

## **For Official Use Only**

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

**For Official Use Only**

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

**For Official Use Only**

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.

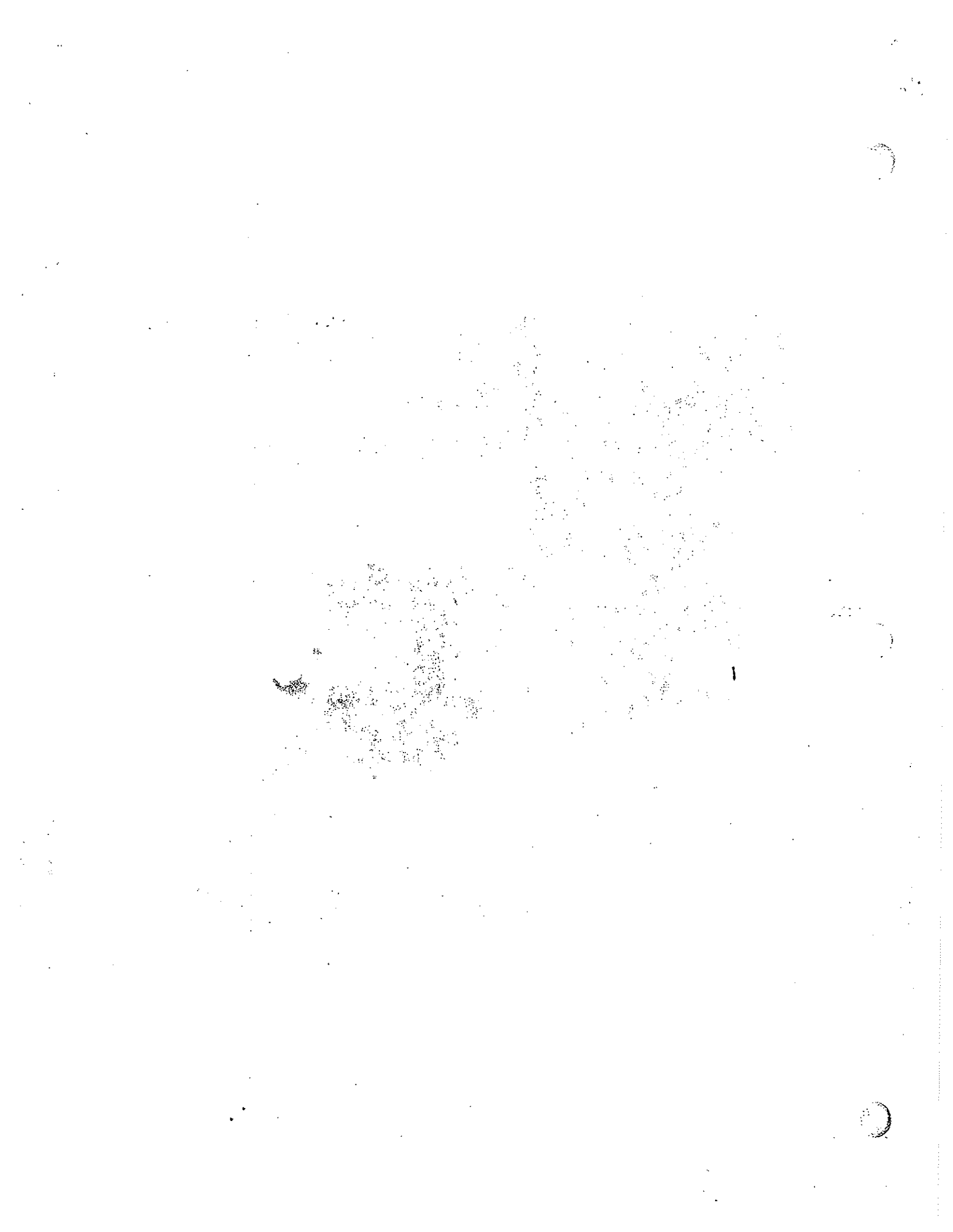
We all strive to serve the Secretary to the best of our abilities; however the effectiveness and efficacy of that service need not be judged on the proximity to the Homeland Security Operations Center. The Proposed Concept of Operations completely ignores the day-to-day activity in which FEMA is involved. 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> |
| <b>Total Voice Infrastructure</b>           | <b>\$186,337,127</b> |

|  |                     |
|--|---------------------|
| 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> |
| <b>Total DATA and other Misc.</b>  | <b>\$18,700,000</b> |

| <b>State Subscriber Units</b> | <b>Units</b> | <b>Unit Price</b> |                      |
|-------------------------------|--------------|-------------------|----------------------|
| 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>    |
| <b>Total State Units</b>      |              |                   | <b>\$ 53,318,220</b> |

| <b>Local Subscriber Units</b> | <b>Units</b> | <b>Unit Price</b> |                      |
|-------------------------------|--------------|-------------------|----------------------|
| 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>  |
| <b>Total Local Units</b>      |              |                   | <b>\$294,325,076</b> |

**TOTAL ACQUISITION COST                    \$552,680,423**

## RECURRING EXPENDITURES

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

**\*\*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.

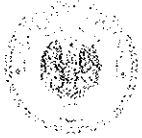


**ODP Grant Dollars Awarded to Louisiana and Expended on Interoperability**

| <b>ODP Grant Name</b> | <b>Total Funding Amount</b> | <b>Interoperability Expenditures To Date</b> | <b>Percent Interoperability Expenditures</b> |
|-----------------------|-----------------------------|--|--|
| 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%   |
|                       | <b>170,363,186</b>          | <b>15,906,999</b>                            | <b>9.3%</b>                                  |

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

| <b>ODP Grant Name</b> | <b>Total Funding</b> | <b>Dedicated Equipment Funding</b> | <b>Remaining Equipment Funding</b> | <b>Percent Remaining</b> |
|-----------------------|----------------------|------------------------------------|------------------------------------|--------------------------|
| 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%                   |
|                       | <b>170,363,186</b>   | <b>135,112,352</b>                 | <b>87,646,694</b>                  | <b>64.9%</b>             |



# 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.

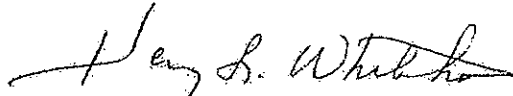
A more sensible approach, which acknowledges the importance of interoperability would be to restrict grant funds to interoperable communications with the State as sole grantee, under the proviso that the State must include all Parishes, and also any municipality having a population of over 100,000 within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

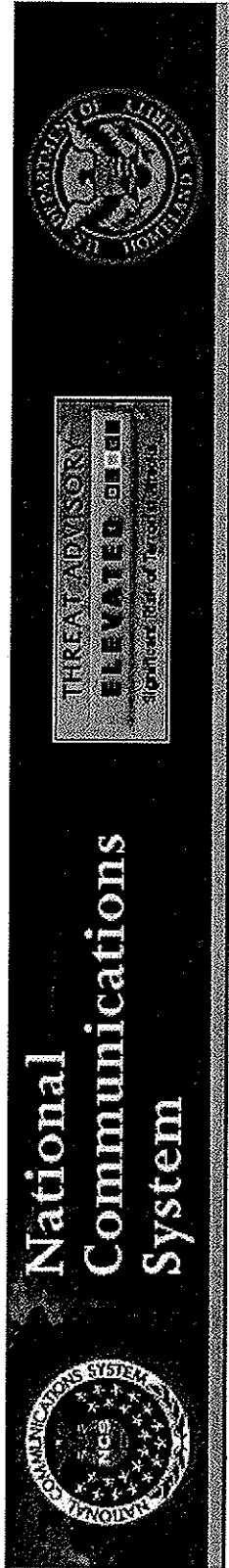
cc: Terry Ryder  
Nick Gachassin

**ODP Grant Dollars Awarded to Louisiana and Expended on Interoperability**

| <b>ODP Grant Name</b> | <b>Total Funding Amount</b> | <b>Interoperability Expenditures To Date</b> | <b>Percent Interoperability Expenditures</b> |
|-----------------------|-----------------------------|--|--|
| 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%   |
|                       | <b>170,363,186</b>          | <b>15,906,999</b>                            | <b>9.3%</b>                                  |

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

| <b>ODP Grant Name</b> | <b>Total Funding</b> | <b>Dedicated Equipment Funding</b> | <b>Remaining Equipment Funding</b> | <b>Percent Remaining</b> |
|-----------------------|----------------------|------------------------------------|------------------------------------|--------------------------|
| 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%                   |
|                       | <b>170,363,186</b>   | <b>135,112,352</b>                 | <b>87,646,694</b>                  | <b>64.9%</b>             |



|  |
|--|
| <a href="#">Home</a>                       |
| <a href="#">About the NCS</a>              |
| <a href="#">NCS Directives and Manuals</a> |
| <a href="#">News</a>                       |
| <a href="#">President's NSTAC</a>          |
| <a href="#">Services</a>                   |
| <a href="#">Library</a>                    |
| <a href="#">FAQ</a>                        |
| <a href="#">Contact Us</a>                 |
| <a href="#">Site Map</a>                   |

[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?](#)

NAVJ

- ▶ [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 FACA 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. FACA 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 FACA 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 FACA 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 FACA since they are not Federal advisory committees.

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

**Who may have access to the records of the NSTAC?**

The FACA 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. FACA 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 bylaws 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 CUP or CUK 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 106 separate participating organizations.

11/15/2006 10:58:11 AM 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 OSSS?**

OSSS 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 OSSS implementation. As the NCS implements OSSS, 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 OSSS?**

Additional information may be obtained by contacting the OSSS 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

ture 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 provide 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 (IMU) 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 independent 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 ISPs from both architectural and traffic 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
- McLeodUSA
- 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



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](mailto:russel.honore@us.army.mil))  
**Cc:** John A., MG, CMD GRP Yingling ([john.yingling@us.army.mil](mailto: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' a cting 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**

See Attached

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.

Quantity: 1 (Each)

Date/Time Required: 09/02/2005

Internal Control #:

Delivery Location:

Initiator/Requestor Name: Ken Burris

24-hour Ph #s: (202) 646-3900

Date: 09/02/2005

POC Name: Bowman, Patricia S

24-hour Ph #s: (202) 646-2661

Date: 09/02/2005

\* State Approving Official (Required for DFA and TA):

Date:

**III. INITIAL FEDERAL COORDINATION (Operations Section)**

Action to:

ESF #:  
 Other:

Date/Time:

09/02/2005 18:12

Priority:

1 Lifesaving  
 2 Life sustaining

3 High

4 Medium

5 Normal

See Attached

**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/ofm/ofed\\_agencies.shtm](http://www.fema.gov/ofm/ofed_agencies.shtm). 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 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

New or  Amendment to MA #:

Total Cost Estimate: \$1,000,000,000.00

Assigned Agency POC Name: CAPT MIKE MCDANIEL

Phone and fax #s: (202) 646-2438

**V. COORDINATION (FEMA Use Only)**

Type of MA:  Direct Federal Assistance  
State Cost Share (0%, 10%, 25%)

Technical Assistance  
State Cost Share (0%)

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.
  - 910<sup>th</sup> 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), 14<sup>th</sup> 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, 11<sup>th</sup> Marine Expeditionary Unit, Army Unmanned Aerial Vehicle Platoon, Army Aviation Assets, 4<sup>th</sup> Expeditionary Medical Support, 920<sup>th</sup> 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>Bairgen Schell</i>      | ASD(HD) <i>[Signature]</i> | Peter F. Verga<br>Principal Deputy | DTG: 09/03 1740 |
| DJ-3 <i>[Signature]</i> 3 Sept   | SecDef Approval _____      |                                    | DTG: _____      |
| DJS <i>[Signature]</i> 3 Sept 05 | Disapproval _____          |                                    | See Me _____    |

MMTF 00028-05 17,290

# JOINT STAFF ACTION PROCESSING FORM

|                                       |                              |
|---------------------------------------|------------------------------|
| CLASSIFICATION<br><b>UNCLASSIFIED</b> | ACTION NUMBER JDOMS 05-05.08 |
| TO DJS                                | THRU                         |
| ORIG SUSPENSE 3 SEP 2005              |                              |

JECT 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.<sup>1</sup>
- (2) One (1) Public Information Officer to represent DoD in the Joint Information ~~for~~ MS Joint Field Office.<sup>2</sup>
- (3) Planning and execution for the transportation and distribution of logistical supplies in support of the Katrina disaster in Louisiana and Mississippi.<sup>3</sup>

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>T. B. ...</i> | DDAT/HD  | 3 Sep 05 | CAPT Reininger, USN | NORTHCOM | 3 SEP 05 |
| Carl Wagner      | OSDDHGC  | 3 SEP 05 | COL Goetsch         | TRANSCOM | 3 SEP 05 |
| Cel ...          | 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/JDIW/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

- <sup>1</sup> FEMA RFA, Procurement and delivery of 51,000 MREs
- <sup>2</sup> FEMA RFA, Public Information Officer
- <sup>3</sup> FEMA RFA, Planning and execution of logistical support operations

| COORDINATION |        |      |      |        |      |
|--------------|--------|------|------|--------|------|
| NAME         | AGENCY | DATE | NAME | AGENCY | DATE |
| COL Smith    | DLA    |      |      |        |      |
|              |        |      |      |        |      |
|              |        |      |      |        |      |
|              |        |      |      |        |      |
|              |        |      |      |        |      |
|              |        |      |      |        |      |
|              |        |      |      |        |      |

# JOINT STAFF ACTION PROCESSING FORM

|                                       |                              |
|---------------------------------------|------------------------------|
| CLASSIFICATION<br><b>UNCLASSIFIED</b> | 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.<sup>1</sup>
- (2) One (1) Public Information Officer to represent DoD in the Joint Information Center, MS Joint Field Office.<sup>2</sup>
- (3) Planning and execution for the procurement, transportation and distribution of logistical supplies in support of the Katrina disaster in Louisiana and Mississippi.<sup>3</sup>

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>Callan, as needed</i> | <i>DDAT/HD</i> | <i>9/3/05</i> |      | 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<br><b>UNCLASSIFIED</b> | CLASSIFICATION/DECLASSIFICATION INSTRUCTIONS |
|                                       | <i>SENT TO JS JDOMS FOR CORRECT</i>          |

*[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

<sup>1</sup> FEMA RFA, Procurement and delivery of 51,000 MREs

<sup>2</sup> FEMA RFA, Public Information Officer

<sup>3</sup> 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/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 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.

