PM
To: Jackson, Michael (DepSec); Brown, Michael <DHS>; Hale, Janet; McQueary, Charles; Stephan, Bob; Beardsworth, Randy; Perry, Phil; Collins, Thomas; Divine, Robert C; Basham, W; Mayer, Matt; Lockwood, Thomas
Cc: Wood, John (COS); Cannatti, Ashley; Boudreaux, Chad; Rhode, Patrick; Filler, Joshua; Richmond, Susan; Maner, Andrew; Tambone, Victor; Ressler, Shila; Kilska, Jennifer; IAIPExecSec; Armstrong, Sue; Woods, Keshia; Pultz, Rick; Hehr, Casey; Paar, Tom; Woodard, Steven; Heinlein, Elaine; Wall, Kenneth; Weber, Scott; Mandelker, Sigal; Isles, Adam; DHS ExecSec; Wiley, Miles; Sullivan, Timothy (Adm.); Altshuler, Brooks; Ayers, Dana; Shea, Robert F
Subject: Hurricane Katrina - Designation of Principal Federal Official
Attachments: Designation of Principal Federal Official for Hurricane Katrina - internal DHS memo.pdf

Attached please find a memo from Secretary Chertoff declaring Hurricane Katrina an "Incident of National Significance" and designating U/S Michael Brown as the Principal Federal Official (PFO).

Catastrophic Incident Annex

Coordinating Agency:

Department of Homeland Security

Cooperating Agencies:

All Federal departments and agencies (and other organizations) with assigned primary or supporting Emergency Support Function (ESF) responsibilities

Introduction

Purpose

- The Catastrophic Incident Annex to the National Response Plan (NRP-CIA) establishes the context and overarching strategy for implementing and coordinating an accelerated, proactive national response to a catastrophic incident.
- A more detailed and operationally specific NRP Catastrophic Incident Supplement (NRP-CIS) that is designated “For Official Use Only” will be approved and published independently of the NRP Base Plan and annexes.

Scope

- A catastrophic incident, as defined by the NRP, is any natural or manmade incident, including terrorism, that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic incident could result in sustained national impacts over a prolonged period of time; almost immediately exceeds resources normally available to State, local, tribal, and private-sector authorities in the impacted area; and significantly interrupts governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic incidents are Incidents of National Significance. These factors drive the urgency for coordinated national planning to ensure accelerated Federal/national assistance.

- Recognizing that Federal and/or national resources are required to augment overwhelmed State, local, and tribal response efforts, the NRP-CIA establishes protocols to preidentify and rapidly deploy key essential resources (e.g., medical teams, urban search and rescue teams, transportable shelters, medical and equipment caches, etc.) that are expected to be urgently needed/required to save lives and contain incidents.
- Accordingly, upon designation by the Secretary of Homeland Security of a catastrophic incident, Federal resources—organized into incident-specific “packages”—deploy in accordance with the NRP-CIS and in coordination with the affected State and incident command structure.

Policies

- The NRP-CIA strategy is consistent with NRP and National Incident Management System protocols and Incident Command System conventions.
- Only the Secretary of Homeland Security or designee may initiate implementation of the NRP-CIA.
- All deploying Federal resources remain under the control of their respective Federal department or agency during mobilization and deployment.

- Federal resources arriving at a Federal mobilization center or staging area remain there until requested by State/local incident command authorities, when they are integrated into the incident response effort.
- Federal assets unilaterally deployed in accordance with the NRP-CIS do not require a State cost-share. However, in accordance with the Stafford Act, State requests for use of deployed Federal assets may require cost-sharing.
- Unless it can be credibly established that a mobilizing Federal resource identified in the NRP-CIS is not needed at the catastrophic incident venue, that resource deploys.
- The occurrence or threat of multiple catastrophic incidents may significantly reduce the size, speed, and depth of the Federal response. If deemed necessary or prudent, the Federal Government may reduce the availability or allocation of finite resources when multiple venues are competing for the same resources, or hold certain resources in reserve in case of additional incidents.

Situation

Incident Condition: Normal procedures for certain ESFs may be expedited or streamlined to address the magnitude of urgent requirements of the incident. All ESFs must explore economies of scale to maximize utilization and efficiency of scarce resources. In the case of catastrophic incident, it is expected that the Federal Government or other national entities provide expedited assistance in one or more of the following areas:

- **Mass Care, Housing, and Human Services (ESF #6):** The ability to provide temporary shelter, food, emergency first aid, clothing, and other essential life support to people may be complicated by contaminated resources or facilities.
- **Urban Search and Rescue (ESF #9):** Resources and personnel to perform operational activities (e.g., locating, extricating, and providing onsite medical treatment to victims trapped in collapsed structures) are limited. If search and rescue operations are required in areas of contamination, the limited availability of properly equipped resources supports or underscores the need for prompt Federal response.
- **Decontamination (ESFs #8 and #10):** Incidents involving a weapon of mass destruction (WMD) may require decontamination of casualties, evacuees, animals, equipment, buildings, critical infrastructure, and other areas. Given the potentially large numbers of casualties and evacuees, resulting decontamination requirements may quickly outstrip local and State capabilities.
- **Public Health and Medical Support (ESF #8):** There is a significant need for public health and medical support, including mental health services. Medical support is required not only at medical facilities, but at casualty evacuation points, evacuee and refugee points and shelters, and at other locations to support field operations. In addition, any contamination requirement increases the requirement for technical assistance.
- **Medical Equipment and Supplies (ESF #8):** Shortages of available supplies of preventive and therapeutic pharmaceuticals and qualified medical personnel to administer available prophylaxis are likely. Timely distribution of prophylaxis may forestall additional illnesses, and reduce the impact of disease among those already exposed.
- **Casualty and Fatality Management and Transportation (ESF #8):** Federal resources may be required to manage the transportation and storage of deceased, injured, and exposed victims if their numbers are extremely high. In addition, the immense numbers of casualties are likely to overwhelm the bed capacities of local and State medical facilities.
- **Public Information (ESF #15):** When State and local public communications channels are overwhelmed during a catastrophic incident, the Federal Government must immediately provide

resources to assist in delivering clear and coherent public information guidance and consistent messages to the affected areas.

Planning Assumptions

- A catastrophic incident results in large numbers of casualties and/or displaced persons, possibly in the tens of thousands.
- The Secretary of Homeland Security designates the event an Incident of National Significance and directs implementation of the NRP-CIA.
- A catastrophic mass casualty/mass evacuation incident triggers a Presidential disaster declaration, immediately or otherwise.
- The nature and scope of the catastrophic incident may include chemical, biological, radiological, nuclear or high-yield explosive attacks, disease epidemics, and major natural or manmade hazards.
- Multiple incidents may occur simultaneously or sequentially in contiguous and/or noncontiguous areas. Some incidents, such as a biological WMD attack, may be dispersed over a large geographic area, and lack a defined incident site.
- A catastrophic incident may occur with little or no warning. Some incidents, such as rapid disease outbreaks, may be well underway before detection.
- The incident may cause significant disruption of the area's critical infrastructure, such as energy, transportation, telecommunications, and public health and medical systems.
- The response capabilities and resources of the local jurisdiction (to include mutual aid from surrounding jurisdictions and response support from the State) may be insufficient and quickly overwhelmed. Local emergency personnel who normally respond to incidents may be among those affected and unable to perform their duties.
- A detailed and credible common operating picture may not be achievable for 24 to 48 hours (or longer) after the incident. As a result, response activities must begin without the benefit of a detailed or complete situation and critical needs assessment.
- Federal support must be provided in a timely manner to save lives, prevent human suffering, and mitigate severe damage. This may require mobilizing and deploying assets before they are requested via normal NRP protocols.
- Large-scale evacuations, organized or self-directed, may occur. More people initially are likely to flee and seek shelter for attacks involving chemical, biological, radiological, or nuclear agents than for natural events. The health-related implications of an incident aggravate attempts to implement a coordinated evacuation management strategy.
- Large numbers of people may be left temporarily or permanently homeless and may require prolonged temporary housing.
- A catastrophic incident may produce environmental impacts (e.g., persistent chemical, biological, or radiological contamination) that severely challenge the ability and capacity of governments and communities to achieve a timely recovery.
- A catastrophic incident has unique dimensions/characteristics requiring that response plans/strategies be flexible enough to effectively address emerging needs and requirements.
- A catastrophic incident may have significant international dimensions. These include potential impacts on the health and welfare of border community populations, cross-border trade, transit, law enforcement coordination, and other areas.
- If the incident is the result of terrorism, the Homeland Security Advisory System (HSAS) level likely may be raised regionally, and perhaps nationally. Elevation of the HSAS level carries additional local, State, and Federal security enhancements that may affect the availability of certain response resources.

Concept of Operations

Local and State Response: Local and State response operations and responsibilities are covered in the NRP and the NRP-CIS. This annex addresses the proactive Federal response to be taken in anticipation of or following a catastrophic incident to rapidly provide critical resources to assist and augment State, local, and tribal response efforts.

Federal Response

- In accordance with NRP provisions for proactive Federal response to catastrophic incidents, the NRP-CIA employs an expedited approach to the provision of Federal resources to save lives and contain the incident.
- Guiding principles for a proactive Federal catastrophic incident response include the following:
 - The primary mission is to save lives, protect property and critical infrastructure, contain the event, and protect the national security;
 - Standard procedures outlined in the NRP regarding requests for assistance may be expedited or, under extreme circumstances, temporarily suspended in the immediate aftermath of an incident of catastrophic magnitude, pursuant to existing law;
 - Preidentified Federal response resources are mobilized and deployed, and, if required, begin emergency operations to commence life-safety activities; and
 - Notification and full coordination with States occur, but the coordination process should not delay or impede the rapid mobilization and deployment of critical Federal resources.
- Upon recognition that a catastrophic incident condition (e.g., involving mass casualties and/or mass evacuation) exists, the Secretary of Homeland Security immediately designates the event an Incident of National Significance and begins, potentially in advance of a formal Presidential disaster declaration, implementation of the NRP-CIA. Upon notification from the Homeland Security Operations Center (HSOC) that the NRP-CIA has been implemented, Federal departments and agencies:
 - Take immediate actions to activate, mobilize, and deploy incident-specific resources in accordance with the NRP-CIS;
 - Take immediate actions to protect life, property, and critical infrastructure under their jurisdiction, and provide assistance within the affected area;
 - Immediately commence those hazard-specific activities established under the appropriate and applicable NRP Incident Annex(es), including the NRP-CIA; and
 - Immediately commence functional activities and responsibilities established under the NRP ESF Annexes.
- NRP-CIA actions that the Federal Government takes in response to a catastrophic incident include:
 - All Federal departments and agencies and the American Red Cross initiate actions to mobilize and deploy resources as planned for in the NRP-CIS;
 - All Federal departments, agencies, and organizations (e.g., the American Red Cross) assigned primary or supporting ESF responsibilities immediately begin implementation of those responsibilities, as appropriate or when directed by the President;
 - Incident-specific resources and capabilities (e.g., medical teams, search and rescue teams, equipment, transportable shelters, preventive and therapeutic pharmaceutical caches, etc.) are activated and prepare for deployment to a Federal mobilization center or staging area near the incident site. The development of site-specific catastrophic incident response strategies (as detailed in

the NRP-CIS) that include the preidentification of incident-specific critical resource requirements and corresponding deployment/employment strategies accelerate the timely provision of critically skilled resources and capabilities;

- Regional Federal facilities (e.g., hospitals) are activated and prepared to receive and treat casualties from the incident area. Federal facilities are directed to reprioritize services (in some cases reducing or postponing certain customary services) until life-saving activities are concluded. The development of site-specific catastrophic incident response plans that include the

preidentification of projected casualty and mass care support requirements and potentially available facilities expands the response architecture and accelerates the availability of such resources;

- Supplementary support agreements with the private sector are activated; and
- Given the projected high demand for Federal augmentation support, as well as the potential national security implications of a catastrophic incident, Federal departments and agencies may be asked to redirect efforts from their day-to-day responsibilities to support the response effort.

Responsibilities

This section summarizes Federal department and agency responsibilities under the NRP-CIA. For a complete listing of Federal department and agency responsibilities under the NRP-CIA, refer to the NRP-CIS, which is designated For Official Use Only and maintained as a separate document. For additional Federal department and agency responsibilities, refer to the individual ESF Annexes and hazard-specific Incident Annexes in the NRP.

Coordinating Agency: Department of Homeland Security (DHS)

- Establish that a catastrophic incident has occurred and implement the NRP-CIA.
- Notify all Federal departments and agencies to implement the NRP-CIA and the NRP-CIS.
- Upon implementation of the NRP-CIA:
 - Activate and deploy (or prepare to deploy) DHS-managed teams, equipment caches, and other resources in accordance with the NRP-CIS;
 - Identify, prepare, and operationalize facilities critical to supporting the movement and reception of deploying Federal resources;

- Activate national-level facilities and capabilities in accordance with the NRP-CIS and standard NRP protocols;
- Establish and maintain communications with incident command authorities to ensure a common and current operating picture regarding critical resource requirements. As specific resource requirements are identified, advise the Department of Transportation to reprioritize and adjust accordingly the schedule of execution for resource flow in the NRP-CIS; and
- Make every attempt to establish contact with the impacted State(s) to coordinate the employment of Federal resources in support of the State.

Cooperating Agencies

- When notified by the HSOC that the Secretary of Homeland Security has implemented the NRP-CIA, Federal departments and agencies (and the American Red Cross):
 - Activate and deploy (or prepare to deploy) agency- or ESF-managed teams, equipment caches, and other resources in accordance with the NRP-CIS;

- Commence ESF responsibilities as appropriate;
 - Commence assessments of the probable consequences of the incident and projected resource requirements; and
 - Commence development of shorter and longer term response and recovery strategies.
- The NRP-CIS provides a list of the specific actions that are initiated upon activation of the NRP-CIA. The following Federal departments and agencies and other organizations are assigned specific responsibilities as cooperating agencies:
 - Department of Agriculture
 - Department of Defense
 - Department of Energy
 - Department of Health and Human Services
 - Department of Homeland Security
 - Department of Transportation
 - Department of Veterans Affairs
 - Environmental Protection Agency
 - American Red Cross
 - Departments and agencies assigned primary responsibility for one or more functional response areas under the NRP-CIS appendixes are identified below.
 - **Mass Care:** American Red Cross
 - **Search and Rescue:** Department of Homeland Security
 - **Decontamination:** Department of Homeland Security, Environmental Protection Agency, and Department of Health and Human Services
 - **Public Health and Medical Support:** Department of Health and Human Services
 - **Medical Equipment and Supplies:** Department of Health and Human Services
 - **Patient Movement:** Department of Health and Human Services and Department of Defense
 - **Mass Fatality:** Department of Health and Human Services
 - **Housing:** Department of Homeland Security
 - **Public and Incident Communications:** Department of Homeland Security
 - **Transportation:** Department of Transportation
 - **Private-Sector Support:** Department of Homeland Security
 - **Logistics:** Department of Homeland Security

HSOC SPOT REP

SPOT REP #:	#013
Date/Time (EDT):	08/29/05 @ 2230
Reference:	New Orleans Helicopter Overflight
Source of Information:	FEMA Teleconference – observations from Marty Bahamonte, FEMA Public Affairs. Participants included Patrick Rhode, Mike Lowder, Bill Locke, Mike Pawlowski and Mary Anne Lyle
Type of Incident:	Hurricane Katrina

Update	
Summary:	<p>Marty Bahamonte of FEMA Public Affairs made two aerial over flights of the New Orleans area the afternoon of Monday, August 29, 2005. As additional information becomes available it will be reported.</p> <p>He concluded the two immediate major problems would be:</p> <ol style="list-style-type: none"> 1. Access to the city because roads are flooded to the north and east. 2. Housing <p>His observations include the following:</p> <ul style="list-style-type: none"> • The I-10 Twin Span bridges to the east of the City to Slidell are compromised in both directions for a stretch of five to seven miles. On the east side bridge sections are gone; on the west side bridge sections are buckled and askew. • There is no way to enter New Orleans from the east. Highway 11 appears generally in tact but is under water where it enters the City and will require some repair but appears to be a quick fix. • The western I10/I610 junction connecting Jefferson and Orleans Parrish is under water. • Entrance from the north is not possible because as roads get into the city, they are under water. • I10 to the west appears to have several underwater sections. • The Airline Highway by the airport is above water. • There is a quarter-mile breach in the levee near the 17th Street Canal about 200 yards from Lake Pontchartrain allowing water to flow into the City. • The levee in Metairie is in tact. • Only one of the main pumps is reported to still be working but cannot keep up with the demand and its longevity is doubtful. • In the neighborhoods there are many small fires where natural gas lines have broken. • Flooding is greatest in the north and east in New Orleans, Metairie

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	<p>and north towards Slidell – an estimated 2/3 to 75% of the city is under water.</p> <ul style="list-style-type: none"> • The flights did not go all the way north to Slidell so conditions there are not reported. • Some homes were seen with water to the first floor and others completely underwater. • Hundreds of people were observed on the balconies and roofs of a major apartment complex in the city. The location has been provided to City officials. • Downtown there is less flooding. Most buildings have windows blown out but otherwise appear structurally sound. • West and South of the City appear dry. • Lake Front Airport by Lake Pontchartrain is under water. • There is an oil tanker grounded in the Industrial Canal – two tugs were observed working with the ship. • The Coast Guard reported two other tankers aground but they were not observed. • The Coast Guard is flying rescue missions for people stuck on roofs. They reported seeing about 150 people but also said that as they lifted people out, they saw others breaking through the roofs of adjacent homes. • The Coast Guard will use night vision devices and continue rescue missions into the night. • Search and Rescue will need boats, in some locations high wheeled trucks may be usable. FEMA USR Teams are coordinating boat use with Louisiana Fish and Game officials. • The City reports about 300 people have been rescued by boat so far. These rescue operations will continue through the night. • Boat traffic is not restricted and movement of supplies by boat and barge is feasible. • The Inter Harbor Canal is not visible. • A few bodies were seen floating in the water and Coast Guard pilots also reported seeing bodies but there are no details on locations or numbers.
Significance:	
Actions/Follow-Up:	N/A
Miscellaneous:	
Prepared By:	Mathew Thompson NRCC Planning Section Analyst

September 15, 2003

Secretary Tom Ridge
Department of Homeland Security
Washington D.C.

Dear Mr. Secretary:

Thank you for taking the time to meet with me Friday regarding grant consolidation and the overall preparedness strategy of the Department. My sole motivation regarding these topics is to ensure that you have the benefit of all perspectives during your decision making process. As I mentioned in our conversation, decisions regarding grants and preparedness will have a substantial impact upon the future mission of FEMA. Regardless of your final decision, I will have one reaction. I will support and apply all necessary assets and manpower to implement your decision.

I believe the following proposals present a unique opportunity to achieve a tremendous success for both the Department and the Administration. Undoubtedly, individuals within and outside the Department will raise concerns regardless of your ultimate decision. Through your leadership and a focused effort to answer these concerns, I am confident these proposed actions will not only placate the detractors, but will ultimately gain their praise when the advantages to the first responder and the preparedness of the nation are revealed.

The proponents of moving grant programs and FEMA's preparedness mission to the Office of Domestic Preparedness (ODP) and the Office of State and Local Government Coordination (OSLGC) describe the reorganization as an effective way to consolidate preparedness and grants responsibilities to achieve an effective, Department-wide, terrorism preparedness initiative or a "one-stop shop".

In reality, their proposed action does not consolidate grants or preparedness initiatives. The proposal would still result in a bifurcation of these functions within the Department. There will still be congressionally mandated all-hazards grant and preparedness programs within EP&R. Additionally, the proposed move would ignore the painful lesson FEMA learned years ago during the 1985 Pennsylvania tornadoes and Hurricane Andrew that the separation of the preparedness mission from the response mission inevitably leads to an ineffective and uncoordinated response. These realities shaped President Bush's proposal for EP&R and reinforce my continuing belief that the only way to truly consolidate these programs within the Department is to consolidate both the grant and preparedness programs within EP&R by moving ODP to FEMA.

This proposal is consistent with the National Strategy for Homeland Security. It directly tracks several of President Bush's priorities in his proposed legislation for the Department. The proposal is also consistent with the President's '04 Budget that calls for the transfer of a handful of FEMA grants to ODP. The goal of the President's budget is the consolidation of grant programs. You can achieve that consolidation and remain consistent with the budget by using the Secretary's administrative powers to move ODP into EP&R. It is this same logic that allows the move of ODP into OSLGC, as the budget does not address the move of ODP once the proposed grant programs are incorporated into it.

The goal of creating a grants and preparedness "one-stop shop" for the first responder and State and local governments is truly achieved only by moving ODP to EP&R. This move will eliminate potential political liabilities for the Secretary by distancing the Secretary's office from the operational and decision making role of the disbursement of billions of dollars of highly sought after and contested grant monies. The example of the Fire service's active lobbying with regards to grant funding and their tensions with other entities competing for limited grant dollars is a primary reason to remove these political liabilities from the direct office of the Secretary. Moving ODP and these functions into an operational directorate provides the Secretary's office with the appropriate oversight of these programs while removing the direct responsibility of addressing the tensions and criticisms that arise from the first responder community. Simply put, a denial letter comes from an Under Secretary rather than the Office of the Secretary.

President Bush clearly signaled that First Responder Grants belong in EP&R when he proposed the First Responder Initiative in his budget proposal of January 2002. The President later advocated moving ODP to EP&R in his proposed legislation for the Department. The recommendation to move ODP to FEMA received far greater scrutiny and policy review by the President's senior staff than has the current proposal to move ODP into the OSLGC. In fact, the move to OSLGC has never been formally vetted at the senior staff level within the Department. Additionally, both the President in his proposal and Congress in the Act, clearly indicated that the preparedness mission should reside within the EP&R directorate by including the word 'preparedness' in the Directorate's name and mission.

While the President's attempts to move ODP were unsuccessful, it is important to note that during the creation of the Department, the President's legislative strategy was centered on gaining several key and unprecedented management authorities for the Secretary of DHS. This calculated strategy was made knowing that later, these powers could be exercised to achieve many of the President's unfulfilled legislative priorities. Due to the President's successful efforts to gain these authorities, you are now in the position to move ODP to EP&R thereby delivering on a key element of the President's original proposal for the Department.

The precedent setting use of the Secretary's unique management authorities should be exercised for high-level initiatives so as not to dilute the baseline upon which these

authorities are utilized. Moving ODP and a handful of grants from FEMA to the OSLGC reduces the threshold of these powers. Instead of consolidating all aspects of grants and preparedness within one directorate of the department, it uses the authority to move limited aspects of programs from a division level office to a different support office. This will not result in the sought after Departmental consolidation of preparedness responsibilities. The move of ODP to OSLGC will not solve the fundamental problem of the separation of some preparedness activities (i.e. terrorism preparedness) from the all-hazards preparedness and grant functions of FEMA. The move of ODP to OSLGC will also dilute the future abilities of DHS Secretaries to exercise these unprecedented authorities at the appropriate level and indeed, could further limit your ability to exercise these authorities during your tenure.

FEMA has an existing infrastructure to handle the transfer of ODP that is far more robust in structure, experience, regional presence, and established historical relationships with State and local entities and first responders than that of the OSLGC. Since FEMA's inception in 1979, it has cultivated an extensive infrastructure enabling effective coordination of emergency preparedness and response through our long-standing relationships with State and local entities. This infrastructure is founded in common efforts among Federal and State entities to coordinate throughout the entire continuum of the emergency management cycle.

FEMA's relationships with its State and local partners have been formed, maintained, and improved over the course of 111 emergency declarations, 912 major disaster declarations and numerous response operations. Similarly, our decades of operations in these areas is buttressed by a developed financial management system that supports our expertise in grants administration by disbursing a massive amount of awards each year. In FY '03 alone, FEMA has distributed \$5.4 billion in 175,374 awards. This is compared to ODP's awards of approximately \$2.8 billion in 204 awards in FY '03.

Moving ODP to EP&R will create the full integration of all preparedness functions within one Directorate. ODP will enhance the terrorism delta on FEMA's solid all-hazards foundation. It will merge ODP's strong point of law enforcement prevention grants and training functions with FEMA's solid relationships with fire, EMS, public works, local officials, and emergency managers. Additionally, the move will match ODP's experience in the mandated state homeland security plans with the strong relationship FEMA has developed with the Governors, mayors, and State and local emergency managers that execute these state plans. The result will be a unified and balanced approach to all preparedness activities.

In my opinion, there is one hurdle that the proposal of moving ODP to EP&R must overcome. A traditional tension between the division of influence between the fire and police services must be addressed. Currently, the fire community opposes moving Fire grants to ODP due to its concern that fire issues will be given a lower priority in the historically law enforcement oriented approach of ODP. Vice versa, moving ODP to EP&R raises similar concerns with the law enforcement community. I believe a

politically viable and beneficial strategy exists for this issue and FEMA can lead its implementation immediately.

To address the concerns of the law enforcement community, I am proposing a reorganization of the Preparedness Division of FEMA. Currently, the U.S. Fire Administrator is the Director of Preparedness. This will raise concerns from the law enforcement community. To address this issue, EP&R will modify the structure of the Preparedness Division to incorporate a Presidentially appointed senior representative and advocate from both the fire and police services. These representatives will serve as the operational Deputy Directors of Preparedness under the newly confirmed Sue Mencer who would be the Director of Preparedness. This will facilitate a unified and balanced approach to the Department's preparedness activities.

The newly designated Deputy Director of Preparedness and U.S. Fire Administrator would represent the fire services. The newly created Deputy Director of Preparedness and U.S. Law Enforcement Representative would represent Law enforcement services. Both of these positions would be filled with proven, experienced, and respected senior officials from their respective service. The creation of these co-equal positions will provide each of the traditional services with an advocate who is recognized as one of their own.

The creation of the U.S. Law Enforcement Representative gives the police services something they have never had within the Federal government. Local police officials have associated their preparedness activities with the Department of Justice. Regardless of the existing perception of ODP representing law enforcement issues, there exists a reality that DOJ/ODP represents the *Federal* law enforcement views rather than *local* police interests. The police services have never had one of their 'own' representing their issues at the appropriate level of ODP or DOJ. This proposed reorganization of FEMA's Preparedness Division gives them their own representative. Cops identify with cops, not the FBI.

The USFA representative will focus more on preparedness issues for fire, EMS, and the traditional FEMA constituency. The Police Representative will focus more on preparedness issues relating to prevention and law enforcement. Each of these Deputy Directors should benefit from the expertise of liaisons from IAIP, S&T, USCG, USSS, and BTS in order to fully integrate all missions of the Department into a common delivery of a *unified, all-hazards* preparedness strategy.

If appropriately executed, this strategy will gain the support of first responders, the law enforcement community, and their representatives in Congress.

In light of your administrative powers and the President's initial proposal, the question is not why should ODP be in EP&R, but rather why should ODP *not* be in EP&R? In my opinion, no sufficient policy justifications exist to justify the proposition that ODP should not be in EP&R.

While detractors resort to the fact that the President twice unsuccessfully tried to move ODP, they fail to account for the reality that the dynamics behind the Congressional opposition to the move have changed due to committee realignments. Detractors also ignore the fact that you wield Congressionally granted reorganizational authorities that the Executive did not possess during its prior attempts to effectuate the move. Mark Twain once said, "We should be careful to get out of an experience only the wisdom that is in it- and stop there; lest we be like the cat that sits down on a hot stove-lid. She will never sit down on a hot stove-lid again- and that is well; but also she will never sit down on a cold one either."

The transfer of ODP to FEMA will help facilitate the development of a true one-stop shop for first responders. The one-stop shop will consist of a web portal that will include training standards, equipment procurement, training coursework, grant resources, and applications combined into a viable portal that can be utilized by the smallest communities to our largest cities. FEMA's development of the Compendium of Federal Terrorism Training is the preexisting foundation for the development of a comprehensive, interagency, terrorism training and preparedness portal. Having all preparedness and grant functions in EP&R will enable the Department to streamline its ability to determine training needs; determine responsibility for developing specific training among the Directorates and the federal government in order to fill gaps and avoid duplication; develop and maintain required training; and ensure quality, consistency, and conformity with existing standards.

The backbone of our one-stop shop concept is the development of a National Terrorism Mission-essential Task List (NTMETL). This element is the key to any system that focuses on the needs of the first responder. First responders consistently state that their single biggest need is to have a list of tasks that they can train against. NTMETL will enable the Department to target preparedness efforts by organizing available training and grants in a system that considers the discipline (i.e. public health, law enforcement), scenario (i.e. RDD, communicable bio agent), role (i.e. technician, operations), and tasks (i.e. condition, standard). Adding the delta to this system of the existing training compendium, a standardized equipment list for each task, available grants to help acquire the suggested training and equipment, and an online application will make the system a true "one-stop shop".

The benefit to the first responder will be the ability for them to have a performance/training roadmap for their emergency personnel, determine training priorities, access course information, contact training providers to schedule training, plan exercises using standardized performance criteria, and apply for grants. The benefit to the Department will be an ability to use empirical data to guide federal training management, tie equipment and grants to key preparedness activities, control training gaps and duplication, and provide an empirical basis to determine the preparedness of the nation as well as determining necessary funds to adequately prepare. Ultimately, we will be able to truly compare a state's plan to its level of preparedness.

This one-stop shop proposal could be achieved with a series of milestones announced along the way to a complete, operational one-stop shop. The stage of completing the Compendium of Federal Training portion is essentially complete today. The completion of cataloguing available Federal grants can also be achieved in short order. The final element of creating the NTMETL will take more time, but can be achieved in a reasonable period if it is given the right resources and appropriate interagency priority.

To facilitate this effort, I believe it would be extremely helpful if an Executive Order were issued to designate DHS (operational responsibility would be delegated to EP&R) as the lead for this interagency effort. Strong IT contracts supported by an interagency working group comprised of program experts operating under a stringent timeline for deliverables will enable this project to succeed. The inter-agency is already accustomed to EP&R/FEMA acting as the inter-agency coordinator on the Compendium, and will readily embrace this role, too.

The final issue I would like to address is the impact of removing the preparedness mission from FEMA will have on its response mission. Just as grants are so closely linked to preparedness, preparedness is integrally linked to response. It is for this reason that the backbone of FEMA's responsibilities given to it in the Stafford Act are reflected in the emergency management cycle of preparedness, response, recovery, and mitigation. This cycle forms a chain that should not be broken. Because this cycle guides every action that FEMA takes, it is clear why the agency has organized its four divisions of Preparedness, Response, Recovery, and Mitigation directly in line with the priorities set out by the cycle. The preparedness function represents an integral pillar of FEMA's ability to meet the requirements of this rigorous cycle.

The placement of the preparedness mission in the Department is a fundamental question for the future mission of FEMA. Preparedness defines EP&R's vision of "A Nation Prepared" and drives our mission to lead the Nation to *prepare for*, mitigate the effects of, respond to, and recover from major domestic disasters, both natural and manmade, including incidents of terrorism.

Since FEMA's inception in 1979, it has cultivated an extensive infrastructure enabling the effective coordination of emergency preparedness and response through our long-standing relationships with state and local entities. This infrastructure is founded in common efforts among Federal and State entities to coordinate throughout the entire continuum of the emergency management cycle

An effective preparedness policy is validated through an increased ability to respond through training, planning, education, guidance, exercises and assessments. Preparedness is fundamentally linked to response, as it is the cornerstone of planning in advance for the response phase of the emergency management cycle. Therefore, we believe that all preparedness functions of the Department should be consolidated into FEMA where the response mission resides.

In the 1980's, FEMA learned the hard way that disjointed efforts between preparedness and response create significant problems in effectively managing disasters. As an example, the 1985 tornado outbreak that affected northwestern Pennsylvania highlighted significant planning and response problems. More recently, as Secretary Card can attest, the lack of a synchronized effort between the preparedness and response missions led to an ineffective response to Hurricane Andrew. It is interesting to note that then, as today, there were competing interests involved in the preparedness mission. Years ago this tension was caused by the separation of resources applied to the preparedness for nuclear war from all-hazards preparedness. Today, the tension is between preparedness for terrorism as opposed to all-hazards.

The Stafford Act, as we know it today, was strongly influenced by the Federal shortcomings in response to the 1985 tornado outbreaks in Pennsylvania. As a result, the Act focused on the need for an all-hazards approach to preparedness and response. The all-hazards approach operates upon the understanding that there is a cycle to emergencies that begins with preparedness and mitigation, flows into response, and ends with recovery. These primary areas or phases of disaster management are inextricably linked. The further preparedness efforts are distanced from the response, recovery, and mitigation duties, the greater the opportunity for disconnects that can result in an ineffective and uncoordinated response.

Moving the preparedness function out of FEMA and into OSLGC would fundamentally sever FEMA from its core functions of supporting first responders, State and local governments and the public. It would shatter agency morale and would completely disconnect the Department's response functions from the responders and governments they are supposed to support. It would break longstanding, effective and tested relationships with the states and first responder stakeholders. The move would also sever effective FEMA training delivery systems that directly train over 1,000,000 first responders each year. The appropriate pairing of the preparedness and response missions in the EP&R directorate complements emergency management structures at the State and local level. In those structures, the same people responsible for responding to any emergency or disaster, no matter the cause, would be the same people responsible for preparing for it.

The preparedness mission should remain in FEMA. The agency has decades of experience in preparedness, an existing field structure in its regions, and is the Directorate tasked with providing the response to terrorist attacks and natural disasters. The Department does not need to start from scratch by shuffling and recreating preparedness responsibilities within other areas of the Department. FEMA has laid a solid preparedness foundation and the Department should build upon it.

I recognize that these proposals differ significantly from your original thinking. These proposals likewise represent a significant divergence from the original design for a one-stop shop and the role of preparedness within the Department. However, I sincerely

believe that the senior leadership of the Department would readily embrace such bold changes.

I am also convinced that you should exercise your reorganization authorities in such a way that establishes a higher baseline for the future exercise of those authorities, both for yourself and future secretaries. Whatever your decision, the dedicated employees of EP&R/FEMA will work diligently to implement them.

Thank you for giving me the opportunity to outline both my concerns and these proposals.

Very truly yours,

Michael D. Brown

cc:

DuncanCampbell

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March , 2005

MEMORANDUM FOR: Michael Chertoff
FROM: Michael D. Brown
SUBJECT: Component Head Meeting

Overview of Component:

Mission:

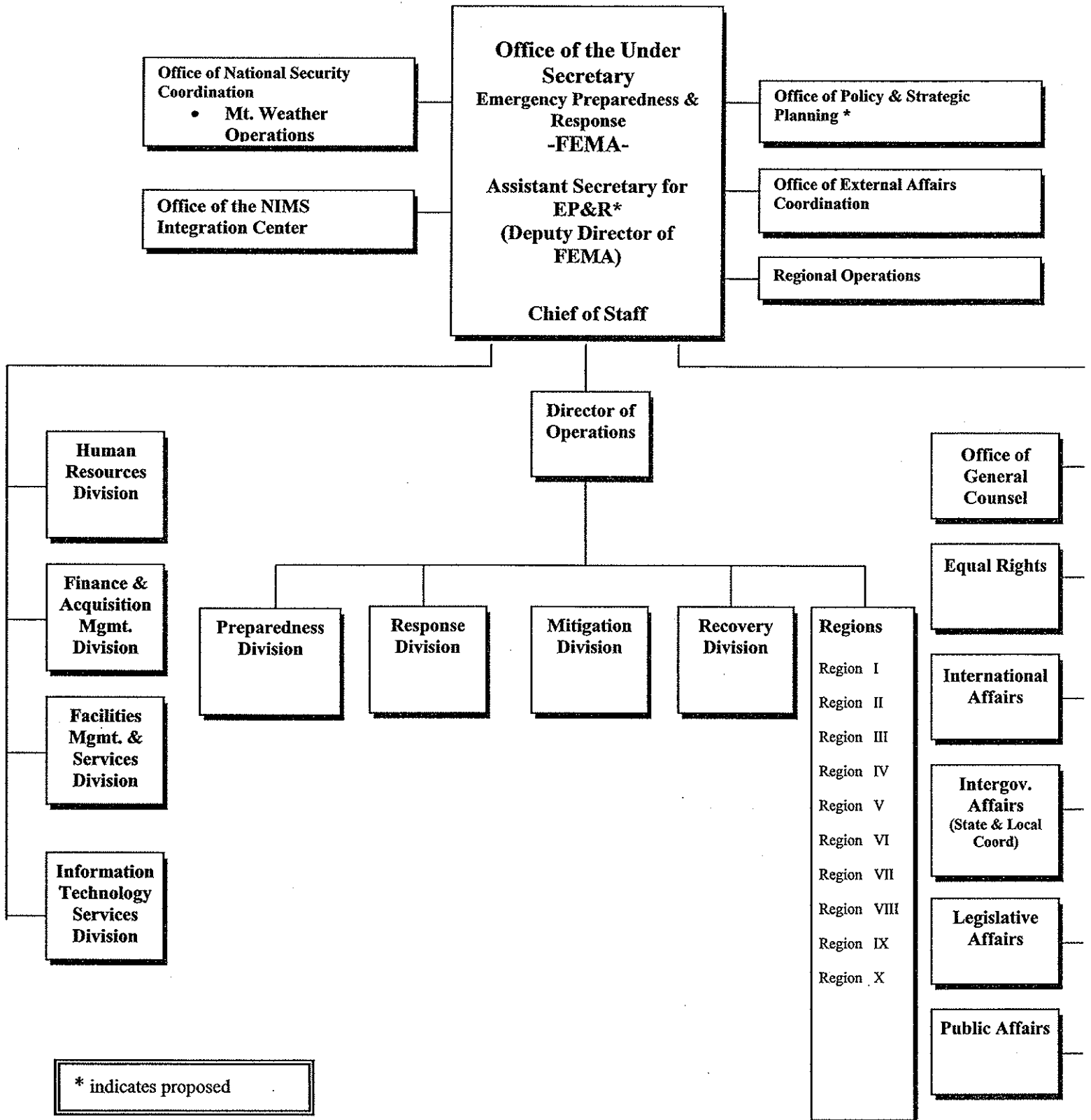
To lead the Nation to prepare for, to mitigate the effects of, to respond to, and to recover from major domestic disasters, both natural and manmade, including incidents of terrorism.

Key Staff:

Chief of Staff,	Patrick Rhode
Deputy Chief of Staff,	Scott Morris
Acting Chief Operating Officer,	Ken Burris
Policy Director,	Brooks Altshuler
National Security Division Director,	Reynold Hoover
Acting Director NIMS Integration Center	Gil Jamieson
Acting Preparedness Division Director,	David Garratt
United States Fire Administrator,	David Paulison
Acting Response Division Director,	Ed Buikema
Recovery Division Director,	Dan Craig
Mitigation Division Director,	David Maurstad

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U.S. Department of Homeland Security
Emergency Preparedness & Response
Directorate
Federal Emergency Management Agency



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Summary Budget Information

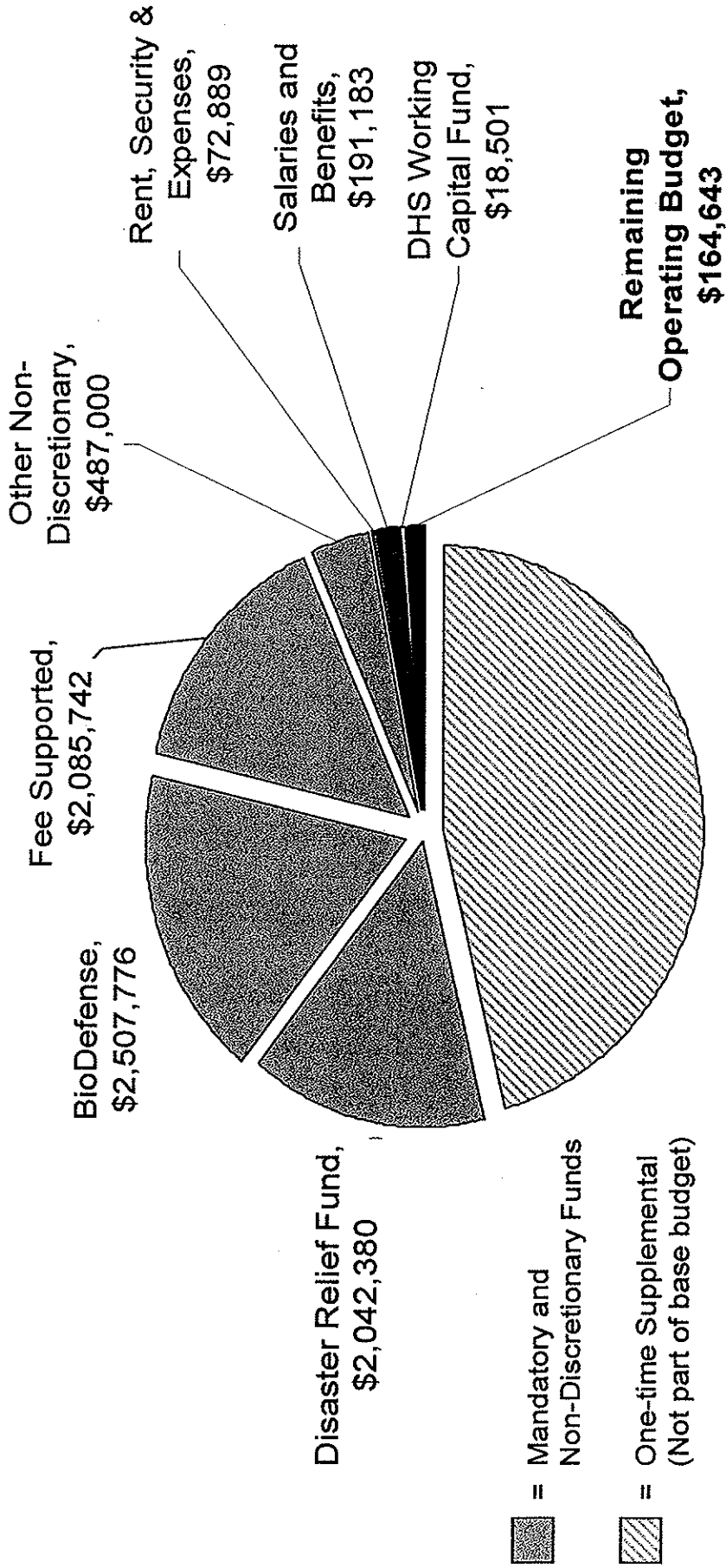


FEMA

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FEMA Operating Budget

Fiscal Year 2005 (Dollars in Thousands)



FEMA

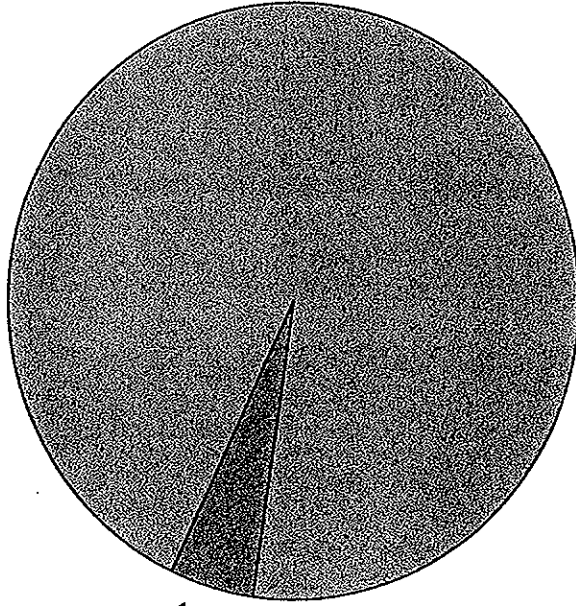
Total FEMA FY 2005 Budget: \$ 14,070,114 (Dollars in Thousands)

FEMA Budget Homeland Security (HS) vs. Non-HS

Fiscal Year 2006 President's Budget

(Dollars in Thousands)

5%
**Homeland
Security**
\$146,000



95%
**Non-Homeland
Security**
\$2,988,000

**FEMA Activities Designated as
"Homeland Security" by OMB:**

- National Incident Management System (NIMS) Integration
- Catastrophic Planning
- Medical Surge
- Continuity of Operations (COOP)
- Continuity of Governments (COG)
- National Disaster Medical System (NDMS) and NDMS Support
- Noble Training Center Support
- Reimbursement to DOE for Nuclear Incident Response Team Exercises



FEMA

Reductions to FEMA Base, FY 2003-2005

Dollars in Thousands

<u>FY 2003</u>	
30,600	* Transfers to DHS from FY 2002 un-obligated balances
12,000	* Transfers to DHS from FY 2003 Annual Accounts
10,598	* Transfer to BTS (ODP) from FY 2003 Annual Accounts
21,437	Transfer to IG for audits and investigations
<u>5,500</u>	Transfer to TSA from Liberty Shield Fund
\$80,135	Total FY 2003 Reductions
<u>FY 2004</u>	
22,000	Transfer to IG for audits and investigations
6,779	Charges for DHS Working Capital Fund
28,000	National Preparedness Transfer to BTS-Office of Domestic Preparedness
21,000	Reduction to Base – Disaster Relief Fund
<u>13,000</u>	* Reduction to Base – Operating Expenses
\$90,779	Total FY 2004 Reductions
<u>FY 2005</u>	
11,697	* DHS Mandated Efficiencies
<u>18,501</u>	Charges for Working Capital Fund
\$30,198	Total Estimated FY 2005 Reductions

* A total of \$77.9 million has been permanently lost from the base. These permanent reductions represent a 14.8 overall decrease in FEMA's already limited discretionary spending account since joining DHS.



FEMA

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Pre-Decisional Over-Target Requests

FY 2007-11

Dollars in Millions

	FY07	FY08	FY09	FY10	FY11
1. Rebuild of Base Operating Budget	45.0	45.0	45.0	45.0	45.0
2. Federal Regional Centers - Improvements	5.0	5.0	5.0	-	-
3. NETC/Noble Training Center	7.8	5.9	5.8	5.5	5.5
4. National Response Plan (NRP) Maintenance	6.6	6.7	6.9	7.1	7.3
5. Catastrophic Planning	10.0	10.0	10.0	11.0	11.0
6. Convert National Security Terms to FTE	2.4	2.5	2.6	2.8	2.9
7. Facility Relocations	1.5	* 20.7	* 44.2	0.2	0.2
8. National Security Special Events	3.3	9.8	4.8	4.5	6.8
9. National Exercise Support	3.5	3.7	3.8	4.0	4.3
TOTAL:	85.1	109.3	128.1	80.1	83.0

* Spike in Facility Relocations in FY 2008 and 2009 is due to expected FEMA Headquarters relocation.

Management of FEMA Base Budget FY 2005

- September 2004 - FEMA froze hiring for over 500 positions to assure availability of funding for all on-board staff.
- January 2005 - FEMA issued a staffing baseline with 3,771 full-time positions, including 565 vacancies.
- January 2005 - Guidelines issued requiring case-by-case approval to fill vacancies in *Preparedness, Mitigation, Response and Recovery* and *Administration and Regional Operations* appropriations.
- FEMA is now unable to fill 189 vacancies.

Identification of Top Near-Term Management Issues

Most Important Goals

1. Operational Construct

Create and begin implementation of a revised FEMA operational construct that ensures the best utilization of the Nation's resources when responding to disasters and emergencies. The intent is to examine our conceptual approach to disaster management and develop new approaches that improve effectiveness through re-designed processes. Examples include re-design of our disaster work force, including operational readiness of full-time FEMA staff; tracking and visibility of operational assets; and examination of the proper balance of operational roles between headquarters and regional offices.

2. Logistics Capability and Asset Visibility

Develop and begin implementation of a supportable logistical strategy that effectively and efficiently supports the DHS and FEMA disaster response and recovery requirements, to include: acquisition, deployment, tracking, warehousing, and operation and maintenance of all assets.

3. Catastrophic Planning

Develop and begin implementation of a comprehensive and integrated multi-year catastrophic planning strategy that meets the requirements of FEMA and its partners, and supports implementation of the National Response Plan.

4. National Incident Management System Integration Center (NIC)

Establish a NIC to provide strategic direction for and oversight of the NIMS to ensure a consistent, nationwide approach to prepare for, respond to, and recover from domestic incidents regardless of cause, size or complexity.

5. Disaster Work Force

Establish and begin implementation of a plan to recruit, train, credential, deploy and retain a disaster workforce with the appropriate skill mix and management structure to support the operational requirements of all disaster related functions.

6. Position Management

Establish and maintain a baseline of all positions in the Agency, and hold managers accountable for developing long-range workforce plans to assure appropriate numbers, skills, and grades of employees to support current and long-term mission needs.

Most Serious Challenges:

1. Preparedness

The preparedness mission is scattered across the Emergency Preparedness & Response Directorate (EP&R), Office of Domestic Preparedness (ODP), the Office of State and Local Government Coordination and Preparedness (OSLGCP), Public Affairs, and the Headquarters Integration Staff (I-Staff).

The President recommended moving ODP into EP&R in his legislative proposal for the Department. However, the Congress enacted legislation placing ODP within the BTS Directorate.

Recently, the Department missed an opportunity to consolidate the preparedness mission when DHS chose to use its own authorities to move ODP to the newly created OSLGCP. This reorganization has failed to produce tangible results due to the lack of a clearly defined chain of command. The absence of effective leadership in the preparedness mission has further spawned a complete lack of accountability for results. For example, in HSPD-8, the President called for the submission of the National Preparedness Goal with the DHS Fiscal Year 2006 budget submission. The deadline passed and OSLGCP did not submit the preparedness goal.

These recent organizational changes have divided what was intended to be one, all-hazards preparedness mission into two artificially separate preparedness categories of terrorism and natural disasters. DHS has institutionalized the split by dividing the primary responsibilities for each category between the separate organizations of FEMA and ODP. Having two organizations and several other ancillary organizations working on preparedness has bred internal and external confusion.

The DHS Preparedness mission should be centralized in the Emergency Preparedness and Response Directorate. This recommendation is consistent with The President's original intent and is consistent with the Act's direction that the first responsibility of the EP&R Under Secretary is "helping to ensure the effectiveness of emergency response providers to terrorist attacks, major disasters, and other emergencies".

Moving OSLGCP/ODP to EP&R will create the full integration of all preparedness functions within one directorate. ODP will enhance the terrorism delta on FEMA's solid all-hazards foundation. Most importantly, the move would reconnect the severed link between preparedness and response within the Department. The link ensures that capabilities and procedures trained will be identical to the capabilities and procedures actually applied during a real event.

2. National Response Plan and other operational planning initiatives

Ambiguity regarding the organizational placement of the National Response Plan (NRP) and other operational planning initiatives needs to be resolved. The Homeland Security Act of 2002 assigned EP&R in Section 502 with,

- (3) *Providing the Federal Government's response to terrorist attacks and major disasters, including-*
- (A) *managing such response;*
 - (B) *directing the Domestic Emergency Support Team, the Strategic National Stockpile, the National Disaster Medical System, and...the Nuclear Incident Response Team;*
 - (C) *overseeing the Metropolitan Medical Response System;*
 - (D) *coordinating other Federal response resources in the event of a terrorist attack or major disaster;*
- (4) *Aiding the recovery from terrorist attacks and major disasters;*
- (5) *building a comprehensive national incident management system with Federal, State, and local government personnel, agencies, and authorities, to respond to such attacks and disasters; and*
- (6) *Consolidating existing Federal Government emergency response plans into a single, coordinated national response plan;*

Instead of assigning many of these responsibilities to EP&R, as described in the Act, the former Secretary made the decision to assign these responsibilities to varying departmental entities. For example, the development of the National Response Plan and the National Incident Management System was initially assigned to TSA for development. Then after several months, the Secretary again shifted responsibility for NRP/NIMS development to the newly created I-Staff within the immediate office of the Secretary. This decision was consistent with past and subsequent decisions that removed key areas of operational responsibility from line directorates.

Since the completion of the NRP and NIMS, another operational planning function has been created and assigned, outside of EP&R, to the I-Staff. The Operational Planning Integrated Process Team (OPIPT) has been tasked with developing an operational planning approach to maximize DHS preparedness and response capabilities. This effort will center on the development of plans for 16 scenarios developed in conjunction with the HSC. It is still unclear how these plans will be reconciled with the existing Incident Annexes to the NRP, ongoing catastrophic planning at FEMA, and similar planning efforts at DOD and the NCTC. On its face, the assignment and implementation of these efforts outside of the NRP construct appears to contradict the Act's original intent when it assigned EP&R with "*Consolidating existing Federal Government emergency response plans into a single, coordinated national response plan.*"

In addition to the OPIPT's federal planning responsibilities, there is a proposal to also make OPIPT responsible for planning initiatives at the State and local level. These proposals ignore FEMA's decades long expertise, relationships, and understanding of the

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emergency management system and potentially ignore basic concepts of authority. The effect of these assignments has been a confused operational framework, and an implementation strategy that is vexing to staff as well as congressional authorizers and appropriators.

Since the inception of the Department, responsibilities that the Act delegated and that FEMA's mission encompasses, have been assigned to other areas of the Department. The result has led to confusion and the duplication of mission areas within the Department. Fundamentally, the continual redelegation of EP&R/ FEMA's responsibilities for preparedness, response, and emergency/incident management has called into question EP&R's future role and existence within the Department.

Proposals for long-term cross-cutting effectiveness

1. Organization

The management trend since the inception of the department has been to ignore the statutory roles of the Under Secretaries who are appointed by the President to serve as the Department's senior leadership team. The department has failed to enable a leadership team that works across the department. Instead, DHS created a top-heavy organization that is led by its staff rather than its leadership.

The department has focused on building org charts: the vertical and horizontal boundaries of the department; the assembling of tasks into jobs and jobs into departments, and divisions. However, the department has failed at an equally important element of organization by excluding any attention to the personal networks that link people throughout the department and across the department's boundaries. These networks are just as important, if not more important, for the execution of the department's mission.

The lack of these networks, coupled with a skewed allocation of missions and authorities, have encouraged unfocused empire building in duplicative mission areas rather than facilitating the development of cohesive strategies to fill the homeland security vacuum that DHS was created to address. To create personal networks, the leadership of the department must be part of an environment that facilitates integration. This can be done by having permanent office space available to the Under Secretaries and their staffs at the NAC. This will better enable the Under Secretaries to collaborate with the Secretary, Deputy Secretary, all other Under Secretaries, and their respective staffs. The availability of collocated space will help create integration through the development of personal networks at the leadership level. These networks will, in turn, be driven throughout the respective organizations resulting in increased horizontal integration.