(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/ 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/ 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/ 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<br>MISSION ASSIGNMENT (MA)  |   | See reverse side for<br>Paperwork Burden Disclosure<br>Notice          | O.M.B. NO. 3057-0276<br>Expires November 30,<br>2007   |
| <b>I. TRACKING INFORMATION (FEMA Use Only)</b>  |   |  |  |
| 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                                      |  |
| <b>II. ASSISTANCE REQUESTED</b> <input type="checkbox"/> See Attached   |   |  |  |
| Assistance Requested:<br>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) 646-2461  | Date: 09/01/2005   |
| * State Approving Official (Required for DFA and TA):   |   |  | Date:  |
| <b>III. INITIAL FEDERAL COORDINATION (Operations Section)</b>   |   |  |  |
| Action to:  | <input type="checkbox"/> ESF #:<br><input checked="" type="checkbox"/> Other:         | Date/Time:<br>09/01/2005 07:07   | Priority:<br><input checked="" type="checkbox"/> 1 Lifesaving<br><input type="checkbox"/> 2 Life sustaining<br><input type="checkbox"/> 3 High<br><input type="checkbox"/> 4 Medium<br><input type="checkbox"/> 5 Normal |
| <b>IV. DESCRIPTION (Assigned Agency Action Officer)</b> <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 <a href="http://www.fema.gov/bfip/afed_agencies.shtml">www.fema.gov/bfip/afed_agencies.shtml</a> . The new ALC 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) 646-2490                                       |  |
| <b>V. COORDINATION (FEMA Use Only)</b>  |   |  |  |
| Type of MA:   | <input type="checkbox"/> Direct Federal Assistance<br>State Cost Share (0%, 10%, 25%) | <input type="checkbox"/> Technical Assistance<br>State Cost Share (0%) | <input checked="" type="checkbox"/> Federal Operations Support<br>State Cost Share (0%)  |
| State Cost Share Percent: 0.0%  |   | State Cost Share Amount: \$0.00  |  |
| Fund Code: 2005-08-1603DR-9064-XXXX-2501-D  |   | Appropriation code: 70X0702  |  |
| 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>Michael Brown</i>   |   |  | Date: 9/1/05   |
| <b>VI. APPROVAL</b>   |   |  |  |
| * State Approving Official (Required for DFA and TA):   |   |  | Date:  |
| ** Federal Approving Official (Required for all): CLAYTON SPANGENBERG   |   |  | Date: 09/01/2005   |
| <b>VII. OBLIGATION (FEMA Use Only)</b>  |   |  |  |
| 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>Clayton</i>   |  |
| * Signature required for Direct Federal Assistance and Technical Assistance Mission Assignments.  |   |  |  |
| ** Signature required for all Mission Assignments.  |   |  |  |

|  |   |  |
|--|---|--|
| <b>FEDERAL EMERGENCY MANAGEMENT AGENCY<br/>MISSION ASSIGNMENT (MA)</b> | See reverse side for<br>Paperwork Burden Disclosure<br>Notice | O.M.B. NO. 3067-0278<br>Expires November 30,<br>2007 |
|--|---|--|

**I. TRACKING INFORMATION (FEMA Use Only)**

|   |                                   |
|---|-----------------------------------|
| State: MS (Mississippi) Incident: 2005082401-Hurricane Katrina Evacuation | Action Request #: 1529-52760      |
| 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: 1509-32549 |
| Delivery Location:                                    |                                |   |
| Initiator/Requestor Name: Ken Buris                   | 24-hour Ph #s: (202) 646-3900  | Date: 09/03/2005                                  |
| POC Name: CLARK, BURTON A                             | 24-hour Ph #s: (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 #:<br><input checked="" type="checkbox"/> Other: | Date/Time:<br>09/03/2005 10:28 | Priority:<br><input type="checkbox"/> 1 Lifesaving<br><input checked="" type="checkbox"/> 2 Life sustaining | <input type="checkbox"/> 3 High<br><input type="checkbox"/> 4 Medium | <input type="checkbox"/> 5 Normal |
|------------|---|--------------------------------|---|--|-----------------------------------|

**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/dm/olcd\\_agencies.shm](http://www.fema.gov/dm/olcd_agencies.shm). 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 Buris, 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 #: 1604RMSDOD1900 | Total Cost Estimate: \$0.00      |                                |
| Assigned Agency POC Name: CAFT MIKE MCDANIEL  | Phone and fax #s: (202) 646-2430 |                                |

**V. COORDINATION (FEMA Use Only)**

|   |  |   |
|---|--|---|
| Type of MA: <input type="checkbox"/> Direct Federal Assistance<br>State Cost Share (0%, 10%, 25%) | <input type="checkbox"/> Technical Assistance<br>State Cost Share (0%) | <input checked="" type="checkbox"/> Federal Operations Support<br>State Cost Share (0%) |
|---|--|---|

|  |                                 |
|--|---------------------------------|
| State Cost Share Percent: 0.0%                 | State Cost Share Amount: \$0.00 |
| Fund Citation: 2005-08-1604DR-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 | Amt. This Action: \$0.00           | Date/Time Obligated: 9-3-05 |
| Amendment #: 01                        | Cumulative Amt. \$1,000,000,000.00 | Initials: S/B               |

\* 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<br>MISSION ASSIGNMENT (MA)  |   | See reverse side for<br>Paperwork Burden Disclosure<br>Notice          | O.M.B. NO. 3067-0278<br>Expires November 30,<br>2007   |
| <b>I. TRACKING INFORMATION (FEMA Use Only)</b>  |   |  |  |
| 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                                      |  |
| <b>II. ASSISTANCE REQUESTED</b>   |   |  |  |
| Assistance Requested:<br>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:  |
| <b>III. INITIAL FEDERAL COORDINATION (Operations Section)</b>   |   |  |  |
| Action to:  | <input type="checkbox"/> ESF #:<br><input checked="" type="checkbox"/> Other:         | Date/Time:<br>09/02/2005 13:50   | Priority:<br><input type="checkbox"/> 1 Lifesaving<br><input type="checkbox"/> 2 Life sustaining<br><input type="checkbox"/> 3 High<br><input type="checkbox"/> 4 Medium<br><input checked="" type="checkbox"/> 5 Normal |
| <b>IV. DESCRIPTION (Assigned Agency Action Officer)</b>   |   |  |  |
| 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 <a href="http://www.fema.gov/ofm/ofed_agencies.shtm">www.fema.gov/ofm/ofed_agencies.shtm</a> . 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                                       |  |
| <b>V. COORDINATION (FEMA Use Only)</b>  |   |  |  |
| Type of MA:   | <input type="checkbox"/> Direct Federal Assistance<br>State Cost Share (0%, 10%, 25%) | <input type="checkbox"/> Technical Assistance<br>State Cost Share (0%) | <input checked="" type="checkbox"/> Federal Operations Support<br>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   |
| <b>VI. APPROVAL</b>   |   |  |  |
| State Approving Official (Required for DFA and TA):   |   |  | Date:  |
| Federal Approving Official (Required for all): PAUL FAY JR  |   |  | Date: 09/02/2005   |
| <b>VII. OBLIGATION (FEMA Use Only)</b>  |   |  |  |
| 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.joclandeast.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.joclandeast.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:

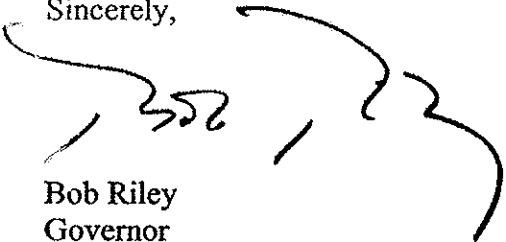
I ask you to approve 180 days of military duty in Title 32 USC 901 status for soldiers and airmen serving on state active duty in support of Hurricane Katrina relief efforts. Title 32 status will allow the soldiers and airmen supporting Hurricane Katrina Relief to receive military retirement points, 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 84004  
(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



[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:** 'mayeaux [REDACTED]'  
**Subject:** Request for Assistance

Col. Mayeaux, Sheriff Bouchard from Michigan and Sheriff Hale from Alabama are at the Louisiana border right now at the request of Sheriff Lee of Jefferson Parrish who is desperate for law enforcement assistance. The Sheriffs 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**





# Hurricane Rita

Current 10/4/2005

## Louisiana

112 Requests for Assistance  
3,819 Personnel deployed\*  
815 Civilian  
2994 National Guard  
\$52.4M Estimated cost\*

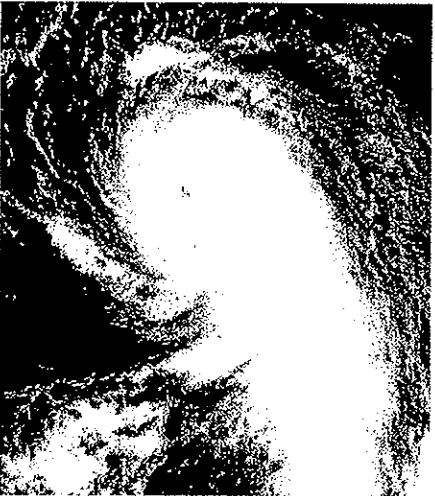


Image courtesy of NOAA

## Texas

38 Requests for Assistance  
234 Personnel deployed\*  
158 Civilian  
76 National Guard  
\$1.9M Estimated cost\*

### Total Estimated EMAC Response to Rita (LA & TX):

150 Requests for Assistance  
4,053 Personnel Deployed  
973 Civilian  
3,070 National Guard  
\$54.3M 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

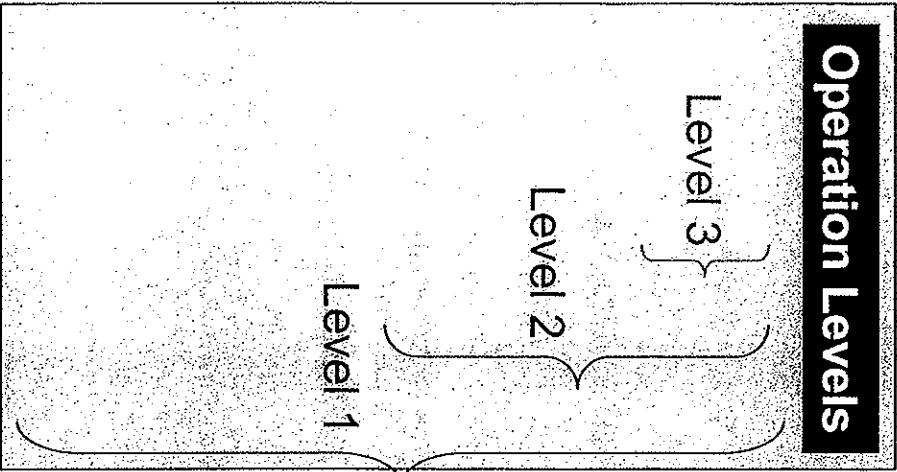


# Operational Response



# EMAC Span of Control

## Operation Levels



## Disaster Operation Components

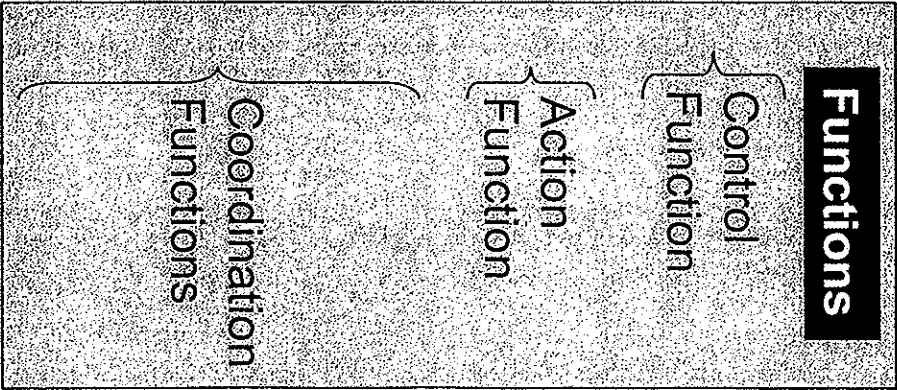
**National Coordinating Group (NCG)**  
Located in the state of the EMAC  
OPSUBCOM Chair

**EMAC A-Team**  
Co-located with State/Federal Personnel  
In the appropriate requesting state EOC

**National Coordinating Team (NCT)**  
Co-located with FEMA EST at the NEOC  
DHS/FEMA HQ, Washington, D.C.

**Regional Coordinating Team (RCT)**  
Co-located with Federal ESF's at the  
DHS/FEMA Regional OPS Center

## Functions





# Disaster Operation Components



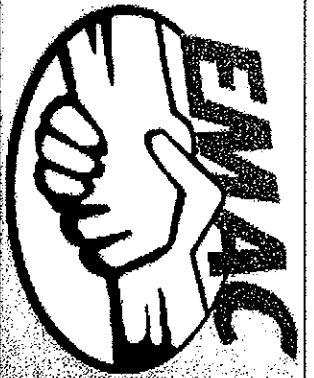
## EMMAC Operational Units

- National Coordination Group
- A-Team
- Regional Coordinating Teams
- National Coordinating Team
- Full time administrative support - NEMA



EMMAC is administered by NEMA, the  
National Emergency Management Association





## National Coordination Group

- Collateral Responsibility of the Chair of the Operations Sub-Committee
- Activates EMAC Operational Process on Short Notice
- Provides Oversight of EMAC Operations



EMAC is administered by NEMA, the  
National Emergency Management Association



## A-Team

- Deploys at Request of Impacted State
- Operates from Impacted State's EOC or Command and Control Center
- Serves as Liaison Between Responding States, Other EMAC Assisting States and the Impacted State
- Coordinates Assistance Requests Between Impacted State and Other Member States



EMAC is administered by NEMA, the  
National Emergency Management Association



## A-Teams do and don't

### A Teams Do:

- Upon receipt of a request for assistance, the A-Team facilitates the request between the impacted state and any responding states
- Review the impacted state resource request
- Complete the EMAC interstate mutual aid request (REQ-A)

### A Teams Do NOT:

- Have allocation authority
- Authority to prioritize resource utilization
- Ability to obligate state funds
- Create a pool of resources to be distributed to states on a basis of need



**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\*

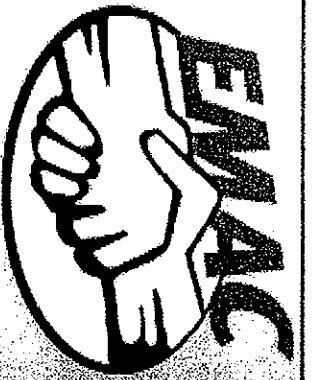
17,106 Civilian

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\*

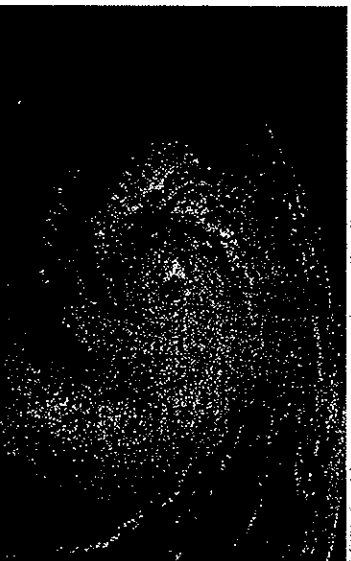


Image courtesy of NOAA

## 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**





# Hurricane Rita

Current 10/4/2005

## Louisiana

112 Requests for Assistance  
3,819 Personnel deployed\*  
815 Civilian  
2994 National Guard  
\$52.4M Estimated cost\*

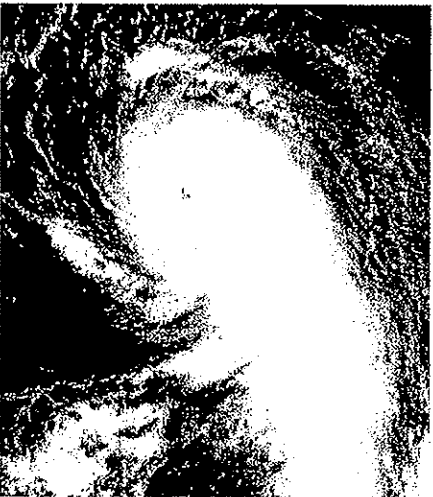


Image courtesy of NOAA

## Texas

38 Requests for Assistance  
234 Personnel deployed\*  
158 Civilian  
76 National Guard  
\$1.9M Estimated cost\*

### Total Estimated EMAC Response to Rita (LA & TX):

150 Requests for Assistance  
4,053 Personnel Deployed  
973 Civilian  
3,070 National Guard  
\$54.3M Estimated Cost

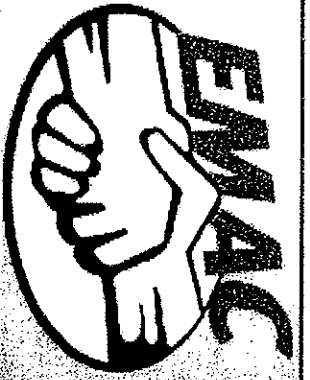


\*Notes: Still have pending missions awaiting signatures – have 30 days from verbal agreement to signature  
Costs and Personnel Numbers are Finalized in Reimbursement



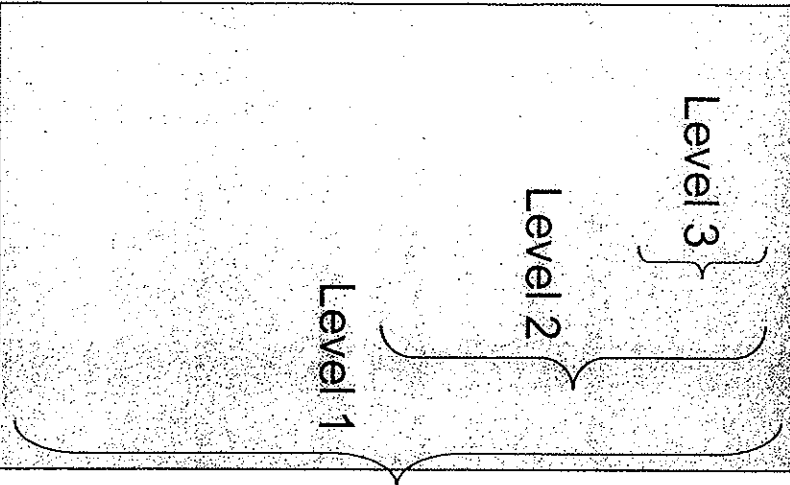


# Operational Response



# EMAC Span of Control

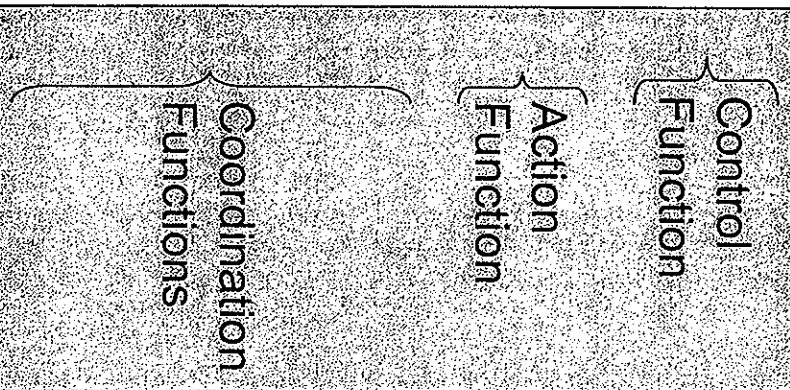
## Operation Levels



## Disaster Operation Components

- National Coordinating Group (NCG)**  
Located in the state of the EMAC OPSUBCOM Chair
- EMAC A-Team**  
Co-located with State/Federal Personnel In the appropriate requesting state EOC
- National Coordinating Team (NCT)**  
Co-located with FEMA EST at the NEOC DHS/FEMA HQ, Washington, D.C.
- Regional Coordinating Team (RCT)**  
Co-Located with Federal ESF's at the DHS/FEMA Regional OPS Center

## Functions





# Disaster Operation Components

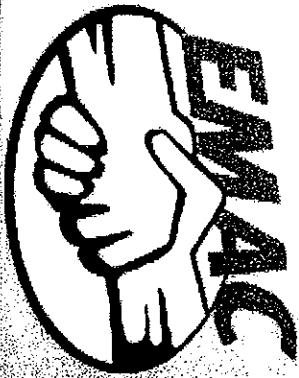


# EMAC Operational Units

- National Coordination Group
- A-Team
- Regional Coordinating Teams
- National Coordinating Team
- Full time administrative support - NEMA



EMAC is administered by NEMA, the  
National Emergency Management Association



## National Coordination Group

- Collateral Responsibility of the Chair of the Operations Sub-Committee
- Activates EMAC Operational Process on Short Notice
- Provides Oversight of EMAC Operations



EMAC is administered by NEMA, the  
National Emergency Management Association



## A-Team

- Deploys at Request of Impacted State
- Operates from Impacted State's EOC or Command and Control Center
- Serves as Liaison Between Responding States, Other EMAC Assisting States and the Impacted State
- Coordinates Assistance Requests Between Impacted State and Other Member States



EMAC is administered by NEMA, the  
National Emergency Management Association



## A-Teams do and don't

### A Teams Do:

- Upon receipt of a request for assistance, the A-Team facilitates the request between the impacted state and any responding states
- Review the impacted state resource request
- Complete the EMAC interstate mutual aid request (REQ-A)

### A Teams Do NOT:

- Have allocation authority
- Authority to prioritize resource utilization
- Ability to obligate state funds
- Create a pool of resources to be distributed to states on a basis of need



## Regional Coordinating Team

- Deploys at the Discretion of EMMAC Chair, FEMA Request, and NEMA
- Operates from FEMA Regional Coordination Center
- Interfaces with National Coordinating Team and A-Teams in impacted States in the region
- Compiles Information & Prepares Sit Reps on EMMAC Activities in Region
- Reimbursement by FEMA



EMMAC is administered by NEMA, the  
National Emergency Management Association





HALEY BARBOUR  
GOVERNOR

STATE OF MISSISSIPPI  
OFFICE OF THE GOVERNOR

September 9, 2005

To All State and Federal Law Enforcement Officers:

Pursuant to the authority, powers and duties conferred upon me by the Mississippi Legislature in my capacity as the Governor of the State of Mississippi at Section 33-15-1 et seq known as the Mississippi Emergency Management Law, specifically, the authority granted at Section 33-15-11(10), I do hereby in an exercise of that authority, request and authorize law enforcement assistance from any and all federal law enforcement agencies whose law enforcement officers are authorized to effect an arrest for a violation of the United States Code and who are authorized to carry a firearm in the performance of those law enforcement duties.

Any such law enforcement officer dispatched by his/her respective federal agency pursuant to this request is hereby deemed to be working in cooperation with the local law enforcement officers of the area to which said federal officer may be located; and as such is hereby granted the authority to bear arms, make arrests and to make searches and seizures, in addition to any other power, duty, right and privilege as is afforded forces of the State of Mississippi.

This grant of authority shall remain valid and in effect until such time as the same is expressly revoked by me, or at the termination of the state of emergency, whichever comes first.

Sincerely,

Haley Barbour



Homeland  
Security

September 7, 2005

Governor Kathleen Babineaux Blanco  
Office of the Governor  
Baton Rouge, LA 70804-9004

Dear Governor Blanco:

I received your request of September 6, 2005, for law enforcement assistance from the Department of Homeland Security (DHS). DHS is dedicated to providing the necessary resources to assist in the Hurricane Katrina recovery and reconstruction effort in the days and weeks ahead, including your critical law enforcement needs. Our law enforcement personnel have been working tirelessly to provide assistance in New Orleans and around the State of Louisiana. Please be assured that we will continue to provide assistance in close coordination with you and your State and local authorities.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Chertoff", written over a horizontal line.

Michael Chertoff

cc: Attorney General Gonzales

HALEY BARBOUR  
GOVERNORSTATE OF MISSISSIPPI  
OFFICE OF THE GOVERNOR

September 9, 2005

To All State and Federal Law Enforcement Officers:

Pursuant to the authority, powers and duties conferred upon me by the Mississippi Legislature in my capacity as the Governor of the State of Mississippi at Section 33-15-1 et seq know as the Mississippi Emergency Management Law, specifically, the authority granted at Section 33-15-11(10), I do hereby in an exercise of that authority, request and authorize law enforcement assistance from any and all federal law enforcement agencies whose law enforcement officers are authorized to effect an arrest for a violation of the United States Code and who are authorized to carry a firearm in the performance of those law enforcement duties.

Any such law enforcement officer dispatched by his/her respective federal agency pursuant to this request is hereby deemed to be working in cooperation with the local law enforcement officers of the arc to which said federal officer may be located; and as such is hereby granted the authority to bear arms, make arrests and to make searches and seizures, in addition to any other power, duty, right and privilege as is afforded forces of the State of Mississippi.

This grant of authority shall remain valid and in effect until such time as the same is expressly revoked by me, or at the termination of the state of emergency, whichever comes first.

Sincerely,

  
Haley Barbour



# Homeland Security

September 7, 2005

Governor Kathleen Babineaux Blanco  
Office of the Governor  
Baton Rouge, LA 70804-9004

Dear Governor Blanco:

I received your request of September 6, 2005, for law enforcement assistance from the Department of Homeland Security (DHS). DHS is dedicated to providing the necessary resources to assist in the Hurricane Katrina recovery and reconstruction effort in the days and weeks ahead, including your critical law enforcement needs. Our law enforcement personnel have been working tirelessly to provide assistance in New Orleans and around the State of Louisiana. Please be assured that we will continue to provide assistance in close coordination with you and your State and local authorities.

Sincerely,

A handwritten signature in black ink, appearing to read "Michael Chertoff", written over a horizontal line.

Michael Chertoff

cc: Attorney General Gonzales

[www.dhs.gov](http://www.dhs.gov)

DAG000000212



Office of the Attorney General  
Washington, D.C.

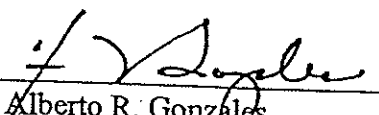
ORDER NO. 2779-2005

AUTHORIZING THE DEPUTY ATTORNEY GENERAL  
TO TAKE CERTAIN ACTIONS RELATED TO HURRICANE KATRINA

By virtue of the authority vested in me as Attorney General by law, including 28 U.S.C. §§ 509, 510, 564, and 566, and 42 U.S.C. § 10501, I hereby direct the Deputy Attorney General, during and in relation to the law enforcement emergency described by the Governor of Louisiana in her request of September 3, 2005, received today, to take all necessary and appropriate steps within available resources to provide the assistance so requested by the Governor.

Department of Justice law enforcement personnel who are engaged in this mission shall have the authority to enforce the laws of the United States and to assist law enforcement officials in the State of Louisiana to enforce the laws of that State. All such officers engaged in this mission shall coordinate with their state and local counterparts to make appropriate arrangements as necessary to ensure the most effective law enforcement assistance efforts in the State of Louisiana. In addition, all such officers shall be subject to the supervision of the United States Attorney for the Eastern District of Louisiana, who may delegate operational authority to appropriate Department of Justice officials. The assistance provided pursuant to this order shall continue for 30 days unless extended by the Attorney General.

Sept 4, 2005

  
Alberto R. Gonzales  
Attorney General

JMD 00000057



Office of the Attorney General  
Washington, D.C.

September 4, 2005

The Honorable Kathleen Babineaux Blanco  
Governor  
State of Louisiana  
Baton Rouge, LA 70804-9004

Dear Governor Blanco:

I have received today your request for assistance of Deputy United States Marshals or other Department of Justice personnel in the State of Louisiana in support of law enforcement requirements created by the effects of Hurricane Katrina. This is to advise you that your request is approved and that I have directed the Deputy Attorney General immediately to take all necessary and appropriate steps within available resources to provide the assistance so requested, in coordination with you and other appropriate state and local authorities. Any Department personnel providing this assistance will be operating under the supervision of the United States Attorney for the Eastern District of Louisiana, and will be coordinating with their state and local counterparts to make all necessary arrangements to ensure appropriate authority to conduct their assistance efforts in the State of Louisiana. The assistance will continue for 30 days unless extended. In addition, I have directed the Office of Justice Programs to identify any funds that may be available to Louisiana through Department of Justice grant programs to fund state and local efforts related to Hurricane Katrina.

I recognize the extraordinary emergency situation with which you and the other citizens of Louisiana are dealing in the aftermath of the hurricane. Please be assured that the Department of Justice will be providing all the assistance it can to support your security and law enforcement efforts.

Sincerely,

  
Alberto R. Gonzales

JMD 000000056



KATHLEEN BABINEAUX BLANCO  
GOVERNOR

## State of Louisiana

OFFICE OF THE GOVERNOR

Baton Rouge

70804-9004

POST OFFICE BOX 94004  
(225) 342-7015

VIA FACSIMILE: [REDACTED]

September 6, 2005

The Honorable Alberto Gonzales  
US Attorney General  
Department of Justice  
Washington, DC

The Honorable Michael Chertoff  
Secretary  
Department of Homeland Security  
Washington, D.C.