2. Decision Authority

The allocation of decision authority within the department- i.e. what decisions are made by which people at what levels, with what oversight or review, is dysfunctional. The formal delegations of authority by the Act have been ignored. Decision making authority

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often resides within positions that are outside the span of control of the Under Secretaries who are statutorily responsible for particular missions.

The expectation of Under Secretaries being responsible for the management of their statutory responsibilities has eroded to an operating construct that places much of these responsibilities within newly created and expanded staff organizations such as the I-Staff and the OSLGCP. The executive office staff's involvement in operational and management areas that are clearly within an Under Secretary's purview has created conflicts. These conflicts are compounded by the executive office's track record of continually bringing additional operational responsibilities into the Secretary's Office rather than pushing them down to the directorates.

The current rationale given for expanding staff organizations is to create integration within DHS. However, these moves create the opposite affect. In an attempt to 'integrate', the executive office has merely pulled representatives out of their existing directorates, cut all ties from their home organization's chain of command, and created yet another layer of bureaucracy. These staff functions are uncoordinated with the directorates and perform duplicative functions that create confusion and organizational tension.

For Official Use Only
26 January 2004

DHS Headquarters Integrated Operations Staff Capability

**CONCEPT PAPER
FOR DEPARTMENT LEADERSHIP TEAM REVIEW**



January 26, 2004

For Official Use Only

26 January 2004

Purpose:

This paper discusses the need for an overarching operations staff capability within the DHS headquarters to bridge the existing gap between integrated threat monitoring and assessment (an HSOC/Assistant Secretary for Information Analysis responsibility) and corresponding integrated operational response activities (fragmented across DHS components and staff offices), on a “steady-state” basis and during contingencies. This gap also includes a lack of an appropriate mechanism to coordinate operational response activities with the interagency, as well as with the HSC/NSC (CSG).

Issue:

DHS headquarters does not have an established mechanism for linking the threat monitoring and assessment functions (in an all-hazards context) with a corresponding integrated operational response function across DHS components and activities. Although DHS headquarters does have an established and validated mechanism for enabling executive decisionmaking during “post-incident” contingency situations (Homeland Security Operations Center/Interagency Incident Management Group/Initial National Response Plan), this mechanism is currently not functional in the “steady-state” or “heightened alert” mode outside the context of an actual incident. This deficiency denies the DHS leadership the ability to consider and direct operational actions in day-to-day or “pre-incident” scenarios based upon a coordinated and integrated set of course of action recommendations developed by an appropriate integrating staff function. This deficiency also complicates DHS operational coordination with other agencies and with the HSC/NSC (CSG) during steady-state and pre-incident periods. These problems will become more acute with the implementation of the DHS regional structure if not remedied.

Proposed Operations Staff Capability

Develop a DHS headquarters staff function to: facilitate seamless horizontal integration and coordination of headquarters-level operational activities by integrating cross-directorate operations and contingency planning; providing synchronized staff support to the Department Leadership Team for day-to-day operational response, heightened alert, and crisis decision making activities; managing the operational planning and execution of headquarters-level readiness exercises; and coordinating and integrating operational planning, contingency support, and exercise requirements with DHS Regional Directors and their staffs.

Proposed Operations Staff Roles and Functions

- Develop a headquarters-level operational planning system and coordinate the development of cross-directorate and regional operations and contingency plans;
- Develop a system to facilitate integrated, cross-component operational and contingency plan execution at the national and regional levels;
- Develop a national base line “campaign” plan detailing operational activities associated with changes in the Homeland Security Advisory System;

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26 January 2004

- Develop and administer a system to ensure the seamless integration and coordination of threat monitoring and corresponding cross-directorate operational response activities on a day-to-day basis (beyond the scope of IA and IP coordination with external stakeholders);
- Provide integrated, cross-directorate operational staff support, to include operational response course of action development, to the DHS leadership on a day-to-day basis;
- Provide day-to-day integrated DHS operational interface with the Counterterrorism Security Group and other EOP organizations;
- Enable senior executive decisionmaking and provide “battlestaff” support during periods of heightened alert and contingency situations;
- Provide overall administrative oversight of headquarters-level operational functions and programs assigned to DHS in the National Response Plan;
- Provide sustained management oversight for the Interagency Incident Management Group, Homeland Security Operations Center, and the nationwide Principal Federal Official (PFO) network;
- Coordinate and integrate cross-directorate headquarters and regional-level operational participation in the National Homeland Security Exercise Program (NHSEP) and other designated training activities;
- Develop and administer an after action reporting, “lessons learned,” and best-practices system based on NHSEP and other training event outcomes; and
- Develop a system to assess DHS regional-level preparedness for contingency operations.

Proposed Concept of Operations

- DHS functional components maintain operational control over all component resources/assets; Operations staff personnel perform a coordinating/integrating role and have no directive or command authority over DHS component resources/assets
- Operations staff personnel take the lead role in integrating and coordinating cross-directorate “steady-state” operational preparedness activities (HSAS operational “campaign plan” development, contingency plan development, “care and feeding” of the nationwide PFO network, administrative maintenance of the IIMG and INRP support functions, readiness exercises, etc.)
- Operations staff personnel attend daily threat SVTC sessions and HSOC briefings to gain and maintain “steady-state” situational awareness
- Operations staff personnel compile and consolidate cross-directorate input and lead DHS representation at the weekly Risk Management Group (RMG) SVTC session
- During normal periods, HSOC continues to monitor the overall threat picture and consolidate and report day-to-day situational awareness and component operational activities to the DHS leadership through the Secretary’s Morning Summary and operational SITREPs as required
 - HSOC handles routine operational activities not keyed to specific threats; oversees daily common operating picture and alerts DHS leadership of any anomalies

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26 January 2004

- During periods of heightened alert based on a general threat picture, operations staff personnel will compile and provide an enhanced set of cross-directorate operational course of action recommendations to help inform the initial HSAS change decision, as well as continuously update and provide additional course of action recommendations to the DHS leadership as the threat-operational picture evolves
 - Operations staff personnel will convene and lead tailored DHS/IIMG meetings/planning sessions as required to coordinate the operational activities of appropriate DHS entities and other Federal departments and agencies within a common framework
 - Operations staff personnel will take the lead in daily coordination with the Counterterrorism Security Group (CSG) and help prepare the DHS leadership for Homeland Security DC/PC meetings associated with the evolving threat-operational picture
- During periods of heightened alert based upon specific, credible threats, operations staff personnel will convene and lead continuous internal DHS planning sessions and tailored IIMG meetings and provide continuously updated operational situational awareness briefings and operational course of action recommendations to the DHS leadership
 - Operations staff personnel will take the lead in daily coordination with the CSG and help prepare the DHS leadership for Homeland Security DC/PC meetings associated with the evolving threat/operational picture
- During a "post-incident" response, operations staff personnel will convene and lead a continuous session of the IIMG tailored to meet the demands of the scenario at hand as detailed in the Initial National Response Plan and IIMG Standard Operating Procedures document
 - Operations staff personnel will work in conjunction with HSOC, IA, DHS component staffs, and staff offices; representatives from other federal departments and agencies; and the deployed PFO network to provide continuous situational awareness, overall incident management oversight, and enable DHS executive crisis decisionmaking
 - Operations staff personnel will take the lead in continuous coordination with the CSG and help prepare the DHS leadership for Homeland Security DC/PC meetings associated with the evolving threat/operational picture

Recommendation:

- Recommend that a day-to-day operational support staff function be instituted within the recently activated Headquarters Operational Integration Staff (I-Staff)
 - The I-Staff charter approved by the Secretary currently reflects all the tasks and functions described above (to include cross-directorate planning, exercises, and incident management), with the exception of those related to the tying together of threat monitoring, analysis, and operational response activities on a day-to-day and pre-incident basis
 - This recommendation leverages the existing incident management systems, processes, and protocols that have been developed and validated during the past

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26 January 2004

year in line with the INRP; minimizes change from a known and rehearsed set of protocols

- The I-Staff works directly for the DHS leadership Team and is at the appropriate level to interface with the CSG, HSC, and other EOP organizations on operational matters
- This recommendation ties together the headquarters-level operational planning and execution process horizontally across the directorates, as well as vertically down to the DHS regions

The Purpose and the Issue as defined in the working paper are based upon conflicting statements. The Purpose paragraph states that there is a "lack of an appropriate mechanism to coordinate operational response activities within the interagency," while the Issue paragraph states, "this mechanism is currently not functional in the "steady-state" or "heightened alert." There is a system for interagency coordination and it is called the Emergency Support Function (ESF) under the National Response Plan.

If this system, which is currently directed by FEMA through its role and responsibilities, does not meet the requirements of the Homeland Security Operations Center (HSOC) it would be more efficient to enhance FEMA's responsibilities and concentrate on the integration of that role into the HSOC needs as opposed to recreating the wheel as this proposal proposes.

The first thought that comes to mind is empire building or a lack of understanding of the role and responsibilities of the EP&R directorate of DHS. The very use of the descriptor that there exists a "deficiency" that complicates the operational coordination of other agencies indicates a notional thought that something exists to serve this function. Therefore, an understanding of the role that FEMA plays in coordinating through the former Federal Response Plan and now through the Interim National Response Plan and through the National Response Plan in the future is critical in addressing this issue.

Virtually each example cited is a current capability that FEMA maintains. The very fact that one doesn't know about it or doesn't understand it does not necessitate the requirement to go forth and create it. Under Proposed Operations Staff Roles and Functions, Bullets 1, 2 and 3 are already being conducted through FEMA's program directorates and regional planning functions. Bullets 11 and 12 again are being performed through the RAMP. How many of these programs does DHS need?

FEMA is already in the business of coordinating operations within the scope of most DHS activities. You have to look no further than the response to the shuttle disaster to see that the system does in fact work. If the desire is to make that capability more robust to address the issues and ideas discussed in the working paper, then the appropriate action would be to strengthen those responsibilities and not attempt to insert a staff level organizational element within the Secretary's office into the chain of command between the Secretary and those organizational elements responsible for operations within the department. It would be a most positive and welcome occurrence to have DHS recognize the capabilities and role that FEMA plays and build upon these capabilities.

We all strive to serve the Secretary to the best of our abilities; however the effectiveness and efficacy of that service need not be judged on the proximity to the Homeland Security Operations Center. The Proposed Concept of Operations completely ignores the day-to-day activity in which FEMA is involved. The whole tenor of the working paper ignores the very core of the response to events in this country and that is FEMA's response to the garden-variety disaster. The paper does not begin to delve into the response and coordination efforts necessary to respond to that localized flood, or ice storm that consumes much of the monies of the disaster support account. You cannot

have a system that is not interested in picking up the debris from an ice storm in South Carolina in January and turn around and want to have an operational role in an approaching hurricane in May. This type of approach does little more than confuse state and local officials. The current working paper serves as an outline of the problem that is created by structuring an operational concept for response to terrorism while ignoring the natural disaster component.

**LOUISIANA TOTALLY
INTEROPERABLE
ENVIRONMENT**



**Prepared by the Louisiana State Police
December 07, 2005**



Interoperability Overview

Communications interoperability refers to the ability of emergency service agencies to communicate across disciplines and jurisdictions via wireless networks to exchange real time voice and data information. Initial widespread attention was given to communications interoperability after the terrorist attacks in 2001. The Louisiana State Police (LSP) has been working diligently over the past several years to assemble a statewide interoperable communications system, but our efforts continue to be hampered by the lack of funding. The importance of interoperable communications in Louisiana was reinforced during disaster mitigation efforts following Hurricanes Katrina and Rita. A vast number of federal, state and local agencies responded to this disaster; however, their efforts were hindered by inadequate and impaired communication infrastructure.

The *National Strategy for Homeland Security* and the *Louisiana Homeland Security Strategy* identify Emergency Preparedness and Response as a critical mission area. A major initiative in both strategies is to "enable seamless communication among all responders" and improve "information sharing and systems." As we witnessed during the recent events, these initiatives are critical for the safety of the people in Louisiana, and for the safety of those emergency service personnel responding to critical incidents.

Expansion Limitations

The Louisiana State Police presently operates a statewide analog wireless communications system which was initially installed for voice communications (last upgraded in 1996). This system is presently used by approximately 70 agencies with over 10,000 subscriber users. The system's infrastructure consists of 46 tower sites and 28 dispatch consoles. Continued use of the current system is limited by four major factors:

1. Expansion of Sites – The technology used on the present system does not allow for additional tower sites due to port limitations. The zone controller is at maximum site capacity, thus eliminating the possibility of improvement in coverage. The system's capacity is maximized at forty six (46) tower sites without expansion capability.
2. System Capacity – The state's current 800 MHz communication system was initially designed to be utilized only by state users. The system is currently operating at maximum capacity and now accommodates 70 state and local agencies. The addition of any other agencies would overburden the state's communication system which would result in unreliable performance.
3. The current system was designed and built for mobile radio coverage. This severely limits adequate hand-held portable and in-building coverage for users.
4. The state's communication system is near the end of its service life. Motorola is no longer offering upgraded technology or repeaters, and will discontinue technical support in approximately one year.

Technological advances in the law enforcement field have progressed rapidly since September 11, 2001. These advancements make the need for reliable data communication just as vital as the need for voice communication. The Louisiana State Police patrol units are currently equipped with mobile data computers and video cameras. Receiving data imagery from the patrol units over a wireless network is restricted because of the current bandwidth limitations. Computer modem and infrastructure limitations make it virtually impossible for officers in the field to exchange information such as images, fingerprints and databases. Currently, there is no means of increasing the bandwidth capacity in the 800 MHz range; however, the Federal Communications Commission (FCC) has allocated high capacity bandwidth in the 700 MHz range for emergency services use.

Communications Failures During Hurricane Katrina

The devastation caused by Hurricane Katrina severely hampered the ability of emergency responders operating on the state system to communicate with other emergency services personnel. In addition, communications systems maintained by local governments also suffered severe and debilitating damage. This further restricted communications between emergency responders; however, the state's communication system did provide limited communication between responders through the use of mutual aid channels.

In the current system, the state communication towers are linked by T-1 lines (land telephone lines). Several of these T-1 lines were damaged by water and wind, limiting the communications range of the tower. When a tower loses its T-1 connection, communications are limited specifically to personnel only within that tower's coverage area. When T-1 lines were lost during Hurricane Katrina, first responders were only able to communicate with other first responders within that tower area. Additionally, these emergency responders were unable to communicate with others outside of the tower's coverage area.

The equipment located at the communications towers is dependent on electricity. During Hurricane Katrina, the power supply was lost and emergency power was supplied to the towers by generators. Although a substantial supply of fuel was available at each tower site to operate the generators, re-fueling efforts were hampered by debris and flood waters. Most often, loss of power at these towers resulted in a loss in the ability to communicate in that area.

Many of the commercial communications towers were also damaged or destroyed by Hurricane Katrina, which limited the use of cellular telephones for communication. Repair of the commercial tower sites was arduous, rendering this back-up option unfeasible in the days immediately following Hurricane Katrina. As repairs were made to the commercial tower sites, cellular telephone communications was slowly restored.

Portable satellite telephones were delivered to several troop headquarters in the effected area; however, heavy cloud coverage and system inundation limited their effectiveness. Internet service was also interrupted in the effected area because of damage to the hardware supporting this service and loss of power.

The communication infrastructures in Jefferson, Plaquemines, St. Bernard and Orleans Parishes were some of the most severely damaged. Many first responders in these areas relied on mutual aid channels to communicate. Additionally, the State Police mobile transmitter site was deployed in New Orleans to provide an additional communications capability.

Connectivity between the state system and the New Orleans system is currently being provided by the use of an ACU1000. While this does allow voice communications between state and local emergency responders, it does not provide true interoperability.

The Plaquemines Parish tower location in Buras, which is utilized by the state system, suffered damage from both wind and water. State personnel restored communications in this area by installing temporary communications repeaters. State personnel restored communications in St. Bernard Parish through the installation of a temporary transmitter site along with 330 portable radios for local use.

State Police technicians programmed and enabled hundreds of radios for various agencies to aid in the restoration of communications. Over 800 of these radios were added in the first week alone. In particular, this significantly expanded the National Guard's and Coast Guard's communications capabilities in the effected areas.

Department of Public Safety personnel also provided assistance to a large number of local agencies in the effected area to assist in the restoration of their communication systems. This support included deploying radios and installing temporary repeaters. In addition, DPS provided parts and accessories, emergency microwave connectivity, cellular telephones and satellite telephones.

Communications Failures During Hurricane Rita

Assets such as satellite network links, supplemental radios, cellular telephones and generators were deployed with necessary personnel in numerous southwest parishes. Cameron Parish communications was affected drastically due to wind and flooding. The Hackberry and Rockefeller tower sites suffered severe damage. The Rockefeller tower site sustained heavy damage to the guy wires and antenna structure. The Hackberry site was flooded and inaccessible. The Rockefeller site was repaired and re-connected to the state network using spread spectrum microwave dishes while the Hackberry site required six days to access, remove flooded equipment, provide temporary generator power and install repeaters.

The LSP worked closely with other agencies, specifically Cameron Parish, to provide programming assistance for their emergency personnel.

Re-banding of 800 MHz Spectrum and 700 MHz Communication System Overview

The FCC has mandated a realignment (rebanding) of the 800 MHz band to keep Nextel and other cellular operations from interfering with public safety radio transmissions. Interference in the public safety 800 MHz spectrum generally occurs because public safety channels are intermingled with commercial channels such as those used for cell telephones. The FCC rebanding project affects all users of 800 MHz equipment. In the FCC ruling, the FCC mandated that all 800 MHz licensees move to an alternate frequency in the event their current communications operate between 806.00 / 851.00 to 809.00 / 854.75 MHz and 821 / 866 to 824 / 869 MHz. LSP currently operates in the 806 and 821 MHz frequencies and will be required to undergo re-banding.

The FCC re-banding agreement with Nextel is designed to provide an effective and equitable solution with minimum disruptions to first responders utilizing 800 MHz networks. Nextel has agreed to reimburse responder entities throughout the country a maximum of 2.5 billion dollars for the following:

1. Inventorying Subscriber Equipment and Infrastructure Facilities
2. Evaluating Proposed Frequencies to be Re-banded
3. Defining the Interoperability Environment as it Relates to Re-banding
4. Equipment Costs Required for Reconfiguration, Including Returning, Reprogramming, and Replacement (where necessary)
5. Filing FCC Applications
6. Installation, Testing, and Engineering Associated with Reconfiguration
7. Legal Fees Associated with Negotiating Reconfiguration Contracts with Nextel
8. Preparing a Cost Estimate and a Statement of Work (when necessary) for Reconfiguration Implementation
9. Activities of Licensee Personnel Performing Reconfiguration and Associated Planning Activities

The expenses associated with re-banding could be several million dollars for LSP alone, and tens of millions for other local responders statewide utilizing 800 MHz spectrum.

In addition, the FCC has designated a portion of the 700 MHz spectrum be set aside specifically for use by the public safety community. This designation will ultimately eliminate the competition for frequencies between the emergency services community and the commercial users that is currently occurring on the 800 MHz system. Upgrading the State's current communication system to the 700 MHz spectrum will alleviate the congestion that plagued us during the Hurricanes.

The FCC rules for the 700 MHz band also ensure that all radios operating within the 700 MHz band will include designated interoperability channels and a common digital interoperability standard (Project 25). Project 25 (P25) is the standard for interoperable digital two-way wireless communications products and systems. Developed under state, local and federal government guidance and Telecommunications Industry Association (TIA) governance, P25 is gaining worldwide acceptance for public safety, security, public service, and commercial applications. The published P25 standards suite is administered by the TIA in their Mobile and Personal Private Radio Standards

Committee. Equipment that demonstrates compliance with P25 is able to meet a set of minimum requirements to fit the needs of public safety. These include the ability to interoperate with other P25 equipment so that users on different systems can talk via direct radio contact.

Upgrading the statewide communication system to the 700 MHz frequency will deliver a wireless network with much greater bandwidth that will support full voice, data, and imagery interoperability. This upgrade will benefit all of Louisiana's emergency services agencies including EMS, Police and Sheriff's Departments, Fire Departments, 911/Communication Operators, Public Health and Hospitals, Public Works, Federal Agencies, Louisiana National Guard, and Key State Government Executive Staff.

Interim Interoperability Solutions

LSP has purchased five ACU1000 devices to aid in the state's interoperability endeavor. These devices have been installed at the LSP Troops located in Shreveport, New Orleans, Lake Charles, and Covington and will allow multiple agencies to communicate with each other on a common channel. The ACU-1000 has 12 ports, which means 12 radios can be connected together, utilizing a common channel. In theory, this would allow 12 different agencies to be connected simultaneously to the same channel.

Immediately following Hurricane Katrina, LSP officials met with FEMA in an effort to coordinate the emergency implementation of a 700 MHz communications network. In response to requests by LSP officials, FEMA issued a purchase order to Motorola for \$15.9 million to repair and augment the current infrastructure in the effected area. This included the construction and upgrade of 19 communications tower sites in southeast Louisiana. Currently, 13 of these sites are fully operational, with work and funding still pending on the remainder. Further enhancement of the statewide network is needed to move all first responders to a statewide 700 MHz system.

In addition, FEMA has funded a \$5 million purchase of mobile and portable radios for St. Bernard and Plaquemines Parishes which will utilize the state's 700 MHz communications system. Orleans Parish has applied to FEMA for \$20 million to purchase mobile and portable radios, also for use on the 700 MHz network.

Although Nextel telephones were utilized during the hurricanes, they have limited capabilities and are less reliable than conventional public safety networks. The commercial cellular telephone providers concentrate their infrastructure in the metropolitan areas and are unlikely to expand to the rural areas because of the limited population base. Because commercial companies are profit driven, statewide cellular coverage is unlikely. Like all the land mobile systems, these telephones rely on the public network which leaves us at the mercy of the commercial vendor's coverage areas.

Permanent Interoperability Solutions

Louisiana State Police initiated an attempt at full state wide interoperability for all emergency service users in early 2004. This effort is named Louisiana Totally Interoperable Environment, or LATIE, and is an attempt to create a single statewide architecture to support all state, local, federal, and military emergency service personnel, providing sufficient bandwidth to facilitate voice, data, and imagery interoperability for each user. The statewide network would support all users by regions with user autonomy in each region while providing an open standard, open architecture to permit statewide interoperability for each user. The need for this was proven in the recent hurricane season when emergency responders from all over the state and nation poured into the affected areas and were unable to communicate over local communication systems which were not only disable, but were incompatible with systems other than their own.

Using the newly allocated 700MHz and 4.9GHz spectrums, Louisiana's emergency services community can achieve full interoperability within a secured and assured robust network with sufficient and expandable coverage and capacity. Once implemented, the network, and user capabilities can be upgraded in small parts as technology advances provide new capabilities.

Conclusion

To achieve the foregoing interoperable environment, all emergency service agencies must set aside their desires for duplicitous, expensive, and diverse stand alone systems and become part of a single emergency response communications system. The acquisition of a statewide system will be expensive, but much more cost effective over time in terms of operation costs and delivery of public safety services. In the post 911 and post Katrina environment which has been thrust upon us, we can do nothing less than pool our resources for a common solution.

**OFFICE OF STATE POLICE
NEW STATEWIDE COMMUNICATIONS PROJECT
ESTIMATED EXPENDITURES**

INITIAL ACQUISITION COST

Upgrade from 800 MHz to 700 MHz (113 sites)	\$ 92,619,927
Towers and Buildings (45 Sites)	\$ 18,600,000
Microwave Connection (113 Connections)	\$ 22,600,000
Consoles (200 two position consoles)	<u>\$ 52,517,200</u>
Total Voice Infrastructure	\$186,337,127

Broadband coverage for metropolitan areas (Hotspots)	\$ 4,700,000
Mobile Data Applications (Central Hardware and Software)	\$ 3,000,000
In Building enhancement coverage (Superdome, State Capitol etc.)	\$ 3,000,000
Installation of T-1 lines	\$ 500,000
Three tactical emergency command posts to support all agencies during critical incidents	\$ 2,000,000
Contingency, Testing, and Training	<u>\$ 5,500,000</u>
Total DATA and other Misc.	\$18,700,000

State Subscriber Units	Units	Unit Price	
Portables	6136	\$5,372	\$32,962,592
Mobiles	2912	\$5,044	\$14,688,128
Data Modems	810	\$2,250	\$ 1,822,500
Mobile Data Computers	810	\$4,500	\$ 3,645,000
Control Stations	50	\$4,000	<u>\$ 200,000</u>
Total State Units			\$ 53,318,220

Local Subscriber Units	Units	Unit Price	
Portables	37266	\$5,372	\$200,192,952
Mobiles	16446	\$5,044	\$ 82,953,624
Data Modems	1380	\$2,250	\$ 3,105,000
Mobile Data Computers	835	\$4,500	\$ 3,757,500
Control Stations	1079	\$4,000	<u>\$ 4,316,000</u>
Total Local Units			\$294,325,076

TOTAL ACQUISITION COST	\$552,680,423
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RECURRING EXPENDITURES

Salaries (five additional employees)	<u>\$ 250,000</u>
TOTAL Salaries	\$ 250,000
O/C - Operating Services	
Utilities	\$ 400,000
Site Maintenance	\$ 60,000
Rent for Tower Site	\$ 250,000
UPS Battery Backup	<u>\$ 40,000</u>
TOTAL O/C - Operating Services	\$ 750,000
O/C - Supplies	
Fuel for Generators	<u>\$ 100,000</u>
TOTAL O/C - Supplies	\$ 100,000
O/C - Professional Services	
Maintenance service agreement	<u>\$ 5,000,000</u>
TOTAL O/C - Professional Services	\$ 5,000,000
O/C - IAT	
OTM (Rental of T-1 and Fiber Lines)	<u>\$ 3,000,000</u>
TOTAL O/C - IAT	\$ 3,000,000
Major Repairs and Tower Enhancement	
Buildings	\$ 50,000
Tower Enhancement	<u>\$ 1,000,000</u>
TOTAL Major Repairs	\$ 1,050,000
TOTAL RECURRING OPERATING COSTS	\$10,150,000
**TOTAL STATEWIDE COMMUNICATION EXPENDITURES	\$562,830,423

****Total expenditures does not include FEMA funding for 700 MHz system and subscriber units for St. Bernard and Plaquemine Parishes.**

Interoperability Funding Initiatives

COPS Grant – (the State of Louisiana is not eligible to receive this funding)

The City of New Orleans received a FY03 Federal COPS Interoperable Communications Technology Grant with an award amount of \$5,510,412 and a local cash match of \$1,836,804 to support the Louisiana Department of Homeland Security Urban Area Security Initiative (UASI) Louisiana Region 1 area (Orleans, Jefferson, Plaquemines and St. Bernard Parishes). This funding will support a communication system in that area; however, that system will not support the state's infrastructure. This plan will satisfy the daily operational communications requirements through resolution of coverage area and equipment obsolescence issues and establish an 800 MHz network that is upgradeable to the Association of Public-Safety Communications Officials (APCO) Project 25 standard. The interoperability achieved by this proposal meets the needs of the region at this time. The Communications Interoperability Committee understands that migration to federal standard APCO compliancy will bring interoperability on a national level.

Due to Hurricane Katrina, it is questionable whether the cash match can be funded to secure the grant. Therefore, the region is requesting that the cash match be waived and additional funds be awarded to make the grant whole. Furthermore, if the City of New Orleans receives additional funds from FEMA to purchase radios compatible with the 700 MHz system, UASI Region 1 will consider utilizing grant funds to integrate into the current 700 MHz radio system.

In addition to the Region 1 COPS Grant received by New Orleans, Baton Rouge has received a Region 2 COPS Grant of \$5,999,184 and a local cash match of \$1,999,728 to be used for interoperability.

Department of Homeland Security – Office for Domestic Preparedness Grants

The Department of Homeland Security through the Office for Domestic Preparedness (ODP) awarded the State of Louisiana the following homeland security grants for the prevention and response to terrorism.

Eligible categories include management and administration, training, planning, exercises, and equipment procurement. The focus for Louisiana has been upon enhancing the capabilities of state and local first responders to prevent and respond to Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) related incidents.

Also a priority, interoperable communications has received \$15,906,999 of ODP funding in Louisiana.

ODP Grant Dollars Awarded to Louisiana and Expended on Interoperability

ODP Grant Name	Total Funding Amount	Interoperability Expenditures To Date	Percent Interoperability Expenditures
FY 1999	904,000	198,156	21.9%
FY 2000	1,175,000	308,526	26.3%
FY 2001	1,228,000	182,009	14.8%
FY 2002	5,331,000	1,289,581	24.2%
FY 2003 I	9,451,000	2,177,141	23.0%
FY 2003 II	21,698,692	5,803,437	26.7%
FY 2003 UASI NO	6,228,661	2,599,092	41.7%
FY 2004 SHSP	27,951,001	2,184,997	7.8%
FY 2004 LETPP	8,296,000	1,078,765	13.0%
FY 2004 UASI NO	7,110,625	74,601	1.0%
FY 2004 UASI BR	7,151,362	10,693	0.1%
FY 2005 HSGP	17,579,253	-	0.0%
FY 2005 LETPP	6,428,817	-	0.0%
FY 2005 UASI NO	9,305,180	-	0.0%
FY 2005 UASI BR	5,226,495	-	0.0%
FY 2006 HSGP est.	10,990,600	-	0.0%
FY 2006 LETPP est.	6,400,000	-	0.0%
FY 2006 UASI est.	17,907,500	-	0.0%
	170,363,186	15,906,999	9.3%

Remaining ODP Grant Dollars Awarded to Louisiana (State and Local Awards)

ODP Grant Name	Total Funding	Dedicated Equipment Funding	Remaining Equipment Funding	Percent Remaining
FY 1999	904,000	904,000	-	0.0%
FY 2000	1,175,000	1,175,000	-	0.0%
FY 2001	1,228,000	1,228,000	-	0.0%
FY 2002	5,331,000	5,331,000	-	0.0%
FY 2003 I	9,451,000	6,865,570	-	0.0%
FY 2003 II	21,698,692	17,346,481	1,395,947	8.0%
FY 2003 UASI NO	6,228,661	5,501,630	974,604	17.7%
FY 2004 SHSP	27,951,001	20,987,328	15,542,367	74.1%
FY 2004 LETPP	8,296,000	8,104,830	2,844,963	35.1%
FY 2004 UASI NO	7,110,625	4,766,764	4,289,305	90.0%
FY 2004 UASI BR	7,151,362	3,522,872	3,220,631	91.4%
FY 2005 HSGP	17,579,253	13,281,581	13,281,581	100.0%
FY 2005 LETPP	6,428,817	6,233,476	6,233,476	100.0%
FY 2005 UASI NO	9,305,180	7,444,144	7,444,144	100.0%
FY 2005 UASI BR	5,226,495	4,181,196	4,181,196	100.0%
FY 2006 HSGP est.	10,990,600	8,792,480	8,792,480	100.0%
FY 2006 LETPP est.	6,400,000	5,120,000	5,120,000	100.0%
FY 2006 UASI est.	17,907,500	14,326,000	14,326,000	100.0%
	170,363,186	135,112,352	87,646,694	64.9%



Department of Public Safety and Corrections

Public Safety Services

KATHLEEN BABINEAUX BLANCO
GOVERNOR

HENRY L. WHITEHORN, COLONEL
DEPUTY SECRETARY, PUBLIC SAFETY SERVICES
SUPERINTENDENT, OFFICE OF STATE POLICE

December 29, 2005
9225/0217/JCM/2737
HQ-1-1218

Honorable Tom Davis
Member of Congress
Chair, House Select Committee to Investigate the
Preparation for and Response to Hurricane Katrina
2157 Rayburn House Office Building
Washington, D.C. 20515-6143

VIA FACSIMILE:
[REDACTED]

Re: Communications Interoperability

Dear Congressman Davis:

The Honorable Kathleen B. Blanco, Governor of Louisiana, testified before your committee on December 14, 2005 regarding Hurricane Katrina. The issue of funding for interoperable communications was raised, and I offer this letter of further information. For your convenience, I have attached a copy of the chart supplied to your Committee which reflects the amount of grants received through the Office of Domestic Preparedness (ODP) of the United States Department of Homeland Security (or the predecessor agency) from fiscal year 1999 to the present. The chart also includes an estimate of competitive grant money that may be received in fiscal year 2006.

The Louisiana Office of Homeland Security and Emergency Preparedness (LOHSEP) is the state administrative agency for Office of Domestic Preparedness grants. The Louisiana State Police assists LOHSEP with the administration of the portion of the grants allocated for the state and local governments to purchase equipment.

As you may be aware, the current focus of grants awarded by the United States Department of Homeland Security, Office of Domestic Preparedness, is prevention and response to terrorism. In addition, the guidelines have historically provided that at least 80% of the funds are dedicated to local authorities, and no more than 20% may be retained by the State. While the State is required to insure that the local authorities follow the grant guidelines, the State cannot dictate how the local authorities spend the grant money.

The grant guidelines limit both State and local expenditures to specific allocations within five categories: equipment procurement, training, planning, exercises, and administrative. Each category may contain further limitations.

COURTESY LOYALTY SERVICE
P.O. BOX 66614 BATON ROUGE, LOUISIANA 70896-6614
[REDACTED]

For instance, the grant may limit the funds allocated to equipment to designated sub-categories such as personal protective equipment, decontamination equipment, incident response vehicles, medical supplies and/or communication.

In accordance with the guidelines' attention to prevention and response to terrorism, the focus of the State of Louisiana has been to enhance the capability of state and local first responders in regard to chemical, biological, radiological, nuclear and explosive (CBRNE) related incidents.

Nevertheless, acting within the grant guidelines, in the past 6.5 years, \$15,906,999 in ODP grant funds have been expended for interoperability (\$1,269,840 by the State and \$14,637,159 by local governments).

To clarify the chart reflecting grant moneys received from the Office of Domestic Preparedness, United States Department of Homeland Security (or the predecessor grantor), since fiscal year 1999, the State of Louisiana has received \$135,065,086 in total awards, of which \$108,274,392 has been awarded to local governments, and \$26,790,694 to the State. It is estimated that an additional \$35,298,392 will be received in ODP grant funds for fiscal year 2006; thus the sum of \$170,363,186 reflected for "total funding" on the chart.

Of the \$135,065,086 in current grant funding, \$106,873,872 is allocated for equipment purchases and the remaining \$28,191,214 is allocated for planning, training, exercises, and administrative costs. The amount expended for equipment purchases as of December 14, 2005 is \$48,213,765.

In addition to the level of funding, there are two limitations in the grant guidelines that render achievement of true interoperability at the state level virtually impossible. First, for Louisiana to achieve true interoperability, the initial acquisition cost for infrastructure and equipment is \$552,680,423, which must be supplemented by \$10,150,000 in recurring operating costs. For a state, such as Louisiana, that has never received more than \$50,000,000 in ODP grant money in any given year, and which has now lost one-third of its economy, true interoperability is unaffordable.

Compounding the issue of inadequate funding, is the grant requirement that local governments receive a minimum of 80% of the funds, coupled with the inability of the State to direct these expenditures. By virtue of the grant guidelines, the State cannot control how the local governments spend the grant funds. The current grant funding and restrictions are not consistent with this nation's goal since 9-11 of achieving true interoperability for all emergency responders in every community.

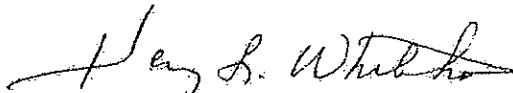
A more sensible approach, which acknowledges the importance of interoperability would be to restrict grant funds to interoperable communications with the State as sole grantee, under the proviso that the State must include all Parishes, and also any municipality having a population of over 100,000 within the system.

The State would be encouraged to include all emergency responders within the system. Once true interoperability has been demonstrated and achieved, the restrictions on funding should revert to prevention and response to natural disasters and terrorism at both the state and local levels.

Louisiana has long recognized the need for a totally interoperable communications environment that would permit local, state and federal emergency services agencies to communicate. A plan has been developed by the Louisiana Totally Interoperable Environment (LATIE) user group which provides a statewide plan to achieve communications interoperability for all of the emergency response disciplines identified by the United States Department of Homeland Security. The Louisiana proposed solution includes voice, data and image interoperability. We request your support for Louisiana to achieve true interoperability.

I thank you for this opportunity to assure the committee that Louisiana is working diligently to enhance the communication capabilities of our state and local first responders, and ask that this letter be filed of record as part of Governor Blanco's testimony.

Sincerely,

A handwritten signature in black ink, appearing to read "Henry L. Whitehorn". The signature is fluid and cursive, with a long horizontal stroke at the end.

Henry L. Whitehorn, Colonel
Superintendent
Louisiana State Police

Attachment

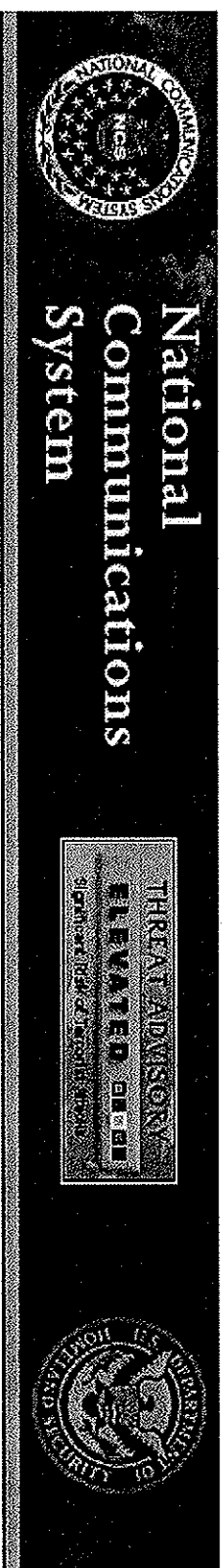
cc: Terry Ryder
Nick Gachassin

ODP Grant Dollars Awarded to Louisiana and Expended on Interoperability

ODP Grant Name	Total Funding Amount	Interoperability Expenditures To Date	Percent Interoperability Expenditures
FY 1999	904,000	198,156	21.9%
FY 2000	1,175,000	308,526	26.3%
FY 2001	1,228,000	182,009	14.8%
FY 2002	5,331,000	1,289,581	24.2%
FY 2003 I	9,451,000	2,177,141	23.0%
FY 2003 II	21,698,692	5,803,437	26.7%
FY 2003 UASI NO	6,228,661	2,599,092	41.7%
FY 2004 SHSP	27,951,001	2,184,997	7.8%
FY 2004 LETPP	8,296,000	1,078,765	13.0%
FY 2004 UASI NO	7,110,625	74,601	1.0%
FY 2004 UASI BR	7,151,362	10,693	0.1%
FY 2005 HSGP	17,579,253	-	0.0%
FY 2005 LETPP	6,428,817	-	0.0%
FY 2005 UASI NO	9,305,180	-	0.0%
FY 2005 UASI BR	5,226,495	-	0.0%
FY 2006 HSGP est.	10,990,600	-	0.0%
FY 2006 LETPP est.	6,400,000	-	0.0%
FY 2006 UASI est.	17,907,500	-	0.0%
	170,363,186	15,906,999	9.3%

Remaining ODP Grant Dollars Awarded to Louisiana (State and Local Awards)

ODP Grant Name	Total Funding	Dedicated Equipment Funding	Remaining Equipment Funding	Percent Remaining
FY 1999	904,000	904,000	-	0.0%
FY 2000	1,175,000	1,175,000	-	0.0%
FY 2001	1,228,000	1,228,000	-	0.0%
FY 2002	5,331,000	5,331,000	-	0.0%
FY 2003 I	9,451,000	6,865,570	-	0.0%
FY 2003 II	21,698,692	17,346,481	1,395,947	8.0%
FY 2003 UASI NO	6,228,661	5,501,630	974,604	17.7%
FY 2004 SHSP	27,951,001	20,987,328	15,542,367	74.1%
FY 2004 LETPP	8,296,000	8,104,830	2,844,963	35.1%
FY 2004 UASI NO	7,110,625	4,766,764	4,289,305	90.0%
FY 2004 UASI BR	7,151,362	3,522,872	3,220,631	91.4%
FY 2005 HSGP	17,579,253	13,281,581	13,281,581	100.0%
FY 2005 LETPP	6,428,817	6,233,476	6,233,476	100.0%
FY 2005 UASI NO	9,305,180	7,444,144	7,444,144	100.0%
FY 2005 UASI BR	5,226,495	4,181,196	4,181,196	100.0%
FY 2006 HSGP est.	10,990,600	8,792,480	8,792,480	100.0%
FY 2006 LETPP est.	6,400,000	5,120,000	5,120,000	100.0%
FY 2006 UASI est.	17,907,500	14,326,000	14,326,000	100.0%
	170,363,186	135,112,352	87,646,694	64.9%



Home
About the NCS
NCS Directives and Manuals
News
President's NSTAC
Services
Library
FAQ
Contact Us
Site Map

[Home](#) > [Frequently Asked Questions](#)

Frequently Asked Questions

This page contains a comprehensive list of Frequently Asked Questions (FAQ) that pertain not only to the NCS but also to the various services and programs that we offer.

FAQ Index

- ▶ [National Communications System \(NCS\) FAQ](#)
- ▶ [National Security Telecommunications Advisory Committee \(NSTAC\) FAQ](#)
- ▶ [National Communications System Committee of Principals \(COP\) FAQ](#)
- ▶ [National Coordinating Center for Telecommunications \(NCC\) FAQ](#)
- ▶ [Government Emergency Telecommunications Service \(GETS\)](#)
- ▶ [Telecommunications Service Priority \(TSP\) Program](#)
- ▶ [Wireless Priority Service \(WPS\)](#)
- ▶ [SHARED RESOURCES \(SHARES\) High Frequency Radio Program](#)
- ▶ [One-Stop Shop Service \(OSSS\)](#)
- ▶ [Emergency Response Training \(ERT\) Seminars](#)
- ▶ [Alerting and Coordination Network \(ACN\)](#)
- ▶ [NCS Augmentee Program](#)
- ▶ [Network Design and Analysis Capability \(NDAC\)](#)
- ▶ [Telecommunications Infrastructure Information Sharing and Analysis Center](#)

National Communications System (NCS) FAQ

- ▶ [What is the mission of the National Communications System \(NCS\)?](#)
- ▶ [What is the current structure of the NCS?](#)
- ▶ [Describe the link between Government and industry. What roles and relationships does each have in the NCS?](#)

NCS

- ▶ [Who is the Executive Agent?](#)
- ▶ [Who is the Manager?](#)
- ▶ [Who is the Deputy Manager of the National Communications System?](#)

What is the mission of the National Communications System (NCS)?

The mission of the NCS is to assist the President, the National Security Council, the Homeland Security Council, the Office of Science and Technology Policy and the Office of Management and Budget, in the coordination of the planning for and provisioning of national security and emergency preparedness communications for the Federal Government under all circumstances, including crisis or emergency, attack, recovery and reconstitution.

[NCS FAQ Index](#) [Index](#) [FAQ Index](#)

What is the current structure of the NCS?

On April 3, 1984, President Ronald Reagan signed Executive Order (E.O.) 12472 which defined the NCS' national security and emergency preparedness (NS/EP) capabilities and superseded President Kennedy's original 1963 memorandum that established the NCS. The NCS expanded from its original six members to an interagency group of 22 Federal departments and agencies, and began coordinating and planning NS/EP telecommunications to support crises and disasters. The NCS membership currently stands at 23 members, with the addition of the Department of Homeland Security in 2003.

[NCS FAQ Index](#) [FAQ Index](#)

Describe the link between Government and Industry. What roles and relationships does each have in the NCS?

The NCS Committee of Principals (COP) -- and its working body, the Council of Representatives (COR) -- represents the member organizations of the NCS. The COP -- formed as a result of Executive Order 12472, provides advice and recommendations through the NCS to the National Security Council on NS/EP telecommunications and its ties to other critical infrastructures. The NCS also participates in joint industry-Government planning through its work with the President's National Security Telecommunications Advisory Committee (NSTAC), with the NCS' National Coordinating Center for Telecommunications (NCC), and with its Telecommunications Information Sharing and Analysis Center (Telecom-ISAC).

[NCS FAQ Index](#) [FAQ Index](#)

Who is the Executive Agent?

Secretary of Homeland Security Michael Chertoff serves as the Executive Agent of the National Communications System. The Secretary of Homeland Security assumed duties of the Executive Agent on March 1, 2003 when sponsorship of the NCS transferred from the Defense Department to the Department of Homeland Security.

[NCS FAQ Index](#) [FAQ Index](#)

Who is the Manager?

The Department of Homeland Security's Assistant Secretary for Infrastructure Protection, is the Manager of the NCS. Mr. Robert Stephan was appointed by President George W. Bush on April 8, 2005 to serve as the Assistant

Secretary for Infrastructure Protection.

[NCS FAQ Index](#) [FAQ Index](#)

Who is the Deputy Manager of the National Communications System?
Dr. Peter M. Fonash is the Deputy Manager and Director of the NCS. He is responsible for the day-to-day policy, technical, and programmatic oversight of all Federal government-wide activities in national security and emergency preparedness communications.

[NCS FAQ Index](#) [FAQ Index](#)

National Security Telecommunications Advisory Committee (NSTAC) FAQ

- ▶ [What is the National Security Telecommunications Advisory Committee \(NSTAC\)?](#)
- ▶ [What is the purpose of NSTAC?](#)
- ▶ [How often does the NSTAC meet?](#)
- ▶ [Who can be NSTAC members?](#)
- ▶ [Which companies are currently represented on NSTAC?](#)
- ▶ [Who or what does the NSTAC principal represent?](#)
- ▶ [Who is the Designated Federal Official \(DFO\) for NSTAC and what is the DFO's role?](#)
- ▶ [What is the Industry Executive Subcommittee \(IES\)?](#)
- ▶ [May the IES provide advice to the Government?](#)
- ▶ [What is the role of the NCS in regards to the NSTAC, the IES, and other subcommittees?](#)
- ▶ [Must the NSTAC, the IES, and other subcommittee meetings be open to the public?](#)
- ▶ [Who may have access to the records of the NSTAC?](#)

What is the National Security Telecommunications Advisory Committee (NSTAC)?

The National Security Telecommunications Advisory Committee is a committee composed of up to 30 Presidentially appointed industry leaders (usually chief executive officers) representing various elements of the telecommunications industry. The NSTAC advises the President on national security telecommunications matters. Executive Order 12382, signed on September 12, 1982, established the NSTAC and the Federal Advisory Committee Act (FACA) governs its operations. In its advisory role to the President, the NSTAC provides industry-based analysis and recommendations on a wide range of policy and technical issues related to telecommunications, information systems, information assurance, infrastructure protection and other NS/EP concerns.

[NSATC FAQ Index](#) [FAQ Index](#)

What is the purpose of NSTAC?

The NSTAC provides industry-based analysis and recommendations to the President and the executive branch regarding policy and enhancements to national security and emergency preparedness (NS/EP) communications.

[NSATC FAQ Index](#) [FAQ Index](#)

How often does the NSTAC meet?

The NSTAC conducts face-to-face meetings annually in May to report on its activities and provide recommendations to the President. In addition, the NSTAC membership conducts quarterly meetings via conference calls to discuss ongoing work and potential issues between principals and senior government leaders.

[NSATC FAQ Index](#) [FAQ Index](#)

Who can be NSTAC members?

Executive Order 12382 provides for no more than 30 NSTAC members who "shall have particular knowledge and expertise in the field of telecommunications and represent elements of the Nation's telecommunications industry." In addition to the criteria set out in the Executive Order, the FACA requires "balanced" membership. As applied to NSTAC that means not all 30 members should come from the same segment of the telecommunications industry or be from large companies. Only the President may appoint or terminate a member. Any member may resign.

[NSATC FAQ Index](#) [FAQ Index](#)

Which companies are currently represented on NSTAC?

As of January 13, 2006 the following companies are represented on the President's NSTAC:

- Advanced Micro Devices
- AT&T
- Bank of America
- BellSouth
- Boeing
- Cellular Telecommunications and Internet Association (CTIA)
- Computer Sciences Corporation (CSC)
- EDS
- Lockheed Martin
- Lucent Technologies
- Microsoft
- Motorola
- Northrop Grumman
- Nortel Networks
- PanAmSat
- Qwest Communications
- Raytheon
- Rockwell Collins
- Science Applications International Corporation (SAIC)

- Sprint Nextel
- Teledesic
- Unisys
- United States Telecom Association (USTA)
- VeriSign
- Verizon Communications

[NSATC FAQ Index](#) [FAQ Index](#)

Who or what does the NSTAC principal represent?

The principal represents the member company. If the President appointed a member to provide advice as an individual, the Government would consider the member as a "Special Government Employee" and subject to the conflict of interest statutes. If a principal leaves the company, the company may nominate a new principal for the President's consideration. The former principal does not take the NSTAC membership to his or her new company. Two NSTAC companies that merge may have only one NSTAC principal to represent the surviving company.

[NSATC FAQ Index](#) [FAQ Index](#)

Who is the Designated Federal Official (DFO) for NSTAC and what is the DFO's role?

The FACCA requires that each Federal advisory committee have what is called a Designated Federal Official. For NSTAC, the DFO is the NCS Manager. The DFO attends or chairs, and adjourns each meeting. No committee meeting may be held in the absence of the DFO or without his advance approval. There is a difference in the duties of the DFO of the NSTAC, a Presidential Federal advisory committee, and non-presidential Federal advisory committees. FACCA does not require that the DFO of a presidential advisory committee approve the meeting agenda.

[NSATC FAQ Index](#) [FAQ Index](#)

What is the Industry Executive Subcommittee (IES)?

Executive Order 12382 authorizes the NSTAC to establish subcommittees. The NSTAC Principals, in accordance with its committee by-laws, established the IES. The purpose of the IES is to assist the NSTAC on matters concerning procedures, plans, and policies for the telecommunication and information systems that support national security and emergency preparedness. The IES may establish working group, task forces, and ad-hoc groups to address pertinent issues. Each member of the NSTAC may appoint one member of the IES.

[NSATC FAQ Index](#) [FAQ Index](#)

May the IES provide advice to the Government?

No. The IES is not a Federal advisory committee. Should it appear to be giving advice, it could become an unauthorized de facto Federal advisory committee. IES members may be polled individually for their opinions and the responses consolidated by the Government. However, the result of the poll of individual IES members does not constitute a formal NSTAC endorsement of a product and should not be represented as such. Only matters voted upon by NSTAC Principals represent NSTAC products.

[NSATC FAQ Index](#) [FAQ Index](#)

What is the role of the NCS in regards to the NSTAC, the IES and other subcommittees?

Executive Order 12472 assigns the NCS the role of providing staff support and technical assistance to the NSTAC, and therefore the IES and other subcommittees. The NCS Manager is the Designated Federal Official of the NSTAC. The NSTAC bylaws name the NCS Deputy Manager as the non-voting IES Chair. Since the IES is not an advisory committee, the Deputy Manager is not a formal Designated Federal Official.

[NSATC FAQ Index](#) [FAQ Index](#)

Must the NSTAC, the IES and other subcommittee meetings be open to the public?

The purpose of the FACCA was to allow the public to be aware of the advice its Federal Government was getting and who was giving it. Federal advisory committee meetings are generally required to be open to the public. However, the FACCA does contain a national security exception to the general rule and it is on that basis that NSTAC closes most its meetings. IES and other subcommittee meetings are not subject to the openness requirements of the FACCA since they are not Federal advisory committees.

[NSATC FAQ Index](#) [FAQ Index](#)

Who may have access to the records of the NSTAC?

The FACCA established the public's right to be kept informed with respect to the number, purpose, membership, activities and cost of Federal advisory committees. The Federal Register publishes notices of meetings. Unless the meeting is closed for national security reasons, interested persons are permitted to attend. FACCA requires that "...the records, reports, transcripts, minutes, appendices, working papers, drafts, studies, agenda, or other documents which were made available to or prepared for or by each advisory committee shall be available for public inspection." For NSTAC purposes, this means the material presented by the IES to the NSTAC itself, not any subcommittee material, be made available. The NSTAC fulfills this responsibility by posting the reports on its website. Again, a national security exemption may be applied. The Freedom of Information Act (FOIA) does not apply to the NSTAC since it is not a Federal "agency" subject to that act. Material in the physical possession of the NCS, in its role as the provider of support and assistance to the NSTAC can be deemed NSTAC material and not releasable under FOIA.

[NSATC FAQ Index](#) [FAQ Index](#)

National Communications System Committee of Principals (COP) FAQ

- ▶ [What is the Committee of Principals \(COP\)?](#)
- ▶ [What Federal Organizations Maintain Seats on the Committee of Principals](#)
- ▶ [Who chairs the COP?](#)
- ▶ [What are the responsibilities of each COP representative?](#)
- ▶ [What is the Council of Representatives \(COR\)?](#)
- ▶ [How often does the COP meet? What is a COP meeting like?](#)
- ▶ [How often does the COR meet? How are they tasked?](#)

▶ [Does the COP have subcommittees?](#)

What is the Committee of Principals (COP)?

The Committee of Principals (COP) is a Presidentially designated interagency group that provides advice and recommendations on national security and emergency preparedness telecommunications to the Executive Office of the President. High-level Government officials representing Federal operational, policy, regulatory, and enforcement organizations compose the COP. Its diverse representation across 23 Federal departments and agencies embraces the full spectrum of Federal telecommunications assets and responsibilities. As an interagency group, it serves as a forum for members to review, evaluate, and present views and recommendations on current or prospective NCS programs to the Manager, NCS, the Executive Agent (the Secretary of Homeland Security), and the Executive Office of the President (EOP).

[NCS COP FAQ Index](#) [FAQ Index](#)

What Federal Organizations Maintain Seats on the Committee of Principals

- The Department of State
- The Department of Defense
- The Department of Treasury
- The Department of Justice
- The Department of Commerce
- The Department of Interior
- The Department of Energy
- The Department of Agriculture
- The Department of Health and Human Services
- The Department of Transportation
- The Department of Veterans Affairs
- The Department of Homeland Security
- The Joint Staff (DOD element)
- The Federal Emergency Management Agency (DHS element)
- The National Security Agency (DOD element)
- The Central Intelligence Agency
- The National Aeronautics and Space Administration
- The National Telecommunications and Information Administration (DOC element)
- The Federal Reserve Board
- The General Services Administration
- The Nuclear Regulatory Commission
- The Federal Communications Commission
- The United States Postal Service

[NCS COP FAQ Index](#) [FAQ Index](#)

Who chairs the COP?

The Manager of the National Communications System chairs the Committee of Principals.

[NCS COP FAQ Index](#) [FAQ Index](#)

What are the responsibilities of each COP representative?

The COP member is responsible for providing the position of their parent organization on policy, technical, and programmatic NS/EP telecommunications issues. Principals ensure that written reports, comments, and recommendations are made available to the Committee through the Executive Secretary (the NCS Deputy Manager). Principals also participate as members of subordinate groups, as required, and provide guidance and direction to their respective organizations' representatives.

[NCS COP FAQ Index](#) [FAQ Index](#)

What is the Council of Representatives (COR)?

The Committee of Principals formally established the Council of Representatives (COR). The COR is a permanent subordinate group which participates in NCS activities. Each department and agency provides a representative to the Council of Representatives (COR). The Office of the Manager, NCS, provides support to the COP, COR, and their subgroups.

[NCS COP FAQ Index](#) [FAQ Index](#)

How often does the COP meet? What is a COP meeting like?

The COP meets a minimum of twice annually. At these meetings, the COP receives a series of reports, which are designed for action or information. The Committee is asked to recommend forwarding a report or issuance to the Executive Office of the President. It is by the COP's consensus and direction that the majority of the programs and activities of the NCS take place. The COP bylaws outline these procedures.

[NCS COP FAQ Index](#) [FAQ Index](#)

How often does the COR meet? How are they tasked?

As the working group of the COP, the COR normally meets on a quarterly basis. At COR meetings, members consider initiatives from various sources, for forwarding to the COP. For example, the Executive Office of the President or the National Security Council may task the COP to investigate a specific area and produce recommendations for action. The Committee, in turn, often tasks the COR to study that area and provide a report within a specific period of time. The COR may convene a subcommittee to fulfill the COP's request. As another example, the OMNCS may present or initiate a new program for consideration by the COR and the COP. Alternatively, an NCS member organization may present a briefing for NCS consideration.

[NCS COP FAQ Index](#) [FAQ Index](#)

Does the COP have subcommittees?

As needed, the U/OP or U/UK establishes working groups or implementation teams to address specific issues and technical matters. These subordinate working bodies play an important role in the NCS and its deployment of NS/EP communications programs.

[NCS COP FAQ Index](#) [FAQ Index](#)

National Coordinating Center for Telecommunications (NCC) FAQ

- ▶ [What is the National Coordinating Center for Telecommunications \(NCC\)?](#)
- ▶ [Who is the Manager of the NCC?](#)
- ▶ [Is the NCC a joint effort between the Government and Industry?](#)
- ▶ [How many industry members belong to the NCC?](#)
- ▶ [What type of liaison exists between the telecommunications industry and Government representatives in the NCC?](#)
- ▶ [Is there any coordination between the NCC and other similar coordinating centers?](#)
- ▶ [Is the information received in the NCC available to the community at large?](#)
- ▶ [Is the FCC represented in the NCC?](#)
- ▶ [Is there information available on the NCC and the National Communications System?](#)
- ▶ [Do the major telecommunications companies in the U.S. provide status reports at a regular frequency to the NCC?](#)
- ▶ [Will the general public be able to call the NCC for information about their telecommunications service?](#)
- ▶ [When did the National Coordinating Center for Telecommunications activate in reaction to the attacks on the World Trade Center and the Pentagon?](#)

What is the National Coordinating Center for Telecommunications (NCC)?

The National Coordinating Center for Telecommunications is an Industry-Government operations center, established in 1984. The NCC mission is to assist in the initiation of national coordination, restoration, and reconstitution of national security/emergency preparedness (NS/EP) telecommunications service or facilities under all conditions, crises or emergencies. Full and part-time telecommunications industry and Government representatives support the NCC and serve as liaisons with their parent companies or organizations. The cooperation fostered between the telecommunications industry and the Government in the NCC provides an operational focal point for all Government/industry NS/EP telecommunications response across the spectrum of emergencies.

[NCC FAQ Index](#) [FAQ Index](#)

Who is the Manager of the NCC?

The NCC Manager is Mr. Donald Smith.

[NCC FAQ Index](#) [FAQ Index](#)

Is the NCC a joint effort between the Government and industry?

Yes, the NCC is a joint effort between Government and industry. In addition to the NCS, there are nine Federal Participants (as of 2/22/05) – Department of State, Department of Defense, Department of Commerce, Department of Homeland Security, Department of Transportation, Federal Communications Commission, Federal Emergency Management Agency (part of the Department of Homeland Security), Federal Reserve Board, and the General Services Administration.

[NCC FAQ Index](#) [FAQ Index](#)

How many industry members belong to the NCC?

There are 28 industry members (as of 01/13/06) – Americom, AT&T, Avici, BellSouth, Boeing, Cincinnati Bell, Cingular, Cisco Systems, Computer Sciences Corporation (CSC), Cellular Telecommunications and Internet Association (CTIA), EDS, Intelsat, Intrado, Juniper Networks, Level 3, Lockheed Martin, Lucent Technologies, McLeod USA, Nortel Networks, Northrop Grumman, Qwest, Savvis, Science Applications International Corporation (SAIC), Sprint Nextel, Telecommunications Industry Association (TIA), U.S. Telecom Association (USTA), VeriSign, Verizon.

[NCC FAQ Index](#) [FAQ Index](#)

What type of liaison exists between the telecommunications industry and Government representatives in the NCC?

The telecommunications industry and the Government staff work together to coordinate support to national security and emergency preparedness issues and to prevent and mitigate impact on the national telecommunications infrastructure.

[NCC FAQ Index](#) [FAQ Index](#)

Is there any coordination between the NCC and other similar coordinating centers?

Yes, the NCC coordinates with Federal departments and agencies, and telecommunications companies.

[NCC FAQ Index](#) [FAQ Index](#)

Is the information received in the NCC available to the community at large?

Information is normally sensitive or proprietary, and not releasable to the public.

[NCC FAQ Index](#) [FAQ Index](#)

Is the FCC represented in the NCC?

The FCC's a non-resident member of the NCC, participates in weekly meetings, and supports the NCC in the event of an emergency.

[NCC FAQ Index](#) [FAQ Index](#)

Is there information available on the NCC and the National Communications System?

Information on the NCC is available through its Web Site at <http://www.ncs.gov/ncc/>

[NCC FAQ Index](#) [FAQ Index](#)

Do the major telecommunications companies in the U.S. provide status reports at a regular frequency to the NCC?

Except for regulated reports to the FCC, all reports to the Government, or to other industry, are voluntary. During periods of crisis, NCC industry representatives work closely with the Government to provide updates on telecommunications provisioning and restoration and other issues. Daily voluntary sharing of information occurs within the Telecom-ISAC function of the NCC.

[NCC FAQ Index](#) [FAQ Index](#)

Will the general public be able to call the NCC for information about their telecommunications service?

No. The public should contact their telecommunication providers for problems. Although the NCC will be monitoring potential problems, it is the responsibility of the telecommunications companies to speak about their areas of responsibilities and to interface with their customers. The NCC does not speak on behalf of the telecommunications companies.

[NCC FAQ Index](#) [FAQ Index](#)

When did the National Coordinating Center for Telecommunications activate in reaction to the attacks on the World Trade Center and the Pentagon?

The National Coordinating Center for Telecommunications (NCC) activated minutes after the report of the first plane hitting the World Trade Center in New York.

[NCC FAQ Index](#) [FAQ Index](#)

Government Emergency Telecommunications Service (GETS) FAQ

The Government Emergency Telecommunications Service (GETS) list of Frequently Asked Questions is maintained by the GETS Management Team on the [GETS website](#).

[GETS FAQ Index](#) [FAQ Index](#)

Telecommunications Service Priority (TSP) Program FAQ

The Telecommunications Service Priority (TSP) list of Frequently Asked Questions is maintained by the TSP Management Team on the [TSP website](#).

[TSP FAQ Index](#) [FAQ Index](#)

Wireless Priority Service (WPS) FAQ

The Wireless Priority Service (WPS) list of Frequently Asked Questions is maintained by the WPS Management Team on the [WPS website](#).

[WPS FAQ Index](#) [FAQ Index](#)

SHARED RESOURCES (SHARES) High Frequency Radio Program FAQ

- ▶ [What is the mission and purpose of the SHARES Program?](#)
- ▶ [What is the make-up of the SHARES network?](#)
- ▶ [How does the SHARES program service the Federal Government community?](#)
- ▶ [Who is responsible for the SHARES program? Who manages the everyday operations of SHARES?](#)

What is the mission and purpose of the SHARES Program?

SHARES combines existing high frequency (HF) assets from 93 Federal state, and industry organizations into a single emergency voice and data message handling network, supporting national security and emergency preparedness (NS/EP) when normal communications are destroyed or unavailable.

[SHARES FAQ Index](#) [FAQ Index](#)

What is the make-up of the SHARES network?

As of June 2003, the SHARES network consists of 1105 HF radio stations, representing 93 Federal, State, and industry resource contributors. There are SHARES stations situated in every state and at 20 overseas locations. Nearly 200 emergency planning and response personnel also participate in SHARES. Over 150 HF frequencies are earmarked for use in SHARES. The National Communication System publishes the SHARES HF Radio Program Bulletin, to periodically keep members updated on program activities. They can be accessed at <http://www.ncs.gov/n3/shares/shares.htm>.

[SHARES FAQ Index](#) [FAQ Index](#)

How does the SHARES program service the Federal Government community?

SHARES provides the Federal community a forum for addressing issues affecting HF radio interoperability. The SHARES HF Interoperability Working Group (IWG), established as a permanent standing committee under the NCS Council of Representatives, is responsible for providing guidance and direction for the SHARES radio network and for fostering interoperability of Federal HF radio systems through examination of regulatory, procedural, and technical issues. The SHARES HF Interoperability Working Group currently consists of 146 members representing 104 separate participating organizations.

11/11/2003, 1:57:56 PM http://www.ncs.gov/faq.html

[SHARES FAQ Index](#) [FAQ Index](#)

Who is responsible for the SHARES program? Who manages the everyday operations of SHARES?

Overall support for the SHARES HF Radio Program is the responsibility of the Manager, National Communications System. The Chief, Critical Infrastructure Protection Division, Office of the Manager, NCS, is responsible for administering the SHARES program. The Manager, National Coordinating Center for Telecommunications, is responsible for day-to-day operations of SHARES.

[SHARES FAQ Index](#) [FAQ Index](#)

One-Stop Shop Service (OSSS) FAQ

- ▶ [What is the purpose of the One-Stop Shop Service \(OSSS\)?](#)
- ▶ [What organization in Department of Homeland Security implements the OSSS?](#)
- ▶ [What NCS programs and services are included in the OSSS?](#)
- ▶ [How do NCS customers use the OSSS?](#)
- ▶ [Can I obtain OSSS service using the worldwide web?](#)
- ▶ [How are the processes of the various OSSS services being implemented?](#)
- ▶ [What is the future goal of the OSSS?](#)
- ▶ [Who do I contact for further information on OSSS?](#)

What is the purpose of the One-Stop Shop Service (OSSS)?

The purpose of the NS/EP Priority Communications One-Stop Shop Service (OSSS) is to enable National Communications System (NCS) customers to acquire information on NCS priority communications services, programs, and operations from a single source by consolidating user support, operational, subscription, and help-desk services for the NCS telecommunications information.

[OSSS FAQ Index](#) [FAQ Index](#)

What organization in Department of Homeland Security implements the OSSS?

Within the DHS, the NCS Critical Infrastructure Protection (CIP) Division provides NS/EP priority telecommunications services to Federal, State, and local governments, industry, and other authorized NS/EP organizations that participate in the OSSS.

[OSSS FAQ Index](#) [FAQ Index](#)

What NCS programs and services are included in the OSSS?

The One-Stop Shop Service (OSSS) consolidation began its implementation in September 2002 and includes user and operational support for the following programs:

- **Government Emergency Telecommunications Service (GETS)** - The Government Emergency Telecommunications Service (GETS) provides NS/EP personnel emergency access and priority processing in the local and long distance segments of the Public Switched Network (PSN). Its intended use is in an emergency or crisis situation during which the probability of completing a call over normal or other alternate telecommunication means has significantly decreased.
- **Wireless Priority Service (WPS)** - The Wireless Priority Service (WPS) provides a means for NS/EP telecommunications users to obtain priority access to available wireless radio channels when necessary to initiate emergency calls.
- **Telecommunications Service Priority (TSP) Program** - The Telecommunications Service Priority (TSP) Program is a Federal Communications Commission (FCC) program, managed and operated by the NCS, that provides for priority provisioning and restoration of critical NS/EP communications assets/circuits. Critical NS/EP circuits are defined as those that are critical to maintaining a state of readiness for, responding to, or managing telecommunications during an event or crisis that could cause harm to the population, damage property, or threaten the security of the United States.
- **SHARED RESOURCES (SHARES) High Frequency (HF) Radio Program** - The SHARED RESOURCES (SHARES) High Frequency (HF) Radio Program provides a single, interagency emergency message handling system by bringing together existing HF radio resources of Federal, state and industry organizations when normal communications are destroyed or unavailable for the transmission of national security and emergency preparedness information.

[OSSS FAQ Index](#) [FAQ Index](#)

How do NCS customers use the OSSS?

As an initial step toward implementation, the NCS created a telephone connectivity OSSS Call Center by creating a NS/EP consolidated virtual call center. The objective is to have a single number for all NCS customers to call for priority communications services. The OSSS Call Center contact information is: 1-866-NCS-CALL [(866)-627-2255], or in the metro Washington, D.C. area at (703)-676-CALL [(703)-676-2255]. This call center provides one centralized access point with multiple selections for the various NCS NS/EP telecommunications services.

[OSSS FAQ Index](#) [FAQ Index](#)

Can I obtain OSSS service using the worldwide web?

The NCS also implemented a consolidated web-based approach for NS/EP priority communications services using a web portal to maximize the overall benefits of one-stop service. The NCS home page will act as the portal and will provide top-level information on the various priority communications services available. Users will then be automatically linked to the appropriate web pages for specific services. NS/EP program, service, and operational information can be obtained via the NCS homepage at <http://www.ncs.gov>.

[OSSS FAQ Index](#) [FAQ Index](#)

How are the processes of the various OSSS services being implemented?

The architecture used for consolidation of the technical/information processes for all NCS priority telecommunications services/programs will utilize web-based technology and a web-based information delivery service. Consolidation of the technical/information processes for administration and operations of these services/programs provides an efficient method for continuing to process them on an on-going basis while transitioning to the consolidated environment. Partitions or other security measures will be established to protect

more sensitive information as required.

[OSSS FAQ Index](#) [FAQ Index](#)

What is the future goal of the OSSSS?

OSSSS provides an efficient and effective means of managing and supporting the consolidated operations/user support missions and functions of the NCS and provides all NCS users/customers with priority communications services and coordination/help-desk services and operations during any circumstance. Support for the operational/administrative process activities for all NS/EP communications services under a single organizational environment allows continuity and integrity of management for the services/programs. The goal is to understand the needs of the organizations with NS/EP responsibilities across all levels of government, industry, and critical infrastructure sectors and to determine how to assist them with services provided by the NCS under the OSSSS implementation. As the NCS implements OSSSS, it envisions that it will be able to provide its services not only to the NS/EP programs and services but also to other services and programs that are supported by the NCS.

[OSSS FAQ Index](#) [FAQ Index](#)

Who do I contact for further information on OSSSS?

Additional information may be obtained by contacting the OSSSS Coordination Group: Telephone: 1-866-NCS-CALL [(866)-627-2255], or in the metro Washington, D.C. area at (703)-676-CALL [(703)-676-2255]; Fax: [(703)-607-4984]; or Website - <http://www.ncs.gov>.

[OSSS FAQ Index](#) [FAQ Index](#)

Emergency Response Training (ERT) Seminars FAQ

- ▶ [What are ERT Seminars?](#)
- ▶ [What is the purpose of ERT Seminars?](#)
- ▶ [What is the Seminar Concept?](#)

What are ERT Seminars?

The Telecommunications Emergency Response Training (ERT) seminars, a joint venture between the NCS, General Services Administration (GSA), Federal Emergency Management Agency (FEMA) and the telecommunications industry, train emergency responders at the Federal, regional, State and local level on telecommunications resources and procedures that are available to support emergency response operations..

[ERT FAQ Index](#) [FAQ Index](#)

What is the purpose of ERT Seminars?

The NCS conducts ERT seminars nationwide to reach emergency responders and planners in the ten Federal Regions. A core program delivered within an 8-hour period is augmented by specifically designed presentations tailored to regional interests and operational requirements. The seminar provides an overview of current and

future telecommunication services and capabilities for use during disasters and emergencies. Course content varies depending on regional participant's interests and always includes information on emergency plans and activities with regard to:

- The National Response Plan (NRP), and the National Incident Management System (NIMS)
- Emergency Support Function (ESF) #2 (Communications), operations at national and regional levels.
- Operational support provided by the National Coordinating Center for Telecommunications (NCC) and the NCS Regional Managers.
- Priority telecommunication programs that support NS/EP requirements

In addition to providing training, the seminar facilitates the development of working relationships among telecommunications emergency responders. During the seminar, participants discuss essential processes and procedures and share their experiences on emergency response and operations coordination. Throughout the one-day program, seminar participant interaction is emphasized; participants are encouraged to "agree to disagree," with a primary goal of facilitating communication.

[ERT FAQ Index](#) [FAQ Index](#)

What is the Seminar Concept?

The seminar format of instruction combines lecture-style presentations with interactive discussions by the seminar participants. The subject-matter presentations establish a baseline of knowledge among all the seminar participants by providing information about organizational structures and priority communications programs. The interactive discussions allow all participants to exchange knowledge and experiences of communications resources that are available within the various levels of Government and the private sector. The seminar encourages discussion of key processes and procedures that can facilitate communications interoperability. In addition to providing training, the seminar's goal is to facilitate the development of working relationships among telecommunications emergency responders.

[ERT FAQ Index](#) [FAQ Index](#)

Alerting and Coordination Network (ACN) FAQ

- ▶ [What is the Background of the ACN?](#)
- ▶ [What is the mission and purpose of the ACN Program?](#)
- ▶ [Who is Responsible for the ACN program? Who manages the everyday operations of ACN?](#)

What is the Background of the ACN?

Prior to January 1, 2001, the National Telecommunications Alliance (NTA) managed and operated the Alerting and Coordinating Network (ACN) - a switched, private line network - to provide emergency communications among the Regional Bell Operating Companies, their suppliers and certain Government agencies. When NTA dissolved on January 1, 2001, the ACN was in jeopardy of being disbanded. Because the ACN provides emergency back-up communications capabilities that could help coordinate response to and recovery from a

widespread network outage, the Director, Office of Science and Technology Policy (OSTP), directed the NCS to acquire the assets and provide operational support to ensure the continued viability of the ACN. Operational responsibility for the ACN has been incorporated into the National Coordinating Center for Telecommunications (NCC) operations to serve as a vital coordination resource in the event of severe congestion or catastrophic damage to the Public Switched Network.

[ACN FAQ Index](#) [FAQ Index](#)

What is the mission and purpose of the ACN Program?

The ACN provides a stable emergency voice communications network connecting telecommunications service providers, Emergency Operations Centers, and Network Operations Centers. The ACN supports National Security and Emergency Preparedness (NS/EP) telecommunications network restoration coordination, transmission of telecommunications requirements and priorities, and incident reporting when the Public Switched Network (PSN) is inoperable, stressed, or congested. The ACN provides a telecommunications network that is independent of the Public Switched Network (PSN).

[ACN FAQ Index](#) [FAQ Index](#)

Who is responsible for the ACN program? Who manages the everyday operations of ACN?

Overall support for the ACN Program is the responsibility of the Manager, National Communications System. The Chief, Critical Infrastructure Protection Division, Office of the Manager, NCS, is responsible for administering the ACN program. The Manager, National Coordinating Center for Telecommunications, is responsible for day-to-day operations of the ACN.

[ACN FAQ Index](#) [FAQ Index](#)

NCS Augmentee Program FAQ

- ▶ [What is the Augmentee Program?](#)
- ▶ [What is the IMA Mission?](#)
- ▶ [Who sponsors the IMA Program?](#)
- ▶ [What experience is needed?](#)
- ▶ [What training is needed?](#)

What is the Augmentee Program?

The National Communications System established the Individual Mobilization Augmentee (IMA) Unit to provide a cadre of skilled civilian and military reservists to enhance the efforts of the Office of the Manager, NCS (OMNCS), the National Coordinating Center for Telecommunications (NCC), and NCS Regional Managers (NCS RMs).

[Augmentee FAQ Index](#) [FAQ Index](#)

What is the IMA Mission?

The NCS initiated the NCS IMA program in 1988 to provide emergency telecommunications support to the OMNCS during mobilization and wartime. More recently, the NCS has expanded the IMA mission to reflect the all-hazard NCS mission of providing emergency telecommunications support to the full spectrum of wartime and peacetime contingencies, including Emergency Support Function (ESF) #2 (Communications) under the National Response Plan (NRP). NCS IMA personnel augment various NCS staffs during national and regional crises and emergencies. IMA personnel are deployable to support OMNCS headquarters, the NCC Emergency Operations Teams (EOT), the RMs, or the Federal Emergency Communications Coordinator (FECC) at the Joint Field Office (JFO).

As a general rule, NCS IMAs serve as Regional Emergency Staff Officers who are regionally trained and centrally managed by the IMA Program Manager. The NCS IMAs are U.S. Army Reserve officers with military and civilian training and experience in communications and information systems planning and operations.

[Augmentee FAQ Index](#) [FAQ Index](#)

Who sponsors the IMA Program?

The U.S. Army Reserve sponsors the NCS IMA Program. The USAR assigns senior reserve officer personnel to fill positions in Federal departments and agencies that have significant military-related functions during a transition to war, mobilization for war, and other national security emergencies, as well as all-hazard emergency preparedness and response activities. Within this context, IMAs' assignments assist the OMNCS to fulfill NSEP requirements within the 10 Federal Regions and the National Capital Region.

[Augmentee FAQ Index](#) [FAQ Index](#)

What experience is needed?

NCS IMAs are normally U.S. Army Signal Corps field grade officers with staff officer experience and demonstrated the leadership and organizational skills required to fulfill the responsibilities expected of NCS IMAs. IMAs are screened carefully to ensure they meet the operational requirements of the NCS. As Regional Emergency Staff Officers, NCS IMAs must possess the requisite mix of skills and experience to perform any duties assigned by the NCS Regional Manager or FECC. Successful IMAs are self-starters who can work with little or no supervision, have strong communication (presentation and writing) skills, and have experience in the fields of communications and information systems planning and operations.

To be fully functional in their assigned NCS positions, IMAs must obtain experience in and/or knowledge of the following:

- NS/EP telecommunications procedures
- Emergency planning and preparedness
- Telecommunications planning and operations supporting the FRP
- NCS organization, functions, authorities, and intergovernmental relationships
- National and regional telecommunications capabilities and guidelines for the management and control of telecommunications activities and personnel
- Appropriate employment of Telecommunications Service Priority in commercial telecommunications restoration and service ordering
- Use of automated resources to manage and track NS/EP actions and prepare accurate and timely

situation reports concerning emergency operations.

[Augmentee FAQ Index](#) [FAQ Index](#)

What training is needed?

Participation in and support to emergency response efforts provides peacetime training of IMAs that, in turn, prepares them to assume the higher-level responsibilities of their mobilization positions immediately upon call to active duty during a national security crisis or emergency. Training of NCS IMAs begins with the understanding that individuals considered for the program are normally U.S. Army Reserve Signal Corps field grade officers or other branch-qualified officers with civilian training or experience in telecommunications and information systems planning and operations.

The OMNCS IMA Training Plan provides a curriculum that focuses on the functional requirements defined in the IMA position descriptions and the requirements of the U.S. Army as outlined in Army Regulation 140-145, Individual Mobilization Augmentation (IMA) Program, dated November 23, 1994. As reservists, NCS IMAs are required to attend annual training (AT) for one 2-week period each year. In addition, Drilling IMAs participate in Inactive Duty Training (IDT) with 48 drill periods for pay annually. During annual training and the IDTs, every effort is made to ensure that IMAs perform the same duties to which they would be assigned during an emergency. NCS IMAs are required to attend a one-week initial orientation training at the NCS Headquarters in Arlington, Virginia, and a one-week NS/EP off-site training course, before being deployed to support NCS emergency telecommunications requirements. Additionally, IMAs may enroll in distance learning course sponsored by the FEMA Emergency Management Institute. This training ensures that the NCS IMAs are fully integrated into the NCS NS/EP mission and support peacetime emergency telecommunications contingencies.

IMA Deployments

NCS IMAs also derive on-the-job-training benefits from actual NCS deployments in support of exercises and peacetime natural disasters, crises, and other emergencies. Since 1995, NCS IMAs telecommunications emergency response activities consisted of various natural disasters, man-made incidents and national special events.

Some of the significant events were: Northwest and Southeast floods; wildfires in Florida and the western states; Hurricanes Charlie, Frances, Ivan and Jeanne; ice storms, typhoons and tropical storms; earthquakes in California and Washington state; and terrorist bombings in Oklahoma City, Atlanta, and New York City, and the District of Columbia. Additionally, the NCS IMAs participate in regional interagency exercises to enhance the unit's level of readiness for activation to support real-world events.

[Augmentee FAQ Index](#) [FAQ Index](#)

Network Design and Analysis Capability (NDAC) FAQ

- ▶ [What is the NDAC?](#)
- ▶ [Why was the NDAC developed?](#)
- ▶ [What features does the NDAC support?](#)

• [What are some examples of current studies using the NDAC?](#)

What is the NDAC?

The Network Design and Analysis Capability (NDAC) is a modeling and analysis tool designed to view the Public Switched Network (PSN) [including the Public Switched Telephone Network (PSTN), Internet Protocol (IP), and next generation packet networks, and wireless and satellite infrastructures] under various stress conditions. NDAC software resources include the tools, models, and telecommunications databases used to assess network performance, perform modeling and simulation, and visualize network topologies. The NCS continuously redefines and expands the NDAC through software updates, the acquisition of new data sets, and application module development.

[NDAC FAQ Index](#) [FAQ Index](#)

Why was the NDAC developed?

NCS developed the NDAC because of heavy NS/EP reliance on the PSN. The NDAC works to model natural and man-made disruptions to the PSN, perform vendor independence analyses, develop models and methodologies to identify vulnerabilities and congestion, identify interdependencies between the Nation's critical infrastructures' dependence on telecommunications and identify network effectiveness solutions. The NCS designed the NDAC to detect and help mitigate damage caused by accident or attack and to assist in reconstitution.

[NDAC FAQ Index](#) [FAQ Index](#)

What features does the NDAC support?

- NS/EP communications planning
- Custom modeling/simulation studies under a variety of conditions
- PSN dependability and resiliency analyses
- Examine effect of new technologies on the PSTN and Internet infrastructure
- Laboratory test bed perspectives on network performance resulting from emerging technologies
- Flexibility to customize network architectures and routing schemes, introduce new carrier network data, and emulate the affects of emerging technologies.

[NDAC FAQ Index](#) [FAQ Index](#)

What are some examples of current studies using the NDAC?

- Backup Dial Tone (BDT) study - uses NDAC to examine methods and technology approaches to enhance the communications reliability in the Washington metropolitan area under emergency conditions.
- Next Generation Networks (NGN) study - uses NDAC to develop likely NGN architectures and traffic streams, and apply multiple traffic overloading scenarios to identify potential network bottlenecks. Cyber attack and nuclear attack scenarios are also applied to the simulated NGN architectures to assess their impact on performance.
- Internet Service Provider (ISP) study - uses NDAC for an Internet modeling capability that captures the physical and logical interdependencies between ISP's from both architectural and traffic perspectives

- physical and logical interdependencies between for a more robust architecture and status perspectives.
- Supervisory Control and Data Acquisition (SCADA) study – uses NDAC to model the interaction and dependency between SCADA and telecommunications systems, enabling detailed vulnerability analyses.
 - Internet Disruption Impact Analysis (IDIA) – uses NDAC to determine and quantify the likelihood and effect of potential Internet disruption scenarios on critical infrastructures.

[NDAC FAQ Index](#) [FAQ Index](#)

Telecommunications Infrastructure Information Sharing and Analysis Center (Telecom-ISAC) FAQ

- ▶ [What is the mission of the Telecom-ISAC?](#)
- ▶ [What are the operational goals of the Telecom-ISAC?](#)
- ▶ [What criteria must companies meet for membership in the ISAC?](#)
- ▶ [Who are the members of the Telecom-ISAC?](#)
- ▶ [How is information shared among the Telecom-ISAC members? \(as of 10/6/03\)](#)
- ▶ [Is there a watch function to support the Telecom-ISAC?](#)

What is the mission of the Telecom-ISAC?

The Telecom-ISAC mission is to facilitate voluntary collaboration and information sharing among Government and industry in support of Executive Order 12472 and the national critical infrastructure protection goals; to gather information on vulnerabilities, threats, intrusions, and anomalies from multiple sources and perform analysis with the goal of averting or mitigating impact upon the telecommunications infrastructure. The scope of the Telecom-ISAC's mission is all hazards, which include natural and man-made disasters and physical and cyber attacks.

[Telecom-ISAC FAQ Index](#) [FAQ Index](#)

What are the operational goals of the Telecom-ISAC?

Telecom-ISAC Operational Goals:

- Be an honest and impartial information broker
- Facilitate voluntary collaboration to support both Government and industry information sharing requirements
- Foster working liaisons with external sources and liaison partners
- Add value—provide information not available elsewhere, filter appropriately, perform high quality analysis
- Ensure protection of information and the rights of data owners

[Telecom-ISAC FAQ Index](#) [FAQ Index](#)

What criteria must companies meet for membership in the ISAC?

Membership is open to companies that provide telecommunications or network services, equipment or software to the communications and information sector and to select professional associations or companies with participation/presence in the communications and information sector. Currently, the Telecom-ISAC membership consists of thirty companies and three associations that together represent the majority of the telecommunications infrastructure.

[Telecom-ISAC FAQ Index](#) [FAQ Index](#)

Who are the members of the Telecom-ISAC?**Twenty Eight Companies:**

- Americom
- AT&T
- Avici
- BellSouth
- Boeing
- Cincinnati Bell
- Cingular Wireless
- Cisco Systems
- Computer Sciences Corporation (CSC)
- EDS
- Intelsat
- Intrado
- Juniper Networks
- Level 3 Communications
- Lockheed Martin/COMSAT General
- Lucent Technologies
- Mcl eodUSA
- Motorola
- Nortel Networks
- Northrop Grumman
- PhotonEx
- Qwest Communications
- Raytheon
- Savvis
- Science Applications International Corporation (SAIC)
- Sprint Nextel
- [VeriSign](#)

- Verizon
- Verizon

Three Associations:

- Cellular Telecommunications & Internet Association (CTIA)
- Telecom Industry Association (TIA)
- United States Telecom Association (USTA)

[Telecom-ISAC FAQ Index](#) [FAQ Index](#)

How is information shared among the Telecom-ISAC members? (as of 10/6/03)

All information received from NCC Telecom-ISAC members and liaison partners is deemed sensitive and proprietary, whether or not it is specifically marked as such. Only the originator of information may approve its release to anyone or any entity. The information owner retains its rights regardless of the location of the information within the NCC Telecom-ISAC facility.

[Telecom-ISAC FAQ Index](#) [FAQ Index](#)

Is there a watch function to support the Telecom-ISAC?

The NCS operates the on-site continuous (twenty-four hours a day, seven days a week) Telecom-ISAC watch and analysis operation (WAO). The WAO consists of senior analysts closely integrated with the Government NCC operations staff and industry representatives from Telecom-ISAC member companies. The Telecom-ISAC watch and analysis operation serves a dual function as the operational arm of the Telecom-ISAC and as one of The Department of Homeland Security's Information Analysis and Infrastructure Protection watch and analysis centers.

[Telecom-ISAC FAQ Index](#) [FAQ Index](#)

Questions or comments concerning this site? Please contact the [webmaster](#).

Reviewed 13 January 2006

[Privacy Policy](#)

Ovall, Jeffery

From: Brown, Michael D
Sent: Monday, August 29, 2005 10:00 PM
To: [REDACTED]
Subject: Re: Checking in

Thanks for writing, Andy. This is a bad one. Housing, transportation and environment could be long term issues.

If you want any details (not too good on the blackberry) feel free to call anytime. 202 309 1603.

And, I appreciate your support and notes. MB

-----Original Message-----

From: 17324305 [REDACTED]
To: Brown, Michael D [REDACTED]
Sent: Mon Aug 29 21:51:07 2005
Subject: Checking in

Joe Hagin has kept me well-informed about your reports. Anything you want me to do??
Andy Card

Ovall, Jeffery

From: Brown, Michael D
Sent: Thursday, September 01, 2005 9:31 PM
To: 'Altshuler, Brooks'
Subject: RE: Grape vine

OK.I did tell him privately that the phone calls were killing me, and he said he understood. He assures me he is not trying to interfere, but they are literally driving me crazy.

Is it that people think that through my interviews and what I'm saying, or is it something specific?

-----Original Message-----

From: Altshuler, Brooks [mailto:Brooks.Altshuler@██████████]
Sent: Thursday, September 01, 2005 7:59 PM
To: 'Michael.D.Brown@██████████'
Subject: Grape vine

Please talk up the Secretary during your press avails I.e. "Solid team with solid support from the secretary" etc. Unconfirmed, but people are noticing and they are reading into friction- and this is not people at dhs But people at WH.

Just tuck that away, nothing that has boiled to the surface, but it could if you don't dispel any perceived connotations.

Hang tough. You did a good job at the afternoon presser today.

Sent from my BlackBerry Wireless Handheld



KATHLEEN BABINEAUX BLANCO
GOVERNOR

State of Louisiana

OFFICE OF THE GOVERNOR

Baton Rouge

70804-9004

POST OFFICE BOX 94004
(225) 342-7015

September 3, 2005

President George W. Bush
The White House
Washington, DC 20502

By Facsimile: 202- [REDACTED]

Dear Mr. President:

On behalf of all Louisianans, I thank you for your visit yesterday to see the devastation Hurricane Katrina has inflicted on the lives of our citizens. The enormity of the situation is, as you saw yourself, impossible to truly comprehend without seeing it firsthand.

I am deeply grateful for your willingness to come down to personally pledge to the people of Louisiana to do whatever it takes to get the job done. We appreciate the unique contributions that the Department of Defense has made, and know that if the soldiers and assets I have requested are immediately deployed consistent with that pledge, we can rescue our citizens still in harm's way, reclaim our communities and rebuild them, and give our people renewed hope for the future.

I also agree with your idea that – given the unprecedented requests for federal military assistance that I, and my fellow Governors in Mississippi and Alabama have made – a “single military commander” of “Federal Joint Task Force Katrina” be named for federal forces.

I believe such a decision is critical to improving the timeliness of fulfilling and coordinating the requests for federal assistance that have already been made. This officer would serve as the single military commander for all Department of Defense resources providing support to the Department of Homeland Security and the State of Louisiana. This could also enhance the contribution of over 25 National Guard states currently being commanded by the Louisiana Adjutant General.

I ask that you direct the assigned Federal Coordinating Officer at the Department of Homeland Security (FEMA) to co-locate with my Homeland Security and Emergency and Preparedness Office at the Federal Joint Task Force headquarters. This would make the Joint Interagency Operations Center a truly integrated operation.

Mr. President, these actions are essential to ensure unity of effort and a fully coordinated federal, state and local response to this extraordinary natural disaster. I look forward to your favorable response to my request and welcome any comments or suggestions you might have. Thank you again for your efforts on behalf of Louisiana.

Sincerely,

Kathleen Babineaux Blanco
Governor
State of Louisiana

September 3, 2005

President George W. Bush
The White House
Washington, D.C. 20502

Dear Mr. President:

As you know, Hurricane Katrina caused massive devastation in the State of Louisiana. Working with our Federal partners, and with the help of National Guard forces from other states throughout our nation, we are providing much-needed disaster relief of unprecedented scope. We appreciate the unique contributions of the Department of Defense.

In order to enhance Federal and State efforts, and if you grant permission, I would like to appoint the Regular Army officer commanding the Federal Joint Task Force Katrina to be an officer in the Louisiana National Guard. I would assign him to command the National Guard forces under my command. This officer would then be the single military commander for all Department of Defense military forces, including active, reserve, and National Guard, providing support to the Department of Homeland Security as the lead Federal agency.

I ask that you direct the assigned Principal Federal Officer of the Department of Homeland Security (FEMA) to collocate with my Homeland Security and Emergency and Preparedness Office and the headquarters of the Federal Joint Task Force Commander as the Joint Interagency Operations Center.

Finally, I request that the Department of Defense be tasked to support the Joint Interagency Task Force in the planning and logistics efforts associated with the disaster response effort.

Mr. President, these actions are essential to ensure unity of effort and a fully coordinated state and Federal response to this extraordinary natural disaster. I thank you in advance for your support.

Respectfully,

**MEMORANDUM OF AGREEMENT CONCERNING AUTHORIZATION,
CONSENT, AND USE OF DUAL STATUS COMMANDER FOR
JTF-KATRINA**

1. **Purpose.** This Memorandum of Agreement (MOA) outlines the separate chains of command responsibilities of the dual status commander for JTF-Katrina, focused on the aftermath of Hurricane Katrina. The President of the United States, or his designee, and the Governor of Louisiana, by executing this agreement have provided authorization and consent for the activation of this commander pursuant to 32 USC 315(a). The commander's activation is not expected to exceed three months beginning on or about 2 September 2005 and ending on or about 2 December 2005.

2. **Mutually Exclusive Chains of Command.** The dual status commander will receive orders from a Federal chain of command and a State chain of command. As such, the dual status commander is an intermediate link in two distinct, separate chains of command flowing from different sovereigns. While the dual status commander may receive orders from two chains of command, those chains of command must recognize and respect the dual status commander's duty to exercise all authority in a completely mutually exclusive manner, i.e., either in a Federal or State capacity, but never in both capacities at the same time. This MOA contains special procedures to maintain the required separation of State and Federal chains of command.

A. **State Command and Control**

1. The Louisiana Governor will provide command and control over the supporting National Guard forces. As a member of the Louisiana National Guard in a state status, the dual status commander is subject to the orders of the Governor of the State of Louisiana.
2. The dual status commander, acting pursuant to state authority, may issue orders to National Guard forces serving in a state status (*i.e.*, Title 32 or State Active Duty).
3. Command and control of National Guard forces provided to Louisiana from other states will be determined by prior coordination between those states and Louisiana.
4. All military justice issues concerning Louisiana National Guard forces will be determined in accordance with the Louisiana code of military justice. Military justice issues concerning National Guard forces from states other than Louisiana will be determined in accordance with their respective states' codes of military justice.

B. Federal Chain of Command.

1. The Commander, U.S. Northern Command (USNORTHCOM), will provide command and control over the supporting Federal forces. The dual status commander, as a Federal officer ordered to active duty under Title 10, U.S. Code, is subject to the orders of the President, the Secretary of Defense, and the Commander USNORTHCOM, or other Federal officers ordered to act on their behalf.
2. The dual status commander, acting pursuant to Federal authority, may issue orders to Federal forces, *i.e.*, active duty forces including reserve forces serving on active duty such as federalized National Guard forces (Title 10 status). Such Federal forces are required to act in accordance with the Posse Comitatus Act.
3. All military justice issues for supporting Federal forces will be determined in accordance with the Uniform Code of Military Justice as implemented by applicable Military Department regulatory guidance.

3. Missions.

A. *State Military Mission:* Plan, coordinate, and provide requested, authorized, and approved support to lead Federal agencies, and state agencies, performing activities related to JTF-Katrina.

B. *Federal Military Mission:* Plan, coordinate, and provide requested, authorized, and approved support to lead Federal agencies performing activities related to JTF-Katrina.

4. Purpose of Dual Status Command Structure. Utilizing a dual status commander allows the efficient use of both Federal and state authorities to execute authorized missions in support of Federal agencies for JTF-Katrina. This relationship will capitalize on the military expertise of both sovereign military forces, reduce duplicative effort, provide better coordination and synergy, and ensure unity of effort. The dual status commander will have enhanced situational awareness through this dual status, and both Federal and state chains of command will have a common operating picture. This enhanced situational awareness will ensure optimal tasking and mission accomplishment by state and Federal military forces.

5. Compliance with Federal and State Law. The dual status commander must comply with all applicable state and Federal laws appropriate to the mission, while executing his duties. If the dual status commander perceives that orders provided by the Federal or state chain of command might violate Federal or state law or create a potential conflict of interest or mission conflict, the dual status commander must immediately inform both chains of command of the perceived problem.

6. Sharing of Documentation. To avoid miscommunication, the Federal and state chains of command should share all documents and guidance concerning their respective missions at the earliest possible opportunity.

7. Anti-Terrorism/Force Protection Standards. During JTF-Katrina, the Louisiana National Guard agrees to comply with anti-terrorism/ force protection guidance established by USNORTHCOM unless the Louisiana National Guard has established more stringent guidance. USNORTHCOM will provide AT/FP guidance in all warning, planning, alert, deployment, or execution orders. Any obstacles in achieving compliance with this paragraph will be resolved by the Governor or her designee and the Commander, USNORTHCOM.

8. Mission Conflicts.

A. The dual status commander should attempt to ensure there are no conflicts between Federal and state mission taskings. If the dual status commander believes a conflict exists, he should notify both chains of command at the earliest possible opportunity. Both chains of command and the dual status commander must be involved in the resolution of such conflicts.

B. In the event that a mission tasking conflict cannot be resolved, the dual status commander should consult with a judge advocate from both the Federal chain of command and the state chain of command. While the conflict is being resolved, the dual status commander will continue to execute his Federal mission, and will continue to execute her state missions in areas not subject to the conflict.

9. Status. During the course of this mission, the dual status commander shall describe the status of all forces in writing. The purpose of this requirement is to minimize possible confusion in appropriate Federal/state force taskings by the dual status commander. If it becomes necessary to make a change to the status of forces, the dual status commander will ensure both chains of command are aware of any changes.

10. Incapacity of the Dual Status Commander. In the event that the dual status commander becomes incapacitated, subordinates will need to be in place to assume command of both the Federal and state chains of command. For this

reason, the dual status commander needs a Federal status deputy commander and a state status deputy commander.

11. Effective Date. This MOA shall become effective upon the signing of this document by both parties. Upon the effective date of this MOA, the dual status commander may maintain ongoing direct liaison authority with his Federal and state chains of command and exercise state authority and Federal authority as provided by those sovereigns.

12. Termination. This MOA will automatically terminate upon the redeployment of forces from the performance of activities related to JTF-Katrina. If either party wants to withdraw from this agreement, it should do so in writing with sufficient notice to allow proper mission accomplishment, if possible, by the other party.

_____ Date

Governor of Louisiana

_____ Date

[Faint, illegible handwritten text]



HOMELAND
DEFENSE

ASSISTANT SECRETARY OF DEFENSE

2600 DEFENSE PENTAGON
WASHINGTON, DC 20301-2600

JAN 25 2006

The Honorable Tom Davis
Chairman, Select Bipartisan Committee
to Investigate the Preparation for and
Response to Hurricane Katrina
United States House of Representatives
Washington, D.C. 20515

Dear Mr. Chairman:

I have now had an opportunity to review Representative Melancon's correspondence to you dated January 23, 2006. This correspondence generated a related news article in the *Washington Post*, a copy of which is enclosed. Representative Melancon's concern involves the processing and approval of a September 1, 2005, FEMA request for assistance (RFA) that the Department of Defense provide "full logistics support" throughout the entire region affected by Hurricane Katrina. While it must be noted that the sequence of events outlined in Representative Melancon's letter is substantially inaccurate, the clarifying documentary record is detailed and beyond dispute.

On Thursday, September 1, 2005, FEMA requested that DoD accept the responsibility to provide "full logistics support" throughout the entire disaster area. It was recognized that this was a substantial mission assignment, with enormous planning and resource requirements, reflecting the extraordinary damage and immediate need. On September 1-2, 2005, DoD reviewed this request, assessed the requirements, identified available military capabilities, and notified the Department of Homeland Security, in writing, that the RFA had been approved by the Secretary of Defense. I am enclosing a copy of my September 2, 2005, email to DHS Deputy Secretary Michael Jackson informing him of this decision, as well as a copy of the actual FEMA RFA. The documentary record corroborates that within approximately 24 hours, our Department processed and approved what may well be the single most complex civil support mission in the history of the U.S. military. Further, I wrote in my Friday email to Deputy Secretary Jackson that, "We may actually be able to do more than you have requested." Clearly, there was no resistance or delay on the part of our department in responding to FEMA's request for "full logistics support."

On Saturday morning, I met with Deputy Secretary Jackson and, during that time, we drafted a list of current or emerging FEMA requirements likely to generate additional DoD RFAs: search and rescue; security assessment; command

and control infrastructure; geo-spatial surveillance; firefighting; health and medical support; disease prevention; quarantine planning; debris removal; and restoration of basic utilities and key transportation routes. On Sunday, draft RFAs were reviewed and further refined by senior DHS and DoD officials working jointly and with a sense of urgency. On Monday, these RFAs were approved by the Secretary of Defense. Many of these RFAs were in active execution long before the associated paperwork was signed. Considering the magnitude of physical resources and the complexity of the transportation plan, as well as the number of DoD personnel involved in meeting this requirement, a more rapid or positive response is hard to envision. This joint DHS-DoD effort produced seven comprehensive RFAs on Monday, in addition to the "full logistics support" RFA approved the previous Friday.

DoD's deployment of military resources in support of civil authorities after Hurricane Katrina, the deadliest storm to strike the United States since 1928, exceeded, in speed and size, any other domestic disaster relief mission in the history of the United States. Over 72,000 military personnel, 23 ships, 68 fixed-wing aircraft, 293 helicopters, amphibious landing craft, space-based imagery, night vision capabilities, port and waterway surveillance, mortuary teams, and large-scale construction capabilities provided through the U.S. Army Corps of Engineers and U.S. Navy Seabees supported the response to Hurricane Katrina. Approximately 15,000 residents of the Gulf coast were rescued and more than 80,000 others evacuated by military personnel. DoD delivered critical emergency supplies – more than 30 million meals and some 10,000 truckloads of ice and water. Military personnel also provided significant medical assistance, including 10,000 medical evacuations by ground and air, medical treatment of more than 5,000 patients, as well as support for disease prevention and control. Further, DoD made available more than 3,000 beds in field hospitals, installations, and aboard U.S. Navy ships. DoD also supplied 13 mortuary teams to support local authorities in the systematic search, recovery, and disposition of the deceased.

DoD takes its role in support of civil authorities seriously and has continued its long tradition of supporting civil authorities while maintaining its primary mission of fighting and winning the nation's wars. During Hurricane Katrina, DoD approved more than 93 hurricane-related requests for assistance from civil authorities requiring a broad range of military capabilities. DoD felt a sense of urgency and acted upon it, as provided in the National Response Plan. In addition to Hurricane Katrina, DoD acted on over 140 requests for assistance in 2005, including responses to hurricanes Dennis, Ophelia, and Rita, and unmanned aerial system support to the Department of Homeland Security's border security activities.

The ability of our military forces -- Active Duty, Reserves, and the National Guard -- to respond quickly and effectively to an event of the magnitude of Hurricane Katrina and to simultaneously sustain the on-going War on Terror is a testament to their readiness, agility, and professionalism. It is also a reflection of the resources provided by Congress that enable them to organize, train, and equip to meet the full range of DoD's missions.

In support of investigations into the response to Hurricane Katrina, DoD has provided approximately 240,000 pages of documents, including electronic mail and other correspondence of senior DoD leaders. All of these documents validate the overall assessment that DoD acted quickly and effectively in its response to Hurricane Katrina. Aside from documents provided, 18 DoD personnel have testified before Congress and 57 DoD personnel have been made available for interviews by congressional staff on DoD's response to Hurricane Katrina. In our judgment, DoD has now produced the documents and provided access to the personnel necessary for a complete and comprehensive review by the Committee. We look forward to working with you as the Committee continues its work. If we may be of further assistance, please do not hesitate to contact us.

Sincerely,



Paul McHale

Enclosures

cc: Representative Melancon

Enclosure 1

Washington Post
January 24, 2006
Pg. 6

Pentagon's Records On Katrina Sought

A Louisiana Democrat yesterday urged a House panel to enforce a Dec. 14 subpoena issued to Defense Secretary Donald H. Rumsfeld, citing new accounts that he delayed the Pentagon's reaction to Hurricane Katrina.

The Pentagon has ignored three requests for Rumsfeld's correspondence but has provided other records to the panel led by Government Reform Committee Chairman Thomas M. Davis III (R-Va.).

"Secretary Rumsfeld's failure to cooperate thwarts the legitimate work of the committee in examining the military's role in responding to Hurricane Katrina, and it shows contempt for Congress's oversight role," said Rep. Charlie Melancon (D-La.).

Enclosure 2

-----Original Message-----

From: McHale, Paul, HON, OSD-POLICY
Sent: Friday, September 02, 2005 7:41 PM
To: 'Jackson, Michael'
Subject: FW: D/ DHS to ASD HD concerns--NO Louis Armstrong IAP Security

Michael -

Thought you might be interested in reading this follow-up to our conversation. SecDef has agreed to support your RFA for broad logistics support, throughout the entire four state AOR. We're working on the specific language - and a planning staff to implement it. We may actually be able to do more than you have requested. Will get back to you with written confirmation tomorrow AM. Keep up the good work.

Paul

-----Original Message-----

From: Kuster, Thomas, CIV, OSD-POLICY
Sent: Friday, September 02, 2005 5:22 AM
To: McHale, Paul, HON, OSD-POLICY
Cc: Verga, Pete, CIV, OSD-POLICY; Salesses, Robert, CIV, OSD-POLICY
Subject: FW: D/ DHS to ASD HD concerns--NO Louis Armstrong IAP Security

Rich Rowe summary to ADM Keating of your discussion.

-----Original Message-----

From: Rowe Rich MG USA USNORTHCOM J3 [<mailto:Rich.Rowe@northcom.mil>]
Sent: Thursday, September 01, 2005 11:33 PM
To: TK Kuster (E-mail)
Subject: FW: D/ DHS to ASD HD concerns--NO Louis Armstrong IAP Security

Classification: FOR OFFICIAL USE ONLY

working. rich

-----Original Message-----

From: Rowe Rich MG USA USNORTHCOM J3
Sent: Thursday, September 01, 2005 8:19 PM
To: Keating Timothy J ADM USN NORAD USNORTHCOM CC; Russel L. LTG CG Honore
(russel.honore@us.army.mil)
Cc: John A., MG, CMD GRP Yingling (john.yingling@us.army.mil); Hickey, James R., COL, CMDGRP;
Sullivan Paul J Maj Gen USAF NORAD USNORTHCOM CS; Brooks Gene RDML USCG
USNORTHCOM J3; 'Aylward, Peter M - NGB-J3 DO'; McConnell Bear SES-5 NORAD
USNORTHCOM IC
Subject: D/ DHS to ASD HD concerns--NO Louis Armstrong IAP Security

Classification: FOR OFFICIAL USE ONLY

Sirs,

Good discussion with Mr Paul McHale.

1. Per his discussion earlier this evening with Mr Michael Jackson, the Deputy DHS, there is a significant concern with security at the New Orleans Louis Armstrong Airport. Concern is several hundred displaced people vic the airport to include a number of 'thugs' acting in gangs. TRANSCOM J3 folks have passed to me similar concern--using the number 600

plus--wandering gangs. I have passed this information to Col Pete Aylward at the NGB JOC and requested detail on action by LA National Guard to secure the airport. Pete is going to work to provide us with a 'troops to task' Military Police effort for the Airport tonight. Also, Pete will try to give us some greater granularity on the MP presence and other security associated with the Superdome, sports convention center, and other New Orleans assembly points for displaced persons.

=== I told Mr McHale that I would pass these concerns onto the JTF Commander and his staff who have been collaboratively working with the TAG and his team to assess and to operationalize security needs.

2. There is additionally a concern with criminal activities by gang types directed against critical infrastructure such as the NOLA area petro chemical facilities. Pete is going to work to lay out the CIP protection effort and identify current and future activities. Concurrently, I suggested that our NC J34 along with IC work with DHS to determine the DHS assessment of CIP for New Orleans, LA and MS.

Mr McHale conveyed to me his appreciation and admiration for the efforts of our DoD personnel--in the Joint Task Force, our National Guard, and NORTHCOM. He believes that the right strong efforts are underway with more capabilities flowing. He used the examples of the Naval deployments underway as well as the deployment of ***1400 Military Police per day over four days into New Orleans--by comparison the City of New Orleans Police Department is 1500 officers strong--we are deploying the equivalent each day for the next four days.*** Finally, Mr McHale emphasized the value of the public affairs effort to inform the citizens and to let them see Soldiers with MP armbands executing the necessary security missions.