Dear Attorney General Gonzales and Secretary Chertoff:

This letter is to officially request the deployment of Immigration and Customs Enforcement officers, Customs and Border Protection personnel and/or other Department of Homeland Security personnel to the following parishes: Assumption, Lafourche, Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John the Baptist, St. Mary, St. Tammany, Tangipahoa, Terrebonne, and Washington in support of the law enforcement challenges created by the effects of Hurricane Katrina. The request is made under the Emergency Law Enforcement Assistance provisions of the Justice Assistance Act of 1974 (hereafter the "the Act"), 42 U.S.C. §10501-10503, which authorizes the U.S. Department of Justice to provide law enforcement assistance to a state. In accordance with 28 C.F.R. §65.31, I hereby inform you of the following:

- (a) Hurricane Katrina struck the state of Louisiana causing severe flooding and damage to the southeastern part of the state, which have threatened the safety and security of the citizens of the affected areas of the state of Louisiana. Shortly thereafter, levees broke in the parish of Orleans exacerbating the flooding, and posing further threats to the safety and security of the citizens of the affected areas;
- (b) Scores of people have been rescued, however, there are many more persons waiting for rescue and evacuation. The state of Louisiana's law enforcement manpower currently available to the state to respond to this emergency are insufficient in numbers to meet the demands of this natural disaster, and there is a dire need to immediately supplement the law enforcement presence in the area of the disaster caused by Hurricane Katrina. Human life is at risk;
- (c) We request the immediate assistance of the Immigration and Customs Enforcement, US Customs and Border Patrol and other components of the Department of Homeland Security, including funds, equipment, training, intelligence information, and personnel as appropriate; and
- (d) We are, at the time, receiving assistance from the U.S. Marshal's Office under this Act.

JMD 00000061

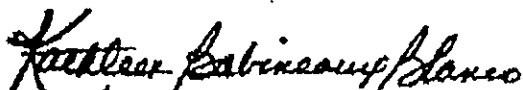
Attorney General Gonzales and Secretary Chertoff  
Page Two  
September 6, 2005

I assure you that the state will comply with the other requirements of the Act, including provisions regarding nonsupplantation, nondiscrimination, and confidentiality of information.

Coordination of our law enforcement effort is being organized by LTC Joseph T. Booth, Deputy Superintendent, Louisiana State Police. Please contact their office at our Emergency Operations Center at ( ) 343 or ( )

Thank you for your cooperation and assistance.

Sincerely,

  
Kathleen Babineaux Blanco

jw





KATHLEEN BABINEAUX BLANCO  
GOVERNOR

State of Louisiana

OFFICE OF THE GOVERNOR

Baton Rouge

70804-9004

POST OFFICE BOX 54004  
(225) 342-7015

September 3, 2005

The Honorable Alberto R. Gonzales  
U.S. Attorney General  
Department of Justice  
Washington, DC

Dear Attorney General Gonzales:

This letter is to officially request the deployment of deputy U.S. Marshals and/or other Department of Justice personnel to the following parishes: Assumption, Lafourche, Jefferson, Orleans, Plaquemines, St. Bernard, St. Charles, St. James, St. John the Baptist, St. Mary, St. Tammany, Tangipahoa, Terrebonne, and Washington in support of law enforcement requirements created by the effects of Hurricane Katrina. The request is made under the Emergency Law Enforcement Assistance provisions of the Justice Assistance Act of 1974 (hereafter "the Act"), 42 U.S.C. §10501-10503, which authorizes the U.S. Department of Justice to provide law enforcement assistance to a state. In accordance with 28 C.F.R. §65.31, I hereby inform you of the following:

- a) Hurricane Katrina struck the state of Louisiana causing severe flooding and damage to the southeastern part of the state, which have threatened the safety and security of the citizens of the affected areas of the state of Louisiana. Shortly thereafter, levees broke in the parish of Orleans exacerbating the flooding, and posing further threats to the safety and security of the citizens of the affected areas;
- b) Scores of people have been rescued, however, there are many more persons waiting for rescue and evacuation. The state of Louisiana's law enforcement manpower currently available to the state to respond to this emergency are insufficient in numbers to meet the demands of this natural disaster, and there is a dire need to immediately supplement the law enforcement presence in the area of the disaster caused by Hurricane Katrina. Human life is at risk;
- c) We request the immediate assistance of the U.S. Marshals Services and other components of the Department of Justice, including funds, equipment, training, intelligence information, and personnel as appropriate; and
- d) We are, at the time, unaware of any other assistance the state has, or may receive under the Act.

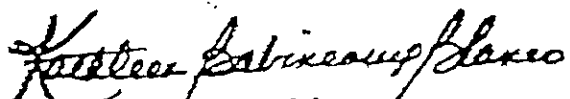
The Honorable Alberto Gonzales  
Sept. 3, 2005  
Page 2

I assure you that the state will comply with the other requirements of the Act, including provisions regarding nonsupplantation, nondiscrimination, and confidentiality of information.

Coordination of our law enforcement effort is being organized by Louisiana State Police. Such office may be reached at our Emergency Operations Center at (225) 389-4444.

Thank you for your cooperation and assistance.

Sincerely,

  
Kathleen Babineaux Blanco

jw

JMD 00000059



Office of the Attorney General  
Washington, D.C.


ORDER NO. 2778-2005

AUTHORIZING THE DIRECTOR, UNITED STATES MARSHALS SERVICE,  
TO TAKE CERTAIN ACTIONS RELATED TO HURRICANE KATRINA

By virtue of the authority vested in me as Attorney General by law, including 28 U.S.C. §§ 509, 510, 564, and 566, and 42 U.S.C. § 10501, I hereby direct the Director, United States Marshals Service, during and in relation to the law enforcement emergency described by the Governor of Mississippi in his request of September 3, 2005, to take all necessary and appropriate steps within available resources to provide the assistance so requested by the Governor.

Deputy United States Marshals who are engaged in this mission shall have the authority to enforce the laws of the United States and to assist law enforcement officials in the State of Mississippi to enforce the laws of that State. All such officers engaged in this mission shall coordinate with their state and local counterparts to make appropriate arrangements as necessary to ensure the most effective law enforcement assistance efforts in the State of Mississippi. In addition, all such officers shall be subject to the supervision of the United States Attorney in the Southern District of Mississippi, who may delegate operational authority to appropriate Department of Justice officials. The assistance provided pursuant to this order shall continue for 30 days unless extended by the Attorney General.

Sept 3, 2005  
Date

  
Alberto R. Gonzales  
Attorney General

JMD 00000053



STATE OF MISSISSIPPI  
OFFICE OF THE GOVERNOR

HALEY BARBOUR  
GOVERNOR

September 3, 2005

Via Facsimile  
[REDACTED]

The Honorable Alberto R. Gonzales  
U.S. Attorney General  
Department of Justice  
Washington, D.C.

Dear Attorney General Gonzales:

This is to officially request deployment of Deputy U.S. Marshals to the State of Mississippi in support of law enforcement requirements created by the effects of Hurricane Katrina. This request is made under the Emergency Law Enforcement Assistance provisions of the Justice Assistance Act of 1984 ("the Act"), 42 U.S. C. §§ 10501 - 10513, which authorizes the U.S. Department of Justice to provide law enforcement assistance to a state. In accordance with 28 C.F.S. § 65.31, I inform you of the following:

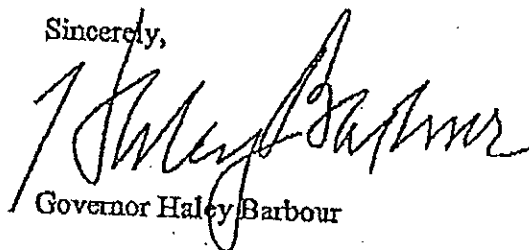
- (a) Due to Hurricane Katrina, the State of Mississippi has suffered widespread damage to property, power outages, fuel shortages, looting, and extensive loss of life.
- (b) State and local law enforcement do not have sufficient resources to handle this emergency alone and sufficiently protect the citizens of Mississippi.
- (c) We request the assistance of the U.S. Marshals Service and other components of the Department of Justice, including funds, equipment, training, intelligence information, and personnel, as appropriate.
- (d) We are, at this time, unaware of any other assistance the State has, or may receive, under the Act.

Honorable Alberto R. Gonzales  
September 3, 2005  
Page Two

- (c) I assure you that the state will comply with the other requirements of the Act, including provisions regarding nonsupplantation, nondiscrimination, and confidentiality of information.

Thank you for your cooperation and assistance.

Sincerely,



Governor Haley Barbour



Office of the Attorney General  
Washington, D.C.

September 3, 2005

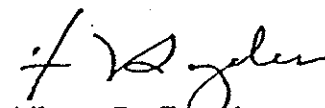
The Honorable Haley Barbour  
Governor  
State of Mississippi

Dear Governor Barbour:

I have received your request of today for assistance of Deputy United States Marshals in the State of Mississippi in support of law enforcement requirements created by the effects of Hurricane Katrina. This is to advise you that your request is approved and that I have directed the Director of the United States Marshals Service ("USMS") immediately to take all necessary and appropriate steps within available resources to provide the assistance so requested, in coordination with you and other appropriate state and local authorities. In providing this assistance, the USMS personnel will be operating under the supervision of the United States Attorney for the Southern District of Mississippi, and will be coordinating with their state and local counterparts to make all necessary arrangements to ensure appropriate authority to conduct their assistance efforts in the State of Mississippi. The assistance will continue for 30 days unless extended. In addition to the assistance to be provided by the USMS, I have directed the Office of Justice Programs to identify any funds that may be available to Mississippi through Department of Justice grant programs to fund state and local efforts related to Hurricane Katrina.

I recognize the extraordinary emergency situation with which you and the other citizens of Mississippi are dealing in the aftermath of the hurricane. Please be assured that the Department of Justice will be providing all the assistance it can to support your security and law enforcement efforts.

Sincerely,

  
Alberto R. Gonzales

JMD 00000052



Office of the Attorney General  
Washington, D.C.

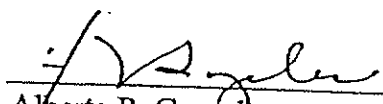
ORDER NO. 2778-2005

AUTHORIZING THE DIRECTOR, UNITED STATES MARSHALS SERVICE,  
TO TAKE CERTAIN ACTIONS RELATED TO HURRICANE KATRINA

By virtue of the authority vested in me as Attorney General by law, including 28 U.S.C. §§ 509, 510, 564, and 566, and 42 U.S.C. § 10501, I hereby direct the Director, United States Marshals Service, during and in relation to the law enforcement emergency described by the Governor of Mississippi in his request of September 3, 2005, to take all necessary and appropriate steps within available resources to provide the assistance so requested by the Governor.

Deputy United States Marshals who are engaged in this mission shall have the authority to enforce the laws of the United States and to assist law enforcement officials in the State of Mississippi to enforce the laws of that State. All such officers engaged in this mission shall coordinate with their state and local counterparts to make appropriate arrangements as necessary to ensure the most effective law enforcement assistance efforts in the State of Mississippi. In addition, all such officers shall be subject to the supervision of the United States Attorney in the Southern District of Mississippi, who may delegate operational authority to appropriate Department of Justice officials. The assistance provided pursuant to this order shall continue for 30 days unless extended by the Attorney General.

Sept 3, 2005  
Date

  
Alberto R. Gonzales  
Attorney General

JMD 00000053



Office of the Attorney General  
Washington, D.C.

September 2, 2005

MEMORANDUM FOR HEADS OF FEDERAL LAW ENFORCEMENT AGENCIES

FROM: The Attorney General *F. I. Rodriguez*

SUBJECT: Law Enforcement Response to Hurricane Katrina

The Department of Justice is committed to providing all resources possible to help maintain law and order in the areas affected by Hurricane Katrina in and around the City of New Orleans. As President Bush declared yesterday, "there ought to be zero tolerance of people breaking the law during an emergency such as this."

I appreciate the efforts your agencies already have undertaken to provide assistance to state and local law enforcement. I ask each of you to continue to coordinate with state and local law enforcement officials to identify areas where federal law enforcement might be of assistance. In particular, I ask:

- The Federal Bureau of Investigation to continue to deploy agents (including SWAT agents) and tactical assets (including helicopters, boats, and technical/communications assets) to the affected area;
- The Drug Enforcement Administration to prepare to deploy Mobile Enforcement Teams, special agents, and tactical assets (including helicopters and other aircraft) to the affected area;
- The Bureau of Alcohol, Tobacco, Firearms, and Explosives to establish a Violent Crime Impact Team (VCIT) in Baton Rouge, Louisiana, with related VCIT personnel and assets, to address any rise in criminal activity in that city; and
- The United States Marshals Service (1) to continue to deploy Deputy U.S. Marshals and Court Security Officers to conduct prisoner transport operations and provide additional court security and (2) to prepare to utilize the Justice Prisoner and Alien Transportation System (JPATS) to deploy law enforcement personnel to airports around the country as needed.

I know that Department of Justice personnel in Louisiana -- from special agents to Deputy U.S. Marshals to support staff -- already have logged many hours in difficult circumstances. Unfortunately, the recovery efforts in the areas affected by Hurricane Katrina will take weeks and months, not days. In past natural disasters and emergencies, Department of Justice employees have demonstrated a tremendous spirit in assisting those in need. I know that you will rise to the occasion again. Thank you again for your contribution to this important effort.

DAG000000001





# EMAC Overview

October 2005



## What is EMMAC?

EMMAC, Emergency Management Assistance Compact, a Governor's state mutual aid mechanism, is a national interstate mutual aid compact that facilitates the sharing of resources, personnel and equipment across state lines during times of disaster and emergency. EMMAC is formalized into law by member parties.





## EMAC History

- **1992** - Concept of Emergency Management Compact Conceived by Southern US Governors
- **1993** - Adopted as Southern Regional Emergency Management Assistance Compact
- **1995** – Agreement broadened to EMAC
- **1996** – Endorsed by National Governor’s Association & FEMA for Nationwide Use
- **1996** - Ratified by US Congress and Signed into Law (PL 104-321)



EMAC is administered by NEMA, the  
National Emergency Management Association

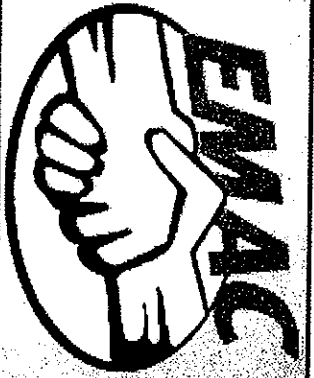


## EMAC Mission

Facilitate the efficient and effective sharing of resources between member states during times of disaster or emergency.