When I spoke to Pete Aylward, he asked us to help press for a common operational map / picture to show the areas under water. We will work with our interagency folks to have NGA provide this product. Pete suggests that if we can 'provide the map by zip code' -- the product will be of value for operational planning and execution--but perhaps even more significantly to the effort to inform Soldiers who are deployed or committed to our Nation's efforts in OIF, OEF, or hurricane relief the status of their homes and family.

vr
Rich

FEDERAL EMERGENCY MANAGEMENT AGENCY MISSION ASSIGNMENT (MA)		See reverse side for Paperwork Burden Disclosure Notice	O.M.B. NO. 3067-0278 Expires November 30, 2007
I. TRACKING INFORMATION (FEMA Use Only)			
State: MS (Mississippi) Incident: 2005082401-Hurricane Katrina Evacuation		Action Request #: 1509-32649	
Program Code/Event #: 1604DR-MS: HURRICANE KATRINA		Date/Time Rec'd: 09/02/2005 18:15	
II. ASSISTANCE REQUESTED			
Assistance Requested: FEMA request that DOD provide planning and execution for the procurement, transportation and distribution of ice, water, food, fuel and medical supplies in support of the Katrina in Louisiana and Mississippi.			
<input type="checkbox"/> See Attached			
Quantity: 1 (Each)	Date/Time Required: 09/02/2005	Internal Control #:	
Delivery Location:			
Initiator/Requestor Name: Ken Burris		24-hour Ph #: (202) 646-3900	Date: 09/02/2005
POC Name: Bowman, Patricia S		24-hour Ph #: (202) 646-2661	Date: 09/02/2005
* State Approving Official (Required for DFA and TA):			Date:
III. INITIAL FEDERAL COORDINATION (Operations Section)			
Action to:	<input type="checkbox"/> ESF #: <input checked="" type="checkbox"/> Other:	Date/Time: 09/02/2005 18:12	Priority: <input type="checkbox"/> 1 Lifesaving <input checked="" type="checkbox"/> 2 Life sustaining <input type="checkbox"/> 3 High <input type="checkbox"/> 4 Medium <input type="checkbox"/> 5 Normal
<input checked="" type="checkbox"/> See Attached			
IV. DESCRIPTION (Assigned Agency Action Officer)			
<i>Mission Statement: Your agency is responsible for submitting a Mission Assignment Monthly Progress Report to FEMA to include cost data when Mission Assignments take more than 60 days to complete, including billing. The Mission Assignment Monthly Progress Report can be accessed and submitted on-line at www.fema.gov/ofm/ofed_agencies.shtm. The new ALC number can also be accessed at the web address.</i>			
FEMA requests that DOD provide planning and execution for the procurement, transportation and distribution of ice, water, food, fuel and medical supplies in support of the Katrina disaster in Louisiana and Mississippi.			
This Mission Assignment resulted from a coordination meeting with Ken Burris, Acting Director of Operations, Pat English, Chief Financial Officer's			
Assigned Agency: DOD (DEPARTMENT OF DEFENSE)		Projected Start Date: 09/02/2005	Projected End Date: 11/02/2005
<input checked="" type="checkbox"/> New or <input type="checkbox"/> Amendment to MA #:		Total Cost Estimate: \$1,000,000,000.00	
Assigned Agency POC Name: CAPT MIKE MCDANIEL		Phone and fax #: (202) 646-2438	
V. COORDINATION (FEMA Use Only)			
Type of MA:	<input type="checkbox"/> Direct Federal Assistance State Cost Share (0%, 10%, 25%)	<input type="checkbox"/> Technical Assistance State Cost Share (0%)	<input checked="" type="checkbox"/> Federal Operations Support State Cost Share (0%)
State Cost Share Percent: 0.0%		State Cost Share Amount: \$0.00	
Fund Citation: 2005-06-1604DR-9044-XXXX-2501-D		Appropriation code: 70X0702	
Mission Assignment Coordinator (Preparer): MURIEL GLOVER			Date: 09/02/2005
** FEMA Project Officer/Branch Chief (Program Approval): PATRICIA BOWMAN			Date: 09/02/2005
** Comptroller/Funds Control (Funds Review): BUTERBAUGH, SHIRLEY L.			Date: 09/03/2005
VI. APPROVAL			
* State Approving Official (Required for DFA and TA):			Date:
** Federal Approving Official (Required for all): VANESSA QUINN			Date: 09/02/2005
VII. OBLIGATION (FEMA Use Only)			
Mission Assignment #: 1604DR-MS-DOD-19	Amt. This Action: \$1,000,000,000.00	Date/Time Obligated: 09/03/2005	
Amendment #: 00	Cumulative Amt. \$1,000,000,000.00	Initials: IFMIS	
* Signature required for Direct Federal Assistance and Technical Assistance Mission Assignments.			
** Signature required for all Mission Assignments.			



Legislative Update

ASSISTANT SECRETARY OF DEFENSE FOR HOMELAND DEFENSE

DOD SUPPORT FOR HURRICANE KATRINA RELIEF: EXECUTIVE SUMMARY
MONDAY, SEPTEMBER 12, 2005, AS OF 0700

Command and Control

- U.S. Northern Command Commander is Admiral Keating in Colorado Springs, Colorado.
- Joint Task Force Katrina East (Forward) is located at Camp Shelby, Mississippi – Lieutenant General Honore is on the USS IWO JIMA pier side in New Orleans, Louisiana.
- Joint Task Force Commander for the Louisiana National Guard is Major General Landreneau, at New Orleans.
- Joint Task Force Commander for the Mississippi National Guard is Major General Cross, at Stennis Space Center, Mississippi.

Operational Highlights

- 70,073 Active Duty and National Guard personnel are on the ground or aboard ships supporting relief operations.
 - 22,028 Active Duty.
 - 46,328 National Guard. (1,717 outside area ready to assist)
- 20 US Navy ships are in the area.
- Total aviation support in area:
 - 346 helicopters (Active Duty and National Guard).
 - 68 airplanes (Active Duty and National Guard).
- DoD has provided extensive search and rescue, evacuation, and medical support:
 - 2,565 Active Duty sorties flown – 171 in the past 24-hours.
 - 9,104 National Guard sorties flown – 103 in the past 24 hours.
- Total DoD medical personnel in the area is 2,037 (1072 Active Duty and 965 National Guard). Lieutenant General Honore directed that no Federal military service member will perform or assist with any type of forced evacuation.
- JTF-Katrina is executing strategy that focuses on recovery while continuing to support disaster relief operations.
- 82nd Airborne Division, 1st Cavalry Division, I and II Marine Expeditionary Force conducting humanitarian assistance, search and rescue, evacuation and security assessments.
 - Division soldiers will not recover remains of deceased persons; will only mark and record locations for mortuary teams.
 - Lieutenant General Honore directed that no Federal military service member will perform or assist with any type of forced evacuation.



Office of the Assistant Secretary of Defense: Legislative Affairs

Legislative Update

- Commander, U.S. Northern Command requested the deployment of two fire trucks to support airport operations at New Orleans International.
 - Fire trucks from Mountain Home Air Force Base, Idaho and Holliman Air Force Base, New Mexico will assist with aircraft fire and rescue operations.
- Mosquito spraying operations approved. To date, no DoD aircraft have flown mosquito spraying missions.
 - 910th Air Wing, Air Force Reserve, from Youngstown, Ohio has two C-aircraft (C-130s) deployed to Duke Field, Florida.
 - First missions to be flown by DoD on September 12. Focus of operations is the New Orleans area - will spray outlying areas of Louisiana and Mississippi if required.
- Seven installations are providing support as transportation staging areas for ice, water, food and medical supplies.
- 21 million Meals Ready to Eat have been ordered by FEMA to support Hurricane Katrina response. 16.7 million have been delivered. 1 million have been diverted to Virginia and Georgia to support Hurricane Ophelia response if required.
- 789 beds are available in field hospitals: New Orleans International Airport (25 beds), USS BATAAN (360 beds), USS IWO JIMA (105 beds), USS Tortuga (35 beds), 14th Combat Support Hospital (204 beds), and the USS Shreveport (60 beds).
- Little Rock Air Force Base, Arkansas is the central collection point for supplies donated by foreign countries - 115 nations and 12 international organizations have offered assistance.
- Redeployments: USS H. S. Truman, USS Whidbey Island, 11th Marine Expeditionary Unit, Army Unmanned Aerial Vehicle Platoon, Army Aviation Assets, 4th Expeditionary Medical Support, 920th Rescue Wing, and the USNS Comfort – USS Comfort redeployment pending agreement with Secretary DHS and Principal Federal Official that ship is no longer required.

9/12/2005

From: Blong Clair K GS-15 DHS/FEMA NORAD USNORTHCOM IC [REDACTED]
Sent: Thursday, September 01, 2005 7:51 PM
To: Fema-NRCC; FEMA, HSOC
Cc: Lowder, Michael; Lokey, William; Buikema, Edward; Eller Ronald C GS-14 USACE LNO
 NORAD USNORTHCOM IC
Subject: FW: Requesting DoD Support for Hurricane Katrina: Phone Numbers

Classification: UNCLASSIFIED

Please pass to FEMA and DHS congressional and public affairs folks. clair

From: Nadeau Nanette A GS-14 DAF NORAD USNORTHCOM CX
Sent: Thursday, September 01, 2005 5:47 PM
To: Blong Clair K GS-15 DHS/FEMA NORAD USNORTHCOM IC
Subject: Requesting DoD Support for Hurricane Katrina: Phone Numbers

Classification: UNCLASSIFIED

Sir...Here's an email OSD/LA sent to congressional staffers....v/r Nanette

From: Carstens, Roger, LTC, OSD-LA [mailto:[REDACTED]]
Sent: Thursday, September 01, 2005 5:31 PM
Subject: Requesting DoD Support for Hurricane Katrina: Phone Numbers

All,

The purpose of this email is to outline to Members of Congress, their staffs, and members of the military liaison community the [REDACTED] support in the wake of Hurricane Katrina.

While DoD is not the lead agency in a domestic emergency, it can be actioned to provide support, provided the Federal Emergency Management Agency (FEMA - which holds lead responsibility in a crisis such as Katrina) requests the support in conjunction with state emergency management officials.

The process looks like this: [REDACTED] - namely DoD support - [REDACTED] Requirements come from the state Emergency Manager (EM) to the Federal Coordinating Official (FCO - from FEMA), who in turn requests support from the Defense Coordinating Officer (DCO, an Army Colonel co-located with the FCO). That request then winds its way rapidly from the DCO to JTF Katrina, who routes it through NORTHCOM to the Office of the Secretary of Defense Executive Secretariat, to the Joint Directorate of Military Support (JDOMS). At each stage, the requirement is validated to ensure that the request can be met with capability and that it is legal to provide. Once vetted, the request is tasked to Services and coordinated with Joint Forces Command (JFCOM), and forces or resources are then allocated to JTF-Katrina - which in turns gets the support down to the user level at the state by way of the DCO.

In effect, the best way to start the process to receive DoD support is by contacting the State

EM and telling them of your requirement. That starts the rapid process that puts the request into DoD channels.

Below are the phone numbers for the respective state Emergency Management Offices. The main number connects to a switchboard in each office. The switchboard will then be able to get you connected with someone specific within the EOC depending upon the type of assistance offered, i.e. comms, food/water, trans, etc. The names of EM leadership have also been provided, as it may be more helpful to talk to them when requesting support from a congressional office.

AL [REDACTED] (Main Line)

Bruce Bauman, Director of Emergency Management. [REDACTED]
Perry Martin, Bureau Chief, Emergency Management. [REDACTED]
Bill Filter, Ops Chief, Emergency Management. [REDACTED]

FL [REDACTED] (Main Line)

Leo Lachat, Operations Chief,
Mike DiLorenzo, Bureau of Preparedness and Response,

[REDACTED] [REDACTED] (Main Line) [REDACTED] - CONTINUOUS BUSY
SIGNAL. WE ARE WORKING ON GETTING A BETTER NUMBER AND WILL SEND
AN UPDATE WHEN WE HAVE IT.

MS [REDACTED] (Main Line); ALTERNATE: [REDACTED]

Robert Latham, Director of Emergency Management. [REDACTED]
Mike Womack, Deputy Director of Emergency Management. [REDACTED]

I hope that this helps. Feel free to provide me with feedback - and know that we will still be trying to find the LA contact numbers.

Best,

Roger
ROGER D. CARSTENS
Lieutenant Colonel, Special Forces
Special Assistant for Special Operations
and Homeland Defense
Office of the Secretary of Defense - Legislative Affairs
[REDACTED]

MOD 8 to EXORD for DOD Support to FEMA for Hurricane Katrina

- Intent: Provide DoD support to FEMA for Disaster Relief Operations resulting from Hurricane Katrina
- Plan: Approve CDRUSNORTHCOM, Supported Combatant Commander, to plan and conduct disaster relief operations in support of FEMA
 - MOD 8 Directs CDR USNORTHCOM:
 - Provide ONE (1) Public Information Officer to the Joint Information Center, MS Joint Field Office
 - MOD 8 Directs Director, Defense Logistics Agency:
 - Provide and coordinate delivery of 51,000 Meals Ready to Eat (MRE) and water to New Orleans vicinity
 - MOD 8 Directs CDR USNORTHCOM:
 - Plan and develop a Concept of Operations to execute logistical support operations
 - Upon CJCS approval of CONOPS, execute logistical support operations in affected areas of Louisiana and Mississippi.
 - A Presidential Declaration was issued for LA, MS, AL, and FL
 - Reporting: USNORTHCOM will provide situational reports on a daily basis
 - Deployment Window: 3 SEP 05 to 2 NOV 05

Key Considerations:

- Funding: Reimbursement is IAW Stafford Act.
- Staffing Issues: None

Public Affairs Guidance: Active for participating units

JDOMS <i>Ben Schell</i>	<i>4/10</i> ASD(HD) <i>[Signature]</i>	Peter F. Verga Principal Deputy	DTG: 09/03 1740
DJ-3 <i>[Signature]</i>	SecDef Approval _____		DTG: _____
DJS <i>[Signature]</i>	Disapproval _____		See Me _____

JOINT STAFF ACTION PROCESSING FORM

CLASSIFICATION

UNCLASSIFIED

ACTION NUMBER JDOMS 05-05.08

TO DJS

THRU

ORIG SUSPENSE 3 SEP 2005

SUBJECT MOD 8 TO EXORD FOR DOD SUPPORT TO FEMA FOR HURRICANE KATRINA

EXECUTIVE SUMMARY

1. Purpose. ~~To obtain DJS authorization of MOD 8 (TAB) to the Execution Order for subsequent SecDef approval and DDAI/HD release, directing CDRUSNORTHCOM to conduct disaster relief operations in support of the Federal Emergency Management Agency (FEMA).~~

2. Discussion.

a. Situation:

- (1) The results of Hurricane Katrina have devastated many areas along the Gulf Coast of Louisiana, Mississippi, Alabama, and Florida.
- (2) The capabilities of state and local emergency services have been exceeded and many areas are inaccessible to vehicular traffic.
- (3) Presidential Disaster Declarations have been issued for designated counties and parishes in Alabama, Mississippi, Louisiana, and Florida.

b. Support Requirements: FEMA has requested the following support from DoD:

- (1) Procurement and Delivery of 51,000 MREs and water to affected areas.¹
- (2) One (1) Public Information Officer to represent DoD in the Joint Information Center, MS Joint Field Office.²
- (3) Planning and execution for the transportation and distribution of logistical supplies in support of the Katrina disaster in Louisiana and Mississippi.³

c. Funding: A Presidential Disaster Declaration was issued on 29 AUG 05. Requests for Federal Assistance (RFA's) are reimbursed under the authorities of the Stafford Act. FEMA mission assignment for planning and execution of logistical support operations provided \$1 Billion.

COORDINATION

NAME	AGENCY	DATE	NAME	AGENCY	DATE
<i>J. B. Wagner</i>	DDAI/HD	3 Sep 05	CAPT Reininger, USN	NORTHCOM	3 SEP 05
Carl Wagner	OSDDHGC	3 SEP 05	COL Goetsch	TRANSCOM	3 SEP 05
Col Arnista	J-4 JLOC	3 SEP 05	CAPT Rome, USN	JFCOM	3 SEP 05
LtCol Gentry	JDOMS	3 Sep 05	COL Howle	USA	3 SEP 05
Carl Wagner	OSDDHGC	3 SEP 05	Col Sillery	USAF	3 SEP 05
	ASD(HD)		CAPT Dillman	USN	3 SEP 05
			LTC Skaggs	NGB	3 SEP 05

AO/J/DIV/EXT MAJ John Wood/J-3. JDOMS/693-3300

Date Prepared: 2 SEP 05

CLASSIFICATION

UNCLASSIFIED

CLASSIFICATION/DECLASSIFICATION INSTRUCTIONS

UNCLASSIFIED

d. MOD 8 Content:

(1) Tasks Director, Defense Logistics Agency (DLA,) to provide:

- Provide 51,000 MREs

(2) Tasks Commander, U.S. Northern Command, to provide:

- One (1) Public Information Officer to the Joint Information Center in MS

(3) Tasks CDR U.S. Northern Command:

- Plan and develop a Concept of Operations to execute logistical support operations
- Upon CJCS approval of CONOPS, execute logistical support operations in affected areas of Louisiana and Mississippi.

3. Recommendation. DJS authorize message for subsequent approval by SECDEF.

ENDNOTE

¹ FEMA RFA, Procurement and delivery of 51,000 MREs

² FEMA RFA, Public Information Officer

³ FEMA RFA, Planning and execution of logistical support operations

COORDINATION					
NAME	AGENCY	DATE	NAME	AGENCY	DATE
Col Smith	DLA				

UNCLASSIFIED

JOINT STAFF ACTION PROCESSING FORM

CLASSIFICATION

UNCLASSIFIED

ACTION NUMBER JDOMS 05-05.08

TO DJS

THRU

ORIG SUSPENSE 3 SEP 2005

SUBJECT MOD 8 TO EXORD FOR DOD SUPPORT TO FEMA FOR HURRICANE KATRINA

EXECUTIVE SUMMARY

1. Purpose. To obtain DJS authorization of MOD 8 (TAB) to the Execution Order for subsequent SecDef approval and DDAT/HD release, directing CDRUSNORTHCOM to conduct disaster relief operations in support of the Federal Emergency Management Agency (FEMA).

2. Discussion.

a. Situation:

(1) The results of Hurricane Katrina have devastated many areas along the Gulf Coast of Louisiana, Mississippi, Alabama, and Florida.

(2) The capabilities of state and local emergency services have been exceeded and many areas are inaccessible to vehicular traffic.

(3) Presidential Disaster Declarations have been issued for designated counties and parishes in Alabama, Mississippi, Louisiana, and Florida.

b. Support Requirements: FEMA has requested the following support from DoD:

(1) Procurement and Delivery of 51,000 MREs and water to affected areas.¹

(2) One (1) Public Information Officer to represent DoD in the Joint Information Center, MS Joint Field Office.²

(3) Planning and execution for the procurement, transportation and distribution of logistical supplies in support of the Katrina disaster in Louisiana and Mississippi.³

c. Funding: A Presidential Disaster Declaration was issued on 29 AUG 05. Requests for Federal Assistance (RFA's) are reimbursed under the authorities of the Stafford Act. FEMA mission assignment for planning and execution of logistical support operations provided \$1 Billion.

COORDINATION

NAME	AGENCY	DATE	NAME	AGENCY	DATE
<i>Challen, as needed</i>	DDAT/HD	8/2/05		NORTHCOM	
	JDOMS			TRANSCOM	
	OCJCS LC			JFCOM	
	J-4 JLOC			USA	
				USAF	
				USN	

AOJ/DIV/EXT MAJ John Wood/J-3, JDOMS/693-3300

Date Prepared: 2 SEP 05

CLASSIFICATION

UNCLASSIFIED

CLASSIFICATION/DECLASSIFICATION INSTRUCTIONS

SENT TO JS JDOMS FOR CORRECTION

[Signature]

UNCLASSIFIED

d. MOD 8 Content:

(1) Tasks Defense Logistics Agency (DLA) to provide:

- Provide 51,000 MREs

(2) Tasks Joint Forces Command to provide:

- One Public Information Officer to the Joint Information Center in MS.

(3) Tasks USNORTHCOM:

- Plan and develop a Concept of Operations to execute logistical support operations
- Upon CJCS approval of CONOPS, execute logistical support operations in affected areas of Louisiana and Mississippi.

3. Recommendation. DJS authorize message for subsequent approval by SECDEF.

ENDNOTE

¹ FEMA RFA, Procurement and delivery of 51,000 MREs

² FEMA RFA, Public Information Officer

³ FEMA RFA, Planning and execution of logistical support operations

COORDINATION					
NAME	AGENCY	DATE	NAME	AGENCY	DATE
	DLA				
	NGB				

UNCLASSIFIED

UNCLASSIFIED

OPER/DOD SUPPORT TO FEMA/
MSGID/ORDER/JOINT STAFF JDOMS MOD 05-05.07/
REF/A/MSG/ORDER JS JDOMS 05-05/292300ZAUG2005/
REF/B/MSG/ORDER JS JDOMS 05-05.01/301450ZAUG2005/
REF/C/MSG/ORDER JS JDOMS 05-05.02/311922ZAUG2005/
REF/D/MSG/ORDER JS JDOMS 05-05.03/010507ZSEP2005/
REF/E/MSG/ORDER JS JDOMS 05-05.04/012100ZSEP2005
REF/F/DOC/ORDER JS JDOMS 05-05.05/022100ZSEP2005
REF/GDOC/ORDER JS JDOMS 05-05.06/022200ZSEP2005
REF/HDOC/ORDER JS JDOMS 05-05.07/TBD
REF/I/DOC/FEMA MA (51,000 MRE AND WATER)/01SEP2005
REF/J/DOC/FEMA MA (PUBLIC INFO OFFICER)/02SEP2005
REF/K/DOC/FEMA MA (LOGISTICAL SPPT)/02SEP2005

AMPN/

REF A IS THE DEPSECDEF-APPROVED EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (2 ROTARY WING AIRCRAFT TO TRANSPORT RAPID NEEDS ASSESSMENT TEAMS).

REF B IS THE DEPSECDEF-APPROVED MOD 1 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (2 ROTARY WING AIRCRAFT FOR SEARCH AND RESCUE, 3 ROTARY WING AIRCRAFT TO ASSIST IN DAMAGE ASSESSMENT, AND STRATEGIC AIRLIFT TO MOVE SWIFT WATER RESCUE TEAMS).

REF C IS THE DEPSECDEF-APPROVED MOD 2 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (500-BED HOSPITAL AND NDMS BED COUNT).

REF D IS THE DEPSECDEF-APPROVED MOD 3 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (36 ROTARY WING AIRCRAFT).

REF E IS THE DEPSECDEF-APPROVED MOD 4 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (DOD FACILITIES AS DEPLOYMENT SITES FOR MULTIPLE FEDERAL MEDICAL SHELTERS (FMS) AND USNS COMFORT FOR RELIEF OPERATIONS IN THE NEW ORLEANS, LA REGION.

REF F IS THE SECDEF-APPROVED MOD 5 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (TWO ROTARY WING AIRCRAFT FOR DEPARTMENT OF TRANSPORTATION (DOT) DAMAGE ASSESSMENT TEAMS, JP8 FUEL AND TRUCK SUPPORT FOR ROTARY WING AIR OPERATIONS, AND NAVAL CONSTRUCTION BATTALION CENTER, GULFPORT, MS FOR USE AS A FEDERAL OPERATIONAL STAGING AREA).

REF G IS THE SECDEF-APPROVED MOD 6 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (STRATEGIC AIRLIFT TO TRANSPORT AN ESTIMATED 10,000 EVACUEES).

REF H IS THE SECDEF-APPROVED MOD 7 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (FUEL BLADDERS, PHARMACEUTICALS, PASSENGER SHIP(S), DELIVERY OF MRES).

REF I IS A FEMA REQUEST FOR PURCHASE AND DELIVERY OF 51,000 MRES AND WATER TO NEW ORLEANS, LA, AND THE CLOVER LEAF VICINITY.

REF J IS A FEMA REQUEST FOR DOD TO PROVIDE A QUALIFIED PUBLIC INFORMATION OFFICER TO THE JOINT INFO CENTER, MS.
REF J IS A FEMA REQUEST FOR DOD TO PLAN AND EXECUTE FOR THE PROCUREMENT, MOVEMENT, AND DISTRIBUTION OF LOGISTICAL SUPPLIES.

NARR/

THIS IS MOD EIGHT (8) TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR DISASTER RELIEF OPERATIONS AS A RESULT OF HURRICANE KATRINA. THE SECRETARY OF DEFENSE HAS APPROVED THE FOLLOWING CHANGES./

ORDTYP/EXORD/JOINT STAFF JDOMS 05-05..8/

TIMEZONE/ZI

THE CHIEF FOR THE
GENTEXT/EXECUTION/

1. ADD THE FOLLOWING TO PARAGRAPH 4.: *Secretariat* *Director of*

D. IN ACCORDANCE WITH FEMA'S REQUEST THAT DOD PROVIDE PLANNING AND EXECUTION FOR THE TRANSPORTATION AND DISTRIBUTION OF ICE, WATER, FOOD AND MEDICAL SUPPLIES IN SUPPORT OF THE KATRINA DISASTER IN LOUISIANA AND MISSISSIPPI:

(1) CONDUCT DELIBERATE PLANNING AND IN COORDINATION WITH COMBATANT COMMANDS, MILITARY DEPARTMENTS, DEFENSE AGENCIES, AND NATIONAL GUARD BUREAU, DEVELOP A COMPREHENSIVE CONCEPT OF OPERATIONS (CONOPS) FOR THE PROCUREMENT, TRANSPORTATION AND DISTRIBUTION OF LOGISTICAL SUPPORT ITEMS (INCLUDING, ICE, WATER, FOOD, AND MEDICAL SUPPLIES, AT A MINIMUM) REQUIRED IN THE SUPPORT OF DISASTER RELIEF EFFORTS FOR LOUISIANA AND MISSISSIPPI. SUBMIT CONOPS TO CJCS, THROUGH THE HURRICANE KATRINA CAT, NO LATER THAN 032000ZSEP05. AT A MINIMUM, ADDRESS THE FOLLOWING IN THE CONOPS:

(A) NUMBER AND LOCATIONS OF LOGISTICAL SUPPORT AREAS (LSA).

(B) CONTRACTING OPTIONS.

(C) ESTIMATED REQUEST FOR FORCES (RFF) REQUIREMENTS (TO INCLUDE, BUT NOT LIMITED TO, COMMAND AND CONTROL, FORCE PROTECTION, ADMINISTRATION SUPPORT, TRANSPORTATION, AND DISTRIBUTION REQUIREMENTS).

(D) ESTIMATED LOGISTICAL SUPPLIES REQUIRED FOR 60 DAYS OF DISASTER SUPPORT OPERATIONS.

(E) UTILIZATION OF NATIONAL GUARD (NG) PERSONNEL AND REQUIREMENTS FOR ADDITIONAL NG PERSONNEL.

(F) ADDITIONAL SUPPORT REQUIREMENTS NECESSARY TO COMPLETE PLANNING AND EXECUTION.

(G) ESTIMATED EXPENDITURE REPORT FOR PERSONNEL, EQUIPMENT, AND SUPPLIES REQUIRED TO MAINTAIN LOGISTICAL SUPPORT OPERATIONS FOR 60 DAYS.

(H) EXIT STRATEGY.

SECRET
(2) UPON *CJCS* APPROVAL OF THE CONOPS, EXECUTE LOGISTICAL SUPPORT OPERATIONS, TO INCLUDE PROCUREMENT, TRANSPORTATION, AND DISTRIBUTION OF SUPPLIES.

~~2. ADD THE FOLLOWING TO PARAGRAPH 5.A.(1):~~

E. ~~(G)~~ PROVIDE ONE (1) FULLY QUALIFIED DOD PUBLIC INFORMATION OFFICER TO REPRESENT DOD AT THE JOINT INFORMATION CENTER, MISSISSIPPI, JOINT FIELD OFFICE FOR A MINIMUM OF 30 DAYS.

2/3. ADD THE FOLLOWING TO PARAGRAPH 7.A.:

(4) PROVIDE 51,000 MRES AND DELIVER TO THE CITY OF NEW ORLEANS FOR PERSONNEL LOCATED IN THE VICINITY OF THE SUPERDOME AND CLOVER LEAF OF NEW ORLEANS, LA. COORDINATE DETAILS OF DELIVERY TIMES AND PICK-UP AND DROP-OFF LOCATIONS WITH USNORTHCOM, NGB AND FEMA REPRESENTATIVES TO ENSURE REQUIREMENT AND LOCATION REMAIN VALID. IF NECESSARY, COORDINATE WITH USNORTHCOM, MILITARY DEPARTMENTS, AND NGB, FOR ON-SCENE ASSISTANCE IN DELIVERING FOOD AND WATER TO DESIGNATED LOCATIONS. DELIVERY OF FOOD AND WATER WILL BEGIN UPON SECDEF APPROVAL.

3/4. ADD THE FOLLOWING TO PARAGRAPH 8.:

F. COMBATANT COMMANDS, MILITARY DEPARTMENTS, DEFENSE AGENCIES, AND NGB WILL ASSIST USNORTHCOM IN THE PLANNING AND EXECUTION OF LOGISTICAL SUPPORT OPERATIONS AS SPECIFIED IN PARAGRAPH 4.D., ABOVE.

GENTEXT/ADMIN AND LOG/

4/5. ADD THE FOLLOWING TO PARAGRAPH 11.D:

19 (18) FEMA FUND SITE # FOR PURCHASE AND DELIVERY OF MRES AND WATER (MISSION ASSIGNMENT # 1603DR-LA-DOD-12) IS 2005-06-1603DR-9064-XXXX-2501-D, FEMA APPROPRIATION CODE IS 70X0702, AND FEMA DOLLAR LIMIT IS \$100,000.

20 (19) FEMA FUND SITE # FOR DOD TO PROVIDE A QUALIFIED PUBLIC INFORMATION OFFICER TO THE JOINT INFORMATION CENTER, MS, JOINT FIELD OFFICE FOR A MIN OF 30 DAYS (MISSION ASSIGNMENT # 1604DR-MS-DOD-18) IS 2005-06-1604DR-9044-XXXX-2501-D, FEMA APPROPRIATION CODE IS 70X0702, AND FEMA DOLLAR LIMIT IS \$20,000.

21 (20) FEMA FUND SITE # FOR THE PLANNING AND EXECUTION OF LOGISTIC REQUIREMENTS (MISSION ASSIGNMENT # 1604DR-MS-DOD-19) IS 2005-06-1604DR-9044-XXXX-2501-D, FEMA APPROPRIATION CODE IS 70X0720, AND FEMA DOLLAR LIMIT IS \$1,000,000,000.

GENTEXT/AUTHENTICATION/JOINTDIRMILSPT OFFICIAL: DD ATHD/BRIG GEN SCHERLING/CDR GALLAGHER/ AKNLDG/YES

UNCLASSIFIED

OPER/DOD SUPPORT TO FEMA/

MSGID/ORDER/JOINT STAFF JDOMS MOD 05-05.08

REF/A/MSG/ORDER JS JDOMS 05-05/292300ZAUG2005

REF/B/MSG/ORDER JS JDOMS 05-05.01/301450ZAUG2005

REF/C/MSG/ORDER JS JDOMS 05-05.02/311922ZAUG2005

REF/D/MSG/ORDER JS JDOMS 05-05.03/010507ZSEP2005

REF/E/MSG/ORDER JS JDOMS 05-05.04/012100ZSEP2005

REF/F/DOC/ORDER JS JDOMS 05-05.05/022100ZSEP2005

REF/GDOC/ORDER JS JDOMS 05-05.06/022200ZSEP2005

REF/HDOC/ORDER JS JDOMS 05-05.07/031600ZSEP2005

REF/I/DOC/FEMA MA (51,000 MRE AND WATER)/01SEP2005

REF/J/DOC/FEMA MA (PUBLIC INFO OFFICER)/02SEP2005

REF/K/DOC/FEMA MA (LOGISTICAL SPPT)/02SEP2005

AMPN/

REF A IS THE DEPSECDEF-APPROVED EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (2 ROTARY WING AIRCRAFT TO TRANSPORT RAPID NEEDS ASSESSMENT TEAMS).

REF B IS THE DEPSECDEF-APPROVED MOD 1 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (2 ROTARY WING AIRCRAFT FOR SEARCH AND RESCUE, 3 ROTARY WING AIRCRAFT TO ASSIST IN DAMAGE ASSESSMENT, AND STRATEGIC AIRLIFT TO MOVE SWIFT WATER RESCUE TEAMS).

REF C IS THE DEPSECDEF-APPROVED MOD 2 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (500-BED HOSPITAL AND NDMS BED COUNT).

REF D IS THE DEPSECDEF-APPROVED MOD 3 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (36 ROTARY WING AIRCRAFT).

REF E IS THE DEPSECDEF-APPROVED MOD 4 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (DOD FACILITIES AS DEPLOYMENT SITES FOR MULTIPLE FEDERAL MEDICAL SHELTERS (FMS) AND USNS COMFORT FOR RELIEF OPERATIONS IN THE NEW ORLEANS, LA, REGION.

REF F IS THE SECDEF-APPROVED MOD 5 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (TWO ROTARY WING AIRCRAFT FOR DEPARTMENT OF TRANSPORTATION (DOT) DAMAGE ASSESSMENT TEAMS, JP8 FUEL AND TRUCK SUPPORT FOR ROTARY WING AIR OPERATIONS, AND NAVAL CONSTRUCTION BATTALION CENTER, GULFPORT, MS, FOR USE AS A FEDERAL OPERATIONAL STAGING AREA).

REF G IS THE SECDEF-APPROVED MOD 6 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (STRATEGIC AIRLIFT TO TRANSPORT AN ESTIMATED 10,000 EVACUEES).

REF H IS THE SECDEF-APPROVED MOD 7 TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR HURRICANE RELIEF OPERATIONS (FUEL BLADDERS, PHARMACEUTICALS, PASSENGER SHIP(S), DELIVERY OF MRES).

REF I IS A FEMA REQUEST FOR PURCHASE AND DELIVERY OF 51,000 MRES AND WATER TO NEW ORLEANS, LA, AND THE CLOVER LEAF VICINITY.

REF J IS A FEMA REQUEST FOR DOD TO PROVIDE A QUALIFIED PUBLIC INFORMATION OFFICER TO THE JOINT INFO CENTER, MS.

REF J IS A FEMA REQUEST FOR DOD TO PLAN AND EXECUTE THE TRANSPORTATION AND DISTRIBUTION OF LOGISTICAL SUPPLIES.

NARR/

THIS IS MOD EIGHT (8) TO EXORD 05-05 FOR DOD SUPPORT TO FEMA FOR DISASTER RELIEF OPERATIONS AS A RESULT OF HURRICANE KATRINA. THE SECRETARY OF DEFENSE HAS APPROVED THE FOLLOWING CHANGES./

ORDTYP/EXORD/JOINT STAFF JDOMS 05-05.8/
TIMEZONE/Z/

GENTEXT/EXECUTION/

1. ADD THE FOLLOWING TO PARAGRAPH 4.:

D. IN ACCORDANCE WITH FEMA'S REQUEST THAT DOD PROVIDE PLANNING AND EXECUTION FOR THE TRANSPORTATION AND DISTRIBUTION OF ICE, WATER, FOOD, AND MEDICAL SUPPLIES IN SUPPORT OF THE KATRINA DISASTER IN LOUISIANA AND MISSISSIPPI:

(1) CONDUCT DELIBERATE PLANNING AND IN COORDINATION WITH COMBATANT COMMANDERS, MILITARY DEPARTMENT SECRETARIES, DIRECTORS OF DEFENSE AGENCIES, AND NATIONAL GUARD BUREAU, DEVELOP A COMPREHENSIVE CONCEPT OF OPERATIONS (CONOPS) FOR THE TRANSPORTATION, AND DISTRIBUTION OF LOGISTICAL SUPPORT ITEMS (INCLUDING, ICE, WATER, FOOD, AND MEDICAL SUPPLIES, AT A MINIMUM) REQUIRED IN THE SUPPORT OF DISASTER RELIEF EFFORTS FOR LOUISIANA AND MISSISSIPPI. INCORPORATE EXISTING CONTRACTED CAPABILITIES/CONTRIBUTIONS. SUBMIT CONOPS TO CJCS, THROUGH THE HURRICANE KATRINA CAT, NO LATER THAN 032000ZSEP 05. AT A MINIMUM, ADDRESS THE FOLLOWING IN THE CONOPS:

(A) NUMBER AND LOCATIONS OF OPERATIONAL STAGING AREAS AND CONCEPT FOR DISTRIBUTION FORWARD.

(B) ESTIMATED REQUEST FOR FORCES (RFF) REQUIREMENTS (INCLUDING, BUT NOT LIMITED TO, COMMAND AND CONTROL, FORCE PROTECTION, ADMINISTRATION SUPPORT, TRANSPORTATION, AND DISTRIBUTION REQUIREMENTS).

(D) UTILIZATION OF NATIONAL GUARD (NG) PERSONNEL.

(F) ADDITIONAL SUPPORT REQUIREMENTS NECESSARY TO COMPLETE PLANNING AND EXECUTION.

(G) EXIT STRATEGY.

(2) UPON SECDEF APPROVAL OF THE CONOPS, EXECUTE LOGISTICAL SUPPORT OPERATIONS, INCLUDING TRANSPORTATION, AND DISTRIBUTION OF SUPPLIES.

E. PROVIDE ONE (1) FULLY QUALIFIED DOD PUBLIC INFORMATION OFFICER TO REPRESENT DOD AT THE JOINT INFORMATION CENTER, MISSISSIPPI, JOINT FIELD OFFICE, FOR A MINIMUM OF 30 DAYS.

2. ADD THE FOLLOWING TO PARAGRAPH 7.A.:

(4) PROVIDE 51,000 MRES AND COORDINATE DELIVERY TO THE CITY OF NEW ORLEANS FOR PERSONNEL LOCATED IN THE VICINITY OF THE SUPERDOME AND CLOVER LEAF OF NEW ORLEANS, LA. COORDINATE DETAILS OF DELIVERY TIMES AND PICK-UP AND DROP-OFF LOCATIONS WITH USNORTHCOM, NGB AND FEMA REPRESENTATIVES TO ENSURE REQUIREMENT AND LOCATION REMAIN VALID. IF NECESSARY, COORDINATE WITH USNORTHCOM, MILITARY DEPARTMENTS, AND NGB, FOR ON-SCENE ASSISTANCE IN DELIVERING FOOD AND WATER TO DESIGNATED LOCATIONS. DELIVERY OF FOOD AND WATER WILL BEGIN UPON SECDEF APPROVAL.

3. ADD THE FOLLOWING TO PARAGRAPH 8.:

F. COMBATANT COMMANDS, MILITARY DEPARTMENTS, DEFENSE AGENCIES, AND CHIEF OF THE NGB WILL ASSIST CDR USNORTHCOM IN THE PLANNING AND EXECUTION OF LOGISTICAL SUPPORT OPERATIONS AS SPECIFIED IN PARAGRAPH 4.D., ABOVE.

GENTEXT/ADMIN AND LOG/

4. ADD THE FOLLOWING TO PARAGRAPH 11.D:

(19) FEMA FUND CITE # FOR PURCHASE AND DELIVERY OF MRES AND WATER (MISSION ASSIGNMENT # 1603DR-LA-DOD-12) IS 2005-06-1603DR-9064-XXXX-2501-D, FEMA APPROPRIATION CODE IS 70X0702, AND FEMA DOLLAR LIMIT IS \$100,000.

(20) FEMA FUND CITE # FOR DOD TO PROVIDE A QUALIFIED PUBLIC INFORMATION OFFICER TO THE JOINT INFORMATION CENTER, MS, JOINT FIELD OFFICE, FOR A MINIMUM OF 30 DAYS (MISSION ASSIGNMENT # 1604DR-MS-DOD-18) IS 2005-06-1604DR-9044-XXXX-2501-D, FEMA APPROPRIATION CODE IS 70X0702, AND FEMA DOLLAR LIMIT IS \$20,000.

(20) FEMA FUND CITE # FOR THE PLANNING AND EXECUTION OF LOGISTIC REQUIREMENTS (MISSION ASSIGNMENT # 1604DR-MS-DOD-19) IS 2005-06-1604DR-9044-XXXX-2501-D, FEMA APPROPRIATION CODE IS 70X0720, AND FEMA DOLLAR LIMIT IS \$1,000,000,000.

GENTEXT/AUTHENTICATION/JOINTDIRMILSPT OFFICIAL: DD ATHD/BRIG GEN SCHERLING/CDR GALLAGHER/
AKNLDG/YES

FEDERAL EMERGENCY MANAGEMENT AGENCY MISSION ASSIGNMENT (MA)		See reverse side for Paperwork Burden Disclosure Notice	O.M.B. NO. 3067-0276 Expires November 30, 2007
I. TRACKING INFORMATION (FEMA Use Only)			
State: LA (Louisiana) Incident: 2005082401-Hurricane Katrina		Action Request #: 1509-32369	
Program Code/Event #: 1603DR-LA: HURRICANE KATRINA		Date/Time Rec'd: 09/01/2005 07:11	
II. ASSISTANCE REQUESTED <input type="checkbox"/> See Attached			
Assistance Requested: DOD/ING (EMAC) provide 50,000 MRE's/water to people located in the vicinity of the LA Superdome NLT daybreak 01 September 05. Also provide 1,000 MRE's/water to people located in the vicinity of Clover Leaf.			
Quantity: 1 (Each):	Date/Time Required: 09/01/2005	Internal Control #:	
Delivery Location: New Orleans, LA 00000			
Initiator/Requestor Name: Burton Clark		24-hour Ph #s: (202) 646-2430	Date: 09/01/2005
POC Name: Mahoney, Michael G		24-hour Ph #s: (202) 646-2481	Date: 09/01/2005
* State Approving Official (Required for DFA and TA):			Date:
III. INITIAL FEDERAL COORDINATION (Operations Section)			
Action to:	<input type="checkbox"/> ESF #: <input checked="" type="checkbox"/> Other:	Date/Time: 09/01/2005 07:07	Priority: <input checked="" type="checkbox"/> 1 Lifesaving <input type="checkbox"/> 2 Life sustaining <input type="checkbox"/> 3 High <input type="checkbox"/> 4 Medium <input type="checkbox"/> 5 Normal
IV. DESCRIPTION (Assigned Agency Action Officer) <input type="checkbox"/> See Attached			
Mission Statement: Your agency is responsible for submitting a Mission Assignment Monthly Progress Report to FEMA to include cost data when Mission Assignments take more than 60 days to complete, including billing. The Mission Assignment Monthly Progress Report can be accessed and submitted on-line at www.fema.gov/hq/m/afed_agencies.shtml . The new ALG number can also be accessed at the web address.			
DOD/ING (EMAC) provide 50,000 MRE's/water to people located in the vicinity of LA Superdome, NLT daybreak 01 Sept. 05. Also provide 1,000 MRE's & water to people located in the vicinity of the Clover Leaf in order to provide relief to displaced people in that area.			
Assigned Agency: DOD (DEPARTMENT OF DEFENSE)		Projected Start Date: 09/01/2005	Projected End Date: 09/01/2005
<input checked="" type="checkbox"/> New or <input type="checkbox"/> Amendment to MA #:		Total Cost Estimate: \$100,000.00	
Assigned Agency POC Name: CAPT GARY LABUDA		Phone and fax #s: (202) 645-2490	
V. COORDINATION (FEMA Use Only)			
Type of MA:	<input type="checkbox"/> Direct Federal Assistance State Cost Share (0%, 10%, 25%)	<input type="checkbox"/> Technical Assistance State Cost Share (0%)	<input checked="" type="checkbox"/> Federal Operations Support State Cost Share (0%)
State Cost Share Percent: 0.0%		State Cost Share Amount: \$0.00	
Fund Citation: 2005-08-1603DR-9064-XXXX-2501-0		Appropriation code: 76X0702	
Mission Assignment Coordinator (Preparer): EUNICE HARRISON			Date: 09/01/2005
FEMA Project Officer/Branch Chief (Program Approval): MICHAEL MAHONEY			Date: 09/01/2005
Comptroller/Funds Control (Funds Review): <i>Shirahol Brown</i>			Date: 9/1/05
VI. APPROVAL			
* State Approving Official (Required for DFA and TA):			Date:
** Federal Approving Official (Required for all): CLAYTON SPANGENBERG			Date: 09/01/2005
VII. OBLIGATION (FEMA Use Only)			
Mission Assignment #: 1603DR-LA-DOD-12	Amt. This Action: \$100,000.00	Date/Time Obligated: 9/1/05	
Amendment #: 00	Cumulative Amt. -\$100,000.00	Initials: <i>CBTS</i>	
* Signature required for Direct Federal Assistance and Technical Assistance Mission Assignments.			
** Signature required for all Mission Assignments.			

FEDERAL EMERGENCY MANAGEMENT AGENCY MISSION ASSIGNMENT (MA)	See reverse side for Paperwork Burden Disclosure Notice	O.M.B. NO. 3067-0278 Expires November 30, 2007
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I. TRACKING INFORMATION (FEMA Use Only)

State: MS (Mississippi) Incident: 2005082401-Hurricane Katrina's Evacuation	Action Request #: 1509-32760
Program Code/Event #: 1604DR-MS: HURRICANE KATRINA	Date/Time Rec'd: 09/03/2005 10:28

II. ASSISTANCE REQUESTED See Attached

Assistance Requested:
FEMA request that DOD provide planning and execution for transportation and distribution of ice, water, food and medical supplies in support of the Katrina disaster in Louisiana and Mississippi.

Quantity: 1 (Each)	Date/Time Required: 09/03/2005	Internal Control #: Amendment of Task: 1509-32649
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Delivery Location:

Initiator/Requestor Name: Ken Burns	24-hour Ph #: (202) 646-3900	Date: 09/03/2005
POC Name: CLARK, BURTON A	24-hour Ph #: (202) 646-2430	Date: 09/03/2005
* State Approving Official (Required for DFA and TA):		Date:

III. INITIAL FEDERAL COORDINATION (Operations Section)

Action to:	<input type="checkbox"/> ESF #: <input checked="" type="checkbox"/> Other:	Date/Time: 09/03/2005 10:28	Priority: <input type="checkbox"/> 1 Lifesaving <input checked="" type="checkbox"/> 2 Life sustaining <input type="checkbox"/> 3 High <input type="checkbox"/> 4 Medium <input type="checkbox"/> 5 Normal	<input checked="" type="checkbox"/> See Attached
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IV. DESCRIPTION (Assigned Agency Action Officer)

Mission Statement: Your agency is responsible for submitting a Mission Assignment Monthly Progress Report to FEMA to include cost data when Mission Assignments take more than 60 days to complete, including billing. The Mission Assignment Monthly Progress Report can be accessed and submitted on-line at www.fema.gov/dm/pled_agencies.shtml. The new ALC number can also be accessed at the web address.

FEMA requests that DOD provide planning and execution for the procurement, transportation and distribution of ice, water, food, fuel and medical supplies in support of the Katrina disaster in Louisiana and Mississippi.

This Mission Assignment resulted from a coordination meeting with Ken Burns, Acting Director of Operations, Pat English, Chief Financial Officer's

Assigned Agency: DOD (DEPARTMENT OF DEFENSE)	Projected Start Date: 09/03/2005	Projected End Date: 11/02/2005
<input type="checkbox"/> New or <input checked="" type="checkbox"/> Amendment to MA #: 1604DRMSDOD1900	Total Cost Estimate: \$0.00	
Assigned Agency POC Name: CAFT MIKE MCDANIEL	Phone and fax #: (202) 646-2438	

V. COORDINATION (FEMA Use Only)

Type of MA:	<input type="checkbox"/> Direct Federal Assistance State Cost Share (0%, 10%, 25%)	<input type="checkbox"/> Technical Assistance State Cost Share (0%)	<input checked="" type="checkbox"/> Federal Operations Support State Cost Share (0%)
State Cost Share Percent: 0.0%	State Cost Share Amount: \$0.00		
Fund Citation: 2005-06-1604DR-9044-XXXX-2501-D	Appropriation code: 70X0702		

Mission Assignment Coordinator (Preparer): DEBRA CLARK	Date: 09/03/2005
** FEMA Project Officer/Branch Chief (Program Approval): BURTON CLARK	Date: 09/03/2005
** Comptroller/Funds Control (Funds Review): BUTERBAUGH, SHIRLEY L.	Date: 09/03/2005

VI. APPROVAL

* State Approving Official (Required for DFA and TA):	Date:
* Federal Approving Official (Required for all): MARY LYLE	Date: 09/03/2005

VII. OBLIGATION (FEMA Use Only)

Mission Assignment #: 1604DR-MS-DOD-19	Amnt. This Action: \$0.00	Date/Time Obligated: 9-3-05
Amendment #: 01	Cumulative Amnt. \$1,000,000,000.00	Initials: S/H
* Signature required for Direct Federal Assistance and Technical Assistance Mission Assignments.		
** Signature required for all Mission Assignments.		

Additional Mission Statement

Liaison, and Capt. McDaniel, DOD Liaison

FEDERAL EMERGENCY MANAGEMENT AGENCY MISSION ASSIGNMENT (MA)	See reverse side for Paperwork Burden Disclosure Notice	O.M.B. NO. 3067-0278 Expires November 30, 2007
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I. TRACKING INFORMATION (FEMA Use Only)

State: MS (Mississippi) Incident: 2005082401-Hurricane Katrina Evacuation	Action Request #: 1509-32593
Program Code/Event #: 1604DR-MS: HURRICANE KATRINA	Date/Time Rec'd: 09/02/2005 13:54

II. ASSISTANCE REQUESTED See Attached

Assistance Requested:
Require fully qualified Department of Defense Public Information Officer to represent his or her agency at the Joint Information Center, Mississippi, Joint Field Office for a minimum of 30 days.

Quantity: 1 (Each)	Date/Time Required: 09/05/2005	Internal Control #: RRCC755
Delivery Location: Mississippi JFO Joint Information Center, MS 00000		
Initiator/Requestor Name: Mary Hudak	24-hour Ph #s: (770) 220-5453	Date: 09/02/2005
POC Name: SOUTHERLAND, JOHN A	24-hour Ph #s: (770) 220-5257	Date: 09/02/2005
* State Approving Official (Required for DFA and TA):		Date:

III. INITIAL FEDERAL COORDINATION (Operations Section)

Action to:	<input type="checkbox"/> ESF #: <input checked="" type="checkbox"/> Other:	Date/Time: 09/02/2005 13:50	Priority: <input type="checkbox"/> 1 Lifesaving <input type="checkbox"/> 2 Life sustaining <input type="checkbox"/> 3 High <input type="checkbox"/> 4 Medium <input checked="" type="checkbox"/> 5 Normal
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IV. DESCRIPTION (Assigned Agency Action Officer) See Attached

Mission Statement: Your agency is responsible for submitting a Mission Assignment Monthly Progress Report to FEMA to include cost data when Mission Assignments take more than 60 days to complete, including billing. The Mission Assignment Monthly Progress Report can be accessed and submitted on-line at www.fema.gov/ofm/ofed_agencies.shtml. The new ALC number can also be accessed at the web address.

Require fully qualified Department of Defense Public Information Officer to represent his or her agency at the Joint Information Center, Mississippi, Joint Field Office for a minimum of 30 days.

Assigned Agency: DOD (DEPARTMENT OF DEFENSE)	Projected Start Date: 09/05/2005	Projected End Date: 10/05/2005
<input checked="" type="checkbox"/> New or <input type="checkbox"/> Amendment to MA #:	Total Cost Estimate: \$20,000.00	
Assigned Agency POC Name: DOD	Phone and fax #s: (700) 220-5502	

V. COORDINATION (FEMA Use Only)

Type of MA:	<input type="checkbox"/> Direct Federal Assistance State Cost Share (0%, 10%, 25%)	<input type="checkbox"/> Technical Assistance State Cost Share (0%)	<input checked="" type="checkbox"/> Federal Operations Support State Cost Share (0%)
State Cost Share Percent: 0.0%	State Cost Share Amount: \$0.00		
Fund Citation: 2005-06-1604DR-9044-XXXX-2501-D	Appropriation code: 70X0702		

Mission Assignment Coordinator (Preparer): CHRISTOPHER JOHNSTON	Date: 09/02/2005
** FEMA Project Officer/Branch Chief (Program Approval): JOHN SOUTHERLAND	Date: 09/02/2005
** Comptroller/Funds Control (Funds Review): BUTERBAUGH, SHIRLEY L.	Date: 09/02/2005

VI. APPROVAL

* State Approving Official (Required for DFA and TA):	Date:
** Federal Approving Official (Required for all): PAUL FAY JR	Date: 09/02/2005

VII. OBLIGATION (FEMA Use Only)

Mission Assignment #: 1604DR-MS-DOD-18	Amt. This Action: \$20,000.00	Date/Time Obligated: 09/02/2005
Amendment #: 00	Cumulative Amt. \$20,000.00	Initials: IFMIS

* Signature required for Direct Federal Assistance and Technical Assistance Mission Assignments.
** Signature required for all Mission Assignments.

Lystra, Clark, CTR, OSD-POLICY

From: Wood, John E, MAJ, JCS J3 [john.wood@js.pentagon.smil.mil]
Sent: Saturday, September 03, 2005 4:18 AM
To: Wood, John E, MAJ, JCS J3; J4 Battle Capt; USTC-DDOC COS; USTC-DDOC Chief; 'Cdo (E-mail)'; CDO; CAT00 OPS; CAT Executive Officer; CAT Director; CAT Team Chief; HD Notifications Army EOC, OSD-POLICY; 'aaastmch@hqda.army.smil.mil'; Navy Command Center (NCC); 'nocwo@cno.navy.smil.mil'; Woody, Stephen R, Col, JCS SJS; Chavez, Richard, COL, OSD-POLICY; Limberis, Gregory, LTC, OSD-POLICY; Lystra, Clark, CTR, OSD-POLICY; DLA; DLA Log Ops Center; DLA JS COORD; 'nc.joc.chief.omb@northcom.smil.mil'; 'nc.joc.land.omb@northcom.smil.mil'; 'ngbjoc@ng.pentagon.smil.mil'; 'ngb-hd-msca@ng.pentagon.smil.mil'
Cc: J-3 DDAT/HD JDOMS NEWS GROUP
Subject: RE: MOD 8 to EXORD for DoD Support FEMA

Classification: UNCLASSIFIED

All,

Please change the tasking for the Public Information Officer (#2 on the MOD, ref Para 5.A.(1)(G)) from USJFCOM to USNORTHCOM. It appears that there is already a NORTHCOM PA individual identified and ready to occupy the JIC in MS.

Thanks and V/R, John

MAJ John E. Wood
JDOMS, Current Operations
(703) 697-9439/9400
DSN: 227-9439
Room: 1E1008

-----Original Message-----

From: Wood, John E, MAJ, JCS J3
Sent: Saturday, September 03, 2005 3:00 AM
To: J4 Battle Capt; USTC-DDOC COS; USTC-DDOC Chief; Cdo (E-mail); CDO; CAT00 OPS; CAT Executive Officer; CAT Director; CAT Team Chief; HD Notifications Army EOC, OSD-POLICY; 'aaastmch@hqda.army.smil.mil'; Navy Command Center (NCC); 'nocwo@cno.navy.smil.mil'; Woody, Stephen R, Col, JCS SJS; Chavez, Richard, COL, OSD-POLICY; Limberis, Gregory, LTC, OSD-POLICY; Lystra, Clark, CTR, OSD-POLICY; DLA; DLA Log Ops Center; DLA JS COORD; 'nc.joc.chief.omb@northcom.smil.mil'; 'nc.joc.land.omb@northcom.smil.mil'; 'ngbjoc@ng.pentagon.smil.mil'; 'ngb-hd-msca@ng.pentagon.smil.mil'
Cc: J-3 DDAT/HD JDOMS NEWS GROUP
Subject: MOD 8 to EXORD for DoD Support FEMA

Classification: UNCLASSIFIED

9/3/2005

All,

Please review MOD 8 to EXORD for DoD Support FEMA and provide concurrence/comments NLT 0500, 3 SEP 05.

Send response to JDOMS@js.pentagon.smil.mil

Please keep in mind, that the \$1 Billion mission assignment is initially for detailed planning, and upon CJCS approval of the plan, execution will occur.