EMAC is administered by NEMA, the  
National Emergency Management Association



# What does EMAC do?

## EMAC does:

- Maximizes use of all available resources
- Coordinates deployment of EMAC resources with National Response Plan resources
- Expedites and streamlines delivery of assistance between member states
- Protects state sovereignty
- Provides management and oversight

## EMAC does NOT:

- Replace federal support
- Alter operational direction and control
- Move resources from county to county, city to city, or locality to locality. All EMAC resources must be from state to state. County, local, and other personnel/resources must work through the state emergency management office
- Endorse self-deployments





## Who are the members of EMAC?

49 states, the District of  
Columbia, Puerto Rico  
and the Virgin Islands  
have enacted EMAC  
legislation.



October 2005



## EMAC Endorsements

- The Southern, Midwestern, Western, New England and National Governors' Associations
- Adjutants Generals Association of the U.S.
- The Midwestern Legislative Conference
- National Guard Bureau
- Federal Emergency Management Agency
- Department of Homeland Security



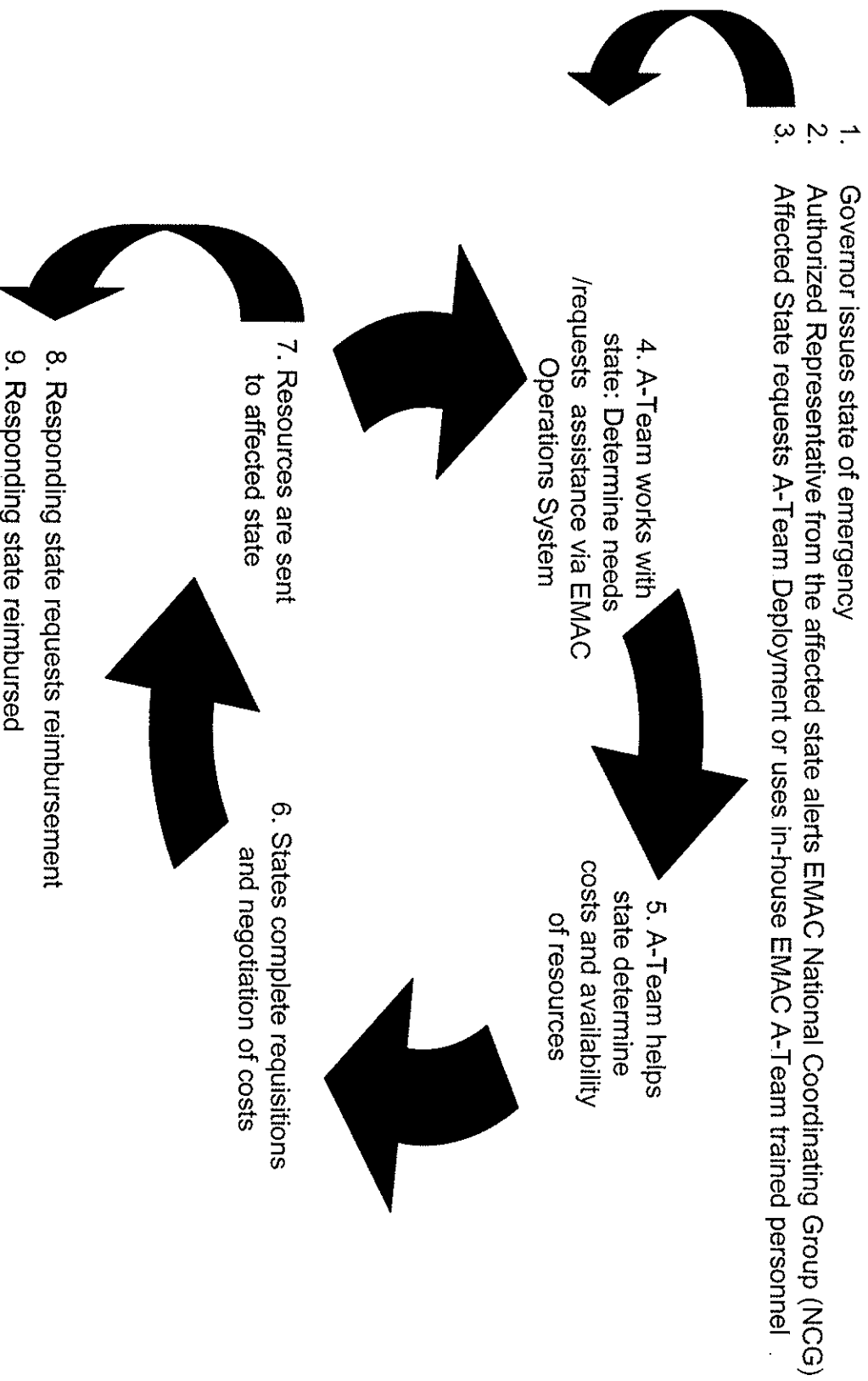


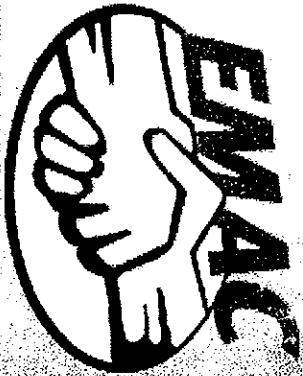
How Does EMAC Work?





# EMAC Activation (simplified)





## EMAC Applications

- State/Local EOC Support
  - Damage assessment
  - Disaster recovery
  - Logistics
  - Donations management
  - Security
  - Communications
  - Fire fighting
  - Aviation support
  - Biological/chemical events
  - Medical personnel/resources
- 
- Hazard mitigation
  - Community outreach
  - Search and rescue
  - Debris clearance
  - Information & planning
  - Public Health
  - Hazardous materials
  - Human services/mass care
  - Animal control
  - Information/planning
  - Terrorist events

**any capability of member states can be shared with member states**



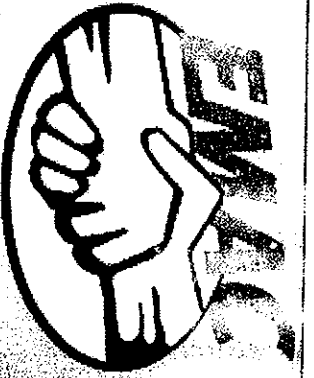
**Why is EMAC Successful?**



## Why IS EMAC Effective?

- Administrative Oversight and support staff
  - Formal Business Protocols
- Solves Problems Upfront – Provisions in Compact's Language
  - Reimbursement, Licensure, Liability
- Continuity of Operations
  - Standard Operating Procedures
- Continual Improvement – 5 year Strategic Plan
  - Critiques/Training/Exercises/Meetings
- Customized Technology Development
- Active membership





## EMAC Key Provisions

- "... the state rendering aid may withhold resources to the extent necessary to provide reasonable protection for such state."
- "... licenses, certificates, or other permits... shall be deemed licensed, certified, or permitted by the state requesting assistance."



EMAC is administered by NEMA, the  
National Emergency Management Association



## EMAC Key Provisions

- “Employees . . . rendering aid . . . shall be considered agents of the requesting state for tort liability and immunity purposes”
- “. . . any party state rendering aid . . . shall be reimbursed by the party state receiving aid for any loss or damage to or expense incurred . . .” (*requesting state*)



EMAC is administered by NEMA, the  
National Emergency Management Association



# Member State Responsibilities

- Educate Emergency Staff & State Agencies on the EMMAC Process
- Train A-Team Members on EMMAC Operations
- Develop and Maintain Procedures for A-Team Activation
- Develop and Maintain Procedures for Requesting/Providing Assistance
- Evaluate Procedures Through Exercises



EMMAC is administered by NEMA, the  
National Emergency Management Association



# EMAC Success Stories

---

EMAC has met the needs of citizens during time of disasters through a unified effort among the member states





## **EMAC Success Stories**

EMAC has met the needs of citizens during time of disasters through a unified effort among the member states

2005 Hurricanes Katrina and Rita

2004 Hurricanes Charley, Frances, Ivan,  
and Jeanne

2003 Hurricane Isabel

2001 Terrorist Attacks

[REDACTED]

---

From: Lokey, William  
Sent: Thursday, September 01, 2005 9:52 PM  
To: Rhode, Patrick  
Subject: Re:

Passed to Nat Guard as they, not DoD, are law enforcement in NO  
-----  
Sent from my BlackBerry Wireless Handheld

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

From: Rhode, Patrick <Patrick.Rhode@[REDACTED]>  
To: Lowder, Michael <Michael.Lowder@[REDACTED]>; Lokey, William <William.Lokey@[REDACTED]>;  
Wells, Scott <Scott.Wells@[REDACTED]>  
CC: Altshuler, Brooks <Brooks.Altshuler@[REDACTED]>; Heath, Michael <Michael.Heath@[REDACTED]>  
Sent: Thu Sep 01 18:41:25 2005  
Subject:

Please pass this along to DOD Security

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

From: "Jonann Chiles" <jchiles@[REDACTED]>  
Date: Thu, 01 Sep 2005 16:38:44  
To: <tg@[REDACTED]>  
Subject: RE:

There are doctors on top of the Tulane Hospital trying to get rescued.  
The looters are taking the doctors hostage and trying to get drugs.  
Please send some help.

Friday, Eldredge & Clark  
Attorneys at Law  
400 West Capitol, Suite 2000  
Little Rock, AR 72201  
E-Mail: jchiles@[REDACTED]  
Direct Phone: [REDACTED]  
Direct Fax: [REDACTED]



U.S. Department of Justice

Federal Bureau of Prisons

Washington, DC 20534

MEMORANDUM OF UNDERSTANDING

between

THE STATE OF LOUISIANA  
Department of Public Safety and Corrections

and

The United States Department of Justice  
Federal Bureau of Prisons  
United States Penitentiary, Coleman-II, Florida

Pursuant to authority contained in the Disaster Relief Act, 42 U.S.C. 5170a and b, and as directed by the pertinent Mission Assignment(s) issued by the Federal Emergency Management Agency ("FEMA"), this Memorandum of Understanding ("MOU" or "Agreement") is entered into between the United States Department of Justice, Federal Bureau of Prisons ("BOP") and the State of Louisiana, Department of Public Safety and Corrections ("State"), who hereby agree as follows:

1. PERFORMANCE:

A. Subject to the availability of suitable space at the United States Penitentiary, Coleman-II, Florida ("USP Coleman II"), BOP agrees to accept from the State up to a maximum of 1000 sentenced State prisoners serving felony sentences with no less than six (6) months remaining on their sentences, referred to herein as "State inmates," and to undertake their secure custody, housing, safekeeping, subsistence and care.

B. Said State inmates shall not be mentally ill or have any serious or unstable medical conditions which would result in

anticipated hospital admissions or routine visits, e.g. for dialysis, AIDS or cancer treatments. Each State inmate with a chronic illness must be able to take care of Activities of Daily Living (ADLs), not require 24-hour nursing care, monitoring or assistance, and not have a pacemaker.

2. PERIOD OF PERFORMANCE/TERMINATION:

A. This Agreement shall become effective upon the date of final signature of both parties and remain in effect for the duration of FEMA Mission Assignment #1603DR-LA-USDJ-10, Amendment #1, attached as Attachment A and incorporated herewith, and any pertinent subsequent FEMA Mission Assignment(s), or until amended, superseded, or terminated, as provided herein.

B. This Agreement may be terminated at any time by mutual consent or by either party upon thirty (30) days written notice to the other party before expiration of the FEMA Mission Assignment(s). Within a reasonable time of the giving or receipt of such notice, the State shall retake custody of all State inmates transferred to the BOP under this Agreement.

3. FINANCIAL RESPONSIBILITIES:

A. Reimbursement to BOP for the BOP's performance under this MOU shall be determined by the terms of the pertinent FEMA Mission Assignment(s).

B. Where noted herein that the State is to make all arrangements necessary for certain actions, those arrangements may include subsequent separate agreements between the parties on a case-by-case basis.

C. In accordance with the Anti-Deficiency Act, 31 U.S.C. 1341, nothing contained herein may be construed to obligate the BOP to any expenditure or obligation of funds in excess of, or in advance of, appropriations.

4. APPLICATION FOR TRANSFER:

A. The State shall clearly identify each State inmate and submit the following with each State inmate:

(1) Copies of all relevant documents which relate to the inmate's case history, physical and clinical record;

(2) Certified copies of all judicial/administrative rulings and orders relating to the inmate and the sentences pursuant to which confinement is to be had or continue;

(3) Sentence computations showing correct release date;

(4) Medical records, if available; and

(5) as much background information as possible, including separatee status, discipline/family history.

B. The BOP shall retain the discretion to reject any State inmate for any reason when BOP determines that such rejection would be in the best interest of the BOP.

5. DELIVERY OF INMATES/TRANSPORTATION COSTS:

A. All State inmates to be housed at USP Coleman II have been delivered to BOP pursuant to the terms of FEMA Mission Assignment #1603DR-LA-USDJ-11, attached as Attachment B and incorporated herewith.

B. In the absence of subsequent Mission Assignments issued by FEMA to BOP, the state shall make all necessary arrangements to transport State inmates released from BOP custody.

6. TRANSFER OF INMATE FUNDS AND PROPERTY: Upon the State inmate's release from BOP custody and written application by the inmate, the State shall make all arrangements necessary for the transmittal of inmate funds and personal property to the State.

7. MEDICAL SERVICES:

A. State inmates shall receive the same degree of medical care and attention regularly provided by the BOP.

B. For State inmates in need of non-emergency "special or extraordinary medical services", BOP shall notify the State and the State shall make all the necessary arrangements, including transportation, guard service, medication, equipment, and

surgical or nursing care. The BOP shall have sole discretion in determining the need for non-emergency "special or extraordinary medical services."

C. In the event of an emergency, BOP shall proceed immediately with necessary medical treatment and notify the State as soon as practicable regarding the nature of the State inmate's illness or injury and type of treatment provided. The State shall be responsible for making all necessary arrangements to continue any further medical services, including transportation, guard service, medication, equipment, and surgical or nursing care.

8. **DISCIPLINE:** BOP shall have physical control over, and power to exercise disciplinary authority upon, all State inmates. While in the custody of BOP, State inmates shall be subject to Federal laws/regulations consistent with the sentence imposed.

9. **ESCAPE:** If a State inmate escapes, BOP shall promptly notify the State and have primary responsibility and authority to direct the pursuit and retaking of such escaped inmate. BOP shall use all reasonable means to recapture the escaped inmate and bear all reasonable costs in connection therewith.

10. **DEATH OF INMATE:**

A. In the event of the death of a State inmate, BOP shall immediately notify the State of the death, furnish information as requested, and follow appropriate instructions with regard to the disposition of the body. The body shall not be released except upon written order of the State. The State shall make all arrangements necessary for the preparation and disposition of the body, as well as the duty to notify the nearest relative of the deceased State inmate.

B. The provisions of this section shall govern only the relationship between the BOP and the State, and shall not affect the responsibility of relatives or other persons for the disposition of the deceased and for expenses connected therewith.

11. **INTER-INSTITUTIONAL TRANSFERS:** The BOP may relocate a State inmate from one facility under its control to another

whenever it deems such action is appropriate. Notice of such transfer shall immediately be sent to the State.

12. RETAKING OF STATE INMATES UPON RELEASE: Upon the lawful termination of a State inmate's commitment, the State shall make all necessary arrangements, including clothing, transportation, and gratuities, for the inmate to be discharged, conditionally or otherwise, at a mutually agreed upon location.

13. MODIFICATION: This Agreement may be modified or amended only by the written mutual consent of both parties.

14. OTHER CONTRACTS UNAFFECTED: This Agreement shall not affect any independent relationships or obligations between the parties or between the parties and any third party or parties.

15. LIABILITY/INDEMNITY.

A. Each party shall be responsible for any liability arising from its own conduct. Neither party agrees to insure, defend, or indemnify the other.

B. Each party shall cooperate with the other party in the investigation/resolution of administrative actions/litigation arising from responsibilities and procedures addressed herein.

20. MAILING ADDRESSES: All notices, reports, applications, and correspondence shall be sent as follows:

A. for Louisiana Department of Public Safety and Corrections:

Richard L. Stalder, Secretary  
Louisiana Department of Public Safety and Corrections  
Post Office Box 94304  
Baton Rouge, Louisiana 70804  
[REDACTED] - Telephone  
[REDACTED] - Facsimile

B. For Federal Bureau of Prisons:

Carlyle I. Holder, Warden  
USP Coleman II  
FCC Coleman

Post Office Box 1024  
Coleman, FL 33521-1024  
[REDACTED] - Telephone  
[REDACTED] - Facsimile

R.E. Holt, Regional Director  
Att: Lisa Sunderman, Regional Counsel  
Southeast Regional Office  
Executive Staff  
3800 Camp Creek Parkway, S.W.  
Building 2000  
Atlanta, GA 30331  
[REDACTED] - Telephone  
[REDACTED] - Facsimile

IN WITNESS WHEREOF, the undersigned duly authorized officers  
have subscribed their names on behalf of the State of Louisiana  
Department of Public Safety and Corrections and the Federal  
Bureau of Prisons:

State of Louisiana  
Department of Public Safety  
and Corrections

Federal Bureau of Prisons

\_\_\_\_\_  
Richard L. Stalder, Secretary

\_\_\_\_\_  
Carlyle I. Holder, Warden  
USP Coleman II

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

Concurred:

\_\_\_\_\_  
R.E. Holt  
Regional Director

\_\_\_\_\_  
Date



**Edwards, Addie C**

**From:** O'Connor, Ralph  
**Sent:** Tuesday, September 06, 2005 7:42 AM  
**To:** EOC Hurricane 2005; EOC Report  
**Subject:** FW: Secretary's Operations Center Flash Report #20 Update - Hurricane Katrina



Flash Report 20  
Hurricane Upda...

fyi

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

**From:** Navin, Phillip  
**Sent:** Tuesday, September 06, 2005 7:36 AM  
**To:** O'Connor, Ralph  
**Subject:** Fw: Secretary's Operations Center Flash Report #20 Update - Hurricane Katrina

Sent from my BlackBerry Wireless Handheld  
Phil Navin  
Acting Director, Division of Emergency Operations  
CDC

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

**From:** Jones, Lakeisha (OS) [REDACTED]  
**To:** Babb, John (OS) [REDACTED]; Banks, Ron (OS) [REDACTED];  
Beall, Jack (HHS/OS) [REDACTED]; Belmonte, Louis (OS)  
<LBelmonte@hhs.gov>; 'boden, william' [REDACTED]; Bruun, Brenda  
(SAMHSA) [REDACTED]; Caesar, Steve A. (IHS) [REDACTED]; Cassity,  
Diane (OS) [REDACTED]; Chavez, Ilka (OS) [REDACTED]; Clark,  
Sherri (AoA) [REDACTED]; Cobb, Clara (OS) [REDACTED]; 'Coviello,  
Daniel' [REDACTED]; 'craddock, joel' [REDACTED];  
Cratty, James (CMS) [REDACTED]; Dailleboust, Bernie (IHS)  
[REDACTED]; 'daley, RS' [REDACTED]; Davidson, Robert (OS)  
[REDACTED]; Davis, Gregory (OS) [REDACTED]; Deering, Donald  
A. (ACF) [REDACTED]; Demartino, Robert (SAMHSA) [REDACTED]; 'DHS'  
[REDACTED]; 'DHS 2' [REDACTED]; 'DOA'  
[REDACTED]; 'DOD 2' [REDACTED]; 'DOD-Francesca Music'  
[REDACTED]; Dodgen, Daniel (SAMHSA) [REDACTED]; 'DOE'  
[REDACTED]; 'DOI' [REDACTED]; 'DOJ'  
[REDACTED]; 'DOL' [REDACTED]; 'DOS' [REDACTED];  
'DOS 3' [REDACTED]; 'DOS2' [REDACTED]; 'DOT'  
[REDACTED]; Eckert, John J. (OS) [REDACTED]; Elizondo,  
Epifanio (OS) [REDACTED]; 'EPA' [REDACTED]; 'Est-BSF08-A'  
[REDACTED]; 'EST-BSF8' [REDACTED]; 'evans, pamela' [REDACTED];  
'Evans, Pamela (OS) [REDACTED]; 'FCMP' [REDACTED];  
'feeser, michael' [REDACTED]; 'FEMA region 6 roc' [REDACTED];  
'Fletcher, Dan (SAMHSA) [REDACTED]; 'formanski, stephen'  
[REDACTED]; Garvey, Kay (HRSA) [REDACTED]; Gary, Ellen  
(NIH/OD/ORS) [REDACTED]; Gibbs, Robert (PSC) [REDACTED]; Gordon, Vinette  
(OS) [REDACTED]; 'GSA' [REDACTED]; Guo, Wei (FDA)  
[REDACTED]; 'Harris, CN' [REDACTED]; Hassett, Seth (SAMHSA)  
[REDACTED]; Henry, Rich A. (OS) [REDACTED]; EOC Report  
[REDACTED]; 'HHS-FDA 2' [REDACTED]; 'HHS-FDA1'  
[REDACTED]; Thomas, Mark R. (IHS) [REDACTED]; Martinelli,  
Angela (OS) [REDACTED]; Hargan, Eric (OS) [REDACTED]; Hall,  
Bill (OS) [REDACTED]; Wolfson, Marc (OS) [REDACTED]; Cresta, Brian  
(OS) [REDACTED]; 'HHS-Region1RHA' [REDACTED]; Konopko, Deborah

(OS) <Deborah.Konopko>; Gonzalez, Dennis (OS) <Dennis.Gonzalez>; Davidson, Robert (OS) <RDavidson>; Hoard, Marna (OS) <MHoard>; Holman, Brenda J. (FDA) <bholman>; HRSA Emergency Response <HRSABRC1>; Hunter, Joan (PSC) <JHunter>; 'IIMG' <iimg.hhs>; 'jette, michael' <michael.jette>; Johnson, GERALYN (OS) <Geraldyn.Johnson>; Katz, Sharon <skatz>; Kleinman, Gary (OS) <GKleinman>; Koenig, Lillian (PSC) <LKoenig>; 'Kormos, William-DoD' <william.kormos>; Krieger, David (OS) <David.Krieger>; Kristian, Michael (CMS) <MKristian>; Krohn, Suzanne (OS) <Suzanne.Krohn>; Kuehnert, Matthew <mgk8>; Lauda, Mark (OS) <Mark.Lauda>; Levin, Marcia (CMS) <MLevin2>; Lightner, Louis (IHS) <LLightner>; Matsuda, Karen J. (OS) <KMatsuda>; McGarvey, Charles (NIH/CC/RMD) <CMGarvey>; 'mckelvey, nancy- ARC' <mckelveyn>; McMurtry, Lawrence (OS-1) <Lawrence.McMurtry>; McNally, Laura (HRSA) <LMcNally>; McSpaden, Jeffrey (OS) <Jeffrey.McSpaden>; Miller, Dorothy J. (FDA) <dmiller>; Miller, Tim (HRSA) <TMiller>; Milner, Michael (OS) <Michael.Milner>; 'Miskis, Constantinos' <Constantinos.Miskis>; Molloy, Bruce B. (IHS) <Bruce.Molloy>; Morrison, Ellen F. (FDA) <emorriso>; Navin, Phillip <pfn0>; O'Carroll, Patrick (OS) <POCarrolle>; Partridge, Sue (OS) <SPartridge>; Paxman, Dalton (OS) <DPaxman>; Rabb, Jim <jar5>; 'Rankanic, Leyla' <Rakanic>; Ray, Jennifer (OS) <JRay>; 'Region 4 RRCC' <Fema-R04-ROC-ESF08>; Robinson, Michael J. (OS) <Michael.Robinson>; Rosenfeld, Betsy (OS) <BRosenfeld>; Santiago, Israel (FDA) <isantiag2>; Scanlon, Jim (OS) <Jim.Scanlon>; 'Schwartz, James' <schwartzja>; MOL (HHS/OS) <MOL>; 'Shoen, Spencer' <STSchoen>; Simons, Nadine M. (OS) <NSimons>; Simonson, Stewart (OS) <Stewart.Simonson>; Smith, George (HRSA) <GSmith>; SNS OPS Center Lead <SNS\_OCLead>; Spillane, Michael (NIH/OD/ORS) <spillane>; 'tarosky, matthew' <matthew.tarosky>; 'tarosky, matthew' <matthew.tarosky>; 'Taskforce-1' <taskforce-1>; Tetzloff, Irma (AOA) <Irma.Tetzloff>; Tosatto, Robert (OS) <RTosatto>; 'Tosatto, Rob' <HS-MRC>; 'USAID' <jfleming>; 'USPS' <pat.mendonca>; 'USPS 2' <mary.g.lewis>; 'VA' <vaco.roc>; Van Nostrand, Lyman (HRSA) <LVanNostrand>; 'Venkayya, Rajeev' <rvenkayya>; Vogel, Linda (OS) <LVogel>; Walsh, Diane (NIH/CC/NURS) <DWalsh>; 'warwick, marion' <marion.warwick>; 'whitehead, mary' <mary.whitehead>; Wilson, Jane (OS-1) <JWilson>; Yeskey, Debra (OS) <Debra.Yeskey>

Sent: Tue Sep 06 07:31:47 2005

Subject: Secretary's Operations Center Flash Report #20 Update - Hurricane Katrina

Secretary's Operations Center

Flash Report #20 Update - Hurricane Katrina

Updated as of 0700 EST, Tuesday

September 6, 2005

Incident Update for HHS Headquarters

Emergency Support Function (ESF) #8 has established an integrated interagency management structure at the Hubert H. Humphrey building (Washington, DC) and continues to work in conjunction with both the Secretary's Emergency Response Teams (SERT) in the affected areas. The establishment of medical care sites, the assessment of public health and medical needs (in the affected area and at relocation sites) and the logistics surrounding the entire response efforts continue to be the focus of operations. Mortuary services and mental health support have become high priorities.

Requests in process and Mission Assignments received since previous report:

Louisiana

- \* Request for 4 mental health providers to aid in crisis counseling
- \* Mission assignment has been sub-tasked to
  - o Mental health screening services for responders and victims in LA
  - o Occupational health screening services for responders and victims
  - o CDC/ATSDR support to respond to environmental issues

Mississippi

- \* Request for 2 water purification units for area hospitals

ESF#8 update:

DOD

- \* Hospital Ship USNS COMFORT is being diverted to New Orleans
  - o Mission assignment for change of 1,000 beds - Not 1,000 medical/surgical beds: 750 beds to house response personnel; 250 beds for medical needs/support.
- \* 745 hospital beds available at New Orleans International Airport: (25), USS BATAAN (360) and USS IWO JIMA (360)
- \* The issue regarding the use of DoD credentialing system for health care providers has been forwarded to the Secretary of Defense for action.

VA

- \* Identifying 12 mental health personnel to support possible mission in Biloxi
- \* Rostering 108 personnel to support an FMS

NDMS

- \* See separate NDMS status report
- \* DMORT mission is operational at St. Gabriel. There are two DPMUs there with 3 DMORT Teams (96 personnel). An additional 400 people will do body recovery. "Body Recovery Plan" awaiting State approval. Dr. Cataldie the newly appointed State medical examiner is the approval official. Previous to this action LA had no State medical examiner; these activities were handled at the Parish level.

There are 20 Mortuary Refrigeration trucks on location with more on call if needed. There is also a refrigeration boat being sent.

NDMS teams are redeploying to surrounding parishes, will define needs as they go.

NDMS stated at the 1800 FEMA meeting that were prepared to sustain mission for up to 45 days.

# Sept 6 EOC Report

Region IV

## Summary

Priorities are now shifting to the decompression of special needs shelters and moving individuals to the Federal Medical Shelters at Meridian Naval Air Station and Key Field Air National Guard Base in Meridian. Mississippi has established shuttle services so that individuals in general shelters can visit family in Federal Medical Shelters and stationed ambulances at the 24/7 and the Federal Medical Shelter to transport patients that decompensate. Thus far all Federal Medical Shelters in Mississippi are staffed with Public Health Service Officers and NIH personnel.

## HHS response activities

### State

#### Description

#### Comments

### MS

JFO scheduled to stand up Thursday

Imperial Palace Hotel, Biloxi

## Addressing diarrheal outbreak in Gulf Coast shelters

CDC and the MS Health Department are not aware of any cases of dysentery, a bacterial illness; there have been clusters of diarrhea, likely viral in cause and self-limited

Exploring another 500-bed FMS in Jackson, MS for dialysis patients when they are not being dialyzed

~~State projects approximately 1200 dialysis patients~~

Ongoing environmental and epidemiological assessment of shelter, hospitals, and base camps

Currently 120 shelters opened, and additional 16 ARC shelters on standby to be opened as needed. The current total population registered is 15,362 as of 1530 hrs 9/05/05 with total capacity of opened shelters at 30,596.

## HHS personnel status

### State

#### Description



## Ndms Serves The Needs Of Hurricane Victims

Release Date: December 8, 2005  
Release Number: 1603-207

Baton Rouge , La. – The U.S. Department of Homeland Security's Federal Emergency Management Agency (FEMA), National Disaster Medical System's (NDMS) mission is to maintain a national capability to deliver quality medical care to the victims and responders of a domestic disaster. NDMS has medical, veterinarian, and mortuary assistance teams located around the country. There are more than 8,000 NDMS personnel nationwide who were all used following Hurricanes Katrina and Rita. The team has supported six hospitals, three special needs shelters and eight additional sites throughout the state.