Thanks and V/R, John

MAJ John E. Wood
JDOMS, Current Operations
(703) 697-9439/9400
DSN: 227-9439
Room: 1E1008

OFFICE OF THE GOVERNOR

BOB RILEY
GOVERNOR



STATE OF ALABAMA

STATE CAPITOL
MONTGOMERY, ALABAMA 36130

(334) 242-7100
FAX: (334) 242-0937

September 2, 2005

Honorable Donald H. Rumsfeld
Secretary of Defense
Pentagon
Washington, DC

Dear Secretary Rumsfeld:

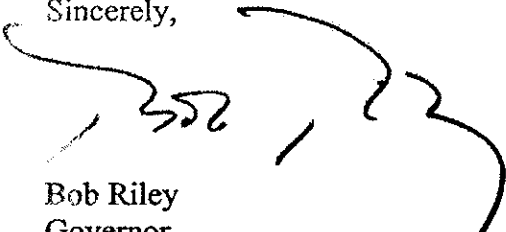
I ask you to approve 180 days of military duty in Title 32 USC 901 status for soldiers and airmen serving on state active duty in support of Hurricane Katrina relief efforts. Title 32 status will allow the soldiers and airmen supporting Hurricane Katrina Relief to receive military retirement points, health insurance and disability protection.

Hurricane Katrina struck Alabama, our neighbors in Mississippi and Louisiana on Monday, August 29, 2005. I ordered over 3,000 Alabama National Guard soldiers and airmen to state active duty to provide security, medical, engineers and communication support to Hurricane Katrina relief efforts. None of the soldiers or airmen are serving in a federal status.

Currently, our soldiers and airmen are engaged in the protection of vital infrastructure to include medical facilities, fuel distribution, I-10, water and power distribution systems which are all vital to the recovery of the entire Gulf coast area.

Thank you for your consideration of this request.

Sincerely,


Bob Riley
Governor



STATE OF MISSISSIPPI
OFFICE OF THE GOVERNOR

HALEY BARBOUR
GOVERNOR

September 4, 2005

Honorable Donald H. Rumsfeld
Secretary of Defense
c/o Mr. Haynes - DoD General Counsel -- via fax @ 703-693-7278
Pentagon
Washington, DC

Dear Secretary Rumsfeld:

I ask you to approve up to 180 days of military duty, retroactive to August 29, 2005, in Title 32 U.S.C. § 901 status for soldiers and airmen serving on State Active Duty in support of Hurricane Katrina relief efforts. Title 32 status will allow the soldiers and airmen supporting Hurricane Katrina Relief to receive military retirement points, health insurance and disability protection.

Hurricane Katrina struck Mississippi and our neighbors in Louisiana and Alabama on Monday, August 29, 2005. I ordered several thousand Mississippi National Guard soldiers and airmen to State Active Duty to provide security, medical, engineer and communication support to Hurricane Katrina relief efforts. None of those soldiers or airmen is serving in a federal status.

Currently, our soldiers and airmen are engaged in the protection of vital infrastructure to include medical facilities, fuel distribution, I-10, water and power distribution systems -- all of which are vital to the recovery of the entire Gulf coast area.

Thank you for your consideration of this request.

Haley Barbour


Governor of the State of Mississippi

cc: COL Parker - NGB General Counsel -- via fax @ 703-607-3682



KATHLEEN BABINEAUX BLANCO
GOVERNOR

State of Louisiana

OFFICE OF THE GOVERNOR

Baton Rouge

70804-9004

POST OFFICE BOX 94004
(225) 342-7015

September 5, 2005

Honorable Donald H. Rumsfeld
Secretary of Defense
Pentagon
Washington, DC

Dear Secretary Rumsfeld:

I ask you to approve 180 days of military duty in Title 32 USC 901 status for all National Guard soldiers and airmen serving in support of Hurricane Katrina relief efforts. As you are aware, Title 32 status will allow the soldiers and airmen supporting Hurricane Katrina committed to Hurricane Katrina Relief to receive military retirement points, health insurance and disability protection. Further, this action will ensure equitable compensation across the supporting National Guard force.

As you are aware, Hurricane Katrina struck Louisiana, our neighbors in Mississippi and Alabama on Monday, August 29, 2005. I ordered over 3,000 Louisiana National Guard soldiers and airmen to state active duty in order to provide security, medical, engineer and communication support to relief efforts. None of these soldiers are in a federal status.

Currently, our soldiers and airmen are engaged in the protection of critical infrastructure to include medical facilities, fuel distribution, water and power distribution systems which are all vital to the recovery of the entire region.

Thank you for your consideration of this request.

Sincerely,

Kathleen Babineaux Blanco
Governor

A-193



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

SEP -7 2005

MEMORANDUM FOR SECRETARY OF THE ARMY
ACTING SECRETARY OF THE AIR FORCE

SUBJECT: Hurricane Katrina Relief Efforts

I approve Federal funding for use of the National Guard in Title 32 U.S. Code status to support Hurricane Katrina disaster relief efforts retroactive to August 29, 2005.

The Secretary of the Army and the Acting Secretary of the Air Force shall coordinate the exercise of this authority with the Under Secretary of Defense for Personnel and Readiness.

Andrew England
ACTING

cc: CJCS
USD(C)
USD(P&R)
GC, DoD
ASD(HD)
Chief, NGB

OSD 17983-05



[REDACTED]

From: Rhode, Patrick
Sent: Friday, September 02, 2005 6:46 PM
To: Long, Casey; Altshuler, Brooks
Subject: RE: Request for Assistance

What is it? thx

From: Long, Casey
Sent: Friday, September 02, 2005 6:42 PM
To: Rhode, Patrick; Altshuler, Brooks
Subject: FW: Request for Assistance

FYI - Just in case this gets raised on the next VTC - we've given direction on how OSLGCP can engage/enroll law enforcement resources.

From: Wells, Tod [mailto:[REDACTED]]
Sent: Friday, September 02, 2005 3:51 PM
To: 'McC Campbell, Christy'
Cc: 'Filler, Joshua'; Long, Casey
Subject: RE: Request for Assistance

Christy,

Thanks. When you speak with Sheriff Bouchard again relay to him that he needs to get the Jefferson Parish Sheriff to contact the State EOC to make this request for help too. The process is for a locality to request help from the State, then the state makes the request through EMAC for other States. Jefferson Parish has to make their needs known to the State in order for the State to request or deploy the resources needed. Jefferson Parish may have already done this, but this is the process that will be able to get the needed resources on the ground.

Tod

From: McC Campbell, Christy [mailto:[REDACTED]]
Sent: Friday, September 02, 2005 3:46 PM
To: Wells, Tod
Subject: FW: Request for Assistance

Tod, FYI

From: McC Campbell, Christy
Sent: Friday, September 02, 2005 3:42 PM
To: 'Mayeraux, [REDACTED]'
Subject: Request for Assistance

Col. Mayeraux, Sheriff Bouchard from Michigan and Sheriff Hale from Alabama are at the Louisiana border right now at the request of Sheriff Lee of Jefferson Parish who is desperate for law enforcement assistance. The Sheriff's cannot get an okay to help because their EOC of Michigan and Alabama say there has been no request from La. EOC for assistance. We cannot reach you by phone. It is absolutely imperative that the state request go to those state EOC. : These sheriffs have been there all day.

CHRISTY A. MCCAMPBELL

9/20/2005

DHS 0006730

Director of Public Safety Coordination
Office of State and Local
U.S. DHS
[REDACTED]

9/20/2005

DHS 0006731



**EMAC Response To
Hurricanes
Katrina and Rita**



Total EMAC Response

Current 10/4/2005

**Total Estimated EMAC Response to
Hurricanes Katrina and Rita
(Florida, Louisiana, Mississippi, Texas, NCT, and RCT):**

50,387 Personnel Deployed*

17,106 Civilian

33,270 National Guard

\$576.1M Estimated Cost*



*Notes: Still have pending missions awaiting signatures – have 30 days from verbal agreement to signature
Costs and Personnel Numbers are Finalized in Reimbursement



Hurricane Katrina

Current 10/4/2005

Louisiana

8/28- EMAC A-Team deployed
8/29 – Katrina made landfall

680 Requests for Assistance
27,383 Personnel deployed*
7,291 Civilian
20,091 National Guard
\$201.8M Estimated cost*



Image courtesy of NOAA

Mississippi

8/27- EMAC A-Team deployed
8/29 – Katrina made landfall

723 Requests for Assistance
18,905 Personnel deployed*
7,244 Civilian
10,073 National Guard
\$314.1M Estimated cost*

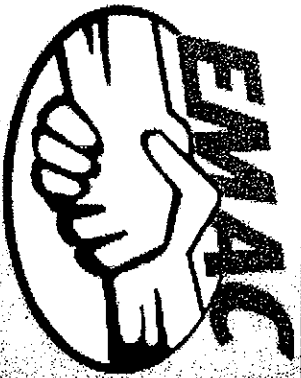
Total Estimated EMAC Response to Katrina (LA & MS):

1403 Requests for Assistance
46,288 Personnel Deployed
14,535 Civilian
21,098 National Guard

\$515.9M Estimated Cost



*Notes: Still have pending missions awaiting signatures – have 30 days from verbal agreement to signature
Costs and Personnel Numbers are Finalized in Reimbursement



Hurricane Katrina

Examples of Resources Deployed:

- **Fire:** Firefighters, EMTs, Search and Rescue, & HAZMAT
- **Law Enforcement:** State Police, Sheriffs, Fish and Wildlife, Corrections
- **Health and Medical:** Ambulances, EMT personnel, Medical Doctors, Registered Nurses, & Coroners
- **Human Services:** WIC personnel
- **Agriculture and Forestry:** Livestock inspectors
- **Transportation and Highways:** Bridge inspection & airport maintenance
- **National Guard Troops**



FORMER UNDERSECRETARY MICHAEL BROWN'S COMMUNICATIONS WITH WHITE HOUSE OFFICIALS, INCLUDING THE PRESIDENT, REFLECTED A DISREGARD FOR THE PROCEDURES OF THE NATIONAL RESPONSE PLAN.

I. Introduction

The Select Committee's efforts to obtain documents and other information from the White House are well-documented in the Select Committee's original report. While the Select Committee received more than 22,000 pages from the Executive Office of the President and the Office of the Vice President, the White House refused to produce communications among senior White House staff and would not permit witnesses to testify or be interviewed regarding communications with senior White House officials and the President.

Before the Select Committee on September 27, 2005, Former Department of Homeland Security Undersecretary for Emergency Preparedness and Response Michael D. Brown told the Select Committee he would not respond to certain questions regarding his communications with senior White House officials, including the President. Brown told the Select Committee, "I'm being advised by counsel that I can't discuss with you my conversations with the President's Chief of Staff and the President."¹

On February 10, 2006, however, Brown appeared before the Senate Homeland Security and Governmental Affairs Committee, declaring that, as a private citizen, he no longer felt bound by the same restrictions that applied to his previous testimony.² In that appearance, he testified about specific conversations with, among others, White House Chief of Staff Andrew Card, Deputy Chief of Staff Joseph Hagin, and the President.

Deprived previously of this information, the Select Committee served a subpoena on Brown that same day, compelling him to appear on Monday, February 13, 2006.³ In lieu of his appearance on that date, the Select Committee took testimony from him in a sworn deposition on Saturday, February 11, 2006. In that testimony, he discussed his conversations with President Bush and Chief of Staff Card, among others.⁴

Brown's communications with the White House generally confirm the Select Committee report's findings. They confirm the Select Committee's conclusions regarding the use of the National Response Plan's (NRP) protocols and procedures and

¹ *Hearing on Hurricane Katrina: The Role of the Federal Emergency Management Agency Before House Katrina Select Comm.*, 109th Cong. 79 (Sept. 27, 2005) (statement of Michael Brown, former Dir., Federal Emergency Management Agency) [hereinafter *Sept. 27, 2005 Select Comm. Hearing*].

² *Hearing on Hurricane Katrina: The Roles of U.S. Dept of Homeland Security and FEMA Leadership Before Sen. Homeland Sec. and Gov't Affairs Comm.*, 109th Cong. 25-26 (Feb. 10, 2006) (statement of Michael Brown) [hereinafter *Feb. 10, 2006 Sen. Homeland Sec. Hearing*].

³ Subpoena served on Michael Brown by House Katrina Select Comm. Staff in Wash., D.C. (Feb. 10 2006).

⁴ *See* Deposition of Michael Brown by House Katrina Select Comm. Staff in Wash., D.C. (Feb. 11, 2006) [hereinafter *Brown Dep.*].

the potential for better response if the President had been involved in the details of the response at an earlier date.

But Brown's communications with the White House also raise serious questions about when and how the White House becomes involved in disaster response under the NRP. Brown testified he regularly communicated with senior White House officials and asked for their assistance in the response. It is well-documented that the response at all levels of government was inadequate. The record establishes that Brown deliberately ignored the procedures, responsibilities, and mechanisms of the NRP and called directly on the White House for assistance instead.

II. Brown Deliberately Ignored the National Response Plan

Brown's communications with the White House and his sworn statements to the Select Committee and others reflect his deliberate decision to ignore the NRP. The NRP was required to be promulgated under the Homeland Security Act and was established at the direction of the President under Homeland Security Presidential Directive 5 "to align Federal coordination structures, capabilities, and resources into a unified, all-discipline, and all-hazards approach to domestic incident management."⁵ It was designed to "serve[] to unify and enhance the incident management capabilities and resources of individual agencies and organizations acting under their own authorities in response to a wide array of potential threats and hazards."⁶ Thirty-two Departments and Agencies of the federal government adopted it.⁷

The NRP was completed in 2004 and provided new tools for dealing with disasters, including catastrophic disasters. These tools include the Homeland Security Operations Center (HSOC) and its constituent entity the National Response Coordinating Center, the Regional Response Coordinating Center, the Interagency Incident Management Group (IIMG), the Catastrophic Incident Annex,⁸ and the designation of the Secretary of Homeland Security as the person responsible for execution of "overall coordination of federal incident management activities"⁹ in a disaster.

Brown's own testimony establishes that he ignored or circumvented the procedures under the NRP for managing the disaster. Brown's testimony demonstrates that he deliberately chose to disregard key provisions of the plan, communicating with White House officials to secure resources. His circumvention of the NRP contributed to depriving the nation of an opportunity to determine whether the NRP worked. While it is clear that the federal, state, and local response was inadequate, it is not clear that the NRP itself would not have worked, or worked better, if it had been executed by those responsible for doing so, including Brown.

⁵ Dep't of Homeland Sec., *National Response Plan* (Dec. 2004) at i [hereinafter *NRP*].

⁶ *Id.*

⁷ *Id.* at v-viii.

⁸ *Id.* at ix-x.

⁹ *Id.* at 15

Brown chose to operate as he had in previous disasters -- prior to the adoption of the NRP. Responding to questions from Select Committee Chairman Tom Davis, Brown testified that he relied on his "previous experience with lots of disasters" to "relay [his needs] to Hagin or Card, and it would get done. . . ." ¹⁰ He reported that if he "needed, for example, DOD to do something in particular, then either [Deputy Secretary] Gordon England, or Secretary [Donald] Rumsfeld or Assistant Secretary Paul McHale would call me and confirm that, yeah, we just got a call from Andy, and . . . we are going to get that done for you." ¹¹ He testified that he had "literally dozens" of conversations or e-mails with senior White House staff, including the President, the Vice President, Card, Hagin, National Security Advisor Stephen Hadley, and Karl Rove. ¹²

Brown virtually boasted that he deliberately avoided communicating with the Secretary of Homeland Security Michael Chertoff. When asked in the Senate by Senator Lieberman whether he had talked to Chertoff on Monday, August 29, and why he "would . . . not have if that was the chain of command," he responded: "Because I'm still operating that I need to get things done, and the way I get things done is I request them from the White House" ¹³

He further testified in the Senate that calling Chertoff for support "would have wasted my time. . . ." ¹⁴ Brown claimed that "DHS was an additional bureaucracy that was going to slow me down even more. And the way I got around that was dealing directly with the White House." ¹⁵ Senator Bennett observed, "[I]f I were Secretary Chertoff and I had a Deputy Secretary who would prefer to call the White House rather than talk to me, I would find that very disturbing." ¹⁶

At the same time as he was eager to call the White House for assistance, Brown tried to cut off communications with the Secretary. He told another FEMA official: "I did tell [Secretary Chertoff] privately that the phone calls were killing me, and he said he understood. He assures me he is not trying to interfere, but they are literally driving me crazy." ¹⁷

He also admitted that Card directed him to use the proper procedures. He testified that Card responded to a request:

Mike, we are going to have to follow the protocol. We are going to have to follow the chain of command on this one. And I took that to mean that the way we have played ball for the past couple of years, we are not going to play ball that way, and now we are going to play ball by "if you

¹⁰ Brown Dep. at 16.

¹¹ *Id.*

¹² *Id.* at 8.

¹³ *Feb. 10, 2005 Sen. Homeland Sec. Hearing* at 44.

¹⁴ *Id.* at 65-66.

¹⁵ *Id.* at 69.

¹⁶ *Id.* at 66.

¹⁷ E-mail from Michael Brown to Brooks Altschuler, Dep. Chief of Staff, FEMA (Sept. 1, 2005, 21:31).

really need something, you need to go to Chertoff or back though HSOC or whatever you are going to do and do those requests that way.”¹⁸

Brown operated under the old procedures, despite his own recognition of changes to the NRP and at FEMA. In both his September 27, 2005 appearance before the Select Committee and his February 11, 2006 deposition, he complained about FEMA budget cuts and reorganization at DHS.¹⁹ In response to Chairman Davis’s question about whether the NRP had changed since the 2004 hurricane season in Florida, Brown replied: “It had. It had.”²⁰ Brown was also asked: “[It] looks [as if] you may have spent a couple of years fighting a system that you didn’t like, and then when the disaster came, it came [time] to use that system you chose not to use it. How would you address that?”²¹ He responded:

I would say that is generally true because the system that is in place works, whether it is catastrophic or not. The system that is in place worked.²²

But that was emphatically not the system in place for Hurricane Katrina, and Brown deliberately ignored it. He admitted that he never advised the Secretary to designate Hurricane Katrina as an Incident of National Significance²³ and never even discussed with Chertoff activating the NRP’s Catastrophic Incident Annex.²⁴ He testified that he would have “fought the activation of the IIMG as hard as [he] could.”²⁵ He testified that, if he had gone through the HSOC or the Secretary, it would have “added two new phone calls and two new layers to get things done.”²⁶ Similarly, he objected to the designation of the Principal Federal Official for an Incident of National Significance because “it adds an additional layer of bureaucracy.”²⁷ He testified: “[T]hat’s why I am such an opponent of the PFO designation”²⁸

Yet when asked if these were the “mechanisms” for managing disasters under the NRP and for pushing resources into the field, he responded: “Right.”²⁹ When confronted

¹⁸ Brown Dep. at 17.

¹⁹ See *Sept. 27, 2005 Select Comm. Hearing* at 114, 115-117 (statements of Michael Brown); Brown Dep. at 41, 43, 85. See also *Sept. 27, 2005 Select Comm. Hearing* at 77, 99, 114, 139-140 (statements of Michael Brown).

²⁰ Brown Dep. at 17.

²¹ *Id.* at 94.

²² *Id.*

²³ Brown Dep. at 48-49.

²⁴ *Id.* at 93.

²⁵ *Id.* at 95.

²⁶ *Id.* at 48.

²⁷ *Id.* at 49.

²⁸ *Id.*

²⁹ *Id.* at 94-95.

with that fact that he “choose [sic] not to use them,” again, his unambiguous response was “Right.”³⁰

At the same time, while he plainly perceived the structures of the NRP to be bureaucratic, he admitted that he had no reason to think that those structures could not and would not respond to his needs. When asked if he had “any reason to think that you couldn’t get [the logistics mission] assignment accomplished through regular channels,” he testified: “No. I really didn’t.”³¹ Thus, there did not appear to be any need to communicate with the White House to obtain the assistance that he sought.

Finally, Brown also appears to have represented to Secretary Chertoff that he could live with the changes at FEMA, when in fact he could not. According to Secretary Chertoff’s testimony, Chertoff and Deputy Secretary Michael Jackson met with Brown and specifically asked him if he was “going to have a problem functioning as the head of FEMA” with the changes at FEMA that Brown had opposed.³² Chertoff testified that they told Brown it was “perfectly creditable to say, I can’t go along with this. I want to leave. If you are going to stay, though, we need to have your full commitment. He told us he had felt he had gotten a fair hearing and would give this his full commitment.”³³ Brown’s refusal to follow the NRP seems contrary to that representation.

It is not clear that following the NRP’s procedures would have dramatically altered the government’s response to Hurricane Katrina. It is clear, however, that it was Brown’s responsibility to use those procedures. It is equally clear, by his own admission, Brown failed to follow them. He thought he could just ignore the NRP and do it the way he did it in Florida in 2004. That way involved direct communication with the White House to get resources, circumventing the Secretary of Homeland Security and the interagency processes and mechanisms designed to speed relief to disaster victims.

The nation will never know whether its response would have been better if the NRP had been followed. We only know the actual response, where the NRP was not followed, was woefully inadequate.

³⁰ *Id.*

³¹ *Id.* at 92. Even when Brown had the opportunity to seek assistance from the White House, he did not. When Andy Card asked Brown directly on Monday, August 29—the evening following landfall—if there were “[a]nything you want me to do?” Brown did not ask for anything, saying only that “[h]ousing, transportation and environment could be long term issues.” (E-mail from Michael Brown to Andy Card, Chief of Staff, White House (Aug. 29, 2005; 22:00) in response to E-mail from Andy Card to Michael Brown (Aug. 29, 2005; 21:51:07).) Moreover, in the August 28 video teleconference in which the President appeared, Brown did not request anything. (Daily Video Teleconference [“VTC”] amongst key officials dated Aug. 28, 2005, Transcript at 14-15). Later in the same conference call, Brown asked Louisiana State Coordinating Officer Jeff Smith if he had “any unmet needs, anything that we’re not getting to you that you need . . . ;” Smith replied simply “Mike, no.” (*Id.* at 18.)

³² *Hearing on Hurricane Katrina: The Homeland Sec. Dept’s Preparation and Response Before Sen. Homeland Sec. and Gov’t Affairs Comm.*, 109th Cong. 24 (Feb. 15, 2006) (statement of Michael Chertoff, Sec., Dept Homeland Sec.).

³³ *Id.* at 24-25.

**[Executive Orders]**

Executive Order 12148 directed FEMA to develop a plan to outline how their agency would cooperate and respond to a nuclear emergency. They established the Federal Radiological Emergency Response Plan (FRERP). The DoD developed its own set of instructions to complement the federal plan on how to respond to nuclear weapons accidents. In addition, each military service developed its own set of complementary instructions.

EX. ORD. NO. 12148. FEDERAL EMERGENCY MANAGEMENT

Ex. Ord. No. 12148, July 20, 1979, 44 F.R. 43239, as amended by Ex. Ord. No. 12155, Sept. 10, 1979, 44 F.R. 53071; Ex. Ord. No. 12156, Sept. 10, 1979, 44 F.R. 53073; Ex. Ord. No. 12381, Sept. 8, 1982, 47 F.R. 39795; Ex. Ord. No. 12673, Mar. 23, 1989, 54 F.R. 12571; Ex. Ord. No. 12919, Sec. 904(a)(8), June 3, 1994, 59 F.R. 29533, provided:

By the authority vested in me as President by the Constitution and laws of the United States of America, including the Federal Civil Defense Act of 1950, as amended (50 U.S.C. App. 2251 et seq.), the Disaster Relief Act of 1970, as amended (42 U.S.C. Chapter 58 note), the Disaster Relief Act of 1974 (88 Stat. 143; 42 U.S.C. 5121 et seq.), the Earthquake Hazards Reduction Act of 1977 (42 U.S.C. 7701 et seq.), Section 4 of Public Law 92-385 (86 Stat. 556), Section 43 of the Act of August 10, 1956, as amended (50 U.S.C. App. 2285), the National Security Act of 1947, as amended (see Short Title note set out under 50 U.S.C. 401), the Defense Production Act of 1950, as amended (50 U.S.C. App. 2061 et seq.), Reorganization Plan No. 1 of 1958 (set out above), Reorganization Plan No. 1 of 1973 (set out above), the Strategic and Critical Materials Stock Piling Act, as amended (50 U.S.C. 98 et seq.), Section 202 of the Budget and Accounting Procedures Act of 1950 (31 U.S.C. 581c) (31 U.S.C. 1531), and Section 301 of Title 3 of the United States Code, and in order to transfer emergency functions to the Federal Emergency Management Agency, it is hereby ordered as follows:

SECTION 1. TRANSFERS OR REASSIGNMENTS

1-1. Transfer or Reassignment of Existing Functions.

1-101. All functions vested in the President that have been delegated or assigned to the Defense Civil Preparedness Agency, Department of Defense, are transferred or reassigned to the Director of the Federal Emergency Management Agency.

1-102. All functions vested in the President that have been delegated or assigned to the Federal Disaster Assistance Administration, Department of Housing and Urban Development, are transferred or reassigned to the Director of the Federal Emergency Management Agency, including any of those functions redelegated or

reassigned to the Department of Commerce with respect to assistance to communities in the development of readiness plans for severe weather-related emergencies.

1-103. All functions vested in the President that have been delegated or assigned to the Federal Preparedness Agency, General Services Administration, are transferred or reassigned to the Director of the Federal Emergency Management Agency.

1-104. All functions vested in the President by the Earthquake Hazards Reduction Act of 1977 (42 U.S.C. 7701 et seq.), including those functions performed by the Office of Science and Technology Policy, are delegated, transferred, or reassigned to the Director of the Federal Emergency Management Agency.

1-2. Transfer or Reassignment of Resources.

1-201. The records, property, personnel and positions, and unexpended balances of appropriations, available or to be made available, which relate to the functions transferred, reassigned, or redelegated by this Order are hereby transferred to the Director of the Federal Emergency Management Agency.

1-202. The Director of the Office of Management and Budget shall make such determinations, issue such orders, and take all actions necessary or appropriate to effectuate the transfers or reassignments provided by this Order, including the transfer of funds, records, property, and personnel.

SEC. 2. MANAGEMENT OF EMERGENCY PLANNING AND ASSISTANCE

2-1. General.

2-101. The Director of the Federal Emergency Management Agency shall establish Federal policies for, and coordinate, all civil defense and civil emergency planning, management, mitigation, and assistance functions of Executive agencies.

2-102. The Director shall periodically review and evaluate the civil defense and civil emergency functions of the Executive agencies. In order to improve the efficiency and effectiveness of those functions, the Director shall recommend to the President alternative methods of providing Federal planning, management, mitigation, and assistance.

2-103. The Director shall be responsible for the coordination of efforts to promote dam safety, for the coordination of natural and nuclear disaster warning systems, and for the coordination of preparedness and planning to reduce the consequences of major terrorist incidents.

2-104. The Director shall represent the President in working with State and local governments and private sector to stimulate vigorous participation in civil emergency preparedness, mitigation, response, and recovery programs.

2-105. The Director shall provide an annual report to the President for subsequent transmittal to the Congress on the functions of the Federal Emergency Management Agency. The report shall assess the current overall state of effectiveness of Federal

civil defense and civil emergency functions, organizations, resources, and systems and recommend measures to be taken to improve planning, management, assistance, and relief by all levels of government, the private sector, and volunteer organizations.

2-2. Implementation.

2-201. In executing the functions under this Order, the Director shall develop policies which provide that all civil defense and civil emergency functions, resources, and systems of Executive agencies are:

(a) founded on the use of existing organizations, resources, and systems to the maximum extent practicable;

(b) integrated effectively with organizations, resources, and programs of State and local governments, the private sector and volunteer organizations; and

(c) developed, tested and utilized to prepare for, mitigate, respond to and recover from the effects on the population of all forms of emergencies.

2-202. Assignments of civil emergency functions shall, whenever possible, be based on extensions (under emergency conditions) of the regular missions of the Executive agencies.

2-203. For purposes of this Order, 'civil emergency' means any accidental, natural, man-caused, or wartime emergency or threat thereof, which causes or may cause substantial injury or harm to the population or substantial damage to or loss of property.

2-204. In order that civil defense planning continues to be fully compatible with the Nation's overall strategic policy, and in order to maintain an effective link between strategic nuclear planning and nuclear attack preparedness planning, the development of civil defense policies and programs by the Director of the Federal Emergency Management Agency shall be subject to oversight by the Secretary of Defense and the National Security Council.

2-205. To the extent authorized by law and within available resources, the Secretary of Defense shall provide the Director of the Federal Emergency Management Agency with support for civil defense programs in the areas of program development and administration, technical support, research, communications, transportation, intelligence, and emergency operations.

2-206. All Executive agencies shall cooperate with and assist the Director in the performance of his functions.

2-3. Transition Provisions.

2-301. The functions which have been transferred, reassigned, or redelegated by Section 1 of this Order are recodified and revised as set forth in this Order at Section 4, and as provided by the amendments made at Section 5 to the provisions of other Orders.

2-302. Notwithstanding the revocations, revisions, codifications, and amendments made by this Order, the Director may continue to perform the functions transferred to him by Section 1 of this

Order, except where they may otherwise be inconsistent with the provisions of this Order.

SEC. 3. FEDERAL EMERGENCY MANAGEMENT COUNCIL

(Revoked by Ex. Ord. No. 12919, Sec. 904(a)(8), June 3, 1994, 59 F.R. 29533.)

SEC. 4. DELEGATIONS

4-1. Delegation of Functions Transferred to the President.

4-101. (Revoked by Ex. Ord. No. 12155, Sept. 10, 1979, 44 F.R. 53071.)

4-102. The functions vested in the Director of the Office of Defense Mobilization by Sections 103 and 303 of the National Security Act of 1947, as amended by Sections 8 and 50 of the Act of September 3, 1954 (Public Law 779; 68 Stat. 1228 and 1244) (50 U.S.C. 404 and 405), were transferred to the President by Section 1(a) of Reorganization Plan No. 1 of 1958, as amended (50 U.S.C. App. 2271 note) (now set out above), and they are hereby delegated to the Director of the Federal Emergency Management Agency.

4-103. (a) The functions vested in the Federal Civil Defense Administration or its Administrator by the Federal Civil Defense Act of 1950, as amended (50 U.S.C. App. 2251 et seq.), were transferred to the President by Reorganization Plan No. 1 of 1958, and they are hereby delegated to the Director of the Federal Emergency Management Agency.

(b) Excluded from the delegation in subsection (a) is the function under Section 205(a)(4) of the Federal Civil Defense Act of 1950, as amended (50 U.S.C. App. 2286(a)(4)), relating to the establishment and maintenance of personnel standards on the merit basis that was delegated to the Director of the Office of Personnel Management by Section 1(b) of Executive Order No. 11589, as amended (Section 2-101(b) of Executive Order No. 12107) (5 U.S.C. 3376 note).

4-104. The Director of the Federal Emergency Management Agency is authorized to redelegate, in accord with the provisions of Section 1(b) of Reorganization Plan No. 1 of 1958 (50 U.S.C. App. 2271 note) (now set out above), any of the functions delegated by Sections 4-101, 4-102, and 4-103 of this Order.

4-105. The functions vested in the Administrator of the Federal Civil Defense Administration by Section 43 of the Act of August 10, 1956 (70A Stat. 636) (50 U.S.C. App. 2285), were transferred to the President by Reorganization Plan No. 1 of 1958, as amended (50 U.S.C. App. 2271 note) (now set out above), were subsequently revested in the Director of the Office of Civil and Defense Mobilization by Section 512 of Public Law 86-500 (50 U.S.C. App. 2285) (the office was changed to Office of Emergency Planning by Public Law 87-296 (75 Stat. 630) and then to the Office of Emergency Preparedness by Section 402 of Public Law 90-608 (82 Stat. 1194)), were again transferred to the President by Section 1 of Reorganization Plan No. 1 of 1973 (50 U.S.C. App. 2271 note) (now set out above), and they are hereby delegated to the Director of the Federal Emergency Management Agency.

4-106. The functions vested in the Director of the Office of Emergency Preparedness by Section 16 of the Act of September 23, 1950, as amended (20 U.S.C. 646), and by Section 7 of the Act of September 30, 1950, as amended (20 U.S.C. 241-1), were transferred to the President by Section 1 of Reorganization Plan No. 1 of 1973 (50 U.S.C. App. 2271 note) (now set out above), and they are hereby delegated to the Director of the Federal Emergency Management Agency.

4-107. That function vested in the Director of the Office of Emergency Preparedness by Section 762(a) of the Higher Education Act of 1965, as added by Section 161(a) of the Education Amendments of 1972, and as further amended (20 U.S.C. 1132d-1(a)), to the extent transferred to the President by Reorganization Plan No. 1 of 1973 (50 U.S.C. App. 2271 note) (now set out above), is hereby delegated to the Director of the Federal Emergency Management Agency.

4-2. Delegation of Functions Vested in the President.

4-201. The functions vested in the President by the Disaster Relief Act of 1970, as amended (42 U.S.C. Chapter 58 note), are hereby delegated to the Director of the Federal Emergency Management Agency.

4-202. The functions (related to grants for damages resulting from hurricane and tropical storm Agnes) vested in the President by Section 4 of Public Law 92-335 (86 Stat. 556) are hereby delegated to the Director of the Federal Emergency Management Agency.

Section (sic) 4-203. The functions vested in the President by the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S.C. 5121 et seq.), except those functions vested in the President by Section 401 (relating to the declaration of major disasters and emergencies) (42 U.S.C. 5170), Section 501 (relating to the declaration of emergencies) (42 U.S.C. 5191), Section 405 (relating to the repair, reconstruction, restoration, or replacement of Federal facilities) (42 U.S.C. 5171), and Section 412 (relating to food coupons and distribution) (42 U.S.C. 5179), are hereby delegated to the Director of the Federal Emergency Management Agency.

4-204. The functions vested in the President by the Earthquake Hazards Reduction Act of 1977, as amended (42 U.S.C. 7701 et seq.) are delegated to the Director of the Federal Emergency Management Agency.

4-205. Effective July 30, 1979, the functions vested in the President by Section 4(h) of the Commodity Credit Corporation Charter Act, as amended (15 U.S.C. 714b(h)), are hereby delegated to the Director of the Federal Emergency Management Agency.

4-206. Effective July 30, 1979, the functions vested in the President by Section 204(f) of the Federal Property and Administrative Services Act of 1949, as amended (40 U.S.C. 485(f)), are hereby delegated to the Director of the Federal Emergency Management Agency.

4-207. The functions vested in the President by Section 502 of

the Federal Civil Defense Act of 1950, as amended (50 U.S.C. App. 2302), are delegated to the Director of the Federal Emergency Management Agency.

SEC. 5. OTHER EXECUTIVE ORDERS

5-1. Revocations.

5-101. Executive Order No. 10242, as amended, entitled "Prescribing Regulations Governing the Exercise by the Federal Civil Defense Administrator of Certain Administrative Authority Granted by the Federal Civil Defense Act of 1950", is revoked.

5-102. Sections 1 and 2 of Executive Order No. 10296, as amended, entitled "Providing for the Performance of Certain Defense Housing and Community Facilities and Service Functions", are revoked.

5-103. Executive Order No. 10494, as amended, relating to the disposition of remaining functions, is revoked.

5-104. Executive Order No. 10529, as amended, relating to federal employee participation in State and local civil defense programs, is revoked.

5-105. Section 3 of Executive Order No. 10601, as amended, which concerns the Commodity Set Aside, is revoked.

5-106. Executive Order No. 10634, as amended, relating to loans for facilities destroyed or damaged by a major disaster, is revoked.

5-107. Section 4(d)(2) of Executive Order No. 10900, as amended, which concerns foreign currencies made available to make purchases for the supplemental stockpile, is revoked.

5-108. Executive Order No. 10952, as amended, entitled "Assigning Civil Defense Responsibilities to the Secretary of Defense and Others", is revoked.

5-109. Executive Order No. 11051, as amended, relating to responsibilities of the Office of Emergency Preparedness, is revoked.

5-110. Executive Order No. 11415, as amended, relating to the Health Resources Advisory Committee, is revoked.

5-111. Executive Order No. 11795, as amended, entitled "Delegating Disaster Relief Functions Pursuant to the Disaster Relief Act of 1974", is revoked, except for Section 3 thereof.

5-112. Executive Order No. 11725, as amended, entitled "Transfer of Certain Functions of the Office of Emergency Preparedness", is revoked.

5-113. Executive Order No. 11749, as amended, entitled "Consolidating Disaster Relief Functions Assigned to the Secretary of Housing and Urban Development" is revoked.

5-2. Amendments.

5-201. Executive Order No. 10421, as amended, relating to physical security of defense facilities (formerly set out as a note under 50 U.S.C. 404) is further amended by (a) substituting the "Director of the Federal Emergency Management Agency" for "Director of the Office of Emergency Planning" in Sections 1(a), 1(c), and 6(b); and, (b) substituting "Federal Emergency Management Agency" for "Office of Emergency Planning" in Sections 6(b) and 7(b).

5-202. Executive Order No. 10480, as amended (50 U.S.C. App. 2153 note), is further amended by (a) substituting "Director of the Federal Emergency Management Agency" for "Director of the Office of Emergency Planning" in Sections 101(a), 101(b), 201(a), 201(b), 301, 304, 307, 308, 310(b), 311(b), 312, 313, 401(b), 401(e), and 605; and, (b) substituting "Director of the Federal Emergency Management Agency" for "Administrator of General Services" in Sections 305, 501, and 610.

5-203. Section 3(d) of Executive Order No. 10582, as amended, which relates to determinations under the Buy American Act (41 U.S.C. 10d note) is amended by deleting "Director of the Office of Emergency Planning" and substituting therefor "Director of the Federal Emergency Management Agency".

5-204. Paragraph 21 of Executive Order No. 10789, as amended (50 U.S.C. 1431 note), is further amended by adding "The Federal Emergency Management Agency" after "Government Printing Office".

5-205. Executive Order No. 11179, as amended, concerning the National Defense Executive Reserve (50 U.S.C. App. 2153 note), is further amended by deleting "Director of the Office of Emergency Planning" in Section 2 and substituting therefor "Director of the Federal Emergency Management Agency".

5-206. Section 7 of Executive Order No. 11912, as amended, concerning energy policy and conservation (42 U.S.C. 6201 note), is further amended by deleting "Administrator of General Services" and substituting therefor "Director of the Federal Emergency Management Agency".

5-207. Section 2(d) of Executive Order No. 11988 entitled "Floodplain Management" (42 U.S.C. 4321 note) is amended by deleting "Federal Insurance Administration" and substituting therefor "Director of the Federal Emergency Management Agency".

5-208. Section 5-3 of Executive Order No. 12046 of March 29, 1978 (47 U.S.C. 305 note), is amended by deleting "General Services Administration" and substituting therefor "Federal Emergency Management Agency" and by deleting "Administrator of General Services" and substituting therefor "Director of the Federal Emergency Management Agency".

5-209. Section 1-201 of Executive Order No. 12065 (50 U.S.C. 435 note) is amended by adding "The Director of the Federal Emergency Management Agency" after "The Administrator, National Aeronautics and Space Administration" and by deleting "Director, Federal Preparedness Agency and to the" from the parentheses after "The Administrator of General Services".

5-210. Section 1-102 of Executive Order No. 12075 of August 16, 1978 (42 U.S.C. 1450 note), is amended by adding in alphabetical order '(p) Federal Emergency Management Agency'.

5-211. Section 1-102 of Executive Order No. 12083 of September 27, 1978 (42 U.S.C. 7101 note) is amended by adding in alphabetical order '(z) the Director of the Federal Emergency Management Agency'.

5-212. Section 9.11(b) of Civil Service Rule IX (5 CFR Part 9) (5 U.S.C. 3301 note) is amended by deleting 'the Defense Civil Preparedness Agency and'.

5-213. (Revoked by Ex. Ord. No. 12381, Sept. 8, 1982, 47 F.R. 39795.)

5-214. Executive Order No. 11490, as amended (see note above) is further amended as follows:

(a) Delete the last sentence of Section 102(a) and substitute therefor the following: 'The activities undertaken by the departments and agencies pursuant to this Order, except as provided in Section 3003, shall be in accordance with guidance provided by, and subject to, evaluation by the Director of the Federal Emergency Management Agency.'.

(b) Delete Section 103 entitled 'Presidential Assistance' and substitute the following new Section 103: 'Sec. 103 General Coordination. The Director of the Federal Emergency Management Agency (FEMA) shall determine national preparedness goals and policies for the performance of functions under this Order and coordinate the performance of such functions with the total national preparedness programs.'.

(c) Delete the portion of the first sentence of Section 401 prior to the colon and insert the following: 'The Secretary of Defense shall perform the following emergency preparedness functions'.

(d) Delete 'Director of the Federal Preparedness Agency (GSA)' or 'the Federal Preparedness Agency (GSA)' and substitute therefor 'Director, FEMA', in Sections 401(3), 401(4), 401(5), 401(9), 401(10), 401(14), 401(15), 401(16), 401(19), 401(21), 401(22), 501(8), 601(2), 904(2), 1102(2), 1204(2), 1401(a), 1701, 1702, 2003, 2004, 2801(5), 3001, 3002(2), 3004, 3005, 3006, 3008, 3010, and 3013.

(e) The number assigned to this Order shall be substituted for '11051 of September 27, 1962' in Section 3001, and for '11051' in Sections 1802, 2002(3), 3002 and 3008(1).

(f) The number assigned to this Order shall be substituted for '10952' in Sections 1103, 1104, 1205, and 3002.

(g) Delete 'Department of Defense' in Sections 502, 601(1), 804, 905, 1103, 1104, 1106(4), 1205, 2002(8), the first sentence of Section 3002, and Sections 3008(1) and 3010 and substitute therefor 'Director of the Federal Emergency Management Agency.'.

SEC. 6.

This Order is effective July 15, 1979.

(Section 1-106 of Ex. Ord. No. 12155, which enacted sections 4-205 and 4-206 of Ex. Ord. No. 12148, was revoked by Pub. L. 100-180, div. C, title II, Sec. 3203(b), Dec. 4, 1987, 101 Stat. 1247.)

OFFICE OF THE GOVERNOR

BOB RILEY
GOVERNOR



STATE OF ALABAMA

STATE CAPITOL
MONTGOMERY, ALABAMA 36130

(334) 242-7100
FAX: (334) 242-0937

September 2, 2005

Honorable Donald H. Rumsfeld
Secretary of Defense
Pentagon
Washington, DC

Dear Secretary Rumsfeld:

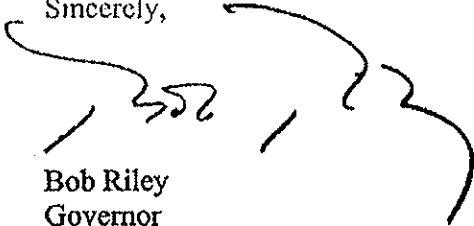
I ask you to approve 180 days of military duty in Title 32 USC 901 status for soldiers and airmen serving on state active duty in support of Hurricane Katrina relief efforts. Title 32 status will allow the soldiers and airmen supporting Hurricane Katrina Relief to receive military retirement points, health insurance and disability protection.

Hurricane Katrina struck Alabama, our neighbors in Mississippi and Louisiana on Monday, August 29, 2005. I ordered over 3,000 Alabama National Guard soldiers and airmen to state active duty to provide security, medical, engineers and communication support to Hurricane Katrina relief efforts. None of the soldiers or airmen are serving in a federal status.

Currently, our soldiers and airmen are engaged in the protection of vital infrastructure to include medical facilities, fuel distribution, I-10, water and power distribution systems which are all vital to the recovery of the entire Gulf coast area.

Thank you for your consideration of this request.

Sincerely,


Bob Riley
Governor



STATE OF MISSISSIPPI
OFFICE OF THE GOVERNOR

HALEY BARBOUR
GOVERNOR

September 4, 2005

Honorable Donald H. Rumsfeld
Secretary of Defense
c/o Mr. Haynes - DoD General Counsel -- via fax @ [REDACTED] 78
Pentagon
Washington, DC

Dear Secretary Rumsfeld:

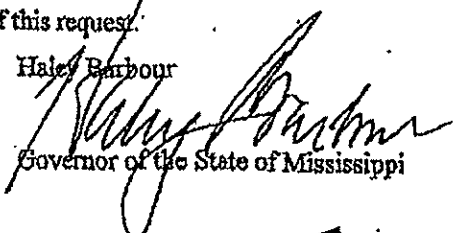
I ask you to approve up to 180 days of military duty, retroactive to August 29, 2005, in Title 32 U.S.C. § 901 status for soldiers and airmen serving on State Active Duty in support of Hurricane Katrina relief efforts. Title 32 status will allow the soldiers and airmen supporting Hurricane Katrina Relief to receive military retirement points, health insurance and disability protection.

Hurricane Katrina struck Mississippi and our neighbors in Louisiana and Alabama on Monday, August 29, 2005. I ordered several thousand Mississippi National Guard soldiers and airmen to State Active Duty to provide security, medical, engineer and communication support to Hurricane Katrina relief efforts. None of those soldiers or airmen is serving in a federal status.

Currently, our soldiers and airmen are engaged in the protection of vital infrastructure to include medical facilities, fuel distribution, I-10, water and power distribution systems -- all of which are vital to the recovery of the entire Gulf coast area.

Thank you for your consideration of this request.

Haley Barbour


Governor of the State of Mississippi

cc: COL Parker - NGB General Counsel -- via fax @ [REDACTED]



KATHLEEN BABINEAUX BLANCO
GOVERNOR

State of Louisiana

OFFICE OF THE GOVERNOR

Baton Rouge

70804-9004

POST OFFICE BOX R-004
(225) 342-7015

September 5, 2005

Honorable Donald H. Rumsfeld
Secretary of Defense
Pentagon
Washington, DC

Dear Secretary Rumsfeld:

I ask you to approve 180 days of military duty in Title 32 USC 901 status for all National Guard soldiers and airmen serving in support of Hurricane Katrina relief efforts. As you are aware, Title 32 status will allow the soldiers and airmen supporting Hurricane Katrina committed to Hurricane Katrina Relief to receive military retirement points, health insurance and disability protection. Further, this action will ensure equitable compensation across the supporting National Guard force.

As you are aware, Hurricane Katrina struck Louisiana, our neighbors in Mississippi and Alabama on Monday, August 29, 2005. I ordered over 3,000 Louisiana National Guard soldiers and airmen to state active duty in order to provide security, medical, engineer and communication support to relief efforts. None of these soldiers are in a federal status.

Currently, our soldiers and airmen are engaged in the protection of critical infrastructure to include medical facilities, fuel distribution, water and power distribution systems which are all vital to the recovery of the entire region.

Thank you for your consideration of this request.

Sincerely,

Kathleen Babineaux Blanco
Governor

A-192



DEPUTY SECRETARY OF DEFENSE
1010 DEFENSE PENTAGON
WASHINGTON, DC 20301-1010

SEP -7 2005

MEMORANDUM FOR SECRETARY OF THE ARMY
ACTING SECRETARY OF THE AIR FORCE

SUBJECT: Hurricane Katrina Relief Efforts

I approve Federal funding for use of the National Guard in Title 32 U.S. Code status to support Hurricane Katrina disaster relief efforts retroactive to August 29, 2005.

The Secretary of the Army and the Acting Secretary of the Air Force shall coordinate the exercise of this authority with the Under Secretary of Defense for Personnel and Readiness.

Andrew England
ACTING

cc: CJCS
USD(C)
USD(P&R)
GC, DoD
ASD(HD)
Chief, NGB

OSD 17983-05



American Red Cross Tropical Storm and Hurricane Action Plan

Introduction

Tropical storms and hurricanes, by their massive force and unpredictable nature, have the potential to cause injury, death and widespread destruction, and to displace many people.

Because these storms are a recurring threat to a substantial number of people in the United States, the American Red Cross has long held and frequently executed a special response plan specific to tropical storms and hurricanes. This plan has evolved over time and is based on operational experience and increasing development and resident population in at-risk areas. It is in accordance with changes to the structure of the Red Cross and its Disaster Services Program.

As in the past, the American people today expect the Red Cross to be at the site of such events quickly to render assistance for basic human needs. Reliance on the expertise and commitment of the Red Cross in times of major and sometimes catastrophic disasters is reaffirmed in the federal government's National Response Plan.

Purpose and Results

This document outlines the systematic approach the Red Cross will undertake to prepare for and respond to tropical storms and hurricanes (hereafter described simply as hurricanes). The objective of this plan is to enable the Red Cross to be ready to deliver immediate services and assistance needed by those threatened and affected by such storms at an appropriate scope and scale. These actions will be executed in an integrated and coordinated manner by Red Cross chapters, service areas, disaster relief operations and national headquarters and enable the Red Cross to meet the needs and expectations of its five key constituents groups – clients, partners, volunteers and employees, donors and the American people.

Assumptions

This response plan makes the following assumptions:

1. Hurricanes are a recurring threat to the United States mainland, territories and possessions.
2. While tropical storms are less intense than hurricanes, they can produce extensive damage (particularly flooding) and should not be considered a lesser threat.
3. The available technology used to predict the direction and intensity of these storms is limited; therefore the Red Cross must have an integrated approach of preparedness and readiness efforts followed by prompt, focused, flexible and prudent response actions.

4. Not all threatening storms make landfall in the United States, its territories or possessions. Yet, in order to ensure and conduct an effective response, the Red Cross must take action well in advance of each approaching storm.
5. Hurricanes, by their significant scope and force, have the potential to affect wide geographic areas and require special attention, unified direction, action, coordination and collaboration by the Red Cross.
6. The scope and magnitude of human needs produced by hurricanes triggers the deployment of Red Cross resources and technical support to the threatened or affected Red Cross chapters and their service areas.
7. Effective Red Cross service delivery following a hurricane requires the ongoing engagement of all affected Red Cross units.
8. Annual pre-hurricane season planning and targeted resource development by hurricane-prone chapters and service area jurisdictions enhances the ability of the Red Cross to effectively respond.
9. Response actions by Red Cross units must be conducted in concert with their local, state and federal government counterparts.
10. The success of the Red Cross response to a hurricane is defined by the key constituents of the organization – our clients, donors, volunteers and employees, partners and the American public.
11. A clear and visible Red Cross presence in the disaster-affected area, plus ready availability of and easy accessibility to Red Cross services and assistance, are essential factors in the satisfaction of our constituents.
12. Red Cross response actions during each hurricane season produce valuable lessons learned that facilitate more effective and efficient responses for future storms.
13. The pre-defined geographic risk of hurricanes supports the value of significant service delivery planning and preparedness, particularly in coastal areas.
14. The chapters serving the affected area provide the initial incident response in their respective communities, report their activities and assessments and are augmented by human and material resources and guidance, in a coordinated manner, from the service area or national headquarters.
15. The affected chapters are integrated into a service delivery system once the relief operation is established and retain their role as elements participating in service delivery throughout the life of the disaster relief operation.

Annual Continuous Improvement Cycle

The frequency, intensity and location of threatening storms often vary from year to year, yet ongoing focused preparedness and performance enhancement activities are possible and warranted in all regions susceptible to such storms. Attachment 1 outlines the Annual Continuous Improvement Cycle, a critical component of this plan.

Concept of Operations

The Red Cross response to hurricanes begins with the preparedness and readiness actions taken by its units as outlined in the Annual Continuous Improvement Cycle. Upon the development of each threatening storm, the Red Cross initiates a seamless two-phased (pre and post-landfall) set of actions.

During the pre-landfall phase, as it is not possible to determine the precise path of a storm, all chapters servicing threatened communities activate their respective response plans. At the same time, the jurisdictional service areas move into their Major Disaster Response Structure; see Attachment 2. The service areas establish direct communication with or staff Red Cross liaisons at the threatened states' emergency operations centers and with the federal Regional Response Coordination Center. The service area begins deploying resources from its jurisdiction to the threatened chapters as defined by the chapters' hurricane priority requirements (a deliverable of the Annual Continuous Improvement Cycle) and activates an anticipated disaster relief operations headquarters.

Red Cross national headquarters provides support to and consultation with the threatened service areas, establishes direct liaison with appropriate federal government agencies and determines the availability of additional human and material resources the potentially affected region may need.

In anticipation of a hurricane and the resulting Red Cross relief operation, service areas not at risk from the storm will alert and place on standby human and material resources within their respective jurisdictions.

If landfall does not occur, the service area coordinates the phase-down of chapter pre-landfall activities.

The second phase begins upon landfall; the service area promptly transfers operational oversight and direction of Red Cross relief activities to the established disaster relief operation headquarters. The relief operation headquarters provides guidance and direction to the affected chapters and coordinates additional available resources to enhance service delivery throughout the disaster-affected area. The relief operation headquarters reports to Red Cross national headquarters while continuing to engage the service areas in planning and consultation. If the post-landfall operation is more limited in scope than initially expected, the service area and the Disaster Operations Center will decide the level of ongoing support to the relief operation.

When the Disaster Operations Center supports the relief operation, a conference call that includes the disaster relief operation, the service area and the Disaster Operations Center will occur to define the scaling-up of operations management support activities.

Chapters in the disaster-affected area remain actively engaged throughout the course of the disaster relief operation by providing, within their capability and capacity, assistance to their affected communities. These chapters continue their community involvement after the disaster relief operation concludes its activities.

Pre-Landfall Roles and Actions Defined

Chapters

When confronted with an approaching storm, the chapters servicing at-risk communities and hosting hurricane evacuation shelters activate their respective local response plans and prepare to receive the resources dispatched by the service area. Each chapter primarily focuses on five key activities (not a preferential order):

- Sheltering
- Feeding
- Government and Emergency Management Liaison
- Disaster Assessment
- Public Information and Fundraising

Chapters proactively establish and maintain these activities with knowledgeable staff in a timely manner prior to and after landfall. The chapters ensure the safekeeping of human and material resources received from their service area and deploy these resources, as needed, to ensure quality service delivery. Each chapter should identify a specific employee or volunteer to interact directly with the service area's response structure.

Service Area

The hurricane-threatened service area(s) shift their group configuration to the Major Disaster Response Structure detailed in Attachment 2. In this posture, the service area begins direct communications with the hurricane-prone chapters and deploys human and material resources identified by the service area to individual chapters based on their hurricane priority resource requirements.

The service area, in its Major Disaster Response Structure, deploys personnel in advance to establish a relief operation headquarters. The service area identifies the location and facility and secures facility agreements. The service area or national headquarters (in joint consultation) activates one or more pre-designated staging areas, if required.

Disaster Operations Center

Upon activation of one or more service areas for a threatening storm, the Disaster Operations Center immediately shifts to its hurricane response mode. The Disaster Operations Center is staffed by personnel from Preparedness and Response and other national headquarters departments. Liaisons are dispatched, as needed, to the various federal operations centers. The Disaster Operations Center contacts other service areas to place human and material resources on alert and dispatches these resources, as requested and needed, to the threatened or affected service area jurisdictions.