NDMS consists of several specialized teams including:

- 45 Disaster Medical Assistance Teams (DMATs), which consist of a group of professional and paraprofessional medical personnel capable of providing medical care following disasters;
- 11 Disaster Mortuary Operational Response Teams (DMORT), which consist of private citizens with specialized training and experience to help in the recovery, identification and processing of deceased victims;
- Four National Medical Response Teams, to deal with the medical consequences of incidents potentially involving chemical, biological or nuclear materials;
- Five Veterinary Medical Assistance Teams, which include clinical veterinarians, pathologists, animal health technicians, microbiologists and others who assist animal disaster victims and provide care to search dogs; and
- Three International Medical Surgical Response Teams, – highly specialized team, trained and equipped to establish a fully capable free standing field surgical facility anywhere in the world.

Before Hurricane Katrina made landfall, NDMS staged nine DMATs in the area. Some of the NDMS responses have been being the first team to treat patients before landfall. The team was also the first team in the Ice Arena during landfall on Aug. 29. Eight DMAT teams worked around the clock at the airport during the peak of patient movement operations.

The DMAT teams have provided care in nine parishes overall. Presently, NDMS is still providing primary care to three parishes: Cameron, Plaquemines and St. Bernard parishes with a 184 personnel and logistics staff.

During the course of this disaster, NDMS has treated more than 63,163 patients, and more than 68,654 patients have been immunized.

NDMSs' DMORTs have processed 905 human remains, 656 have been identified, 244 have not been identified, 507 have been released to their families and 147 are waiting to be released. As of Sept. 18, DMORT's staff was 255 but has since decreased to 126. NDMS expects to demobilize by the middle of December. This has been the longest deployment for the NDMS team than any other disaster.

FEMA prepares the nation for all hazards and manages federal response and recovery efforts following any national incident. FEMA also initiates mitigation activities, trains first responders, works with state and local emergency managers, and manages the National Flood Insurance Program.

*Last Updated: Thursday, 08-Dec-2005 17:26:40*

---

Return to the article

**CURRENT ISSUE**

October 2005

**DoD Provides Care To Spell Hurricane Relief - *Sandra Basu***

WASHINGTON-As Hurricane Rita gathered strength last month and thousands evacuated Texas and Louisiana to prepare, recovery from Hurricane Katrina was still going on in the Gulf area. The U.S. military joined a massive relief effort with other federal agencies along the hurricane-battered Gulf coast last month in the midst of sharp criticism from elected officials that the federal government's response to the disaster-stricken states was too slow. Active duty troops and National Guard poured into Mississippi, Louisiana and Alabama to provide humanitarian assistance for residents that had not left the Hurricane Katrina ravaged areas.



Air Force medics evacuate patients from New Orleans.  
(AF photo)

DoD, which was one of several agencies to provide help under the Department of Homeland Security's (DHS) new National Response Plan, provided assistance as directed by the Federal Emergency Management Agency (FEMA), the government's lead agency for disasters under DHS.

One aspect of assistance that DoD provided in the days after the disaster was to help provide immediate health care to the thousands of homeless evacuees in the Gulf region. The U.S. Northern Command (NORTHCOM), the lead DoD organization for the Hurricane Katrina response, set up Joint Task Force-Katrina on Aug. 31 at Camp Shelby, Miss., as DoD's hub to support FEMA. As of the middle of last month, military personnel were still in the region with other agencies to provide health care to the victims of the hurricane, soldiers and aid workers.

Joint Task Force-Katrina Command Surgeon Col. Edward Lindeke, MC, USA, who oversaw the military's medical relief in the region, said that as in other military missions that it performs around the world, the military adapted its assets and resources to work in the damaged region that was still badly flooded in some areas days after the hurricane had struck.

"We are able to tailor our assets to meet the mission. We are extremely adaptive. We meet missions as they change and we are used to that," he told U.S. MEDICINE on Sept. 13.

The effort to provide health care was not without its challenges, according to Col. Richard Bachmann, USAF, MC, who directed the Air Force's medical assistance to the Gulf region, as it involved many governmental agencies.

"Coordinating all those agencies isn't a simple thing and [is] very difficult to practice. We sit down and do tabletops and exercises where we go over who's going to do what, but a disaster of this magnitude is something that is very difficult to simulate or really practice. So, we rely on really well-trained, capable people that can adapt and adjust to whatever the situation is and get the job done. We never practiced hospital care in an airport terminal without tents or [having] equipment being overwhelmed by thousands of patients in the dark without air conditioning, so it was a remarkable thing that those folks did," Dr. Bachmann told U.S. MEDICINE on Sept. 13.

### ***Military Joins Relief***

As of mid-September, 68,451 active and reserve component personnel were on the ground or aboard ships supporting relief operations, and included Army, Air Force, Navy, Marine Corps, Army and Air National Guard, according to DoD. Approximately 789 beds were available in field hospitals on Navy ships and in other areas, such as the New Orleans International Airport.

The Army had several medical assets on the ground last month, including the 14th Combat Support Hospital, a level three facility that was capable of providing surgical procedures, at the Louis Armstrong New Orleans International Airport.

Capt. Martin Snyder, MC, USN, Deputy Surgeon for the Joint Forces Maritime Component Command to Joint Task Force-Katrina who spoke to U.S. MEDICINE last month, said that the Navy provided health care to deployed military and displaced civilians in the affected region and its ships were able to provide bed space for aid workers and those that needed health care. Navy ships that were in the Gulf region in mid-September included the assault ships USS BATAAN, USS IWO JIMA, dock landing ship USS TORTUGA, amphibious transport dock USS SHREVEPORT and the USNS COMFORT. Additionally, naval physicians and health care workers were dispatched to the ground to provide assistance.

"We have a robust force here and are spread out over numerous places. We also have a number of mental health teams doing crisis action, trying to help both the military and civilian populations overcome the trauma of some of the things they have been exposed to. We've also deployed a number of preventive medicine teams to do surveillance of the environment to support our people in the area as well as civilians, as requested by state officials," Dr. Snyder said.

One of the initial logistical challenges for the Navy, he said, was getting its ships to the port areas that were damaged.

"Before you could bring in the ships to the port areas, you had to make sure the port was physically able to provide the services the ship needs—power, sanitation and the actual infrastructure—and a lot of those things had been damaged by the storm. Was the channel deep enough to support the draft of that particular ship? Those things had to be resurveyed by the Coast Guard before you could bring your ship in," Dr. Snyder said.

Dr. Bachmann said that one of the areas where the Air Force provided medical assistance

was at the Louis Armstrong New Orleans International Airport, a major hub where displaced residents were taken. He said the Air Force deployed medical personnel and a 25-bed mobile hospital known as EMEDS (Expeditionary Medical Support), and set up in one of the airport's terminals. The 4th EMEDS and Contingency Aeromedical Staging Facility was composed of personnel from a variety of bases.

Dr. Bachmann said that the task of the Air Force medical personnel at the airport was to assist other government agencies and civilian medical teams to provide health care to those individuals that came to the airport and to provide aeromedical evacuations.

"The EMEDS is set up to rapidly treat, stabilize and then air evacuate people out. It's a 25-bed hospital, but we took care of 2,500 people in two days, so the number of beds is essentially irrelevant, because we weren't holding them and providing long-term treatment. We were managing their illness and rapidly moving them out of the way. If you had to keep those people until they were well enough to go home, you would have had to have had thousands of beds," Dr. Bachmann said.

The medical personnel slept in the terminal on cots for the first couple of weeks after the hurricane. As of Sept. 11, Dr. Bachmann said the Air Force personnel had taken care of approximately 14,317 patients in conjunction with other agencies, with the vast majority of the patients being cared for at the airport.

"Our air medical staging facility is where they go after they have gotten medical care. They are held there in a waiting area where they are monitored until they are loaded onto airplanes. They moved 2,556 patients by aeromedical evacuations [to other cities]," he said.

Dr. Bachmann said that the Air Force team did not see many trauma-related injuries, but saw many people who were already in poor health and were having more health problems as a result of not having their medications. "A lot of hypertension, diabetes, pulmonary disease that was deteriorating because they had not taken their medicine, or had a pretty rigorous experience," he said.

One of the logistical difficulties Dr. Bachmann said the Air Force faced upon arriving at the airport was that patients were already arriving at the same time that the military help was arriving at the airport. "We stepped off the airplanes and got to work. They really didn't have hours and days to set things up. They just jumped into things. So we actually didn't set up very much of our equipment. The Disaster Medical Assistance Teams (DMATs) had already gotten there and were already seeing folks, so we just joined them and added to the manpower and had at it," he said.

Dr. Bachmann said that for a disaster, such as a hurricane, it is difficult to have equipment set up in the area before the event strikes. "For something like a hurricane, you really can't preposition a lot of trailers or airplanes or anything else in the path of the storm. They have to be evacuated for the same storm that you are trying to help. On Thursday [after the hurricane hit] we had our people at the airport," he said.

The sheer enormity of the destruction was something that some military personnel said they had not encountered before.

"I have not personally seen that level of destruction in my history. Everything a half mile



wide for 50 miles was destroyed on the Gulf coast, massive, violent destruction. One memory that sticks out in my head is a homeowner [had] built a home with steel girders and that was in fact the only thing left. The wind had stripped every perishable thing off its frame," said Joint Task Force-Katrina Surgeon Office National Guard Medical Liaison Maj. Rich Stitzer, MS, USA, who had been to Biloxi and Gulfport, Miss.

### ***Damaged Hospital And Displaced Beneficiaries***

In addition to helping civilian victims of the storm, the military also was recovering from damages it suffered to a major medical facility. Keesler Medical Center at Keesler Air Force Base in Biloxi, Miss., which serves more than 56,000 DoD health care beneficiaries within a 40-mile catchment area, suffered extensive damage to its facility, due to floodwaters, and was closed last month. The pharmacy on the base was also destroyed, with approximately \$6 million lost in pharmaceuticals. Keesler Air Force Base spokesperson Lt. Col. Steve Murray, USAF, told U.S. MEDICINE in mid-September that it could be six months before the medical center would be able to be reopened.

Lt. Col. Murray said that about 10,000 of the 16,000 people on the base had been evacuated before the storm hit. Patients were also evacuated by medical personnel from Wilford Hall Medical Center at Lackland AFB, Texas, in the days following the storm. Patient records at Keesler were kept safe from flooding that damaged their original location, since they were transferred to a new location before the storm hit.

Military health care personnel from the base, as well as from other agencies, were set up at the base to provide health care to the community and the base after the hurricane.

"There are about 4,000 people on the base right now, and about one-quarter of them are relief workers from the Red Cross and FEMA and other agencies supporting our effort of humanitarian and medical relief in the community and also the reconstitution of the base," Lt. Col. Murray said in September.

In addition to dealing with the damages incurred at Keesler, DoD was helping the estimated 136,000 beneficiaries who were displaced by the storm. TRICARE Management Activity (TMA), the DoD agency that administers the military's health plan, said that as of mid-September fewer than 20 uniformed service beneficiaries had been identified in shelters. TRICARE was working to find the locations of the displaced beneficiaries and provide them with health care information.

TRICARE also said it was sending staff to a number of sites to provide face-to-face counseling for affected beneficiaries. The staff would advise displaced beneficiaries how to access care and answer questions about their health benefit options. In addition, TRICARE also extended the waiver of pharmacy copays through Sept. 30, 2005, for beneficiaries affected by Katrina who were unable to pay the copay. These beneficiaries were also being told that they could request that their prescription records at military treatment facilities in the Gulf region be transferred to other military or retail pharmacies in the country. In addition, affected beneficiaries who participate in the TRICARE mail order pharmacy program were told they could get their prescriptions from retail pharmacies if they could not get them by mail.

[Back to the article list](#)

Other Articles from October 2005:

- **Quality, Access Priorities In VA Cancer Care - Stephen Spotswood**
- **DoD Provides Care To Spell Hurricane Relief - Sandra Basu**
- **Officials Examine Federal Response Preparedness - Sandra Basu**
- **BRAC Accepts DoD Plan To Close Walter Reed, Relocate Services - Sandra Basu**
- **House Tries To Get Handle On VA IT - Stephen Spotswood**
- **VA Emergency Care Bill Draws Fire For Comparison Study Provision - Stephen Spotswood**
- **FDA Criticized In Delaying Plan B Decision - Stephen Spotswood**
- **Flu Vaccine Gets Swift FDA Approval - Stephen Spotswood**
- **IHS Budget Receives Modest Increase For FY 2006 - Sandra Basu**
- **New CRADO Begins Charting VA Research Future - Stephen Spotswood**
- **IHS Assists Native Americans And Other Victims Of Hurricane Katrina - Sandra Basu**
- **Katrina Forces VA To Evacuate Patients From Its New Orleans Facility - Stephen Spotswood**
- **NASA Centers Offer Medical Support In Wake Of Katrina - Daisy Spangler**
- **NCI Team Formed To Target Lung Cancer - Stephen Spotswood**
- **Prostate Cancer Remains High Priority For DoD - Sandra Basu**
- **DoD Program To Store Cancer Tissue For Research - Sandra Basu**
- **CDC Helps States Track, Target Cancer - Daisy Spangler**
- **Program Aims To Improve Cervical Cancer Screening In Vietnamese Women -**
- **Task Force Recommends DNA Testing For Cancer In Some Women -**
- **CDC Report Shows Smoking-Related Health Costs Rose Over Last Decade -**
- **DNA Vaccine For Animals Could Open Door For Humans -**
- **Health Care Disparities Shown In MEPS -**
- **NASA Claims IoM Report On Health Program Incomplete - Daisy Spangler**

[HOME](#)

**Zelvin, Lawrence, CDR (USN), OSD-POLICY**

---

**From:** Roupas, Mark, CIV, OSD-POLICY  
**Sent:** Monday, August 29, 2005 5:54 PM  
**To:** McHale, Paul, HON, OSD-POLICY  
**Cc:** Verga, Pete, CIV, OSD-POLICY; Kuster, Thomas, CIV, OSD-POLICY; Chavez, Richard, COL, OSD-POLICY; POL Civil Support Directorate; Salesses, Robert, CIV, OSD-POLICY  
**Subject:** Memorandum for Record

Mr. McHale,

I just spoke to Mr. Casey Decker in the Emergency Operations Center. I discussed the need for clarity between the three different requests we received today regarding medical surge capability: initial request for 1,000; subsequent request for 2,000; and your call with Mr. Simonson for 500 beds and personnel.

I asked Casey to clarify which one of these we should complete and whether the request was for actual assistance or information for planning.