Disaster Relief Operation Headquarters

The relief operation headquarters does not have an active operational role before hurricane landfall. Based on the storm's projected path and logistical considerations, one or more forward headquarters cells are deployed by the planning cell of the service area's Major Disaster Response Structure. The task of the forward headquarters cell is to establish the headquarters site and receive human and material resources. Service delivery is not a component of their purpose.

Post-Landfall Roles and Actions Defined

During the post-landfall phase, the Red Cross rapidly expands its service delivery focus and resources in the affected area. This effort supplements the service delivery actions of chapters during the pre-landfall phase and occurs quickly, seamlessly and in a coordinated manner.

Chapters

The affected chapters continue to provide and conduct five key activities (not a preferential order):

- Sheltering
- Feeding
- Government Liaison
- Disaster Assessment
- Public Information and Fundraising

Using all available human and material resources, the chapters enhance activities where needed and expand service delivery as required, including bulk distribution, individual assistance and mental and physical health services. The chapters support the relief operation in developing and executing a comprehensive service delivery plan for the entire affected area. The chapters also redirect their reports of service delivery activity from the service area to the disaster relief operation headquarters.

Disaster Relief Operation Headquarters

The relief operation headquarters establishes direct communications with the affected chapters regarding the overall service delivery plan and resource requirements. The relief operation

distributes incoming resources in accordance with the service delivery plan and monitors performance actions and accomplishments. The relief operation headquarters also establishes direct communication with state emergency operations centers and various federal disaster field offices via Red Cross liaisons. The chapters continue to maintain liaison activities with local emergency management.

The relief operation headquarters reports to Red Cross national headquarters while continuing to engage the service area in planning and consultation. If the post-landfall operation is more limited in scope than initially expected, the service area and the Disaster Operations Center will discuss the level of ongoing operations management support to the relief operation.

Affected Service Area

As the disaster relief operation headquarters becomes operational, the service area reduces its chapter guidance activities. The service area continues to provide consultation and support to the relief operation headquarters and provides additional service area-based resources as available.

Information from the pre-landfall stage transfers to the disaster relief operation through the planning cell of the service area and the functionality of the service area's pre-landfall structure ceases.

Support Service Areas

Service areas not directly affected by the storm are designated support service areas. These units work directly with the Disaster Operations Center in channeling needed resources to the disaster relief operation(s) established for the hurricane. Chapters within support service areas may provide service to evacuees as well. Upon notification from national headquarters, support service areas will activate their Response units in the same configuration as the affected service areas.

Should the need arise, the support service areas stand ready to disseminate information and assist their chapters in providing Individual Client Services, particularly Welfare Information, and to meet any need for Community Services (i.e. assistance to stranded travelers at airports due to the storms). Any activities associated with the hurricane response will be reported to national headquarters, including volunteer and donation management information.

Material Support Services activities most likely to occur include assisting national headquarters with any requests to move supplies from the Disaster Field Supply Centers, shipping supplies directly to the event site from major vendors in the support service area's jurisdiction and alerting chapters housing national ERVs to respond to the disaster-affected area(s). This will involve the chapters providing the ERV teams and reporting when the ERVs can deploy.

Staff Services activities most likely to occur include recruiting, training and preparing disaster volunteers for deployment to the relief operation as requested by the Disaster Operations Center. The support service area's DSHR Senior Associate will receive a request from the Staff Deployment Center at national headquarters to begin communicating with chapters, ensuring DSHR availability is accurately recorded in the DSHR System, and placing available staff (supervisor and above) on alert as described in the Deployment Manual. Any assignment or

grouping of personnel for deployment will occur only at the request of the affected service area or by the relief operation.

Support service areas will continue to respond to disasters that affect their respective jurisdictions while supporting service area(s) affected by hurricanes. If staff or equipment from a support services area are committed to a hurricane response and there is a need for those resources in their home jurisdiction, the support service area would request assistance in replenishing their resources from neighboring service areas through the Disaster Operations Center.

National Headquarters

National headquarters continues consultation with the affected service area(s) while providing human and material resources and guidance to the relief operation. The Disaster Operations Center engages support service areas for additional resources needed by the relief operation. National headquarters will conduct national-level public relations and fundraising campaigns and activities. National headquarters will also maintain and leverage national agreements with partner groups and agencies. The Staff Deployment Center will activate and communicate with the Staff Services member of the planning cell and service area's DSHR Senior Associate. This activity will entail:

- Communication with unaffected service areas to request notification of available DSHR members (supervisors and above) of alert status.
- Notification, through the non-affected service area's DSHR Senior Associate, to place all Community Services, Partner Services (Government and Emergency Management Liaisons), and Information Management (Disaster Assessment) supervisors on standby status.
- Implementation of Deployment Manual notification procedures regarding staff support, including notifying Travel Office, BTI/World Travel and Corporate Lodging of preliminary needs and activation status.
- Implementation of Deployment Manual procedures for staff recruitment and deployment to the affected area.

Identification and Implementation of Lessons Learned

The Senior Vice President, Preparedness and Response, conducts a Lessons Learned Study of actions during the prior hurricane seasons by December 31. This study includes the development of recommendations for future performance enhancements and allied action plans that must be completed by June 30. Those resulting issues and actions involving systems improvements and program level guidance are assigned to the Preparedness and Response Department at national headquarters. Chapter development and human resource requirements are assigned to the respective service areas. Recommendations and allied actions related to individual chapters are assigned to the respective chapter manager. All units assigned Hurricane Response Lessons Learned action items report their completion to the Senior Vice President, Preparedness and Response, by June 30.

Chapter Priority Resource Requirements

The service areas at risk from hurricanes conduct a hurricane response assessment of the human, material and equipment resources needed by their chapters to deliver services and assistance before, during and after a threatening hurricane by May 31. This inquiry focuses on the five key activities (not a preferential order):

- Sheltering
- Feeding
- Government and Emergency Management Liaison
- Disaster Assessment
- Public Information and Fundraising

Upon completion of this assessment and in conjunction with the Lessons Learned study, the service areas work with their chapters to develop resources to fill these identified shortfalls and determine appropriate resource availability within their respective jurisdictions.

The service areas match chapter shortfalls against progress of resource development by July 1. These resource shortfalls are described as the chapter's hurricane priority requirements (the deliverable of the Annual Continuous Improvement Cycle) for the approaching hurricane season and are used to prioritize the provision of resources to each of these chapters when they are threatened by a hurricane.

A listing of each chapter's hurricane priority resource requirements is provided to Preparedness and Response at national headquarters and used by that department in providing resource support to each of the hurricane-prone service areas.

Hurricane Response
Service Area Major Disaster Response Structure

Upon the approach of a tropical storm or hurricane, the threatened service area reconfigures its structure, priorities and actions to provide support, guidance and resource assistance to its threatened chapters. The service area augments its staff with pre-identified Red Cross volunteers and employees from throughout its service area jurisdiction. When required, the service area secures additional resources through the Disaster Operations Center at national headquarters.

Each service area reconfigures its internal staff in accordance with the charts in Attachment 3. This configuration consists of the following four interdependent elements working in concert, each with a specific focus: the Response Manager, the planning cell with its forward headquarters cell, the information and resource management Cell and service area response operations.

Response Manager

The mission of the response manager is to oversee the Red Cross response to the threatening and/or occurring disaster incident. In consultation with the service area executive, the Response Manager activates the service area hurricane action plan and so informs the Disaster Operations Center. The Response Manager or designee –

1. Ensures appropriate staffing of the individual activities.
2. Hosts conference calls with the hurricane risk chapters.
3. Conducts staff meeting with the members in the Major Disaster Response Structure.
4. Ensures appropriate and accurate reports are compiled and distributed to the Disaster Operations Center and Red Cross liaisons at the state emergency operations centers.
5. Participates in conference calls with the federal Regional Response Coordination Center.
6. Ensures appropriate Red Cross representation at activated state emergency operations centers and Red Cross representation for ESF 6 at the federal Regional Response Coordination Centers.
7. Participates in response strategy sessions hosted by the Disaster Operations Center.
8. Deploys personnel to the disaster relief operations headquarters and staging areas.
9. Approves the activation and movement of service area-based human and material resources to the hurricane-threatened chapters.
10. Consults with the Disaster Operations Center and disaster relief operation to determine the appropriate time to transfer personnel, data and authority to the disaster relief operation.

Planning Cell

The mission of the planning cell is strategic with a concentrated focus on service delivery and service delivery support, looking forward five to seven days. The planning cell develops an anticipated service delivery plan and deploys the forward headquarters cell, which enables the relief operation to begin service delivery immediately after the storm makes landfall. All planning cell information and communication beyond the major disaster response structure flows to and from the information and resource management cell.

The planning cell accomplishes its mission via cross-functional activities performed together by Operations Management, Community Services, Material Support Services and Staff Services members. The relief operation director is likely to be present in the planning cell; other members assigned must be managers (Administrators for Community Services) in their respective DSHR groups and be available for a three week assignment with the expectation of moving to the disaster relief operation.

General activities performed by the planning cell include:

1. Utilize subject matter experts (Community Services, Material Support Services, etc., which could include activity leads and national headquarters) to analyze plans, data and evaluate resource needs and shortfalls (human and material) provided by the information and resource management cell.
2. Initiate an anticipated service delivery plan (including recommended resource allocations, locations for service centers, aid stations, long-term shelters, etc.) and share it with the Response Manager and disaster relief operation headquarters.
3. In consultation with the Disaster Operations Center and Response Manager, determine potential budget implications and develop an estimated range of the evolving service delivery plan.
4. Deploy its forward cell(s) to establish the relief operation headquarters.
5. Maintain constant communication with the disaster relief operations headquarters to share updates of resource deployments, chapter requirements and information.
6. Ensure human and material resources have been identified and requested.
7. Establish initial requirements and make recommendations for resource requests to enable implementation of initial service delivery plan.
8. Develop a plan for time phased allocation of resources based on chapter shortfall analysis, projected needs and the final best estimate of affected geography. The plan should take into consideration existing chapter resources or vendor relationships in order to make best use of limited resources. For example, a chapter with multiple community partner kitchens and restaurant vendors may only need vehicles to initiate significant community feeding as opposed to a neighboring chapter which may need several days to establish a mobile kitchen before being able to deliver services.
9. Prepare a briefing for the forward headquarters cell providing all information and assessments available. The briefing should include:
 - a. The scope and extent of the disaster based on best available data at the time
 - b. Continuing service delivery
 - c. Issues and critical needs
 - d. Key contacts with Red Cross leadership (chapters, stations, service area, etc.), government (local and state) and other voluntary agencies
 - e. A plan and timetable for the scaling up to the relief operation
 - f. The preliminary budget range
10. At the time deemed appropriate by the Response Manager (in coordination with the Disaster Operations Center and the relief operation headquarters), transfer appropriate personnel, data and authority to the disaster relief operation.

Additional Community Services activities performed by the planning cell include:

1. Estimate immediate post landfall needs for feeding and non-evacuation host sheltering.
2. Develop recommendations for the service area to push heater meals, food handling equipment, sheltering equipment, emergency aid station supplies and bulk distribution product, which may be pre-deployed in advance of landfall, to safe locations. Chapters can then quickly access those resources following the storm in order to initiate the scaling up of service delivery.
3. The Community Services planner must interact with a Partner Services representative to –
 - a. Access situation reports and disaster data from emergency operations centers
 - b. Participate in framing resource requests for support from government entities in collaboration with Materials Support Services if appropriate

If the complexity of the event demands it and at the discretion of the Response Manager, initiate direct contact with ESF 6 lead agency at the state emergency operations center to confer about high level interagency planning of initial mass care response and coordination of voluntary response organization activities, including Salvation Army and Southern Baptist Convention.

4. Utilize projected feeding needs relative to chapter shortfall analysis to define needs for Southern Baptist Convention feeding resources and coordinate activation, staging (if appropriate) and deployment with the Community Services lead in the Disaster Operations Center.

Additional Material Support Services activities performed by the planning cell include:

1. Maintain records to track all proposed resource movements.
2. Address the physical or life safety and security of Red Cross workers, facilities and equipment.
3. Survey any potential headquarters sites for technology capacity and deficiencies.
4. Analyze Client Assistance System infrastructure requirements. Identify chapters in the pre-landfall area that currently use the Client Assistance System and review their technology plans for a supporting infrastructure in their chapter's jurisdiction.

Additional Staff Services activities performed by the planning cell include:

1. Analyze impact and potential impact information that may affect Staff Services including, but not limited to, the following:
 - a. Potential for unaffiliated and affiliated volunteers from the affected chapter participating in relief operation activities (short and long term)
 - b. Lodging effects and potential issues
 - c. Issues concerning or having the potential to concern staff wellness, health and safety
 - d. Issues related to hardship codes
 - e. Recommendations for training
 - f. Other languages the affected population speaks (for recruitment and training)

- g. Groups for unaffiliated volunteer recruitment (for example, colleges, "strong Southern Baptist area," six out of eight shelters are in Lutheran churches, etc.)
2. Track proposed human resource requests by chapter.
3. Participate in daily conference calls with the Staff Deployment Center and service area DSHR Senior Associate; report on the following:
 - a. Planning cell Staff Services activities
 - b. Known information regarding the service delivery plan and its development
 - c. Affected chapters and their human resource capacity status
 - d. Potential human resource needs and time frames
 - e. Statistics and demographics of expected impact areas
 - f. Known information from the disaster relief operation headquarters and their current and future human resource needs
 - g. Information above which may affect Staff Services and recommendations regarding the information (for example, based on X, recommend hardship code Y or based on A, recommend staff shelter initially, etc)
 - h. Any additional pertinent information

Forward Headquarters Cell

This is the deployed unit of the planning cell; its task is to establish a relief operation headquarters and receive human and material resources. Material Support Services representatives secure the facility using pre-disaster agreements and complete the Facility Agreement form, as well as initiating any utilities needed to operate the site and acquire and set-up any needed equipment and furniture.

At this point, service delivery is not a component of the cell's purpose. However, the Community Services representative ensures operational continuity during the transfer of staff and responsibility from the planning cell post-landfall and may direct resources to and coordinate with chapters during the initial response in accordance with the established service delivery plan.

During the transfer period, the forward headquarters cell will maintain regular communications with the planning cell, service area and the Disaster Operations Center to maintain information flow and stay up-to-date about resource movements.

The forward headquarters cell members will be fully briefed by the planning cell regarding existing and pending commitments and actions within their state. In the event of a multi-state impact where the planning cell leadership team is directed to the most heavily impacted state, the forward headquarters cells in the other states may be assigned as the interim relief operation leadership until others can be assigned.

Planning Cell Equipment and Resources:

- access to the DSHR System database
- DROMIS computer
- *Staff Request* forms
- e-mail capability
- phone
- deployment Manual
- Staff Services activity book

Information and Resource Management Cell

The American Red Cross makes decisions about mobilizing resources and responding to hurricanes and tropical storms based on numerous factors –

- The given risk to a geographic area and potential pre-landfall hazards.
- National Hurricane Center Watches, Warnings and other advisories as well as size, speed, intensity, projected storm track, forecasting errors and erratic or unusual storm characteristics.
- Information from emergency management officials such as evacuation orders and recommendations or spontaneous evacuations.
- Accurate assessment, availability and deployment time of resources and capabilities (people, equipment, vehicles, etc.).
- Identification of resource and capability shortfalls and a given method to monitor their ongoing status, such as Chapter Disaster Readiness Assessments, Exercises or other historical operational data.

The information and resource management cell will gather, receive, summarize, maintain and distribute information and allocate and deploy resources concerning these and other factors generated by the Red Cross response effort regarding a threatening or occurring disaster. The information and resource management cell mission is tactical with a concentrated focus on gathering information and supporting chapters in the immediate response to evacuations and the impending storm. All information and communication beyond the Major Disaster Response Structure flows to and from the information and resource management cell.

The information and resource management cell accomplishes its mission via cross-functional activities performed together by Community Services, Information Management Support Services, Material Support Services and Partner Services members and the chapter support section. To avoid duplication and streamline communication, the chapter support section will be the primary chapter information and interaction channel broker.

The members assigned to the information and resource management cell must be managers (supervisors for Community Services) in their respective DSHR groups and be available for a three week assignment with the expectation of moving to the disaster relief operation.

General activities performed by the information and resource management cell include:

1. Implement reporting requirements.
2. Receive or gather information from all units regarding actions and financial commitments.

3. Complete the Initial Hurricane Response Report and provide it to the Disaster Operations Center, per national headquarters requirement. The information and resource management cell gathers data for the Initial Hurricane Response Report as follows:
 - a. Each day shelter managers will report status and counts to their chapters at noon and midnight
 - b. Chapters will report their collective status and counts to the service area by 1 a.m. and 1 p.m. each day
 - c. The information and resource management cell will accomplish the Initial Hurricane Response Report and provide it to the Disaster Operations Center by 3 a.m. and 3 p.m. (all times are local to the shelter)

The Response Manager may institute additional reporting requirements as driven by the needs of partners or other constituencies.

4. Ensure the provision of timely Red Cross information to non-government organizations, partners and Red Cross liaisons in state and federal facilities.
5. Conduct data analysis and promptly inform the Response Manager of occurring or emerging problems.
6. Track resource requests from chapters and deployed resources to chapters.
7. Request additional resources (both human and equipment) from service area or the Disaster Operations Center to support the current needs and requirements of chapters or future needs identified in the service delivery plan.
8. Acquire any transportation resources required, including cars, trucks and national vehicles.
9. Maintain records to track resource movements.
10. Procure, secure and deploy or disperse requested expendable and non-expendable supplies, equipment and services through in-kind donations, loans or by renting, leasing or purchasing items with the approval of and within the financial authorities of the Response Manager or service area executive.
11. At the time deemed appropriate by the Response Manager (in coordination with the Disaster Operations Center and the relief operation headquarters), transfer appropriate personnel, data and authority to the disaster relief operation.

Additional Chapter Support activities performed by the information and resource management cell include:

1. Review resource requests for chapters and verify requests with appropriate chapter officials; ensure requests are completed and promptly inform the Response Manager of occurring or emerging problems. The chapter support section is not an approving authority.
2. Provide, through the Community Services Sheltering Manager assigned to the chapter support section, limited technical guidance and coaching for shelter/evacuation center operational issues as needed but not in a management capacity. Any significant incidents in shelters will be channeled to the Response Manager.

Additional Information Management Support Services activities performed by the information and resource management cell include:

1. Disseminate listings and contact information of team members and daily reports to participating units (affected chapters, service area and national headquarters).
2. Produce situation and status reports, as required, for internal and external audiences; at minimum the daily 5266, SitRep, DOIS, impact and disaster assessments and Initial Hurricane Response Reports will be sent to the Disaster Operations Center.
3. Provide critical information elements to the Online Resource Book (ORB@usa.redcross.org) of the Response Center (1 (866) Get Info).
4. Monitor and display storm tracks, forecasts and current weather conditions, including river levels and flooding potential, and apprise all units of these conditions, as technology permits.
5. Gather and consolidate impact assessment information from chapters, government, utility companies and news media reports to allow the planning cell to define the priorities of the disaster relief operation. This assessment should be completed within a few hours following landfall and include the extent of damage to essential facilities, storm surge, visible housing damage and boundaries of the storm or at least the counties impacted. This is not a preliminary damage assessment.
6. Begin to gather and consolidate preliminary damage assessment from affected chapters as reported and consolidated on the Damage Assessment Summary Sheet (Form 5233).
7. Send bills and commitments to national headquarters for processing and payment.
8. Upon establishment of the disaster relief operation, reports, such as the 5266, will continue sequentially as the reports of the relief operation; all under the same DR number.

Additional Material Support Services activities performed by the information and resource management cell include:

1. Maintain accurate documentation of all sites used.
2. Receive, inspect, assign and maintain records of all vehicle, driver and transportation resources.
3. Open and maintain vendor accounts in support of the operation.
4. Oversee the warehousing of disaster relief supplies.
5. Track expenses by program service codes; process all invoices received for prompt payment.
6. Address the physical and life safety and security of Red Cross workers and clients along with the physical safety and security of Red Cross facilities and equipment.
7. Receive, track and maintain technology and communication equipment.
8. Establish a relationship with local amateur radio groups to assist with communications at pre-landfall sites. Depending on the effects of the storm on the local infrastructure, this may be the only reliable form of communications for the first 72 hours.

Additional Partner Services activities performed by the information and resource management cell include:

1. Establish and maintain liaison with non-government partner agencies and organizations.
2. Relay issues and problems conveyed by the Red Cross liaisons in the state emergency operations centers to the Response Manager and conduct follow-up actions to ensure issues and problems are addressed and resolved.
3. Conduct rumor investigation and control measures, as required, to address those problems.
4. Determine how many emergency operations centers will stand up; determine capacity to staff round the clock.
5. Determine ESF 6 staffing needs at all locations; coordinate with ESF 6 lead in the Disaster Operations Center for additional support.
6. Determine need for any additional liaison support at federal operations centers other than FEMA; coordinate with federal response unit in Disaster Operations Center for support.

Information and Resource Management Cell Equipment and Resources

- DROMIS computer
- printer
- e-mail or fax capability
- phone

Service Area Response Operations

This is the day-to-day operations staff of the service area which includes fundraising, communications, the DSHR Senior Associate and Chapter Solutions Managers. Service Area Response Operations will become an active response component at the point the service area moves to the Major Disaster Response Structure. They will interact and provide information to the information and resource management cell in the pre-landfall stage while continuing to provide ongoing day-to-day operational support.

The service area communicator or designee will –

1. Ask chapters to review and implement their communications plans.
2. Contact the Communication and Marketing activity lead at national headquarters to strategize and coordinate efforts.
3. Plan staffing for service area Public Affairs activity, as appropriate, with the service area's DSHR Senior Associate.
4. Monitor situation and continue to support chapters and communicate across various levels.
5. Transfer all records to Organizational Support on the relief operation when it is established.

The service area Development Director or designee will:

1. Assign fundraising staff from the service area (if members are needed from beyond the service area, Director, Managers, and Officer of Fund Raising positions will be approved by the activity lead at national headquarters).
2. Ask chapters to review and prepare to activate Disaster Fundraising Action Plans.

3. Contact Fund Raising activity lead at national headquarters to strategize and coordinate efforts.
4. Coordinate with the service area communicator for consistent messaging.
5. Plan staffing for service area fundraising activities as appropriate with the service area DSHR Sr. Associate.
6. Monitor situation and continue to support chapters and communicate across various levels.
7. Transfer all records to Organizational Support on the relief operation when it is established.

The DSHR Senior Associate recruits, assigns, deploys and provides human resource support in the form of transportation and lodging to affected chapters. Specifically, he or she will –

1. Review the chapter hurricane priority requirements and begin identifying and recruiting available DSHR members to fill identified staff shortfalls.
2. Notify the Response Manager of any shortfalls unable to be filled within the service area as soon as they are identified.
3. Fill staff requests received from affected chapters by recruiting, assigning and deploying qualified, available DSHR members from within the service area using procedures in the Deployment Manual.
4. Obtain lodging for deployed staff through Corporate Lodging by following the procedures in the Deployment Manual.
5. Obtain appropriate travel for deployed staff by following the procedures in the Deployment Manual.
6. Receive staff requests and information from the Staff Services member assigned to the planning cell.
7. Participate in daily conference calls with the Staff Deployment Center and Staff Services member assigned to the planning cell.
8. Activate service area procedures to expand recruitment capabilities as outlined in the Deployment Manual.
9. Be proactive in determining the number of potentially available staff and identifying shortfalls using the reports and recruitment tools found in the Deployment Manual.
10. Forward any unfilled requests to the Staff Deployment Center within four hours of receipt.
11. Communicate with unaffected chapters requesting DSHR member availability by following the procedures in the Deployment Manual.
12. Transfer all records to Staff Services on the relief operation when it is established.

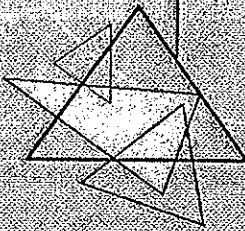
The capacity, role and influence of the Chapter Solutions Managers are built through non-disaster interaction and relationships with their chapters. Chapter Solutions Managers are within the response structure but are not assigned to the relief operation. They will play a primary role in keeping open communication channels between the service area, disaster relief operation and the chapters in their respective territory. The Chapter Solutions Managers may troubleshoot potential problems, provide resolution and, as needed, give management support for affected chapters.

Hurricane Activity Quick Reference Sheet

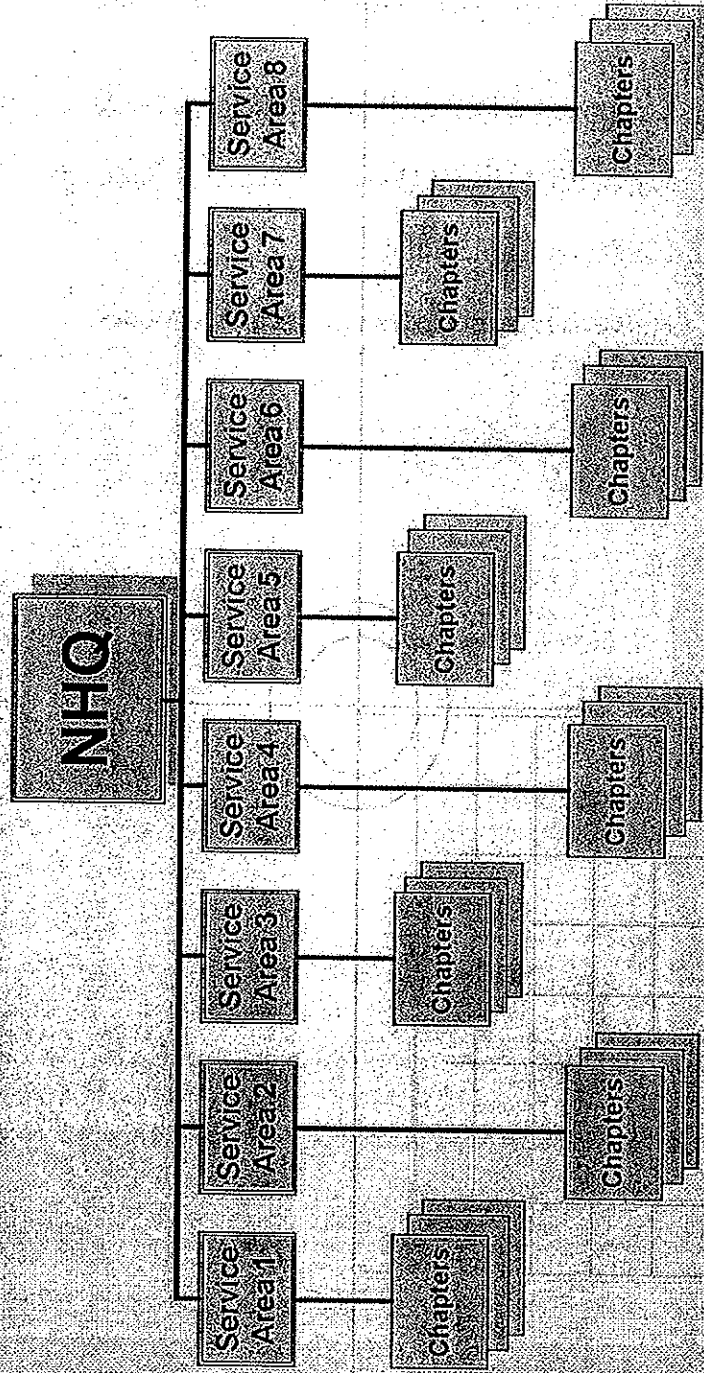
	Pre-landfall	Post-landfall
Chapter	<ul style="list-style-type: none"> • Sheltering • Feeding • Government Liaison • Disaster Assessment • Public Information and Fundraising • Report service delivery activities to service area 	<ul style="list-style-type: none"> • Sheltering • Feeding • Government Liaison • Disaster Assessment • Public Information and Fundraising • Report and coordinate service delivery activities with disaster relief operation • Integrate and remain a service delivery element
Affected Service Area (includes those hosting evacuees)	<ul style="list-style-type: none"> • Shift to major disaster response structure • Support chapters and deploy assets • Determine shortfalls of risk and host chapters • Provide information and resource management in support of impacted chapters and to partners and constituents • Deploy forward headquarters cell • Staff federal facilities 	<ul style="list-style-type: none"> • Major disaster response structure ceases when deemed appropriate to transfer personnel, data and authority to the disaster relief operation • Consult and support national headquarters and the relief operation • Staff federal facilities; when Joint Field Office is established, transfer responsibility to relief operation
Support Service Areas	<ul style="list-style-type: none"> • Assess staff and equipment availability 	<ul style="list-style-type: none"> • Channel requested resources (coordinated by the DOC) to the relief operation
Disaster Relief Operation	<ul style="list-style-type: none"> • Forward headquarters cell of service area; establishes headquarters location and receives human and material resources 	<ul style="list-style-type: none"> • Establish direct communications with affected chapters • Implement service delivery plan • Distribute incoming resources • Monitor performance actions and accomplishments • Establish direct communication with state emergency operation centers and federal disaster field offices • Reports directly to national headquarters
National Headquarters	<ul style="list-style-type: none"> • Activate DOC • Send liaisons to federal operation centers • Alert other service areas, coordinate human and material resources as requested 	<ul style="list-style-type: none"> • Continue consultation with service areas • Support relief operation with human and material resources and guidance • Support federal requests

Hurricane Plan Response Models

- I. American Red Cross Routine Business Model Structure
- II. Service Area Major Disaster Response Structure
- III. Hurricane Pre-Landfall
- IV. Hurricane Relief Operation Response Model

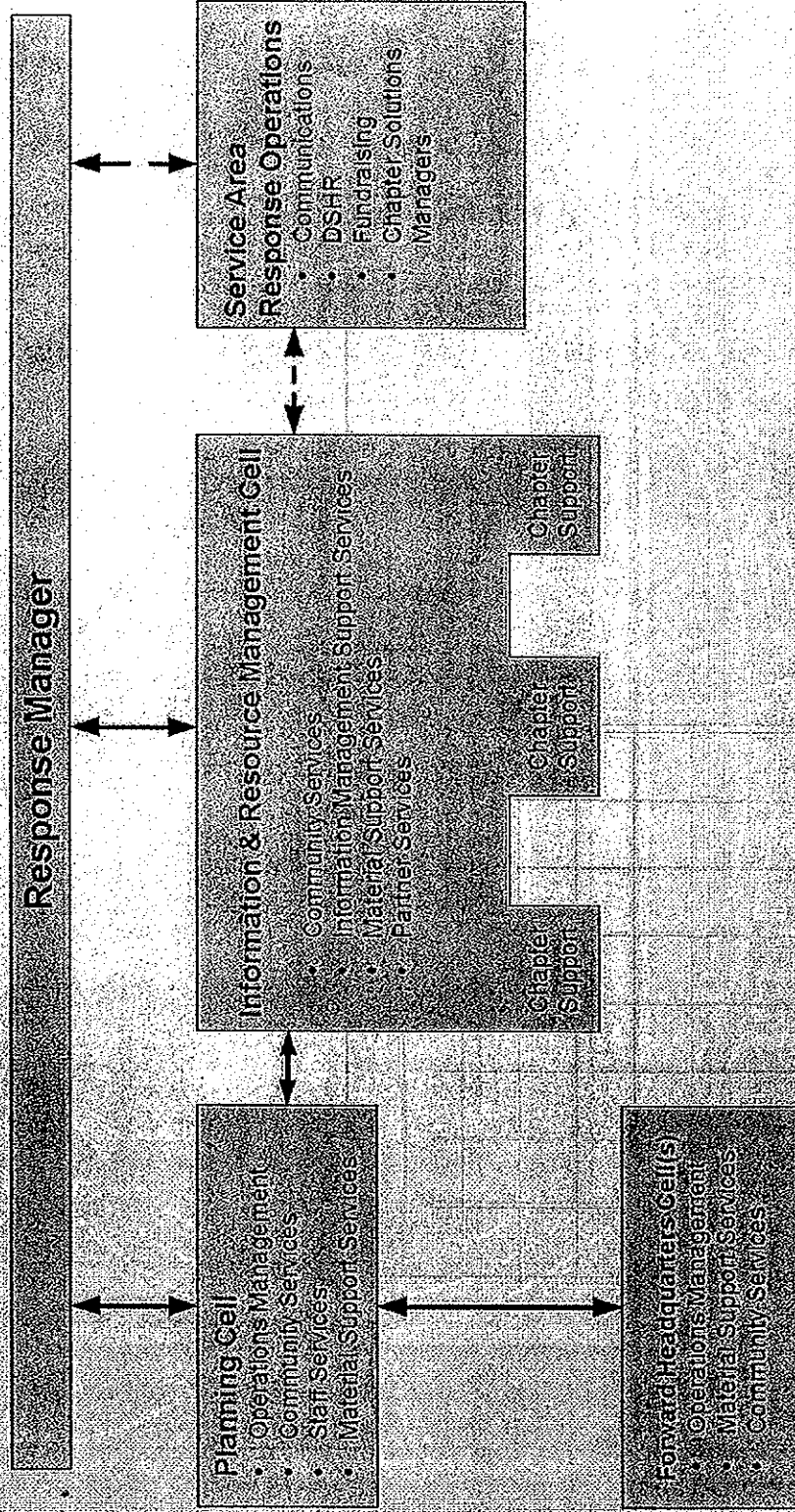
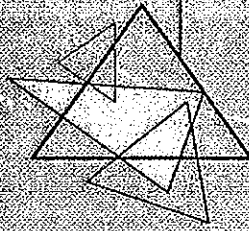


Hurricane Response Plan Routine Business Model Structure



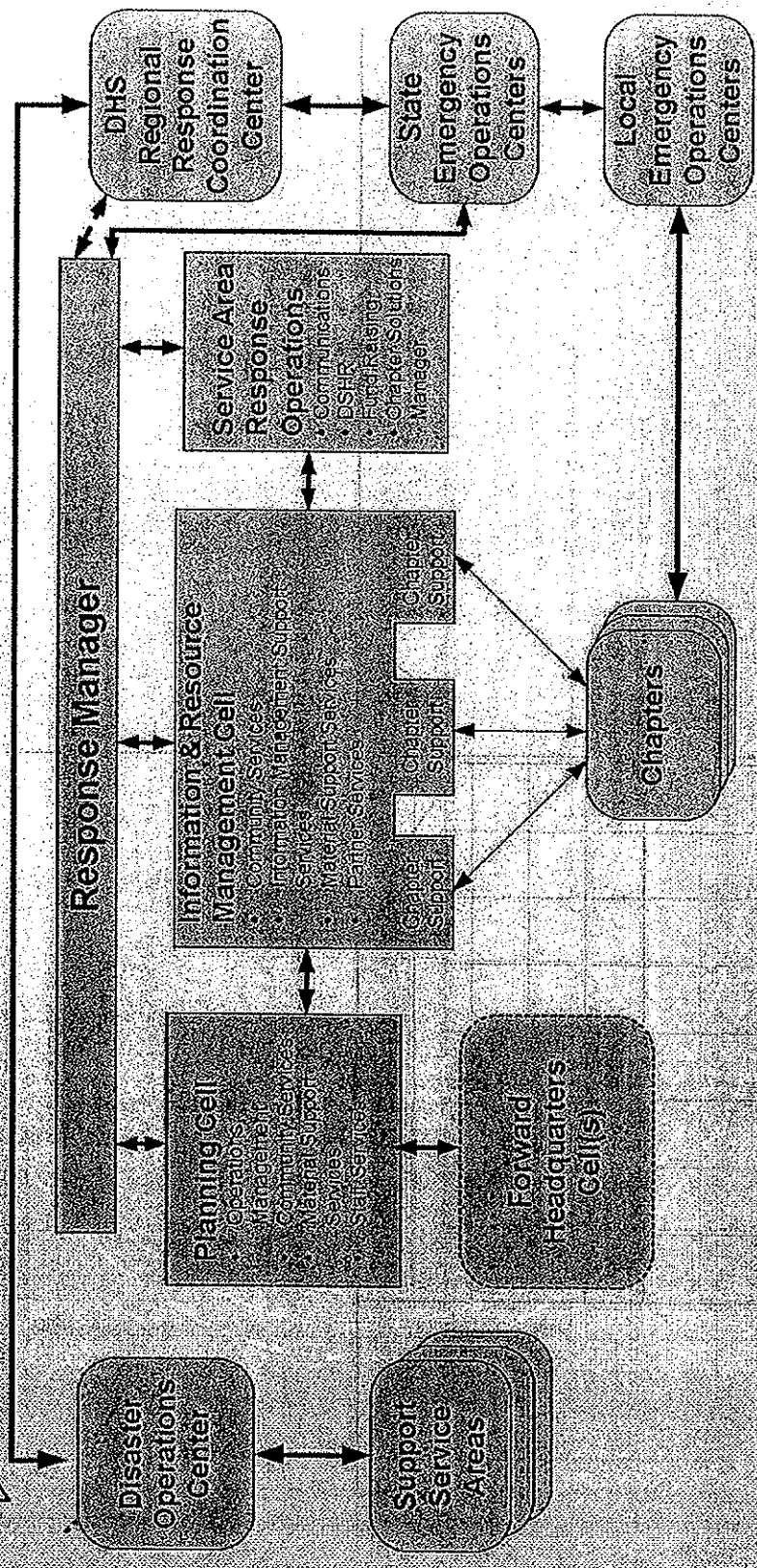
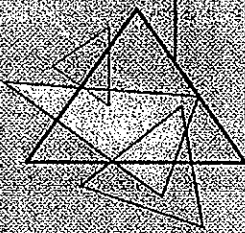
American Red Cross
Preparedness, Response and Recovery

Service Area Major Disaster Response Structure

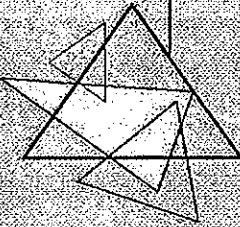


American Red Cross
Tropical Storm and Hurricane Action Plan

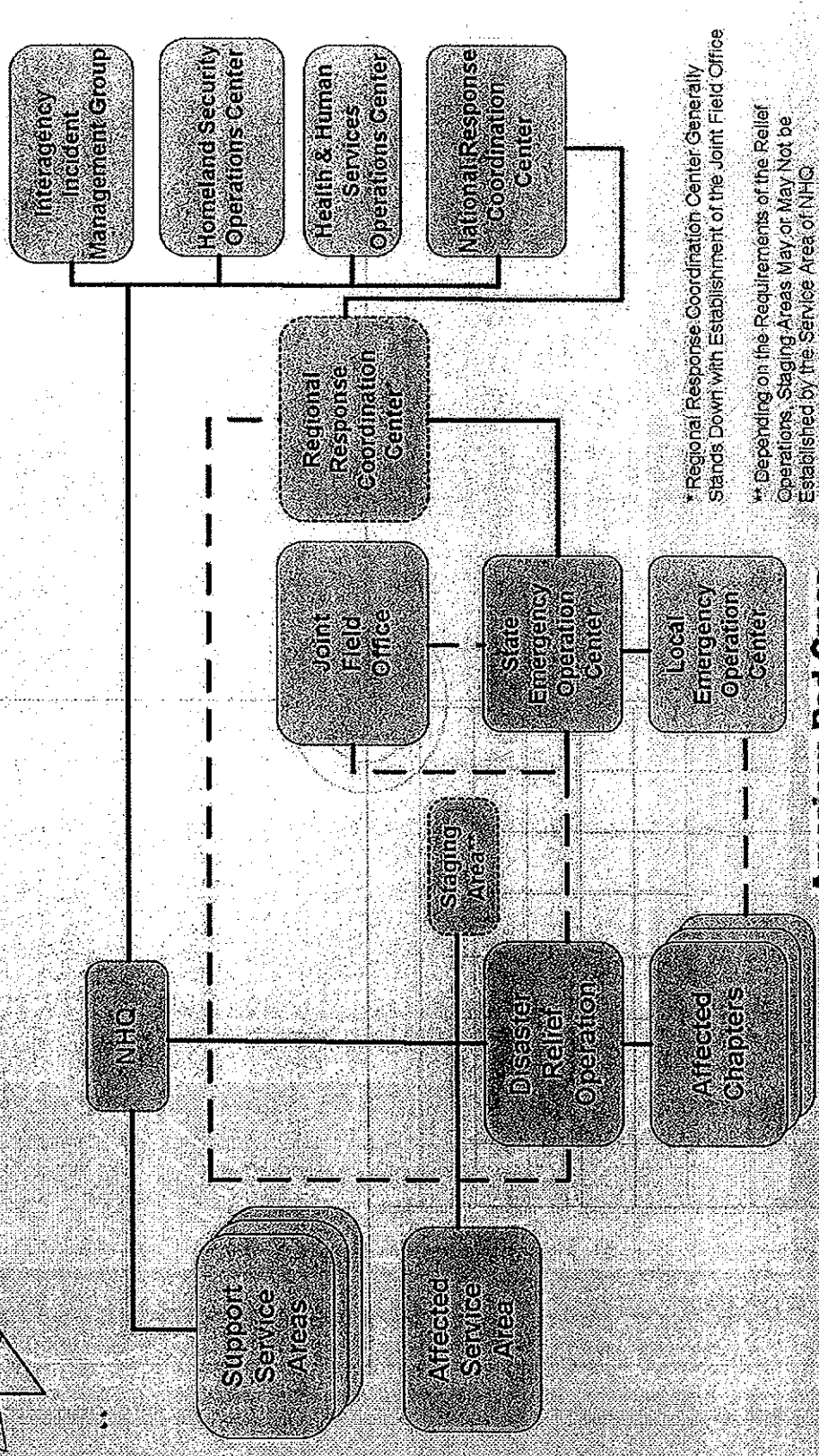
Hurricane Pre-Landfall



American Red Cross
Tropical Storm and Hurricane Action Plan



American Red Cross Hurricane Relief Operation



American Red Cross
Tropical Storm and Hurricane Action Plan

* Regional Response Coordination Center Generally Stands Down with Establishment of the Joint Field Office

** Depending on the Requirements of the Relief Operations, Staging Areas May or May Not be Established by the Service Area of NHQ



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Glossary/Acronyms

Storm Names

Breakpoints

Hurricane History

Seasons Archive

Forecast Accuracy

Climatology

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Hurricane KATRINA

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TTAA00 KNHC DDHMM
HURRICANE KATRINA DISCUSSION NUMBER 14
NWS TPC/NATIONAL HURRICANE CENTER MIAMI FL
5 PM EDT FRI AUG 26 2005

MOST RECENT REPORTS FROM AN AIR FORCE HURRICANE HUNTER AIRCRAFT INDICATE THE CENTRAL PRESSURE HAS DROPPED TO 965 MB...BUT THE FLIGHT-LEVEL WINDS HAVE ONLY INCREASED TO 94 KT AT 700 MB...WHICH IS ABOUT AN 85-KT SURFACE WIND. A 1701Z DROPSONDE IN THE NORTHEAST QUADRANT REPORTED 85 KT SURFACE WINDS. THEREFORE...THE INITIAL INTENSITY IS HELD AT 85 KT FOR THIS ADVISORY...EVEN THOUGH THE CENTRAL PRESSURE SUPPORTS ABOUT 95-KT SURFACE WINDS. THE EYEWALL IN THE NORTHWEST QUADRANT HAS REMAINED OPEN...PROBABLY DUE TO DRY AIR ENTRAINMENT...AND THIS MAY PARTLY EXPLAIN THE DIFFERENCE BETWEEN THE OBSERVED WINDS AND WHAT THE CENTRAL PRESSURE TYPICALLY SUPPORTS.

THE INITIAL MOTION IS WEST-SOUTHWESTWARD...OR 255 DEGREE...AT 07 KT. KATRINA REMAINS CAUGHT BETWEEN THE NORTHEASTERLY FLOW ON THE WEST SIDE OF AN INVERTED TROUGH OVER THE WESTERN CARIBBEAN SEA AND THE NORTHEASTERLY FLOW IN THE SOUTHEAST QUADRANT OF THE SUBTROPICAL RIDGE LOCATED TO THE NORTH AND NORTHWEST OF KATRINA. BOTH THE RIDGE AND TROUGH ARE FORECAST TO SLOWLY WEAKEN OVER THE NEXT 12-24 HOURS...WHICH ALLOW THE HURRICANE TO TURN MORE WESTWARD...AND MOST OF THE NHC MODEL GUIDANCE AGREES ON THAT SCENARIO. AFTER 24 HOURS...THE MODELS ARE IN GENERAL AGREEMENT ON A SHORTWAVE TROUGH CURRENTLY OVER THE NORTHERN AND CENTRAL PLAINS STATES TO GRADUALLY DIG SOUTHEASTWARD TOWARD THE CENTRAL AND WESTERN GULF OF MEXICO AND ERODE THE RIDGE...WHICH ALLOWS KATRINA TO MOVE NORTHWARD BY 72 HOURS. AS A RESULT...THE MODELS HAVE SHIFTED SIGNIFICANTLY WESTWARD AND ARE NOW IN BETTER AGREEMENT. THIS HAS RESULTED IN THE OFFICIAL FORECAST TRACK BEING SHIFTED ABOUT 150 NMI WEST OF THE PREVIOUS TRACK...ON THE EAST SIDE OF THE GUIDANCE ENVELOPE. HOWEVER...PROJECTED LANDFALL IS STILL ABOUT 72 HOURS AWAY...SO FURTHER MODIFICATIONS IN THE FORECAST TRACK ARE POSSIBLE.

KATRINA IS EXPECTED TO BE MOVING OVER THE GULF LOOP CURRENT AFTER 36 HOURS...WHICH WHEN COMBINED WITH DECREASING VERTICAL SHEAR...SHOULD ALLOW THE HURRICANE TO REACH CATEGORY FOUR STATUS BEFORE LANDFALL OCCURS. THIS IS CONSISTENT WITH THE SHIPS AND GFDL MODELS...WHICH BRING KATRINA UP TO 118 KT. THE FSU SUPERENSEMBLE MODEL IS MORE ROBUST AND BRINGS KATRINA UP TO 129 KT JUST BEFORE LANDFALL.

FORECASTER STEWART

FORECAST POSITIONS AND MAX WINDS

INITIAL	26/2100Z	24.8N	82.9W	85 KT
12HR VT	27/0600Z	24.9N	83.9W	90 KT
24HR VT	27/1800Z	25.2N	85.1W	95 KT

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THE U.S. GOVERNMENT OFFICE OF THE FUTURE

36HR VT	28/0600Z	25.8N	86.4W	100 KT
48HR VT	28/1800Z	26.9N	87.7W	105 KT
72HR VT	29/1800Z	30.0N	88.5W	115 KT
96HR VT	30/1800Z	35.0N	86.5W	35 KT...INLAND
120HR VT	31/1800Z	40.5N	79.0W	25 KT...DISSIPATING INLAND

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- Storm Names
- Breakpoints
- Hurricane History
- Seasons Archive
- Forecast Accuracy
- Climatology
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- Most Intense
- US Strikes - Decade
- US Strikes - State

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Hurricane KATRINA

ZCZC MIASPFAT2 ALL
TTAA00 KNHC DDHMM
HURRICANE KATRINA PROBABILITIES NUMBER 15
NWS TPC/NATIONAL HURRICANE CENTER MIAMI FL
11 PM EDT FRI AUG 26 2005

PROBABILITIES FOR GUIDANCE IN HURRICANE PROTECTION
PLANNING BY GOVERNMENT AND DISASTER OFFICIALS

AT 11 PM EDT...0300Z...THE CENTER OF KATRINA WAS LOCATED NEAR
LATITUDE 24.6 NORTH...LONGITUDE 83.6 WEST

CHANCES OF CENTER OF THE HURRICANE PASSING WITHIN 65 NAUTICAL MILES
OF LISTED LOCATIONS THROUGH 8PM EDT MON AUG 29 2005

LOCATION	A	B	C	D	E	LOCATION	A	B	C	D	E
25.0N 86.0W	46	X	X	X	46	BURAS LA	X	2	11	6	19
26.0N 87.5W	20	10	X	X	30	NEW ORLEANS LA	X	X	8	9	17
27.0N 89.0W	1	15	6	1	23	NEW IBERIA LA	X	X	2	12	14
MUAN 219N 850W	2	X	X	X	2	PORT ARTHUR TX	X	X	X	9	9
JACKSONVILLE FL	X	X	X	2	2	GALVESTON TX	X	X	X	7	7
VENICE FL	1	1	X	1	3	FREEPORT TX	X	X	X	5	5
TAMPA FL	X	1	1	1	3	PORT O CONNOR TX	X	X	X	3	3
CEDAR KEY FL	X	1	1	3	5	GULF 29N 85W	1	9	3	2	15
ST MARKS FL	X	1	4	4	9	GULF 29N 87W	1	13	5	2	21
APALACHICOLA FL	X	5	5	3	13	GULF 28N 89W	X	11	9	2	22
PANAMA CITY FL	X	5	6	4	15	GULF 28N 91W	X	1	11	5	17
PENSACOLA FL	X	2	9	6	17	GULF 28N 93W	X	X	2	9	11
MOBILE AL	X	1	8	8	17	GULF 28N 95W	X	X	X	6	6
GULFPORT MS	X	1	8	9	18	GULF 27N 96W	X	X	X	3	3

COLUMN DEFINITION PROBABILITIES IN PERCENT
A IS PROBABILITY FROM NOW TO 8PM SAT
FOLLOWING ARE ADDITIONAL PROBABILITIES
B FROM 8PM SAT TO 8AM SUN
C FROM 8AM SUN TO 8PM SUN
D FROM 8PM SUN TO 8PM MON
E IS TOTAL PROBABILITY FROM NOW TO 8PM MON
X MEANS LESS THAN ONE PERCENT

FORECASTER AVILA

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- [NHC/TPC Acronyms](#)
- [Storm Names](#)
- [Breakpoints](#)

[Hurricane History](#)

- [NHC/TPC Archives](#)
- [Forecast Verification](#)
- [Climatology](#)
- [Deadliest, Costliest and Most Intense](#)
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Hurricane KATRINA

ZCZC MIATCDAT2 ALL
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 NWS TPC/NATIONAL HURRICANE CENTER MIAMI FL
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THE SATELLITE PRESENTATION HAS CONTINUED TO IMPROVE AND CONSISTS OF A PERFECT A COMMA-SHAPED CLOUD PATTERN WHICH BEGINS OVER WESTERN CUBA AND WRAPS AROUND A LARGE CLUSTER OF VERY DEEP CONVECTION. THIS BAND IS PROBABLY PRODUCING NEAR TROPICAL STORM FORCE WINDS ALONG THE NORTH COAST OF WESTERN CUBA. ALTHOUGH THE EYE IS NOT CLEARLY VISIBLE ON IR IMAGES...RADAR DATA INDICATE THAT THE EYE IS EMBEDDED WITHIN THIS CIRCULAR AREA OF DEEP CONVECTION. T-NUMBERS FROM SAB AND TAFB HAVE INCREASED TO 5.0 ON THE DVORAK SCALE. THEREFORE... THE INITIAL INTENSITY HAS BEEN ADJUSTED TO 90 KNOTS. AN AIR FORCE RECONNAISSANCE PLANE IS SCHEDULED TO BE IN KATRINA IN THE NEXT FEW HOURS. THE HURRICANE IS EXPECTED TO BE UNDER A TYPICAL 200 MB ANTICYCLONE...WITH A CYCLONIC CIRCULATION EXTENDING UPWARD TO THAT LEVEL. THIS IS THE TYPICAL PATTERN OBSERVED IN INTENSE HURRICANES. IN ADDITION...KATRINA IS FORECAST TO MOVE DIRECTLY OVER THE WARM LOOP CURRENT OF THE GULF OF MEXICO...WHICH IS LIKE ADDING HIGH OCTANE FUEL TO THE FIRE. THEREFORE...THE OFFICIAL FORECAST BRINGS KATRINA TO 115 KNOTS...OR A CATEGORY FOUR ON THE SAFFIR-SIMPSON HURRICANE SCALE. THE GFDL IS MORE AGGRESSIVE AND CALLS FOR 124 KNOTS AND 922 MB. THE FSU SUPERENSEMBLE IS EVEN MORE AGGRESSIVE BRINGING KATRINA TO 131 KNOTS.

KATRINA CONTINUES TO MOVE STUBBORNLY TOWARD THE WEST-SOUTHWEST OR 250 DEGREES AT 7 KNOTS ALONG THE EASTERN SIDE OF A VERY STRONG DEEP-LAYER MEAN HIGH CENTERED OVER TEXAS. IN FACT...DATA FROM THE NOAA JET JUST RELAYED BY THE METEOROLOGIST ONBOARD INDICATE THAT THE HIGH CONTINUES TO BE VERY STRONG. HOWEVER...THIS FEATURE IS EXPECTED TO MOVE WESTWARD AND LEAVE A WEAKNESS OVER THE CENTRAL GULF OF MEXICO. KATRINA WILL LIKELY TAKE THAT OPPORTUNITY AND BEGIN TO TURN GRADUALLY TOWARD THE WEST-NORTHWEST AND THEN NORTHWARD. THE OFFICIAL FORECAST BRINGS THE CORE OF THE INTENSE HURRICANE OVER THE NORTH CENTRAL GULF OF MEXICO IN 48 HOURS OR SO. IT IS WORTH NOTING THAT THE GUIDANCE SPREAD HAS DECREASED AND MOST OF THE RELIABLE NUMERICAL MODEL TRACKS ARE NOW CLUSTERED BETWEEN THE EASTERN COAST OF LOUISIANA AND THE COAST OF MISSISSIPPI. THIS CLUSTERING INCREASES THE CONFIDENCE IN THE FORECAST.

FORECASTER AVILA

FORECAST POSITIONS AND MAX WINDS

INITIAL	27/0300Z	24.6N	83.6W	90 KT
12HR VT	27/1200Z	24.6N	84.6W	100 KT
24HR VT	28/0000Z	25.0N	86.0W	115 KT
36HR VT	28/1200Z	26.0N	87.5W	115 KT
48HR VT	29/0000Z	27.0N	89.0W	115 KT

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72HR VT 30/0000Z 30.5N 89.5W 115 KT
 96HR VT 31/0000Z 35.0N 87.5W 35 KT...INLAND
 120HR VT 01/0000Z 40.5N 81.0W 25 KT...BECOMING EXTRATROPICAL

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STATE OF MISSISSIPPI
HALEY BARBOUR, GOVERNOR

MISSISSIPPI EMERGENCY MANAGEMENT AGENCY

ROBERT R. LATHAM, JR.
DIRECTOR
August 27, 2005

The Honorable George W. Bush
President
The White House
1600 Pennsylvania Avenue
Washington, D.C.

Through: Ms. Mary Lynne Miller
Acting Regional Director
FEMA Region IV
3003 Chamblee-Tucker Road
Atlanta, Georgia 30341

Under the provisions of Section 501 (a) of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (Stafford Act), and implemented by 44 CFR § 206.35, I request that you declare an emergency for the State of Mississippi as a result of the anticipated impacts of Hurricane Katrina. Hurricane Katrina is expected to impact the State of Mississippi as a strong Category 4 hurricane with winds in excess of 145 mph. Hurricane Katrina is expected to produce significant damages associated with coastal storm surges, high winds, tornadoes, torrential rainfall, and inland flooding. Our response to this event began on August 26, 2005, and is continuing. Current forecasts also indicate that the State will receive rains averaging eight inches as far north as the State's northern border with Tennessee and some isolated rains in excess of 10 inches. The counties of Hancock, Harrison, Jackson, Pearl River, Stone, Marion, Forrest, Jefferson Davis, Covington, Jones and Lamar are in the direct path of Hurricane Katrina and are anticipated to sustain the greatest amount of damages.

In response to the situation I have taken appropriate action under State law and directed the execution of the State Emergency Plan on August 26, 2005 in accordance with Section 501 (a) of the Stafford Act as well as issuing a State of Emergency for the entire State effective August 27, 2005 as well.

Pursuant to 44 CFR § 206.35, I have determined that this incident is of such severity and magnitude that effective response is beyond the capabilities of the State and affected local governments, and that supplementary Federal assistance is necessary to save lives, protect property, public health, and safety, or to lessen or avert the threat of a disaster.

Honorable George W. Bush
August 27, 2005
Page 2

I am specifically requesting Direct Federal Assistance and the Public Assistance Program for Category A (Debris Removal) and Category B (Emergency Protective Measures) for Hancock, Harrison, Jackson, Pearl River, Stone, Marion, Forrest, Jefferson Davis, Covington, Jones and Lamar Counties.

Preliminary estimates of the types and amount of emergency assistance needed under the Stafford Act, and emergency assistance from certain Federal agencies under other statutory authorities are tabulated in Enclosure A.

The following information is furnished on the nature and amount of State and local resources that have been or will be used to alleviate the conditions of this emergency:

Local County Governments and the Department of Human Services with the assistance of the Department of Health have prepared to open more than 25 general population and special needs shelters as well as anticipating the opening of numerous additional shelters to meet the needs of the forecasted number of evacuees.

The State has purchased water, ice and other emergency commodities in order to be prepared to provide emergency supplies to the affected areas as well as placing sufficient numbers of National Guard Soldiers on State Active Duty to execute distribution to the local level.

The Department of Transportation, Public Safety, Wildlife, Fisheries and Parks, and Military departments are sustaining personnel, materials and equipment cost in support of evacuations, including management of traffic flow along evacuation routes from Louisiana and Alabama as well as search and rescue missions.

Other state agencies continue to incur costs necessary to execute their responsibilities under the State Comprehensive Emergency Management Plan.

I certify that for this emergency, the State and local governments will assume all applicable non-Federal share of costs required by the Stafford Act.

In accordance with 44 CFR § 206.208, the State of Mississippi agrees that it will, with respect to direct Federal assistance:

1. Provide without cost to the United States all lands, easement, and rights-of-ways necessary to accomplish the approved work.

Honorable George W. Bush
August 27, 2005
Page 3

2. Hold and save the United States free from damages due to the requested work, and shall indemnify the Federal Government against any claims arising from such work;
3. Provide reimbursement to FEMA for the non-Federal share of the cost of such work in accordance with the provisions of the FEMA-State Agreement; and
4. Assist the performing Federal agency in all support and local jurisdictional matters.

In addition, I anticipate the need for debris removal, which poses an immediate threat to lives, public health, and safety.

Pursuant to Sections 502 and 407 of the Stafford Act, 42 U.S.C. §§ 5192 & 5173, the State agrees to indemnify and hold harmless the United States of America for any claims arising from the removal of debris or wreckage for this disaster. The State agrees that debris removal from public and private property will not occur until the landowner signs an unconditional authorization for the removal of debris.

I have designated Thomas M. Womack as the State Coordinating Officer for this request. He/she will work with the Federal Emergency Management Agency in damage assessments and may provide further information or justification on my behalf.

Sincerely,



Haley Barbour
Governor

Appendix B: New Orleans Weather Forecast Office Hurricane Katrina Advisory

Urgent Weather Message

National Weather Service
New Orleans, LA



1011 AM CDT

Sun Aug 28 2005-09-07

**Devastating damage
expected**

Hurricane Katrina ... A most powerful hurricane with unprecedented strength ... rivalling the intensity of Hurricane Camille of 1969.

Most of the area will be uninhabitable for weeks - perhaps longer. At least one half of well-constructed homes will have roof and wall failure. All gabled roofs will fail - leaving those homes severely damaged or destroyed.

The majority of industrial buildings will become non-functional. Partial to complete wall and roof failure is expected. All wood-framed low-rising apartment buildings will be destroyed. Concrete block low-rise apartment buildings will sustain major damage - including some wall and roof failure.

High-rise office and apartment buildings will sway dangerously - a few to the point of total collapse. All windows will blow out.

Airborne debris will be widespread - and may include heavy items such as household appliances and even light vehicles. Sport utility vehicles and light trucks will be moved. The blown debris will create additional destruction. Persons, pets, and livestock exposed to the winds will face certain death if struck.

Power outages will last for weeks - as most power poles will be down and transformers destroyed. Water shortages will make human suffering incredible by modern standards.

The vast majority of native trees will be snapped or uprooted. Only the heartiest will remain standing - but be totally defoliated. Few crops will remain. Livestock left exposed to the winds will be killed.

An inland hurricane wind warning is issued when sustained winds near hurricane force - or frequent gusts at or above hurricane force - are certain within the next 12 to 24 hours.

**Once tropical storm and hurricane force
winds onset - do not venture outside!**



STATE OF MISSISSIPPI
OFFICE OF THE GOVERNOR

HALEY BARBOUR
GOVERNOR

August 28, 2005

The Honorable George W. Bush
President
The White House
1600 Pennsylvania Avenue
Washington, DC

Through: Ms. Mary Lynne Miller
Acting Regional Director
FEMA Region IV
3003 Chamblee - Tucker Road
Atlanta, GA 30341

Dear Mr. President:

Under the provisions of Section 401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (Stafford Act), and implemented by 44 CFR § 206.36, I request that you declare a major disaster for the State of Mississippi as a result of Hurricane Katrina. The hurricane is expected to cause catastrophic damage from flooding, high-winds as well as tornadoes and severe thunderstorms. Our response to this hurricane started on August 26, 2005 and is continuing. The state is expected to receive Hurricane force winds along the entire Mississippi Gulf Coast and as far as Jackson in the central part of the State. Current forecasts indicate that the State will receive heavy rains, averaging eight inches as far north as the northern border with Tennessee and some isolated areas with rains in excess of ten inches.

In response to the situation, I have taken appropriate action under State law and directed the execution of the State Emergency Plan on August 27, 2005 in accordance with Section 401 of the Stafford Act as well as issuing a State of Emergency for the entire State effective August 27, 2005, as well. The State Mitigation Plan has been submitted and approved by FEMA.

A Preliminary Damage Assessment has been requested. I have determined that this incident is of such severity and magnitude that effective response is beyond the capabilities of the State and the affected local governments and that supplementary Federal assistance is necessary to save lives, protect property, public health, and safety, or to lessen or avert the threat of a disaster. I am specifically requesting 100 percent Direct Federal Assistance, 100 percent for Category A and B under the Public Assistance Program, for debris removal and emergency protective measures in the first 72 hours. I request the Hazard Mitigation Grant Program for the entire State. I request direct Federal Assistance for work and services to save lives and protect property. I request Hazard Mitigation Grant Program for the entire State. I also request Public Assistance (Categories A-G) and Individual Assistance for the counties lying in or near the path of Hurricane Katrina that are likely to experience high-winds and torrential rains. I am requesting the full complement of the Individual Assistance Programs, to include the Individuals and Households Programs, Disaster Unemployment Assistance, Crisis Counseling, Disaster Counseling, Disaster Legal Services, and the Small Administration Disaster Loans Program.

Honorable George W. Bush

August 28, 2005

Page 2

I am requesting Individual Assistance for Adams, Amite, Claiborne, Clarke, Copiah, Covington, Forrest, Franklin, George, Greene, Hancock, Harrison, Hinds, Jackson, Jasper, Jefferson, Jefferson Davis, Jones, Kemper, Lamar, Lauderdale, Lawrence, Leake, Lincoln, Madison, Marion, Neshoba, Newton, Noxubee, Pearl River, Perry, Pike, Rankin, Scott, Simpson, Smith, Stone, Walthall, Warren, Wayne, Wilkinson, and Winston (41). Public Assistance for Adams, Amite, Attala, Chickasaw, Choctaw, Claiborne, Clarke, Clay, Copiah, Covington, Forrest, Franklin, George, Greene, Hancock, Harrison, Hinds, Itawamba, Jackson, Jasper, Jefferson, Jefferson Davis, Jones, Kemper, Lamar, Lauderdale, Lawrence, Leake, Lee, Lincoln, Lowndes, Madison, Marion, Monroe, Neshoba, Newton, Noxubee, Oktibbeha, Pearl River, Perry, Pike, Rankin, Scott, Simpson, Smith, Stone, Walthall, Warren, Wayne, Webster, Wilkinson, and Winston (52). I further request the Hazard Mitigation Grant Program for the entire State of Mississippi.

The following information is furnished on the nature and amount of State and local resources that have been or will be used to alleviate the conditions of this disaster:

- Local County Governments and the Department of Human Services with the assistance of the Department of Health have opened over 25 general population shelters and several special needs shelters as well as anticipating the opening of numerous more to meet the needs of the forecasted number of evacuees from our coastal areas as well as from the States of Alabama and Louisiana.
- Transportation, Public Safety, Wildlife, Fisheries, and Parks, and the Military Departments are sustaining personnel, materials, and equipment costs in support of evacuations, including management of traffic flow along evacuation routes from Louisiana and Alabama as well as search and rescue missions and law enforcement efforts.
- Other State Agencies continue to incur cost necessary to execute their responsibilities under the State Comprehensive Emergency Management Plan.

I certify that for this major disaster, the State and local governments will assume all applicable non-Federal share of costs required by the Stafford Act.

In accordance with 44 CFR § 206.208, the State of Mississippi agrees that it will, with respect to direct Federal assistance:

1. Provide without cost to the United States all lands, easements and rights-of-ways necessary to accomplish the approved work;
2. Hold and save the United States free from damages due to the requested work, and shall indemnify the Federal Government against any claims arising from such work;
3. Provide reimbursement to FEMA for the non-Federal share of the cost of such work in accordance with the provisions of the FEMA-State Agreement; and
4. Assist the performing Federal agency in all support and local jurisdictional matters.

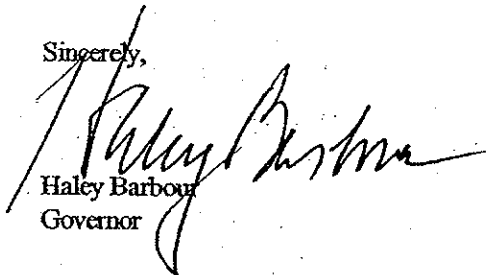
Honorable George W. Bush
August 28, 2005
Page 3

In addition, I anticipate the need for debris removal, which poses an immediate threat to lives, public health, and safety.

Pursuant to Sections 403 and 407 of the Stafford Act, 42 U.S.C. §§ 5170b & 5173, the State agrees to indemnify and hold harmless the United States of America for any claims arising from the removal of debris or wreckage for this disaster. The State agrees that debris removal from public and private property will not occur until the landowner signs an unconditional authorization for the removal of debris.

I have designated Thomas M. Womack as the State Coordinating Officer for this request. He will work with the Federal Emergency Management Agency in damage assessment and may provide further information or justification on my behalf.

Sincerely,



Haley Barbour
Governor

Federal Register Notice

Billing Code 9110-10-P

DEPARTMENT OF HOMELAND SECURITY

Federal Emergency Management Agency

[FEMA-3213-EM]

Mississippi; Emergency and Related Determinations

AGENCY: Federal Emergency Management Agency, Emergency Preparedness and Response Directorate, Department of Homeland Security.

ACTION: Notice.

SUMMARY: This is a notice of the Presidential declaration of an emergency for the State of Mississippi (FEMA-3213-EM), dated August 28, 2005, and related determinations.

EFFECTIVE DATE: August 28, 2005.

FOR FURTHER INFORMATION CONTACT: Magda Ruiz, Recovery Division, Federal Emergency Management Agency, Washington, DC 20472, [REDACTED]

SUPPLEMENTARY INFORMATION: Notice is hereby given that, in a letter dated August 28, 2005, the President declared an emergency declaration under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (the Stafford Act), as follows:

I have determined that the emergency conditions in certain areas of the State of Mississippi, resulting from Hurricane Katrina beginning on August 27, 2005, and continuing, is of sufficient severity and magnitude to warrant an emergency declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (Stafford Act). Therefore, I declare that such an emergency exists in the State of Mississippi.

You are authorized to provide appropriate assistance for required emergency measures, authorized under Title V of the Stafford Act to save lives, protect public health and safety, and property or to lessen or avert the threat of a catastrophe in the designated areas. Specifically, you are authorized to provide debris removal and emergency protective measures (Categories A and B), including direct Federal assistance, under the Public Assistance program, at 75 percent Federal funding. This assistance excludes regular time costs for subgrantees' regular employees. In addition, you are authorized to

provide such other forms of assistance under Title V of the Stafford Act as you may deem appropriate.

In order to provide Federal assistance, you are hereby authorized to allocate from funds available for these purposes such amounts as you find necessary for Federal disaster assistance and administrative expenses.

Further, you are authorized to make changes to this declaration to the extent allowable under the Stafford Act.

The Federal Emergency Management Agency (FEMA) hereby gives notice that pursuant to the authority vested in the Under Secretary for Emergency Preparedness and Response, Department of Homeland Security, under Executive Order 12148, as amended, William L. Carwile, III, of FEMA is appointed to act as the Federal Coordinating Officer for this declared emergency.

I do hereby determine the following areas of the State of Mississippi to have been affected adversely by this declared emergency:

The counties of Covington, Forrest, Hancock, Harrison, Jackson, Jefferson Davis, Jones, Lamar, Marion, Pearl River, and Stone for Public Assistance Categories A and B (debris removal and emergency protective measures), including direct Federal assistance, at 75 percent Federal funding.

(The following Catalog of Federal Domestic Assistance Numbers (CFDA) are to be used for reporting and drawing funds: 97.030, Community Disaster Loans; 97.031, Cora Brown Fund Program; 97.032, Crisis Counseling; 97.033, Disaster Legal Services Program; 97.034, Disaster Unemployment Assistance (DUA); 97.046, Fire Management Assistance; 97.048, Individuals and Households Housing; 97.049, Individuals and Households Disaster Housing Operations; 97.050 Individuals and Households Program-Other Needs, 97.036, Public Assistance Grants; 97.039, Hazard Mitigation Grant Program.)

/s/

Michael D. Brown,
Under Secretary,
Emergency Preparedness and Response,
Department of Homeland Security.

Federal Register Notice

Billing Code 9110-10-P

DEPARTMENT OF HOMELAND SECURITY

Federal Emergency Management Agency

[FEMA-1604-DR]

Mississippi; Major Disaster and Related Determinations

AGENCY: Federal Emergency Management Agency, Emergency Preparedness and Response Directorate, Department of Homeland Security.

ACTION: Notice.

SUMMARY: This is a notice of the Presidential declaration of a major disaster for the State of Mississippi (FEMA-1604-DR), dated August 29, 2005, and related determinations.

EFFECTIVE DATE: August 29, 2005.

FOR FURTHER INFORMATION CONTACT: Magda Ruiz, Recovery Division, Federal Emergency Management Agency, Washington, DC 20472, [REDACTED]

SUPPLEMENTARY INFORMATION: Notice is hereby given that, in a letter dated August 29, 2005, the President declared a major disaster under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (the Stafford Act), as follows:

I have determined that the damage in certain areas of the State of Mississippi, resulting from Hurricane Katrina on August 29, 2005, and continuing, is of sufficient severity and magnitude to warrant a major disaster declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (the Stafford Act). Therefore, I declare that such a major disaster exists in the State of Mississippi.

In order to provide Federal assistance, you are hereby authorized to allocate from funds available for these purposes such amounts as you find necessary for Federal disaster assistance and administrative expenses.

You are authorized to provide Individual Assistance and assistance for debris removal and emergency protective measures (Categories A and B) under the Public Assistance program in the designated areas, Hazard Mitigation throughout the State, and any other forms of assistance under the Stafford Act you may deem appropriate subject to completion of Preliminary Damage Assessments (PDAs), unless you determine the

incident is of such unusual severity and magnitude that PDAs are not required to determine the need for supplemental Federal assistance pursuant to 44 C.F.R. 206.33(d). Direct Federal assistance is authorized.

Consistent with the requirement that Federal assistance be supplemental, any Federal funds provided under the Stafford Act for Public Assistance, Hazard Mitigation, and the Other Needs Assistance under Section 408 of the Stafford Act will be limited to 75 percent of the total eligible costs. For a period of up to 72 hours, you are authorized to fund assistance for emergency protective measures, including direct Federal assistance, at 100 percent of the total eligible costs. Federal funding for debris removal will remain at 75 percent.

Further, you are authorized to make changes to this declaration to the extent allowable under the Stafford Act.

The time period prescribed for the implementation of section 310(a), Priority to Certain Applications for Public Facility and Public Housing Assistance, 42 U.S.C. 5153, shall be for a period not to exceed six months after the date of this declaration.

The Federal Emergency Management Agency (FEMA) hereby gives notice that pursuant to the authority vested in the Under Secretary for Emergency Preparedness and Response, Department of Homeland Security, under Executive Order 12148, as amended, William L. Carwile, III, of FEMA is appointed to act as the Federal Coordinating Officer for this declared disaster.

I do hereby determine the following areas of the State of Mississippi to have been affected adversely by this declared major disaster:

Amite, Forrest, George, Greene, Hancock, Harrison, Jackson, Lamar, Marion, Pearl River, Perry, Pike, Stone, Walthall, and Wilkinson Counties for Individual Assistance.

Adams, Amite, Attala, Chickasaw, Choctaw, Claiborne, Clarke, Clay, Copiah, Covington, Forrest, Franklin, George, Greene, Hancock, Harrison, Hinds, Itawamba, Jackson, Jasper, Jefferson, Jefferson Davis, Jones, Kemper, Lamar, Lauderdale, Lawrence, Leake, Lee, Lincoln, Lowndes, Madison, Marion, Monroe, Neshoba, Newton, Noxubee, Oktibbeha, Pearl River, Perry, Pike, Rankin, Scott, Simpson, Smith, Stone, Walthall, Warren, Wayne, Webster, Wilkinson, and Winston Counties for debris removal and emergency protective measures, including direct Federal assistance. For a period of up to 72 hours, assistance for emergency protective measures, including direct Federal assistance, will be provided at 100 percent of the total eligible costs. The period of up to 72 hours at 100 percent excludes debris removal.

All counties within the State of Mississippi are eligible to apply for assistance under the Hazard Mitigation Grant Program.

(The following Catalog of Federal Domestic Assistance Numbers (CFDA) are to be used for reporting and drawing funds: 97.030, Community Disaster Loans; 97.031, Cora Brown Fund Program; 97.032, Crisis Counseling; 97.033, Disaster Legal Services Program; 97.034, Disaster Unemployment Assistance (DUA); 97.046, Fire Management Assistance; 97.048, Individual and Household Housing; 97.049, Individual and Household Disaster Housing Operations; 97.050 Individual and Household Program-Other Needs, 97.036, Public Assistance Grants; 97.039, Hazard Mitigation Grant Program.)

/s/

Michael D. Brown,
Under Secretary,
Emergency Preparedness and Response,
Department of Homeland Security.

THE WHITE HOUSE
WASHINGTON

August 28, 2005

The Honorable Bob Riley
Governor of Alabama
State Capitol
Montgomery, Alabama 36130

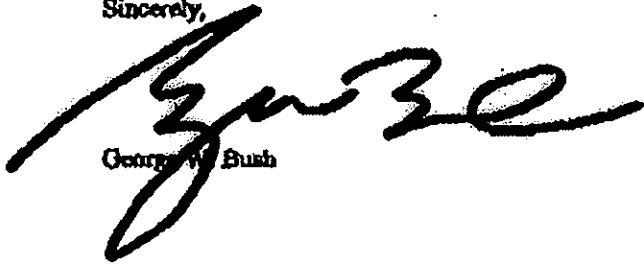
Dear Governor Riley:

~~I have declared an emergency under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. 5121-5206 (Stafford Act), for the State of Alabama due to the emergency conditions resulting from Hurricane Katrina, beginning on August 28, 2005, and continuing. I have authorized Federal relief and recovery assistance in the affected area.~~

The Department of Homeland Security, Federal Emergency Management Agency (FEMA), intends to coordinate all disaster relief efforts that have the purpose of alleviating the hardship and suffering caused by the emergency on the local population and to provide appropriate assistance for required emergency measures, authorized under Title V of the Stafford Act, to save lives, protect public health and safety, protect property, or to lessen or avert the threat of a catastrophe in the designated areas. Specifically, FEMA is authorized to provide debris removal and emergency protective measures (Categories A and B), including direct Federal assistance, under the Public Assistance program. Any Federal funds for Public Assistance will be limited to 75 percent of the total eligible costs.

FEMA will coordinate Federal assistance efforts and designate specific areas eligible for such assistance. The Federal Coordinating Officer will be Mr. Ron Sherman of FEMA. He will consult with you and assist in the execution of the FEMA-State Agreement for emergency assistance governing the expenditure of Federal funds.

Sincerely,



George W. Bush

08/28/2005 05:35PM

OFFICE OF THE GOVERNOR

BOB RILEY
GOVERNORSTATE CAPITOL
MONTGOMERY, ALABAMA 36130(334) 242-7100
FAX: (334) 242-0937

STATE OF ALABAMA

August 28, 2005

The Honorable George W. Bush
The White House
Washington, DCThrough: Mary Lynne Miller
Acting Regional Director
FEMA Region IV
3003 Chamblee-Tucker Road
Atlanta, GA 30341

Dear Mr. President:

Under the provisions of Section 401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. § 5121 et seq. (the Stafford Act), and implemented by 44 CFR § 206.36, I request that you declare an emergency disaster declaration for the State of Alabama as a result of Hurricane Katrina beginning August 28, 2005 and continuing. I am requesting that Baldwin, Choctaw, Clarke, Mobile, Sumter, and Washington Counties be declared in the disaster declaration.

In response to the situation, I have taken appropriate action under State law and directed the execution of the State Emergency Plan on August 28, 2005, in accordance with Section 401 of the Stafford Act.

The Governor has declared a State of Emergency for the entire state on August 28, 2005. The Governor authorized mandatory evacuations on August 28, 2005, in Mobile and Baldwin Counties.

State and local damage assessments are underway. I have determined that this incident is of such severity and magnitude that effective response is beyond the capabilities of the State and the affected local governments and that supplementary Federal assistance is necessary. I am specifically requesting:

Public Assistance, Category A (Debris Removal), and Category B (Emergency Protective Measures) at 100 percent for the first 72 hours.

The following information is furnished on the nature and amount of State and local resources that have been or will be used to alleviate the conditions of this disaster:

- Implementation of the State Emergency Plan
- Activation of the State Emergency Operations Center
- Activation of the local Emergency Operations Centers
- Statewide mobilization of assets

The manpower and assets of the state are overwhelmed due to the storm. The state is estimating cost figures in excess of several million dollars. As soon as conditions allow, the state will be requesting post-disaster damage assessment assistance.

I certify that for this emergency, the State and local governments will assume all applicable non-Federal share of costs required by the Stafford Act.

002748 AL

The Honorable George W. Bush
Page 2

I request direct Federal assistance for work and services to save lives and protect property.

(a). Estimated 9.5 million cubic yards of debris (U.S. Army Corps of Engineers)

Estimated 1.3 million pounds of ice daily (U.S. Army Corps of Engineers)

Estimated 650,000 liters of water daily (U.S. Army Corps of Engineers)

(b). Debris Removal (Category A)

Emergency Protective Services (Category B) to include, but not limited to water, ice, and food.

In accordance with 44 CFR § 206.208, the State of Alabama agrees that it will, with respect to direct Federal assistance:

1. Provide without cost to the United States all lands, easements and rights-of-ways necessary to accomplish the approved work;
2. Hold and save the United States free from damages due to the requested work, and shall indemnify the Federal Government against any claims arising from such work;
3. Provide reimbursement to FEMA for the non-Federal share of the cost of such work in accordance with the provisions of the FEMA-State Agreement; and
4. Assist the performing Federal agency in all support and local jurisdictional matters.

In addition, I anticipate the need for debris removal, which poses an immediate threat to lives, public health, and safety.

Pursuant to Sections 502 and 407 of the Stafford Act, 42 U. S. C. §§ 5170 (b) & 5173, the State agrees to indemnify and hold harmless the United States of America for any claims arising from the removal of debris or wreckage for this disaster. The State agrees that debris removal from public and private property will not occur until the landowner signs an unconditional authorization for the removal of debris.

I have designated Bruce P. Baughman as the State Coordinating Officer for this request. He will work with the Federal Emergency Management Agency in damage assessment and may provide further information or justification on my behalf.

Sincerely,



Bob Riley,
Governor

BB:ph

OFFICE OF THE GOVERNOR

BOB RILEY
GOVERNOR



STATE CAPITOL
MONTGOMERY, ALABAMA 36130

(334) 242-7100
FAX: (334) 242-0937

STATE OF ALABAMA

August 29, 2005

The Honorable George W. Bush
The White House
Washington, DC

Through: Mary Lynne Miller
Acting Regional Director
FEMA Region IV
3003 Chamblee-Tucker Road
Atlanta, GA 30341

Dear Mr. President:

Under the provisions of Section 401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (Stafford Act), and implemented by 44 CFR § 206.36, I request that you ~~declare an expedited major disaster for the State of Alabama as a result of Hurricane Katrina beginning August 28, 2005 and continuing.~~ I am requesting that Baldwin, Choctaw, Clarke, Mobile, Sumter, and Washington Counties be declared in the disaster declaration.

In response to the situation, I have taken appropriate action under State law and directed the execution of the State Emergency Plan on August 28, 2005, in accordance with Section 401 of the Stafford Act.

The Governor has declared a State of Emergency for the entire state on August 28, 2005. The Governor authorized mandatory evacuations on August 28, 2005, in Mobile and Baldwin Counties.

The State of Alabama has completed a Standard State Mitigation Plan which was approved in October 2004. The State is currently revising and updating the plan with effects for Hurricanes Ivan and Dennis in order to apply for an enhanced State Mitigation Plan status. Of the 67 Alabama counties, 64 counties have FEMA approved plans at this time.

A Preliminary Damage Assessment has been requested and/or is underway. I have determined that this incident is of such severity and magnitude that effective response is beyond the capabilities of the State and the affected local governments and that supplementary Federal assistance is necessary. I am specifically requesting:

Individual Assistance, including the Individuals and Households Program (IHP), Disaster Unemployment Assistance, Crisis Counseling, Small Business Administration disaster loans for Mobile, Baldwin, and Washington Counties and Public Assistance, Category A (Debris Removal) and Category B (Emergency Protective Measures) to include Direct Federal Assistance (DFA) at 100% for the first 72 hours for Baldwin, Choctaw, Clarke, Mobile, Sumter, and Washington Counties, and Hazard Mitigation Grant Program for the entire state.

The Honorable George W. Bush
Page 2
August 29, 2005

The following information is furnished on the nature and amount of State and local resources that have been or will be used to alleviate the conditions of this disaster:

Implementation of the State Emergency Plan
Activation of the State Emergency Operations Center
Activation of the local Emergency Operations Centers
Statewide mobilization of assets

I certify that for this major disaster, the State and local governments will assume all applicable non-Federal share of costs required by the Stafford Act.

In accordance with 44 CFR § 206.208, the State of Alabama agrees that it will, with respect to direct Federal assistance:

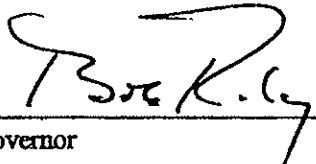
1. Provide without cost to the United States all lands, easements and rights-of-ways necessary to accomplish the approved work;
2. Hold and save the United States free from damages due to the requested work, and shall indemnify the Federal Government against any claims arising from such work;
3. Provide reimbursement to FEMA for the non-Federal share of the cost of such work in accordance with the provisions of the FEMA-State Agreement; and
4. Assist the performing Federal agency in all support and local jurisdictional matters.

In addition, I anticipate the need for debris removal, which poses an immediate threat to lives, public health, and safety.

Pursuant to Sections 403 and 407 of the Stafford Act, 42 U.S.C. §§ 5170b & 5173, the State agrees to indemnify and hold harmless the United States of America for any claims arising from the removal of debris or wreckage for this disaster. The State agrees that debris removal from public and private property will not occur until the landowner signs an unconditional authorization for the removal of debris.

I have designated **Bruce P. Baughman** as the State Coordinating Officer for this request. He/she will work with the Federal Emergency Management Agency in damage assessment and may provide further information or justification on my behalf.

Sincerely,


Governor

Billing Code 9110-10-P

DEPARTMENT OF HOMELAND SECURITY

Federal Emergency Management Agency

[FEMA-3214-EM]

Alabama; Emergency and Related Determinations

AGENCY: Federal Emergency Management Agency, Emergency Preparedness and Response Directorate, Department of Homeland Security.

ACTION: Notice.

SUMMARY: This is a notice of the Presidential declaration of an emergency for the State of Alabama (FEMA-3214-EM), dated August 28, 2005, and related determinations.

EFFECTIVE DATE: August 28, 2005.

FOR FURTHER INFORMATION CONTACT: Magda Ruiz, Recovery Division, Federal Emergency Management Agency, Washington, DC 20472, (202) 646-2705.

SUPPLEMENTARY INFORMATION: Notice is hereby given that, in a letter dated August 28, 2005, the President declared an emergency declaration under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (the Stafford Act), as follows:

I have determined that the emergency conditions in certain areas of the State of Alabama, resulting from Hurricane Katrina beginning on August 28, 2005, and continuing, is of sufficient severity and magnitude to warrant an emergency declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (Stafford Act). Therefore, I declare that such an emergency exists in the State of Alabama.

You are authorized to provide appropriate assistance for required emergency measures, authorized under Title V of the Stafford Act to save lives, protect public health and safety, and property or to lessen or avert the threat of a catastrophe in the designated areas. Specifically, you are authorized to provide debris removal and emergency protective measures (Categories A and B), including direct Federal assistance, under the Public Assistance program at 75 percent Federal funding. This assistance excludes regular time costs for subgrantees' regular employees. In addition, you are authorized to provide such other forms of assistance under Title V of the Stafford Act as you may deem appropriate.

In order to provide Federal assistance, you are hereby authorized to allocate from funds available for these purposes such amounts as you find necessary for Federal disaster assistance and administrative expenses.

Further, you are authorized to make changes to this declaration to the extent allowable under the Stafford Act.

The Federal Emergency Management Agency (FEMA) hereby gives notice that pursuant to the authority vested in the Under Secretary for Emergency Preparedness and Response, Department of Homeland Security, under Executive Order 12148, as amended, Ron Sherman, of FEMA is appointed to act as the Federal Coordinating Officer for this declared emergency.

I do hereby determine the following areas of the State of Alabama to have been affected adversely by this declared emergency:

The counties of Baldwin, Choctaw, Clarke, Mobile, Sumter, and Washington for Public Assistance Categories A and B (debris removal and emergency protective measures), including direct Federal assistance, at 75 percent Federal funding.

(The following Catalog of Federal Domestic Assistance Numbers (CFDA) are to be used for reporting and drawing funds: 97.030, Community Disaster Loans; 97.031, Cora Brown Fund Program; 97.032, Crisis Counseling; 97.033, Disaster Legal Services Program; 97.034, Disaster Unemployment Assistance (DUA); 97.046, Fire Management Assistance; 97.048, Individuals and Households Housing; 97.049, Individuals and Households Disaster Housing Operations; 97.050 Individuals and Households Program-Other Needs, 97.036, Public Assistance Grants; 97.039, Hazard Mitigation Grant Program.)

/s/

Michael D. Brown,
Under Secretary,
Emergency Preparedness and Response,
Department of Homeland Security.

Federal Register Notice

Billing Code 9110-10-P

DEPARTMENT OF HOMELAND SECURITY

Federal Emergency Management Agency

[FEMA-1605-DR]

Alabama; Major Disaster and Related Determinations

AGENCY: Federal Emergency Management Agency, Emergency Preparedness and Response Directorate, Department of Homeland Security.

ACTION: Notice.

SUMMARY: This is a notice of the Presidential declaration of a major disaster for the State of Alabama (FEMA-1605-DR), dated August 29, 2005, and related determinations.

EFFECTIVE DATE: August 29, 2005.

FOR FURTHER INFORMATION CONTACT: Magda Ruiz, Recovery Division, Federal Emergency Management Agency, Washington, DC 20472, (202) 646-2705.

SUPPLEMENTARY INFORMATION: Notice is hereby given that, in a letter dated August 29, 2005, the President declared a major disaster under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (the Stafford Act), as follows:

I have determined that the damage in certain areas of the State of Alabama, resulting from Hurricane Katrina on August 29, 2005, and continuing, is of sufficient severity and magnitude to warrant a major disaster declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (the Stafford Act). Therefore, I declare that such a major disaster exists in the State of Alabama.

In order to provide Federal assistance, you are hereby authorized to allocate from funds available for these purposes such amounts as you find necessary for Federal disaster assistance and administrative expenses.

You are authorized to provide Individual Assistance and assistance for debris removal and emergency protective measures (Categories A and B) under the Public Assistance program in the designated areas, Hazard Mitigation throughout the State, and any other forms of assistance under the Stafford Act you may deem appropriate subject to completion of Preliminary Damage Assessments (PDAs), unless you determine the incident is of such unusual severity and magnitude that PDAs are not required to

determine the need for supplemental Federal assistance pursuant to 44 C.F.R. 206.33(d). Direct Federal assistance is authorized.

Consistent with the requirement that Federal assistance be supplemental, any Federal funds provided under the Stafford Act for Public Assistance, Hazard Mitigation, and the Other Needs Assistance under Section 408 of the Stafford Act will be limited to 75 percent of the total eligible costs. For a period of up to 72 hours, you are authorized to fund assistance for emergency protective measures, including direct Federal assistance, at 100 percent of the total eligible costs. Federal funding for debris removal will remain at 75 percent.

The time period prescribed for the implementation of section 310(a), Priority to Certain Applications for Public Facility and Public Housing Assistance, 42 U.S.C. 5153, shall be for a period not to exceed six months after the date of this declaration.

The Federal Emergency Management Agency (FEMA) hereby gives notice that pursuant to the authority vested in the Under Secretary for Emergency Preparedness and Response, Department of Homeland Security, under Executive Order 12148, as amended, Ron Sherman, of FEMA is appointed to act as the Federal Coordinating Officer for this declared disaster.

I do hereby determine the following areas of the State of Alabama to have been affected adversely by this declared major disaster:

Baldwin, Mobile, and Washington Counties for Individual Assistance.

Baldwin, Clarke, Choctaw, Mobile, Sumter, and Washington Counties for Public Assistance Categories A and B (debris removal and emergency protective measures), including direct Federal assistance. For a period of up to 72 hours, assistance for emergency protective measures, including direct Federal assistance, will be provided at 100 percent of the total eligible costs. The period of up to 72 hours at 100 percent excludes debris removal.

All counties within the State of Alabama are eligible to apply for assistance under the Hazard Mitigation Grant Program.

(The following Catalog of Federal Domestic Assistance Numbers (CFDA) are to be used for reporting and drawing funds: 97.030, Community Disaster Loans; 97.031, Cora Brown Fund Program; 97.032, Crisis Counseling; 97.033, Disaster Legal Services Program; 97.034, Disaster Unemployment Assistance (DUA); 97.046, Fire Management Assistance; 97.048, Individual and Household Housing; 97.049, Individual and Household Disaster Housing Operations; 97.050 Individual and Household Program-Other Needs, 97.036, Public Assistance Grants; 97.039, Hazard Mitigation Grant Program.)

/s/

Michael D. Brown,
Under Secretary,
Emergency Preparedness and Response,
Department of Homeland Security.

State of Louisiana

EXECUTIVE DEPARTMENT

PROCLAMATION NO. 48 KBB 2005

STATE OF EMERGENCY - HURRICANE KATRINA

WHEREAS, the Louisiana Homeland Security and Emergency Assistance and Disaster Act, R.S. 29:721, *et seq.*, confers upon the governor of the state of Louisiana emergency powers to deal with emergencies and disasters, including those caused by fire, flood, earthquake or other natural or man-made causes, in order to ensure that preparations of this state will be adequate to deal with such emergencies or disasters and to preserve the lives and property of the citizens of the state of Louisiana;

WHEREAS, when the governor finds a disaster or emergency has occurred, or the threat thereof is imminent, R.S. 29:724(B)(1) empowers her to declare the state of disaster or emergency by executive order or proclamation, or both; and

WHEREAS, On August 26, 2005, Hurricane Katrina poses an imminent threat to the state of Louisiana, carrying severe storms, high winds, and torrential rain that may cause flooding and damage to private property and public facilities, and threaten the safety and security of the citizens of Louisiana;

NOW THEREFORE I, KATHLEEN BABINEAUX BLANCO, Governor of the state of Louisiana, by virtue of the authority vested by the Constitution and laws of the state of Louisiana, do hereby order and direct as follows:

SECTION 1: Pursuant to the Louisiana Homeland Security and Emergency Assistance and Disaster Act, R.S. 29:721, *et seq.*, a state of emergency is declared to exist in the state of Louisiana as Hurricane Katrina poses an imminent threat, carrying severe storms, high winds, and torrential rain that may cause flooding and damage to private property and public facilities, and threaten the safety and security of the citizens of the state of Louisiana;

SECTION 2: The state of Louisiana's emergency response and recovery program is activated under the command of the director of the state office of Homeland Security and Emergency Preparedness to prepare for and provide emergency support services and/or to minimize the effects of the storm's damage.

SECTION 3: The state of emergency extends from Friday, August 26, 2005, through Sunday, September 25, 2005, unless terminated sooner.



IN WITNESS WHEREOF, I have set my hand officially and caused to be affixed the Great Seal of Louisiana, at the Capitol, in the city of Baton Rouge, on this 26th day of August, 2005.

/S/ Kathleen Babineaux Blanco
GOVERNOR OF LOUISIANA

ATTEST BY
THE GOVERNOR

/S/ Al Ater
SECRETARY OF STATE



KATHLEEN BABINEAUX BLANCO
GOVERNOR

August 27, 2005

The President
The White House
Washington, D. C.

Through: Regional Director
FEMA Region VI
800 North Loop 288
Denton, Texas 76209

State of Louisiana
MILITARY DEPARTMENT
OFFICE OF HOMELAND SECURITY
AND
EMERGENCY PREPAREDNESS

BENNETT C. LANDRENEAU
MAJOR GENERAL
THE ADJUTANT GENERAL
DIRECTOR

MICHAEL L. BROWN
Colonel (Ret.)
Deputy Director
Emergency Preparedness

TADWIN V. MAYEAUX, JR.
Colonel (Ret.)
Deputy Director
Homeland Security

Dear Mr. President:

Under the provisions of Section 501 (a) of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (Stafford Act), and implemented by 44 CFR § 206.35, I request that you declare an emergency for the State of Louisiana due to Hurricane Katrina for the time period beginning August 26, 2005, and continuing. The affected areas are all the southeastern parishes including the New Orleans Metropolitan area and the mid state Interstate 49 corridor and northern parishes along the I-20 corridor that are accepting the thousands of citizens evacuating from the areas expecting to be flooded as a result of Hurricane Katrina.

In response to the situation I have taken appropriate action under State law and directed the execution of the State Emergency Plan on August 26, 2005 in accordance with Section 501 (a) of the Stafford Act. A State of Emergency has been issued for the State in order to support the evacuations of the coastal areas in accordance with our State Evacuation Plan and the remainder of the state to support the State Special Needs and Sheltering Plan.

Pursuant to 44 CFR § 206.35, I have determined that this incident is of such severity and magnitude that effective response is beyond the capabilities of the State and affected local governments; and that supplementary Federal assistance is necessary to save lives, protect property, public health, and safety, or to lessen or avert the threat of a disaster. I am specifically requesting emergency protective measures, direct Federal Assistance, Individual and Household Program (IHP) assistance, Special Needs Program assistance, and debris removal.

Preliminary estimates of the types and amount of emergency assistance needed under the Stafford Act, and emergency assistance from certain Federal agencies under other statutory authorities are tabulated in Enclosure A.

The following information is furnished on the nature and amount of State and local resources that have been or will be used to alleviate the conditions of this emergency:

- Department of Social Services (DSS): Opening (3) Special Need Shelters (SNS) and establishing (3) on Standby.
- Department of Health and Hospitals (DHH): Opening (3) Shelters and establishing (3) on Standby.
- Office of Homeland Security and Emergency Preparedness (OHSEP): Providing generators and support staff for SNS and Public Shelters.
- Louisiana State Police (LSP): Providing support for the phased evacuation of the coastal areas.
- Louisiana Department of Wildlife and Fisheries (WLF): Supporting the evacuation of the affected population and preparing for Search and Rescue Missions.

Mr. President
Page Two
August 27, 2005

- Louisiana Department of Transportation and Development (DOTD): Coordinating traffic flow and management of the evacuations routes with local officials and the State of Mississippi.

The following information is furnished on efforts and resources of other Federal agencies, which have been or will be used in responding to this incident:

- FEMA ERT-A Team en-route.

I certify that for this emergency, the State and local governments will assume all applicable non-Federal share of costs required by the Stafford Act.

I request Direct Federal assistance for work and services to save lives and protect property.

- (a) List any reasons State and local government cannot perform or contract for performance, (if applicable).
- (b) Specify the type of assistance requested.

In accordance with 44 CFR § 206.208, the State of Louisiana agrees that it will, with respect to Direct Federal assistance:

1. Provide without cost to the United States all lands, easement, and rights-of-ways necessary to accomplish the approved work.
2. Hold and save the United States free from damages due to the requested work, and shall indemnify the Federal Government against any claims arising from such work;
3. Provide reimbursement to FEMA for the non-Federal share of the cost of such work in accordance with the provisions of the FEMA-State Agreement; and
4. Assist the performing Federal agency in all support and local jurisdictional matters.

In addition, I anticipate the need for debris removal, which poses an immediate threat to lives, public health, and safety.

Pursuant to Sections 502 and 407 of the Stafford Act, 42 U.S.C. §§ 5192 & 5173, the State agrees to indemnify and hold harmless the United States of America for any claims arising from the removal of debris or wreckage for this disaster. The State agrees that debris removal from public and private property will not occur until the landowner signs an unconditional authorization for the removal of debris.

I have designated Mr. Art Jones as the State Coordinating Officer for this request. He will work with the Federal Emergency Management Agency in damage assessments and may provide further information or justification on my behalf.

Sincerely,



Kathleen Babineaux Blanco
Governor
Enclosure

000002

ENCLOSURE A TO EMERGENCY REQUEST

Estimated requirements for other Federal agency programs:

- Department of Social Services (DSS): Opening (3) Special Need Shelters (SNS) and establishing (3) on Standby. Costs estimated at \$500,000 per week for each in operation.
- Department of Health and Hospitals (DHH): Opening (3) Shelters and establishing (3) on Standby. Costs estimated at \$500,000 per week for each in operation.
- Office of Homeland Security and Emergency Preparedness (OHSEP): Providing generators and support staff for SNS and Public Shelters. Costs estimated to range from \$250,000-\$500,000 to support (6) Shelter generator operations.
- Louisiana State Police (LSP): Costs to support evacuations - \$300,000 for a non-direct landfall.
- Louisiana Department of Wildlife and Fisheries (WLF): Costs to support evacuations - \$200,000 for a non-direct landfall.
- Louisiana Department of Transportation and Development (DOTD): Costs to support evacuations - \$2,000,000 for a non-direct landfall.

Totals: \$ 9,000,000

Estimated Requirements for assistance under the Stafford Act:

	AMOUNT
Coordination	
Technical and advisory assistance	
Debris removal	
Emergency protective measures	\$ 9,000,000
Individuals and Households Program (IHP)	
Distribution of emergency supplies	
Other (specify)	
Totals:	\$ 9,000,000
Grand Total:	\$ 9,000,000

Note: Estimates are to reflect total eligible costs before any cost sharing.

000003



KATHLEEN BARINEAUX-BLANCO
GOVERNOR

State of Louisiana

MILITARY DEPARTMENT

OFFICE OF HOMELAND SECURITY AND EMERGENCY PREPAREDNESS

BENNETT C. LANDRENEAU
MAJOR GENERAL
THE ADJUTANT GENERAL
DIRECTOR

MICHAEL L. BROWN
Colonel (IA)
Deputy Director
Emergency Preparedness

ANDREW V. MAYEAUX, JR.
Colonel (Ret.)
Deputy Director
Homeland Security

August 28, 2005

The President
The White House
Washington, DC

Through: Regional Director
FEMA Region VI
800 North Loop 288
Denton, Texas 76209

Dear Mr. President:

Under the provisions of Section 401 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (Stafford Act), and implemented by 44 CFR § 206.36, I request that you declare an expedited major disaster for the State of Louisiana as Hurricane Katrina, a Category V Hurricane approaches our coast south of New Orleans, beginning on August 28, 2005 and continuing. The affected areas include all the southeastern parishes including the City of New Orleans directly impacted by the brunt of the storm and the mid state and northern parishes accepting the thousands of citizens forced to evacuate from the impacted areas directly affected by Hurricane Katrina.

Parishes expected to receive major damage based on the anticipated track of Hurricane Katrina are: Ascension, Assumption, Jefferson, Lafourche, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John, St. Tammany, Tangipahoa, Terrebonne, and Washington.

In addition we are expecting that the following parishes to suffer significant damage as tropical storm force wind and heavy rainfall occur in the aftermath of Hurricane Katrina's landfall: Acadia, Calcasieu, Cameron, East Baton Rouge, East Feliciana, Iberia, Iberville, Jefferson Davis, Lafayette, Livingston, Pointe Coupee, St. Helena, St. Mary, St. Martin, Vermilion, West Baton Rouge, and West Feliciana.

Parishes that are affected by the evacuation of persons from the southeastern parishes of the state as we implement the Louisiana Shelter Operations Plan are: Allen, Avoyelles, Beauregard, Bienville, Bossier, Caddo, Caldwell, Catahoula, Claiborne, Concordia, Desoto, East Carroll, Evangeline, Franklin, Grant, Jackson, LaSalle, Lincoln, Madison, Morehouse, Natchitoches, Ouachita, Rapides, Red River, Richland, Sabine, St. Landry, Tensas, Union, Vernon, Webster, West Carroll, and Winn.

In response to the situation, I have taken appropriate action under State law and directed the execution of the State Emergency Plan on August 26, 2005, in accordance with Section 401 of the Stafford Act. A State of Emergency has been issued for the State in order to support the evacuations of the coastal areas and the remainder of the state to support the State Evacuation and Sheltering Plan.

A Preliminary Damage Assessment will be conducted as soon as possible after the landfall of Hurricane Katrina. Based on the predictions we have received from the National Weather Service and other sources, I have determined that this incident will be of such severity and magnitude that effective response will be beyond the capabilities of the State and the affected local governments and that supplementary Federal assistance will be necessary.

I am specifically requesting:

7667 INDEPENDENCE BLVD. (MARTIN LUTHER KING JR.) BATON ROUGE, LA 70806
TELEPHONE (225) 925-7500 FAX (225) 925-7501

000004

Mr. President
Page two
August 28, 2005

Individual Assistance, including the Individual and Household Program (IHP), Disaster Unemployment Assistance, Crisis Counseling, Public Assistance (Category A-G funding at 100%), Small Business Administration (SBA) disaster loans and Direct Federal Assistance (DFA) funding at 100% for the following parishes: Acadia, Ascension, Assumption, Calcasieu, Cameron, East Baton Rouge, East Feliciana, Iberia, Iberville, Jefferson, Jefferson Davis, Lafayette, Lafourche, Livingston, Pointe Coupee, Orleans, Plaquemines, St. Bernard, St. Charles, St. Helena, St. James, St. John, St. Mary, St. Martin, St. Tammany, Tangipahoa, Terrebonne, Vermilion, Washington, West Baton Rouge, and West Feliciana.

To support the evacuation/sheltering effort, I am also requesting Individual Assistance, including the Individual and Household Program (IHP), Crisis Counseling, and Public Assistance (Category B) for the following parishes: Allen, Avoyelles, Beauregard, Bienville, Bossier, Caddo, Caldwell, Calhoun, Claiborne, Concordia, Desoto, East Carroll, Evangeline, Franklin, Grant, Jackson, LaSalle, Lincoln, Madison, Morehouse, Natchitoches, Ouachita, Rapides, Red River, Richland, Sabine, St. Landry, Tensas, Union, Vernon, Webster, West Carroll, and Winn.

The State Hazard Mitigation Plan (SHMP) was approved by FEMA on April 15, 2005. We are requesting Hazard Mitigation for eligible applicants that have a FEMA Approved Local Hazard Mitigation Plan and the parishes that are approved within the application period for this disaster.

The following information is furnished on the nature and amount of State and local resources that have been or will be used to alleviate the conditions of this disaster:

- o Ten Special Needs and six General Population shelters have been opened in the affected parishes on 8/28/2005.
- o Ascension and St. James Parishes have instituted precautionary evacuations.
- o St. Charles, Jefferson (Grand Isle and Lafitte), Lafourche (outside of flood gates), Plaquemines, Orleans (portions) and Assumption Parishes have instituted mandatory evacuations.
- o St. Bernard, Terrebonne (south of the Intracoastal Waterway), Orleans and St. John the Baptist Parishes have recommended evacuations.
- o Louisiana began contra-flowing traffic on I-10, I-55, I-59 and portions of I-20. Contra-flow will cease six hours prior to landfall.
- o Bridges, ferries and airports are expected to close when maximum sustained winds reach 39 mph.
- o Department of Social Services (DSS)/ARC/Local: Open (48) Special Need Shelters (SNS) and establishing (3) on Standby.
- o Department of Health and Hospitals (DHH)/(DSS): Opening (8) Special Needs Shelters (SNS) Shelters and establishing (3) on Standby.
- o LANG and the Office of Homeland Security and Emergency Preparedness (OHSEP): Providing generators and support staff for SNS and Public Shelters and field personnel and equipment.
- o Louisiana State Police (LSP): Costs to support evacuations.

000005

Mr. President
Page Three
August 28, 2005

- o Louisiana Department of Wildlife and Fisheries (WLF): Costs to support evacuations.
- o Louisiana Department of Transportation and Development (DOTD): Costs to support evacuations.

Due to the extraordinary nature of this catastrophic hurricane and based on the anticipated damages in the impacted areas including the New Orleans Metropolitan region, I am requesting an increase of the Federal cost share from 75% to 100% for Individual Assistance, Public Assistance (All Categories) and Direct Federal Assistance. I certify that for this major disaster, the State and local governments will assume the applicable non-Federal share of costs required by the Stafford Act.

I request direct Federal assistance for work and services to save lives and protect property.

- (a) We do not anticipate State and local government resources to be able to accomplish the volume of debris removal anticipated for this disaster.
- (b) We are requesting a direct debris removal mission assignment for Hurricane Katrina.

In accordance with 44 CFR § 206.208, the State of Louisiana agrees that it will, with respect to direct Federal assistance,

1. Provide without cost to the United States all lands, easements and rights-of-ways necessary to accomplish the approved work;
2. Hold and save the United States free from damages due to the requested work, and shall indemnify the Federal Government against any claims arising from such work;
3. Provide reimbursement to FEMA for the non-Federal share of the cost of such work in accordance with the provisions of the FEMA-State Agreement; and
4. Assist the performing Federal agency in all support and local jurisdictional matters.

In addition, I anticipate the need for debris removal, which poses an immediate threat to lives, public health, and safety.

Pursuant to Sections 403 and 407 of the Stafford Act, 42 U.S.C. §§ 5170b & 5173, the State agrees to indemnify and hold harmless the United States of America for any claims arising from the removal of debris or wreckage for this disaster. The State agrees that debris removal from public and private property will not occur until the landowner signs an unconditional authorization for the removal of debris.

I have designated Mr. Arthur G. Jones as the State Coordinating Officer for this request. He will work with the Federal Emergency Management Agency in damage assessment and may provide further information or justification on my behalf.

Sincerely,



Kathleen Babineaux Blanco
Governor

Enclosure

000006

ENCLOSURE A TO EXPEDITED REQUEST

Estimated requirements for other Federal agency programs:

- Department of Social Services (DSS): Opening (3) Special Need Shelters (SNS) and establishing (3) on Standby. Costs estimated at \$500,000 per week for each in operation.
- Department of Health and Hospitals (DHH): Opening (3) Shelters and establishing (3) on Standby. Costs estimated at \$500,000 per week for each in operation.
- LANG and the Office of Homeland Security and Emergency Preparedness (OHSEP): Providing generators and support staff for SNS and Public Shelters. Costs estimated to range from \$250,000-\$500,000 to support (6) Shelter generator operations and personnel/equipment support.
- Louisiana State Police (LSP): Costs to support evacuations - \$500,000 for a direct landfall.
- Louisiana Department of Wildlife and Fisheries (WLF): Costs to support evacuations - \$500,000 for a direct landfall.
- Louisiana Department of Transportation and Development (DOTD): Costs to support evacuations - \$5,000,000 for a direct landfall.

Totals: \$ 130,000,000

Estimated Requirements for assistance under the Stafford Act

	AMOUNT
Coordination	
Technical and advisory assistance	
Debris removal	\$30,000,000 (est*)
Emergency protective measures	\$25,000,000 (est*)
Individuals and Households Program (IHP)	\$75,000,000 (est*)
Distribution of emergency supplies	
Other (specify)	
Totals:	\$130,000,000
Grand Total:	\$130,000,000

(* Based on Hurricane Isidore, Lili and Ivan (FEMA 1435, 1437, 1548)

Note: Estimates are to reflect total eligible costs before any cost sharing.

000007

Federal Register Notice

Billing Code 9110-10-P

DEPARTMENT OF HOMELAND SECURITY

Federal Emergency Management Agency

[FEMA-3212-EM]

Louisiana; Emergency and Related Determinations

AGENCY: Federal Emergency Management Agency, Emergency Preparedness and Response Directorate, Department of Homeland Security.

ACTION: Notice.

SUMMARY: This is a notice of the Presidential declaration of an emergency for the State of Louisiana (FEMA-3212-EM), dated August 27, 2005, and related determinations.

~~EFFECTIVE DATE:~~ EFFECTIVE DATE: August 27, 2005.

FOR FURTHER INFORMATION CONTACT: Magda Ruiz, Recovery Division, Federal Emergency Management Agency, Washington, DC 20472, (202) 646-2705.

SUPPLEMENTARY INFORMATION: Notice is hereby given that, in a letter dated August 27, 2005, the President declared an emergency declaration under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (the Stafford Act), as follows:

I have determined that the emergency conditions in certain areas of the State of Louisiana, resulting from Hurricane Katrina beginning on August 26, 2005, and continuing is of sufficient severity and magnitude to warrant an emergency declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (Stafford Act). Therefore, I declare that such an emergency exists in the State of Louisiana.

You are authorized to provide appropriate assistance for required emergency measures, authorized under Title V of the Stafford Act to save lives, protect public health and safety, and property or to lessen or avert the threat of a catastrophe in the designated areas. Specifically, you are authorized to provide debris removal and emergency protective measures (Categories A and B) under the Public Assistance program, including direct Federal assistance, at 75 percent Federal funding. This assistance excludes regular time costs for subgrantees' regular employees. In addition, you are authorized to provide

such other forms of assistance under Title V of the Stafford Act as you may deem appropriate.

In order to provide Federal assistance, you are hereby authorized to allocate from funds available for these purposes such amounts as you find necessary for Federal disaster assistance and administrative expenses.

Further, you are authorized to make changes to this declaration to the extent allowable under the Stafford Act.

The Federal Emergency Management Agency (FEMA) hereby gives notice that pursuant to the authority vested in the Under Secretary for Emergency Preparedness and Response, Department of Homeland Security, under Executive Order 12148, as amended, ~~William Lokey, of FEMA is appointed to act as the Federal Coordinating Officer for this declared emergency.~~

I do hereby determine the following areas of the State of Louisiana to have been affected adversely by this declared emergency:

The parishes of Allen, Avoyelles, Beauregard, Bienville, Bossier, Caddo, Caldwell, Catahoula, Claiborne, Concordia, De Soto, East Baton Rouge, East Carroll, East Feliciana, Evangeline, Franklin, Grant, Jackson, La Salle, Lincoln, Livingston, Madison, Morehouse, Natchitoches, Pointe Coupee, Ouachita, Rapides, Red River, Richland, Sabine, St. Helena, St. Landry, Tensas, Union, Vernon, Webster, West Carroll, West Feliciana, and Winn for Public Assistance Categories A and B (debris removal and emergency protective measures), including direct Federal assistance, at 75 percent Federal funding.

(The following Catalog of Federal Domestic Assistance Numbers (CFDA) are to be used for reporting and drawing funds: 97.030, Community Disaster Loans; 97.031, Cora Brown Fund Program; 97.032, Crisis Counseling; 97.033, Disaster Legal Services Program; 97.034, Disaster Unemployment Assistance (DUA); 97.046, Fire Management Assistance; 97.048, Individuals and Households Housing; 97.049, Individuals and Households Disaster Housing Operations; 97.050 Individuals and Households Program-Other Needs, 97.036, Public Assistance Grants; 97.039, Hazard Mitigation Grant Program.)

/s/

Michael D. Brown,
Under Secretary,
Emergency Preparedness and Response,
Department of Homeland Security.

Federal Register Notice

Billing Code 9110-10-P

DEPARTMENT OF HOMELAND SECURITY

Federal Emergency Management Agency

[FEMA-1603-DR]

Louisiana; Major Disaster and Related Determinations

AGENCY: Federal Emergency Management Agency, Emergency Preparedness and Response Directorate, Department of Homeland Security.

ACTION: Notice.

SUMMARY: This is a notice of the Presidential declaration of a major disaster for the State of Louisiana (FEMA-1603-DR), dated August 29, 2005, and related determinations.

EFFECTIVE DATE: August 29, 2005.

FOR FURTHER INFORMATION CONTACT: Magda Ruiz, Recovery Division, Federal Emergency Management Agency, Washington, DC 20472, (202) 646-2705.

SUPPLEMENTARY INFORMATION: Notice is hereby given that, in a letter dated August 29, 2005, the President declared a major disaster under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (the Stafford Act), as follows:

I have determined that the damage in certain areas of the State of Louisiana, resulting from Hurricane Katrina beginning on August 29, 2005, and continuing, is of sufficient severity and magnitude to warrant a major disaster declaration under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, 42 U.S.C. §§ 5121-5206 (the Stafford Act). Therefore, I declare that such a major disaster exists in the State of Louisiana.

In order to provide Federal assistance, you are hereby authorized to allocate from funds available for these purposes such amounts as you find necessary for Federal disaster assistance and administrative expenses.

You are authorized to provide Individual Assistance and assistance for debris removal and emergency protective measures (Categories A and B) under the Public Assistance program, and Hazard Mitigation in the designated areas; and any other forms of assistance under the Stafford Act you may deem appropriate subject to completion of Preliminary Damage Assessments (PDAs), unless you determine the incident is of such

unusual severity and magnitude that PDAs are not required to determine the need for supplemental Federal assistance pursuant to 44 C.F.R. 206.33(d). Direct Federal assistance is authorized.

Consistent with the requirement that Federal assistance be supplemental, any Federal funds provided under the Stafford Act for Public Assistance, Hazard Mitigation and the Other Needs Assistance under Section 408 of the Stafford Act will be limited to 75 percent of the total eligible costs. For a period of up to 72 hours, you are authorized to fund assistance for debris removal and emergency protective measures, including direct Federal assistance, at 100 percent of the total eligible costs. Federal funding for debris removal will remain at 75 percent.

Further, you are authorized to make changes to this declaration to the extent allowable under the Stafford Act.

The time period prescribed for the implementation of section 310(a), Priority to Certain Applications for Public Facility and Public Housing Assistance, 42 U.S.C. 5153, shall be for a period not to exceed six months after the date of this declaration.

The Federal Emergency Management Agency (FEMA) hereby gives notice that pursuant to the authority vested in the Under Secretary for Emergency Preparedness and Response, Department of Homeland Security, under Executive Order 12148, as amended, William Lokey, of FEMA is appointed to act as the Federal Coordinating Officer for this declared disaster.

I do hereby determine the following areas of the State of Louisiana to have been affected adversely by this declared major disaster:

The parishes of Acadia, Ascension, Assumption, Calcasieu, Cameron, East Baton Rouge, East Feliciana, Iberia, Iberville, Jefferson, Jefferson Davis, Lafayette, Lafourche, Livingston, Orleans, Pointe Coupee, Plaquemines, St. Bernard, St. Charles, St. Helena, St. James, St. John, St. Mary, St. Martin, St. Tammany, Tangipahoa, Terrebonne, Vermilion, Washington, West Baton Rouge, and West Feliciana for Individual Assistance.

The parishes of Acadia, Ascension, Assumption, Calcasieu, Cameron, East Baton Rouge, East Feliciana, Iberia, Iberville, Jefferson, Jefferson Davis, Lafayette, Lafourche, Livingston, Orleans, Pointe Coupee, Plaquemines, St. Bernard, St. Charles, St. Helena, St. James, St. John, St. Mary, St. Martin, St. Tammany, Tangipahoa, Terrebonne, Vermilion, Washington, West Baton Rouge, and West Feliciana for Public Assistance Categories A and B (debris removal and emergency protective measures), including direct Federal assistance. For a period of up to 72 hours, assistance for emergency protective measures, including direct Federal assistance, will be provided at 100 percent of the total eligible costs. The period of up to 72 hours at 100 percent excludes debris removal.

The parishes of Allen, Avoyelles, Beauregard, Bienville, Bossier, Caddo, Caldwell, Catahoula, Claiborne, Concordia, Desoto, East Carroll, Evangeline, Franklin, Grant, Jackson, LaSalle, Lincoln, Madison, Morehouse, Natchitoches, Ouachita, Rapides, Red River, Richland, Sabine, St. Landry, Tensas, Union, Vernon, Webster, West Carroll, and Winn for Public Assistance Category B (emergency protective measures), including direct Federal assistance, will be provided at 100 percent of the total eligible costs.

The parishes of St. Mary, St. Tammany, and Ouachita in the State of Louisiana are eligible to apply for assistance under the Hazard Mitigation Grant Program.

(The following Catalog of Federal Domestic Assistance Numbers (CFDA) are to be used for reporting and drawing funds: 97.030, Community Disaster Loans; 97.031, Cora Brown Fund Program; 97.032, Crisis Counseling; 97.033, Disaster Legal Services Program; 97.034, Disaster Unemployment Assistance (DUA); 97.046, Fire Management Assistance; 97.048, Individual and Household Housing; 97.049, Individual and Household Disaster Housing Operations; 97.050 Individual and Household Program-Other Needs, 97.036, Public Assistance Grants; 97.039, Hazard Mitigation Grant Program.)

/s/

Michael D. Brown,
Under Secretary,
Emergency Preparedness and Response,
Department of Homeland Security

Superdome Personnel, MRES, and Water from 28 Aug to 3 Sep

Date	NG Personnel	MRES	Water (liter bottles)
28 Aug	202	9,792	13,440
29 Aug	592	6,760	17,280
30 Aug	647	*35,000	*70,000
31 Aug	649	*70,000	*120,000
1 Sep	677	*90,000	*180,000
2 Sep	326	*90,000	*120,000
3 Sep	308	*45,000	*55,000

* Based on the estimates of LANG distribution to evacuees and responders.

As of 081000DEC05

NRCC, Region VI RRCC, and Region IV RRCC as well as all ERT-As and RNATs requesting ESF 6 presence

Please let me know if you have questions
Thanks
Carol

Tracking:

Recipient

Read

[REDACTED]
Kaniewski, Daniel J.

Read: 8/27/2005 3:10 PM



Hurricane Katrina Post- and Pre-Landfall Report #9
Update as of 3:00 PM 08/29/2005

Landfall Report for Katrina 2						
Shelter Counts as of 3:00 pm August 29, 2005						
State DR number	AL 871	MS 007	LA 865	TX 009	NFL 871	Totals
# Chapters Reporting	14	15	6	9	4	48
# EOCs in Jurisdiction Activated	6	14	16	1	5	42
# EOCs with Red Cross Liaisons	5	9	13	0	5	32
# Red Cross Shelters/Evacuation Centers on Standby*	33	11	24	17	7	92
# Red Cross Shelters/Evacuation Centers Currently Open*	47	93	76	13	10	239
Current Population*	2,999	12,697	18,194	1,576	1,625	37,091
# Meals Served to Date	1,337	895	23,267	1,620	742	27,861

**Shelter numbers fluctuate based on the location of the storm and the time of day. As a storm leaves an area, shelters close except for a few that remain open to house those people who cannot return home.*

Impact of the Second Landfall of Katrina

As of 5:00 pm on Monday, August 29th, Hurricane Katrina was listed as a category one hurricane with maximum sustained winds at 95 mph and higher gusts. Weakening is forecast during the next 24 hours as the center continues moving over land. However, hurricane force winds are expected to spread as far as 150 miles inland along the path of Katrina. Hurricane force winds extend outward up to 125 miles from the center, and tropical storm force winds extend outward up to 230 miles.

New Orleans was spared direct hit. However, an estimated 770,000 utility customers in Louisiana are reported without power; Entergy Corp. alone reporting 700,000 and Cleco Corp reporting 70,000 outages. Reports of flooding vary based on region with some levees in New Orleans reportedly breached. Extensive flooding in the Lower 9th Board and St. Bernard Parish may be a result of water going over the tops of the levees. Boil water alerts have been issued.

A curfew is effective in New Orleans from Monday afternoon until dawn Tuesday, and dusk until dawn each day thereafter.

In Mississippi, local media reported 10,000 power outages, but no updates have been reported. Local media also reported a storm surge of more than 20 feet, with waves as high as 33 feet.

Hurricane Katrina is expected move north along the Mississippi River, resulting in showers and thunderstorms for the four state area, especially in northcentral Louisiana and southcentral Arkansas. These storms are not expected to become severe, although localized flooding will be possible across portions of Louisiana and Arkansas.

Alabama-Gulf Coast reports that blood drives have been cancelled for today resulting in a loss of 200 units in collections. AL-GC estimates that there will be a loss of 500 units collected over the next several days due to cancelled drives. The Mobile facility remains open with Mobile minimal staff present. All hospitals supported by Mobile received extra blood units prior to the storm. Mobile facility received superficial damage and is operating on auxiliary power.

(SOURCES: *The Weather Channel/National Weather Service/CNN/The Times-Picayune*)

Red Cross Response and Activation for Second Landfall of Katrina

Community Services

Feeding

- Identified, with the Southern Baptists, sites for 25 kitchens, which are on stand-by, each with 20,000 daily capacity (for a total of 500,000), to be moved to sites post landfall.
- Requested an additional ten kitchens (with a daily capacity of 200,000). Spirit of America and Henry's Kitchen are being moved to Montgomery, AL for staging. (The Sysco Kitchen will move to the area post-landfall.)

Material Support Services

SAS:

- A Safe Area has been identified in the HQ facility for DRO staff
- A Weather Alert Radio has been set up, tested and is working
- An Evacuation Plan for the HQ facility has been completed

Logistics

- A Client Assistance Card (CAC) activation unit is operational at the Response Maintenance Center in Austin, TX
- Follow on orders for Sysco to support Baptist and Red Cross kitchens
- The Time Phased Force and Deployment List (TPFDL) for kitchen has been received and is in stage one of implementation.
- Working with federal response for support of operations
- Henry's Kitchen and Spirit of America have arrived in Montgomery, AL
- 166 ERVs from the 48 continental United States have been deployed to the impacted region
- Approximately 288,000 heater meals are staged in Baton Rouge, with another 150,000 in Montgomery
- Obtaining FEMA cambros for Montgomery, AL
- Working with FEMA for equipment requests (fuel, dry boxes, generators, dumpsters, grey water containers, ice, water, forklifts, pallet jacks, shower units, port).
- Open SAM's accounts in Mississippi and Florida
- 2500 clean-up kits staged in Mississippi
- 5000 comfort kits in Mississippi

RTT

- ECRVs are staged in Alabama and Houston, with others supporting or in route to Louisiana.
- Received 25 check-ins from Red Cross communication-net.
- Creating 40 To-Go packs for the Kitchens
- Setting up coordinated communication networks for the affected areas to communicate with the Service Areas and National Headquarters

IKD

- Received offers from or placed requests by donors for support of relief operations

Partner Services

Government/Emergency Management Liaison

- **Alabama:** Emergency Operations Center (EOC) is fully activated with a Red Cross Liaison present.
- **Louisiana:** Emergency Operations Center (EOC) is fully activated and a Red Cross Liaison is present.
- **Florida:** Florida's Emergency Operations Center (EOC) remains fully activated with a Red Cross Liaisons present.
- **Mississippi:** Emergency Operations Center (EOC) is fully activated with Red Cross Liaisons present.
- **Georgia:** Emergency Operations Center (EOC) continues operating at Level I (monitoring). No Red Cross Liaisons requested at this time.
- **South Carolina:** Emergency Operations Center (EOC) continues operating at Level I (monitoring). No Red Cross Liaisons requested at this time.
- **Tennessee:** Tennessee Emergency Management Agency (TEMA) activated the State Emergency Operations Center (EOC) at noon on Monday, August 29th until further notice. This is a 24-hour partial activation to include a Red Cross liaison.

Federal

- An ESF#6 multi-partner coordination center has been established at Red Cross national headquarters in Washington, DC, and will be operational effective Tuesday, August 30th. The center will ensure better interagency coordination between the Red Cross, Federal agencies, other NGOs active in disaster, and public/private sector partners as we support community response actions.
- FEMA Region IV and Region VI Regional Response Coordination Centers (RRCC) are staffed 24/7 by Red Cross. Red Crossers support the Emergency Response Team – Advanced (ERT-A) teams in Florida, Alabama, Mississippi and Louisiana. Rapid Needs Assessment Teams (RNAT) ESF#6 are staffed in Florida and Mississippi.
- FEMA's National Response Coordination Center remains staffed 24/7 with ESF#6.
- ESF#6 partners are anticipating requests post-landfall.

External Affairs Liaison (EAL)

- EAL public members are present at the Louisiana, Mississippi and Florida State EOCs.
- Alabama, Louisiana, Florida and Mississippi Emergency Operations Centers (EOCs) are fully activated today with Red Cross Liaisons present.

Non-government

- An ESF#6 Mass Care Coordination group was officially formed today. NGO representatives will convene at the new ESF#6 Mass Care Coordination Center at ARC NHQ. Initial NGO members include:
 - Adventist Community Services
 - America's Second Harvest (invited)
 - The Salvation Army
 - Southern Baptist Convention/North American Mission Board
 - American Humane Society
 - Church World Service (invited to coordinate faith-based organizations)
 - Labor representation
- VOAD partners are preparing for post landfall support in LA, MS and AL.
- Beginning calls with emotional and spiritual care national NGO partners.
- ESF #6 NGO committee members are being identified to deploy to DOC.

Individual Client Services

- Medical Reserve Corps (MRC) staff are at NHQ assisting Red Cross in developing protocols for recruitment and deployment of their personnel and will have a representative in the DOC for the duration.
- Initiated contact with Mental Health Partners to mobilize their resources to augment operational staffing.
- Will train staff, via OJT, on the procedures and tools for the new Welfare Information system.

Organizational Support Services

Public Affairs

- Satellite equipment has been set up so interviews can be conducted from the Disaster Operations Center.
- Public Affairs is receiving a number of international media calls.
- Rapid Response Team coverage continues in Alabama, Louisiana and Mississippi.
- Rapid Response Teams are conducting media interviews and supporting the Southeast Louisiana Chapter in their public affairs efforts.

Fundraising

- Call 1-800-Help Now to make a contribution

Staff Services

- Moving staff to forward deployment centers in Houston, TX and Montgomery, AL
- A 1 time \$50.00 allowance will be added to the Disaster Staff Cards for personal preparedness for staff assigned to all Hurricane Katrina related disaster relief operations. These funds are to be used for the following personal preparedness items to ensure Red Cross staff members are prepared to maintain themselves in the Red Cross and partner staff shelters:
 - Flash light and extra batteries
 - Personal FA Kit and other personal choices for over the counter remedies
 - Bedding-sheets/sleeping bag, etc
 - Towels and wash cloths
 - Insect repellent
 - Sun screen
 - Hand sanitizer (Purell, packets, etc.)
 - Lip balm
 - Tissues
- Recruiting 1,900 DSHR members in the next three days
- 885 staff have been assigned and have arrived at all Hurricane Katrina operations; 39% of that number (342) were assigned to southern Florida

Preparedness

- Providing a list of appropriate brochures to Community Services (Mass Care) for public distribution to enhance awareness on safety information.
- Adjusting our preparedness content for this event to focus on people using bottled water and less on water treatment due to the significant amount of flood water, chemicals, or other hazards that can compromise water sources.

Response Center

Post-Landfall Report for Katrina 1, DR 863-06	
Operational Facts in Southern FL as of 9:00 PM August 28, 2005	
# of Shelters Currently Open	3
Current Shelter Population	110
Service Centers	1
Verified Hospitalized	1
Verified Ill/Injured	16
Health Service Contacts	38
Mental Health Contacts	45
Local Disaster Volunteers to Date	638
T&M Volunteers to Date	125
Mobile Feeding Units to Date	13
Comfort Kits Distributed	100

Impact and Assessment for the First Landfall of Katrina

Early damage assessment reports in southern Florida (Miami-Dade) indicate 795 homes with major damage and 457 with minor damage. Damage assessment teams in Miami-Dade are heading south to the upper Keys and three teams in Key West are headed north. Damage assessment for Broward County is almost complete.

As of Sunday at 2:00 PM, power was restored to all but 162,800 customers in Broward County and 332,400 customers in Miami-Dade (total of 736,800). *Source: Florida Power and Light*

Client Services

Service delivery will be by outreach in Broward and Miami-Dade and a combination of outreach and service centers in the Keys. It is anticipated that there will be 3000 cases opened in Miami-Dade and the Keys and 250 in Broward.

Web-Based Resources

- Louisiana State Police Emergency web site: <http://www.lsp.org/emergency.html>
- Louisiana Homeland Security and Emergency Preparedness web site: <http://www.ohsep.louisiana.gov/>
- Emergency Evacuation Guide for the State of Louisiana (lists Red Cross shelters and other information): <http://www.lsp.org/evacguide.html>
- Mississippi Emergency Management Administration: <http://www.msema.org/index.htm>

DEPARTMENT OF THE ARMY
OFFICE OF THE ASSISTANT SECRETARY
CIVIL WORKS



WASHINGTON DC [REDACTED]

FACSIMILE TRANSMITTAL SHEET

TO: DAVE MARIN

FROM: ELWYN DARDEN

DATE: 1/10/06

FAX NUMBER:

TOTAL NO. OF PAGES INCLUDING
COVER: 8

SENDER'S REFERENCE NUMBER:

RE:
COL WAGENAAR'S SITUATION
REPORT AUGUST 29, 2005

YOUR REFERENCE NUMBER:

URGENT FOR REVIEW PLEASE COMMENT PLEASE REPLY PLEASE RECYCLE

NOTES/COMMENTS:

John Paul Woodley, Jr., Assistant Secretary of the Army (Civil Works), asked me to verify that your office had received the documents it needed from the Army Corps of Engineers. I was told that there was some question whether you had the situation report from Col. Wagenaar for August 29, 2005. This is a copy of said report.

If this is not what you are looking for, or if you require some other document, please call me or COL Mike Donovan at [REDACTED]

[Event](#) [SITREP List](#) [Report Links](#) [Attachments](#) [Print Preview](#) [Messaging](#) [Add to My ENLink](#)
[Help](#)

Event: Hurricane Katrina	Station: New Orleans	Report Number: 003	SITREP Date: 290617zAug2005
Start Date: 290617zAug2005	Valid as of: 300034zAug2005	Report Number: 003	SITREP Date: 290617zAug2005
Station: New Orleans			

1. Situation

Hurricane Katrina went over the city of New Orleans on Monday.

Winds were 145-mph winds.

River Reading: 10.1 ft

River Crest (Carrollton Cage): 15.5 ft at 0900 hrs

A. General

CEMVN's CMT and CAT are coordinating the execution plan with the Unwatering Planning Response Team. District employees are calling in to the Alternate Headquarters Site to inform their supervisors of their status. CEMVN's CMT continues to brief CEMVS's CMT on CEMVN's AOR. The Commander's Reevaluation team inspected the District Headquarters Building and found minor damages to northeast corner of the third floor. COL Wagenaar reconstituted the EOC in the District Headquarters building.

B. Weather

Rain and Windy

81 degrees F

Feels Like 85 degrees F

Wind: From WSW at 28 mph

C. Damage Assessment

No damages to report at this time.

D. Secondary Impacts:

There is reported flooding in Kenner with water 4-5 ft. on Williams Blvd.

There is flooding in St. Bernard Parish with reports of water up to the roofs of homes.

It has been reported that Causeway Blvd. has about 4 ft. of standing water.

It has been reported that Arabi, in St. Bernard Parish, is under 10 ft. of water.

E. Other

PARISH EVACUATIONS:

SHELTERS:

Special Needs open: 9

General Population Shelter: 113

ROAD CLOSURES: Causeway Bridge; LA 23 Belle Chase Tunnel

Operations

A.1. MVN Project Operations

CDR has coordinated with Jefferson Parish and has the following information as of 1300 29Aug05:

3 pump stations in East Jefferson Parish are inoperable - no pump stations have operators on site - therefore no water is exiting the drainage canals and they are overtopping with rainwater and flooding the local streets. We observed 4 feet of water standing in Williams Blvd.











East Jefferson Parish Levee District personnel have driven the length of the Lake Ponchartrain Levee and report that the levee is in good condition, with no evidence of overtopping or erosion, only minor waves may have lapped over the levee.

We observed most houses with major damage to their roofs - roofing will be a huge mission for FEMA.

We have been unable to contact St. Tammany, Plaquemines, Orleans, St. Charles, or St. Bernard Parishes. We continue to try to reach parish officials to assess the situation. We understand that some or all pump stations in Orleans parish have been inoperable. We have been unable to confirm this. Info from the net indicates that St. Bernard Parish experienced heavy inundation.

Have heard from sources that water came from 17th St Canal into Lake View, a subdivision in New Orleans.

Trying to make initial contacts with Memphis PPPMD, but phone lines and email have not been functional most of the day.

<p>          </p> <p>  MVN PPPMD employees Title: MVN PPPMD employees Title: Map new orleans </p>
--

A.2. Waterways Operations

The Mississippi River is closed to traffic from Southwest Pass to Natchez, MS

The dredge Wheeler remains docked in Baton Rouge, LA and is likely to remain there throughout Monday.

A.3. Locks and Control Structures

Port Allen Lock is closed to most traffic due to the closure of the railroad bridge. On 29 Aug at 0525 hrs, sporadic rain, 25 mph winds, river gage 6.9 ft (was 5.9 ft. at 1500 hrs. on 28 Aug.); canal gage 1.6 ft. (was 1.8 ft. at 1500 hrs. on 28 Aug). As of approximately 1730 hours on 29 Aug, the railroad bridge at Port Allen Lock is operational and USACE hydrographic survey boats will be able to exit the lock into the Mississippi River.

Harvey Lock remains closed. Lost power but is on generator power. On 29 Aug at 0550 hrs, steady rain with 65 mph winds. Gage readings unobtainable at this time. At midnight river gage 5.0 ft. and canal gage 1.45 ft. On 29 Aug at 1055 hrs, the gage on the canal side of Harvey Lock is at 3.0 ft and rising; the river gage at the lock is at 15.0 ft. There are approximately 30-40 trees down and all trees in the area are damaged. Hatch covers for the engine room were bolted down but blew away and several buildings in the area have roof damage. On 29 Aug at 1330, water is rising on the canal side and is about 10 ft. from topping the bank (gage is at 4.0 ft.) and the river is dropping. The canal is backed up and overtopping its banks in areas.

Algiers Lock remains closed. On 28 Aug at 2300 hrs. canal gage reading 0.75 ft. On 29 Aug at 0500 hrs. extensive rain and wind. Canal gage reading unobtainable at this time.

IHNC Lock remains closed. Water is rising fast on canal side and is beginning to overtop concrete floodwall. Lock lost commercial power and generator power due to flooding from overtopping of floodwall along the west side of the IHNC. On 29 Aug. at 0610 hrs, river gage is 9.1 ft. and canal gage is 14.4 ft. On 29 Aug at 1325 hrs, there is about 16 inches of water in the tunnels. The tide in the canal is going down (gage is about 11.0 ft.) and the Florida Ave. Bridge is under water. It has been reported that the electrical components of the lock were flooded, but the machinery was above the water level. Approximately a 1-block section of the floodwall along the canal failed on the east side of the canal & north side of Judge Seeber Bridge.

Bayou Boeuf Lock sustained no visible damage and reported only small tree debris on the grounds. They

are on generator power and have enough fuel for about a week and a half. There is no visible damage to any of the buildings and the lock should be able to open at 1900 hrs on 29 Aug.

All other facilities are open for normal operations.

A.4. Pumping Stations

Jefferson Parish pumping stations at Duncan & Bonnabel canals are damaged. All Jefferson and Orleans Parish Pumping Stations are inoperable as of 29 Aug.

B. USACE Authorities

C. FEMA Mission Assignments

C.1. ICE Mission

C.2. Water Mission

C.3. Emergency Power Mission

C.4. Debris Mission

C.5. Temporary Roofing Mission

C.6. Temporary Housing

C.7. Technical Assistance

C.8. Regional Activation

Disaster Management

A. Personnel

Assigned = 47

Accounted = 254

Unknown = 839

Accountability of district personnel: Supervisors continue their attempts to contact all personnel, but connections are limited by cell phone traffic limitations. Employees have been instructed to call in to MVN and MVK toll-free numbers to gain accountability. Those that get through have expressed difficulty in making telephone contact because of cell phone traffic limitations and land-line long distance connection problems.

cw/df - 29 Aug 05

B. Information Management

Continue to address computer related problems and connectivity issues. Cell phone service is diminished. Out going long distance phone service was lost and remains down. Network connectivity with the New Orleans District district is currently down. DLB

C. Logistics

New Orleans District Facility status:

(NOTE: This is an initial status report.)

Shops building roof over the office area is coming off.
Canopy to new mail room (bldg 748) has blown off.
NOD building has significant substantial damages, e.g., north side.
Also damages to Child Care Center building.
Door to the 400 kw generator blew in, generator has been shut down. Bunker is being supported by the 50kw generator.

MVN RECON team is scheduled to return to New Orleans ASAP to do site survey of damages. This is essential before we can reopen our district headquarters.

GSA leased vehicles that were on the grounds are damaged/destroyed; not sure to what extent. GSA Regional Fleet Office was notified of this status and requested to be prepared for emergency replacement of vehicles.

Port Allen Lock has been designated as staging area for FEMA and COE.
(Brad Blanchard, [REDACTED], is available on site to coordinate actions.

LM personnel status report: 23 assigned; 10 accounted, 13 unknown. Various times today attempts have been made to contact unknown via personal cell, however, no calls have gone through. LM will continue calling.

Continuing coordination with local hotels to ensure CMT, CAT members are being accommodated with lodging. Hotel staff has been very supportive but there is much confusion ensuring that our team continues to have a room. Available rooms in Vicksburg area are extremely hard to locate or non-existent at this time. One additional room was reserved today to a new team member added.

Additionally the local area has experienced several power outages throughout the day and has had to switch to generator power. MVK personnel have been released due to no electrical power in the building. Hotels are now also reporting lost of water due to city problems.

Supported EOC by inputting data into Englink; also prepared T&A sheets for CMT & CAT team members. Initiated action to all members to fill out emergency deployment evacuation TDY Travel regarding legal dependents who accompanied Corps team member. RM requested this information to estimate cost.

D. Public Affairs

Phone outage: Due to long-distance phone outage, incapable of making outgoing long-distance calls back to media. Requested MVN PAO patch media directly to us and tell media about the situation and to keep calling us.

29 Aug Media interviews conducted:

- New York Times, Andrew Revkin - science reporter [REDACTED]
- * John Hall - conditions at levees
- Chicago Tribune, Jeffrey Manier [REDACTED]
- * John Hall and Al Naomi - overall situation, weaknesses

- Newsweek, Susanna Schrobsdorff [REDACTED]
- * returned call only
- ENR, Andrew Wright [REDACTED]
- * phone line busy

28-29 Aug

- NPR, Emily Baracas,
- * John Hall, Al Naomi, Maj Murray Starkel - overall situation

Positive media for the most part. Fox News reported "Corps of Engineers did a miraculous with the levees."

Live video coverage of New Orleans and vicinity at: <http://www.wdsu.com/index.html>

Rumors reported in St. Bernard Parish are that the Corps, in cohorts with FEMA, blew the levee at Industrial Canal at Tennessee Street to prevent topping at Orleans. Contacted local TV and WLL radio to help dispel the rumors. The following was emailed:

From: New Orleans District, U.S. Army Corps of Engineers
Date: Aug. 29, 2005

The U.S. Army Corps of Engineers said Monday that reports are untrue that the Corps had created breaches in the hurricane levees. There have been no breaches of the levees by human action of any kind at this point.

If breaching of a levee to release water is required, it would be done only after careful coordination between the Corps of Engineers, levee districts and other local authorities.

At this point, the Corps of Engineers has no confirmed reports of levee breaching or levee failure of any kind during Hurricane Katrina. We are investigating for the possibility of any breaching, and we are also investigating whether levees have been overtopped at any point.

We have confirmed a floodwall failure on the Industrial Canal. The failure occurred on the east bank north of North Claiborne Avenue and south of Florida Avenue. It is about one block long.

We also have a confirmed report that there is no damage to the hurricane levee in Jefferson Parish and that the Jefferson Parish hurricane levee has not been overtopped.

New Orleans District Public Affairs can be reached at [REDACTED]
Crisis Action Team operating temporarily in Vicksburg, MS.

E. Security & Safety

F. Contracting

Spoke with 15 additional CT personnel. All were evacuated. Spoke with MVM contracting and unwatering team members on contracting strategy. Receiving numerous inquiries from potential vendors. Verbal NTP issued Saturday for two tow boats to support the Dredge Wheeler. Attempting to locate survey contractors with hydrographic capabilities. (JAB 8-29-05)

G. Resource Management

FCCE

Class 210 funding: \$50K

Notified CENWO to process 80 hours of pay for all workers in New Orleans District. Will need to do prior period adjustments on return to work.

The fully burdened labor cost estimate for billets assigned to the various hurricane teams is \$62,700 a day.

RAF

H. Engineering

Richard Pinner is located in Baton Rouge and is prepared to deploy on down river inspection. Richard has design experience with St. Bernard Parish and Orleans Parish floodwalls and levees.

Gages: Evaluation of storm surge was hampered by lack of gages and gage failure or not reporting. Also Internet problems also were encountered. Mississippi River gages on rivergages.com were accessed. The Carrollton gage crested at 15.5 feet at 0900. Venice gage was inoperable due to overtopping.

ADCIRC model was functional and helped to indicate water levels where gage data was not available or suspect.

I-walls: Floodwalls were overtopped on the east side of the 17th street Canal and the east side of the IHNC. Sections of wall failed in each area.

Doug Dillion is Engineering Division representative on the unwatering team and is currently deployed in Memphis.

We are inventorying our P&S under design for availability for construction.

CEMVN-ED stands ready to provide engineering support to Memphis and St. Louis Districts for unwatering and remedial flood control repairs and other civil works efforts.

I. Real Estate

Contacted C/Real Estate, Memphis District, to deploy to Port Allen Lock on 31 Aug 05 - they anticipate handling roof mission for FEMA. FEMA will also be located at Port Allen Lock. Memphis RE has received no tasks associated with the unwatering plan.

Service Support

A. Bunker

The Commander's Reevaluation team moved back to the EOC in the District Headquarters Building.

Command and Control

A. Command and Control

Bunker (located at New Orleans District):

COL Richard P. Wagenzar

Commanding

[REDACTED] (bunker)

[REDACTED] (satellite)

James Walters

National Manager

[REDACTED] (bunker)

CMT (located at Vicksburg District):

MAJ Murray P. Starkel

Deputy Commander

[REDACTED]

[REDACTED] (fax)

Gregory Breerwood

DPM

[REDACTED]

Herbert "Joey" Wagner

National Disaster Manager

[REDACTED]

Field Officers

A. Field Officers

Mike Lowe

Smith, Jeff

From: Robinson, Tony [REDACTED]
Sent: Thursday, September 15, 2005 10:38 PM
To: Smith, Jeff

On 8/31/05 at 0130 verbal notification was given to provision buses. The first tasker was for 455 buses.

Tony Robinson
Response and Recovery Division Director
DHS-FEMA Region VI
Office: [REDACTED]
Fax: [REDACTED]
email: [REDACTED]

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9/19/2005

[REDACTED]

From: john.jordan [REDACTED]
Sent: Sunday, September 04, 2005 10:33 AM
To: [REDACTED] Brown,
Michael D; Brown, Michael D; russel.honore [REDACTED] russel.honore [REDACTED]
Cc: thomas.thompson [REDACTED] thomas.thompson [REDACTED] Winger Walter E COL
USA USNORTHCOM DCE; ronald.rose [REDACTED] ronald.rose [REDACTED]
christian.degraff [REDACTED] christian.degraff [REDACTED]
Subject: Update - 4 SEP AM - LNO to PFO
Attachments: Card for <john.jordan [REDACTED]>



John.Jordan2.vcf
(411 B)

Update from FEMA PFO - 4 SEP2005 (AM)

- PFO Staff has increased in size significantly and is rapidly gaining situational awareness and is working issues.
- JFCOM Standing Joint Force Headquarters personnel have arrived (approx 40 pax) and is now assisting JFO-LA and PFO staff in their operations.
- Some notes from this morning's update from JFO-LA:
 - JTF-K is establishing pickup points throughout city of New Orleans and is establishing regular bus service to these locations to facilitate rapid evacuation of the city. Police and military are delivering evacuees to these sites.
 - 3 hospitals/clinics in New Orleans are now able to begin taking patients again and JFO is working plan to shift some immediate care to these facilities, although mandatory evacuation of city continues.
 - All Hospitals in New Orleans are cleared of patients (reported by us last night, but reiterated for emphasis, given news reporting to contrary):
 - Evacuations continued throughout night - total of 2287 evacuated between 031800-040600. Total evacuations now at 61K according to JTF-K.
 - Priority for evacuation is now Algiers - 3000 pax at that location. Began evac operation at 0730R and will finish at 1030R.
 - Convention Center and Superdome are now locked - no further evacuations from this area, although some evacuees moving to these locations have been identified and are being addressed.
 - Search and Rescue reports significantly less evacuees on rooftops and therefore a reduced requirement for airdrops of water and food.
 - JTF-K is now able to handle calls for evacuation support. For example, call came in last night to evac 60 nursing home residents. JTF-K dispatched vehicles with security and addressed this requirement.
 - JFO is focused on assessing and addressing needs for commodities and evac of St. Bernard Parish. FEMA has personnel on the ground at that location.
 - MREs arrived last night - FEMA has 18 trucks loaded now (approx 21K cases each). Will receive 1.9M meals tonight (over 150K cases). Appears that flow is now sufficient to meet all needs.
 - Sheltering is being addressed by tiger team today. Issue is establishment of local shelters facilities to allow in state relocation at some future point.
 - Key Point. Appears State is reluctant to execute a true mandatory evacuation - i.e. forced if necessary. Therefore, State is pushing for shelters (includes all life support) in city to house citizens that will not leave voluntarily.
 - Major issue working from State. New Orleans has requested, according to PFO, a complete replacement of city services for New Orleans, to include Police and Fire. Exact details are sketchy, but this issue is being worked very hard by PFO and FEMA National is very engaged in this discussion.

NOTE: JFO-LA will move to permanent headquarters tomorrow, 5 SEP. Plan being worked to ensure no degradation of operational capability.

Prepared by: COL Jordan & COL Jones, Mil Asst to Mr. Brown

[REDACTED]

From: john.jordan [REDACTED]
Sent: Monday, September 05, 2005 9:13 PM
To: john.yingling [REDACTED]; john.yingling [REDACTED]; joseph.inge [REDACTED];
joseph.inge [REDACTED]; mark.graham [REDACTED]; mark.graham [REDACTED]; Brown,
Michael D; Brown, Michael D; O'Bryan, Stewart M. RDML; russel.honore [REDACTED];
russel.honore [REDACTED]
Cc: MAJ Kraig Sheetz; christian.degraff [REDACTED]; christian.degraff [REDACTED];
ronald.rose [REDACTED]; ronald.rose [REDACTED]; thomas.thompson [REDACTED];
thomas.thompson [REDACTED]; Winger Walter E COL USA USNORTHCOM DCE
Subject: Update from MIL ASST to PFO
Attachments: Card for <john.jordan2 [REDACTED]>



john.jordan2.vcf
(411 B)

Sir,

See attached update from PFO. We are trying to improve our format to make it a bit easier to read. Will still be Blackberry Friendly.

v/r
John
John J. Jordan
COL, U.S. Army

Update from Principal Federal Official (PFO) Military Assistants

5 SEP2005 (PM)

1. Information from 1800 FCO-LA Update Brief

a. Rescue and Evacuation.

- Governor Blanco has decided not to force any evacuations in New Orleans. Residents are still encouraged to evacuate.
- Buses were sent through NO on previously identified evac routes today and no additional residents would board buses for voluntary evacuation. It appears that the evacuation phase of operations is winding down, or may be completed.

b. Commodity Distribution

- Since NO is not being fully evacuated, requirements now exist to provide all commodities to the remaining population. Since FEMA did not anticipate reversal of decision for mandatory evacuation, crisis-action planning is now underway to provide this support.
- Special note: Porta-potties ordered for support of Superdome and Convention Center (when full of evacuees) arrived today. This will provide some relief to the residents remaining in NO.
- Logistics reported zero balance on MREs again - after pushing all remaining stocks to PODs. Will attempt to determine daily requirement and ascertain whether stocks of MREs are simply collecting at points outside the LSA at Camp Beauregard. Numbers of MREs pushed has increased each day and it is not clear whether we are tracking and meeting requirements, or simply pushing everything forward.

c. Medical

- DMAT went to outlying Parishes (St. Charles and Tammany) and conducted assessments. No major medical facility issues, but medical supply is a critical requirement. Issue is being addressed by HHS (ESF-8).
- Full DMAT support will be provided to Jefferson and St. Bernard Parishes tomorrow. Includes provisions for medical care, medical supply, etc. to support fatigued medical providers in these locations.
- DMAT continues to assess ability to bring hospitals in the 13 impacted

- d. Mortuary
- Plan for collecting and processing remains was presented by Mortuary Tiger Team to State HHS leadership but no decision was made.
 - Meeting was held today between DMORT, 82nd ABN, State F&W, Urban Search and Rescue, and USCG to address roles and responsibilities for house to house search for survivors and/or remains.
 - DMORT currently has 472 Mortuary Affairs Officers and Type I, II and III Recovery Teams available. Major increase since yesterday's report.

- e. Security
- ESF-12 (DOE) brought up issue of security at refineries. Exxon Refinery in St. Bernard Parish specifically requested assistance with security. Action was passed to State for their consideration.

- f. Sheltering
- State has still not identified location to replace previously planned shelter location at Camp Minden, LA. FEMA remains ready to begin immediate work once location is identified. Major issue that needs high-level attention to maximize use of time and available other resources.

- g. Recovery.
- Community Relations Teams are in place in the eight most impacted Parishes, as prioritized by the State of Louisiana. CRTs will expand into other five Parishes beginning tomorrow. Teams are also being deployed to remote sheltering locations in States outside Louisiana to answer evacuees questions and provide FEMA authorized assistance.
 - State requested assistance with facility to house NO City Government. Idea included an afloat location (quarter boat / deck boat) near Algiers.

2. Current PFO activities.

- a. Staff is establishing itself at new PFO/JFO location and continues to build situational awareness.
- b. Deputy PFO is increasing PFO staff size to accommodate scope of mission requirements. Expect some additional personnel to arrive in next few days. New hard site JFO will facilitate staff expansion.
- c. Primary focus will be building a better awareness of JFO-Mississippi situation and establishing an operational rhythm to improve situational awareness and enhance ability to provide PFO with best possible decisional information.

3. Focus of PFO for 24-72 Hours.

- Continue house to house search for survivors and remains.
- Continue to work toward sheltering decision and preparation of shelter plan.
- Complete expansion into outlying Parishes to establish FEMA presence and basic life sustenance.
- Continue improvement of logistics system.

4. Miscellaneous.

a. Our office is up and running at new PFO facility at 15th Avenue and Florida Street in Baton Rouge, LA. It is located on the second floor in the PFO Suite immediately across from Mr. Brown's office. Phone is [REDACTED]. Cell numbers remain same.

b. Good visit today by POTUS - visited State EOC and held discussions with all key leaders at local, state and federal levels. Mr. Chertoff completed his 2-day visit today as well.

c. RADM O'Bryan, SJFHQ from JFCOM briefed Mr. Brown today on their capabilities and recommendations for use to facilitate ongoing FEMA operations. Mr. Brown approved concept brief and directed execution. SJFHQ tasks are to provide the PFO and all subordinate FEMA elements with a common operating picture and to suggest improvements in processes to support better situational awareness and information flow throughout the FEMA structure. Agreed focus was current operations, not long-range planning.

Director will be RADM Allen, Vice Commandant of the USCG. This office will report to Mr. Brown

e. Order from JTF-K indicates that JTF-NORTHCOM mission has changed. They will not move to Baton Rouge to support FEMA long-range planning. Will work with RADM O'Bryan (SJFHQ-JFCOM) to see if he recommends expansion of his focus to support FEMA long-range planning.

[REDACTED]

From: john.jordan [REDACTED]
Sent: Tuesday, September 06, 2005 11:17 AM
To: john.yingling [REDACTED], john.yingling [REDACTED], joseph.inge [REDACTED],
joseph.inge1 [REDACTED], mark.graham [REDACTED], mark.graham [REDACTED] Brown,
Michael D; Brown, Michael D; O'Bryan, Stewart M. RDML; russel.honore [REDACTED]
russel.honore [REDACTED]
Cc: christian.degraff [REDACTED], christian.degraff [REDACTED] MAJ Kraig Sheetz;
ronald.rose [REDACTED], ronald.rose [REDACTED], thomas.thompson [REDACTED]
thomas.thompson [REDACTED] Wininger Walter E COL USA USNORTHCOM DCE
Subject: Update from MIL ASST to PFO
Attachments: Card for <john.jordan2 [REDACTED]>



john.jordan2.vcf
(411 B)

Sir,

Our update for this morning.

v/r
John
John J. Jordan
COL, U.S. Army

Update from Principal Federal Official (PFO) Military Assistants

6 SEP2005 (AM)

1. Information from 0600 FCO-LA Update Brief

a. Rescue and Evacuation.

- Decision by Governor Blanco to not force any evacuations in New Orleans remains in place.
- Mayor of New Orleans is not forcing evacuations in NO and is not prohibiting residents from returning. Residents are still strongly encouraged to evacuate.
- Limited bus circuits through NO will continue to evacuate residents who did not previously decide to evacuate. Major evacuation operations are completed and all evacuee collection points have been cleared.

b. Commodity Distribution

- As reported last SITREP, since NO is not being fully evacuated, requirements exist to provide all commodities to the remaining population. FEMA is focused on that effort today.
- Major push today to develop lines of supply to all outlying Parishes. Task Force Pelican establishment of National Guard operations in these locations will greatly facilitate POD operations and provide better C2 of commodity distribution.

c. Medical

- Animal disease assessment and environmental assessment beginning today in Plaquemines and St. Bernard Parishes.
- Continuing medical assessment and beginning medical re-supply in St. Charles Parish today.
- Medical assessment in all 13 impacted Parishes continues and is expected to be complete in 48 hours.
- CDC experts in environmental and occupational health arrive today to assist State and FEMA in their areas of expertise.

d. Mortuary

Meeting today at 1000 hours among all interested parties to address body

collection and mortuary operations.

- Advance Party from 54 QM CO (Mortuary Affairs) is on the ground. Expect deployment of main body on 8 SEP.

e. Security

- State reports all Parishes secure except Orleans. Expect Orleans to be secure in next 24 hours.

f. Sheltering

- Sheltering remains a major priority of FCO-LA.

- Movement of evacuees from Astrodome in Houston to 2 cruise ships in Galveston, TX area is beginning today. Third cruise ship will arrive Thursday vic Mobile, AL.

g. Recovery.

- POTUS directed that a FEMA representative will be placed in every shelter to facilitate contact with evacuees. FCO goal is to accomplish this mission NLT Thursday. Larger shelters outside LA are being addressed by FEMA Headquarters in Washington through the FEMA region offices.

- FEMA is working a national information campaign to contact evacuees and residents of impacted area to provide contact information and being process of relief and assistance to entitled persons and businesses.

2. Current PFO activities.

a. Staff is establishing itself at new PFO/JFO location and continues to build situational awareness.

b. Deputy PFO is increasing PFO staff size to accommodate scope of mission requirements. Expect some additional personnel to arrive in next few days. New hard site JFO will facilitate staff expansion.

c. Primary focus is building a better awareness of JFO-Mississippi situation and establishing an operational rhythm to improve situational awareness and enhance ability to provide PFO with best possible decisional information.

3. PFO Focus Areas, as established in 0900 Executive Conference today:

- Evacuation

- House to House Searches

- Body Recovery Operations and Disaster Mortuary Services

- Assistance to Outlying Parishes

- Issue of non-enforcement of mandatory evacuation order - way ahead and ultimate end state.

- Public Health and Environment

4. Miscellaneous.


a. Our office is up and running at new PFO facility at 15th Avenue and Florida Street in Baton Rouge, LA. It is located on the second floor in the PFO Suite immediately across from Mr. Brown's office. Phone is [REDACTED]. Cell numbers remain same.)

b. As previously reported, Mr. Chertoff directed establishment of a FEMA Deputy PFO-Forward in New Orleans to assist Mr. Brown's FEMA operations within this severely damaged city. Director will be VADM Allen, Vice Commandant of the USCG. Key to note that Mr. Brown remains PFO for the entire disaster area, including New Orleans and its environs - DoD needs to understand this FEMA organizational structure.

e. Orders indicate deployment of an Army SAMS cell from Fort Leavenworth to join SJFHQ and assist in their support to FEMA PFO/JFO. RADM O'Bryan is aware of this deployment and will C2 this cell.

From: Weber, Scott [/O=DHS ORG/OU=E2K3 ADMIN
GROUP/CN=RECIPIENTS/CN=SCOTT.WEBER]
Sent: Thursday, September 01, 2005 2:55 PM
To: Heath, Michael
Subject: RE: answers

Sorry for the frenetic pace before, thanks for pulling this together.

From: Heath, Michael [mailto:Michael.Heath1@
Sent: Thursday, September 01, 2005 1:20 PM
To: 'Weber, Scott'
Subject: answers

1. Evacuation began Wednesday afternoon for special needs patients and four buses of general population.
Resumed on Thursday morning.
2. Number of people evacuated from Super Dome:
1500 Special Needs patients
2000 plus general pop.
3. Arrived at Superdome:
21 Buses with 2500 plus folks
4. 10 Additional buses have notified the AstroDome that they are inbound.
5. Evac stopped last night due to darkness and shooting. Resumed this morning
6. We do not have a confirmed number of total buses involved. Working this now

State of Louisiana



EXECUTIVE DEPARTMENT

EXECUTIVE ORDER NO. KBB 2005 - 25

EMERGENCY EVACUATION BY BUSES

WHEREAS, the Louisiana Homeland Security and Emergency Assistance and Disaster Act, R.S. 29:721, *et seq.*, confers upon the governor of the state of Louisiana emergency powers to deal with emergencies and disasters, including those caused by fire, flood, earthquake or other natural or man-made causes, to ensure that preparations of this state will be adequate to deal with such emergencies or disasters, and to preserve the lives and property of the citizens of the state of Louisiana;

WHEREAS, pursuant to Proclamation No. 48 KBB 2005, a state of emergency was declared and is currently in effect;

WHEREAS, R.S. 29:724(D)(4) provides that the governor, subject to any applicable requirements for compensation, may commandeer or utilize any private property if she finds it necessary to cope with the disaster or emergency;

WHEREAS, there is an immediate need for mass transportation to move citizens to shelters and other safe locations from disaster areas; and

WHEREAS, given the current exigent circumstances, buses are the most reasonable and practical mode of mass transportation to move our citizens to safety;

NOW THEREFORE I, KATHLEEN BABINEAUX BLANCO, Governor of the state of Louisiana, by virtue of the authority vested by the Constitution and laws of the state of Louisiana, do hereby order and direct as follows:

SECTION 1: Each Superintendent of Education for each school district in Louisiana that remains substantially operational following the passage of Hurricane Katrina shall contact the Office of Homeland Security and Emergency Preparedness at 225-925-3916 and provide an inventory of school buses and bus drivers in their district;

SECTION 2: As determined by the Office of Homeland Security and Emergency Preparedness, such buses shall be made available to be used as necessary for the mass transportation of Hurricane Katrina evacuees, accompanying law enforcement personnel, and necessary supplies to and from areas of concern to areas of safety;

SECTION 3: The Office of Homeland Security and Emergency Preparedness is hereby authorized to commandeer and utilize such buses for such purposes;

SECTION 4: Each Superintendent of Education for each school district in Louisiana that remains substantially operational following the passage of Hurricane Katrina shall coordinate with local law enforcement agencies and peace officers to ensure that at least one peace officer ride in each bus and at least two marked law enforcement vehicles accompany every ten buses;

SECTION 5: The Office of Homeland Security and Emergency Preparedness shall make efforts to work with the superintendents and local boards of education to minimize interruption of regular transportation of students;

SECTION 6: La. R.S. 17:158, relative to parish and city school boards providing free

transportation to students, is hereby suspended until Sunday, September 25, 2005, unless reinstated sooner; and

SECTION 7: La. R.S. 32:402, relative to the requirement for drivers to secure commercial driver's license (CDL), is hereby suspended until September, 25, 2005, unless reinstated sooner. Notwithstanding the above suspension, such driver's must have a valid Louisiana or other valid driver's license of their state of residence.

SECTION 8: Executive Order No. KBB 2005-31, issued on August 31, 2005, is hereby rescinded and terminated.

SECTION 9: This Order is effective upon signature and shall continue in effect until amended, modified, terminated, or rescinded by the governor, or terminated by operation of law.



IN WITNESS WHEREOF, I have set my hand officially and caused to be affixed the Great Seal of Louisiana, at the Capitol, in the city of Baton Rouge, on this 2nd day of September, 2005.

/S/ Kathleen Babineaux Blanco
GOVERNOR OF LOUISIANA

ATTEST BY
THE GOVERNOR

/S/ Al Ater
SECRETARY OF STATE

State of Louisiana

EXECUTIVE DEPARTMENT

EXECUTIVE ORDER NO. KBB 2005 - 31

EMERGENCY EVACUATION BY BUSES

WHEREAS, the Louisiana Homeland Security and Emergency Assistance and Disaster Act, R.S. 29:721, *et seq.*, confers upon the governor of the state of Louisiana emergency powers to deal with emergencies and disasters, including those caused by fire, flood, earthquake or other natural or man-made causes, to ensure that preparations of this state will be adequate to deal with such emergencies or disasters, and to preserve the lives and property of the citizens of the state of Louisiana;

WHEREAS, pursuant to Proclamation No. 48 KBB 2005, a state of emergency was declared and is currently in effect;

WHEREAS, R.S. 29:724(D)(4) provides that the governor, subject to any applicable requirements for compensation, may commandeer or utilize any private property if she finds it necessary to cope with the disaster or emergency;

WHEREAS, there is an immediate need for mass transportation to move citizens to shelters and other safe locations from disaster areas; and

WHEREAS, given the current exigent circumstances, buses are the most reasonable and practical mode of mass transportation to move our citizens to safety;

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