Casey left the phone to check with his leadership and the answer was to answer the original request for personnel to assist in manning a 1,000 bed mobile hospital. This request should be considered for information (planning) only. When I asked Casey if he could make Mr. Simonson aware of our concerns and that we would focus our efforts on the 1,000 bed request for information, he provided this additional information.

This request for assistance is pending from the State of Louisiana but not yet approved by FEMA. DHHS expects it to come through the system later. However, DHHS is trying to decide which health care approach is better: 1) activate NDMS and move the patients out of the State or 2) move medical beds and personnel into the affected area and treat there. DHHS medical planners are meeting with MR. Simonson at 6pm to discuss and decide which course to accept. If the decision is to move the patients via NDMS, then DHHS will activate the NDMS system. If the decision is to treat intra-state, then we should expect a formal RFA for ~500 beds and personnel to support.

In response to DHHS' first request for information on the 1,000 bed hospital, the Joint Staff sent out a message at 4:32pm today to the Service's medical planners asking them to complete the spreadsheet outlining each federal partner's available medical personnel. We expect to provide a response back to DHHS by tomorrow.

v/r  
Mark

**MARK S. ROUPAS**  
**US Army Corps of Engineers Liaison Officer**  
**Office of the Assistant Secretary of Defense**  
**Homeland Defense**

Washington, DC

**Norwood, Ann (HHS/OS)**

---

**From:** Austin, Brad (HHS/OS)  
**Sent:** Sunday, September 04, 2005 1:57 PM  
**To:** Norwood, Ann (HHS/OS); [REDACTED]  
**Subject:** RE: Status and Recommendation on Mortuary Affairs Response to Katrina Relief.

Would you like me to call him today to see if he can come in? Or, call him and suggest he come in tomorrow? What's your pleasure?

CDR Brad Austin, USPHS  
Office of Public Health Emergency Preparedness U.S. Department of Health and Human Services  
[REDACTED]

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

**From:** Norwood, Ann (HHS/OS)  
**Sent:** Sunday, September 04, 2005 1:55 PM  
**To:** Austin, Brad (HHS/OS); 'paul.sledzik@'  
**Subject:** Re: Status and Recommendation on Mortuary Affairs Response to Katrina Relief.

The major thing is to work on helping set up a coordinated way to collect and share information. I'm ccing Paul Sledzik Who I hope will be able to come over to HHH and help me and the DHS rep. He's got a great grasp of what needs to be done. His cell is [REDACTED]

---

Sent from my Blackberry Wireless Handheld

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

**From:** Austin, Brad (HHS/OS) <Brad.Austin [REDACTED]>  
**To:** Norwood, Ann (HHS/OS) <Ann.Norwood [REDACTED]>  
**Sent:** Sun Sep 04 13:10:12 2005  
**Subject:** Re: Status and Recommendation on Mortuary Affairs Response to Katrina Relief.

Thank you!

Currently, Bob Jevix and another person from FEMA/NDMS are here. The first subject is how to create an integrated ESF8 response. Evidently, Buddy has been deployed.

Bob Claypool has given me a few questions that we might want to see if we can address today. Can you think of overarching questions/subjects that you'd like us to work on today?

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

**From:** Norwood, Ann (HHS/OS) <[REDACTED]>  
**To:** Austin, Brad (HHS/OS) <[REDACTED]>  
**Sent:** Sun Sep 04 12:59:32 2005  
**Subject:** Fw: Status and Recommendation on Mortuary Affairs Response to Katrina Relief.

Fyi

---

Sent from my Blackberry Wireless Handheld

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

From: Nesler John T Contractor CIV JTFCS J4 <[REDACTED]>  
To: Millard.Bell <Millard.Bell [REDACTED]>  
CC: Fdp1959 <Fdp1959 [REDACTED]>; Craig.Mallak <[REDACTED]>  
<Craig.Mallak [REDACTED]>; Norwood, Ann (HHS/OS) <Ann.Norwood [REDACTED]>  
Joyce.dejong <Joyce.dejong [REDACTED]>; DDowney100 <[REDACTED]>  
<[REDACTED]>; Marcella.fierro <Marcella.fierro [REDACTED]>; jfitch <[REDACTED]>  
<jfitch [REDACTED]>; Lori.Hardin <Lori.Hardin [REDACTED]>; Kautz Donald W  
GS-12 NORAD USNORTHCOM J4P (NORTHCOM) <Donald.Kautz [REDACTED]>;  
lisaladue <lisaladue [REDACTED]>; mcchief <mcchief [REDACTED]>;  
knolte <[REDACTED]>; Shiya <[REDACTED]>;  
Paul.sledzik <[REDACTED]>  
Sent: Sun Sep 04 12:56:50 2005  
Subject: Status and Recommendation on Mortuary Affairs Response to Katrina Relief.

Dear Buddy Bell,

I am writing this letter in response to analysis of the quickly developing mass fatality crisis from Hurricane Katrina. After several days of daily contact with numerous subject matter experts in the fields of mass fatality management and logistics I am coming up with the following facts and assumptions:

- \* It appears the local and State government mortuary affairs officials have been significantly affected to where they can not provide effective mass fatality assets to conduct operations, guidance and assistance oversight.
- \* HHS has in practicality transferred operational responsibility to DMORT in managing and conducting the mortuary affairs mission.
- \* The DHS NDMS DMORT's were not developed for and generally not capable of conducting long-term search and recovery operations.
- \* This mission is likely going to expend most of the deployable DMORT personnel pool for one term in less than 45 days.
- \* It will likely be several months before the majority of the fatalities are found and recovered.
- \* Identification of many of these remains will be difficult. Finger print and dental comparisons will be unlikely leaving DNA analysis as the primary means of identification.
- \* There is little evidence of the development of an integrated missing persons/family assistance centers. Delays in the establishment of this operation will significant impact the timely identification of the dead.

If this analysis is correct, it's not if, but when and how DOD will be asked to assist in the mortuary affairs response. JTF KATRINA – JTF-CS is currently developing potential plans on what kinds of requirements will be needed and how DOD can provide response support. Currently we have identified the potential missions of search and recovery, remains transport to established human remains collection points, and assistance with DNA capture and analysis.

I would like to recommend the following;

Have a council of mortuary affairs SME from the government and commercial sectors to develop a master plan for the mortuary affairs operations under the authorized state representatives. Members to this planning group could include:

- o Selected ME/C from states that have volunteered or have unique experience like NYC with DNA gathering and analysis.
- o Commercial entities like Kenyon International, BioSeal, Global, and GE
- o DOD experts like the Armed Forces Medical Examiner, Mortuary Affairs Center Director, Cynthia Gavin, writer of the Mortuary Affairs Capstone Document
- o The top mortuary affairs officials that can represent and make decisions for the two States (LA&MS)
- o The Federal leaders from DHS, HHS, FEMA and DMORT.

This meeting should be conducted immediately with the purpose of creating the operational mortuary affairs plan. It is imperative that we get this right early. Again, NYC can be valuable in sharing their experience and insights.

Starting today USNORTHCOM and JTF KATRINA conduct daily telephonic meetings with you (DMORT PM or designated rep) to synchronize anticipated DOD mortuary affairs requirements.

Buddy, thank you and thank the men and women of DMORT for your sacrifice and effort. Please let me know if I can be of assistance. I will call you in the next hour.

VR

John Nesler

[REDACTED]  
[REDACTED]





Terry Ryder

---

From: Jeanne Wright  
Sent: Tuesday, August 30, 2005 1:48 PM  
To: Terry Ryder  
Subject: FW: Urgent Needs SEN LANDRIEU's Office

Importance: High

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

From: Kim Hunter Reed  
Sent: Tuesday, August 30, 2005 1:46 PM  
To: Jeanne Wright  
Subject: FW: Urgent Need  
Importance: High

Please pass on to Terry. Kim

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

From: Strottman, Kathleen (Landrieu) <Kathleen\_Strottman@landrieu.com>  
To: reedkh@landrieu.com <reedkh@landrieu.com>  
CC: Stephanie Leger <legers@landrieu.com>; Sabiston, Norma Jane (Landrieu) <NormaJane\_Sabiston@landrieu.com>; Keith, TBradley (Landrieu) <TBradley\_Keith@landrieu.com>; Johnson, Tanner (Landrieu) <Tanner\_Johnson@landrieu.com>; Gesser, Herman (Landrieu) <Herman\_Gesser@landrieu.com>  
Sent: Tue Aug 30 13:06:16 2005  
Subject: Urgent Need

Kim:

We have been trying to get this information into the hands of those who can expedite the evacuation of individuals who are reporting to us that they are stuck in the hospitals downtown. Here is the information:

Tulane Hospital reported 150 people -- contact Vic Campbell  
LSU reported 300 people - Doctor Holly Loche -  
Lakeland Medical Center - unknown number of people - David Jaunet, his wife Stephanie a nurse at hospital.

It has become apparent that you all are faced with major communications issues and lack of resources in general. If we can be of ANY assistance on either front please reply and we will do whatever you need us to do from this end.

No 225 or 504 numbers are functional at this point. (hence why people are reporting these emergencies up here)

We have gotten the above info to FEMA as well

Kathleen Strottman  
Legislative Director  
Senator Mary Landrieu  
724 Hart Senate Office Bldg.  
Washington D.C. 20510  
[REDACTED]  
[REDACTED]

[REDACTED]

---

From: Brown, Michael D  
Sent: Wednesday, August 31, 2005 11:56 AM  
To: FEMA OPERATIONS CENTER  
Subject: RE: Ron Sherman request Mr. Brown to contact Gov Riley at [REDACTED]

Done.

FOC: Cell phones are erratic, at best. Messages left on my cell phone last night (from others, not you guys) are just now showing up this a.m. As long as I'm down here, you might remind people of that in case they call through you and want to leave a voice mail on the cell phone.

MB

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

From: FEMA OPERATIONS CENTER  
To: Brown, Michael D; Sanders, Marshall  
Sent: 8/31/05 10:36 AM  
Subject: Ron Sherman request Mr. Brown to contact Gov Riley at [REDACTED]

Ron Sherman request Mr. Brown to contact Gov Riley at [REDACTED]

[REDACTED]

---

**From:** Brown, Michael D  
**Sent:** Tuesday, September 06, 2005 11:22 AM  
**To:** Altshuler, Brooks; Lowder, Michael  
**Subject:** FW: Medical Help

Can we use these people?

---

**From:** carolyn [mailto:[REDACTED]]  
**Sent:** Friday, September 02, 2005 5:57 PM  
**To:** Michael D Brown; Michael D Brown  
**Subject:** Medical Help

*Mike,*

*Mickey and other medical equipment people have a 42 ft trailer full of beds, wheelchairs, oxygen concentrators, etc. They are wanting to take them where they can be used but need direction. Mickey specializes in ventilator patients so can be very helpful with acute care patients. If you could have someone contact him and let him know if he can be of service, he would appreciate it. Know you are busy but they really want to help. His number is [REDACTED]*

*Carol*

**From:** Wells, Scott  
**Sent:** Saturday, September 03, 2005 11:43 AM  
**To:** Wells, Scott; Craig, Daniel; Buikema, Edward; Lokey, William  
**Subject:** RE: Spot Report

Between the super dome and the convention center it looks like about 200 homicide bodies.

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

**From:** Wells, Scott  
**Sent:** Saturday, September 03, 2005 10:32 AM  
**To:** Craig, Daniel; Buikema, Edward; Lokey, William  
**Subject:** Spot Report

Just got a report from the state there are over 100 bodies in the super dome. DMORT is working with the locals. Know this will be a be a sensitive issue; will keep you posted.

Durkin, Charles P.

VICE PRESIDENT  
HAS SEEN

**From:** Patel, Neil S.  
**Sent:** Friday, September 09, 2005 1:49 PM  
**To:** Durkin, Charles P.  
**Subject:** FW: housing update for policy time  
**Importance:** High

C

Scooter: Please see below. The trailer idea is worse than I originally thought. Per the data below, the last batch of the trailers that we are now purchasing will be coming off the production line in approximately 3.5 years.

Thanks,

Neil

---

**From:** Fishpaw, Marie K.  
**Sent:** Friday, September 09, 2005 1:41 PM  
**To:** Patel, Neil S.  
**Subject:** housing update for policy time  
**Importance:** High

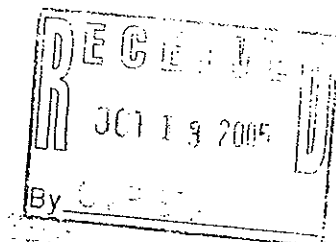
Neil

Steve of Carol's shop just got a FEMA noon update, and the housing issue came up.

FEMA have set up arrangements to order 200,000 units of trailers (and mobile homes) and committed up to \$500 million to do so. They want to get 30,000 units (79% of the existing market) soon. FEMA plans to order another 100,000 units. OMB and OVP staff remain skeptical about this strategy. The nation can produce 6,000 units per month. There is probably some capacity for expansion (possibly by about 10%) to meet increased demand, but we don't know how much. That means most of these units won't be available for use for months. Further, some states, including Louisiana, are balking at the idea of large (25,000 units, as proposed by FEMA) trailer parks. We got all this info from OMB career staff.

Steve and Marie

Marie Fishpaw  
Special Assistant to the Vice President  
[REDACTED]



9/9/2005

000582



US Army Corps  
of Engineers

# Small/Local Business Update

UNCLASSIFIED

As of 01/23/06

## USACE Direct Contracts

| Category  | Goal   | Dollars Awarded    | %      |
|---|--------|--------------------|--------|
| Total Contract Dollars  | N/A    | \$2,282,908,623.12 | N/A    |
| Small Business  | 23.00% | \$606,559,166.75   | 26.57% |
| Small Disadvantaged Business (includes 8(a) and Minority-owned)           | 5.00%  | \$254,097,740.35   | 11.13% |
| Woman-owned Business  | 5.00%  | \$66,321,745.06    | 2.91%  |
| HUBZone   | 3.00%  | \$111,827,148.46   | 4.90%  |
| Service Disabled Veteran-Owned  | 3.00%  | \$103,481,336.40   | 4.53%  |
| Contract Dollars to Local Businesses and Percent of Total Dollars Awarded |        |                    |        |
| Category  |        | Dollars Awarded    | %      |
| Total Contract Dollars to Alabama   |        | \$92,620,762.50    | 4.06%  |
| Total Contract Dollars to Louisiana                                       |        | \$452,755,431.82   | 19.83% |
| Total Contract Dollars to Mississippi                                     |        | \$80,713,307.07    | 3.54%  |
| Total Contract Dollars To Local Businesses                                |        | 626,089,501.39     | 27.43% |
| Local Business = Firms located in AL, LA or MS                            |        |                    |        |

One Corps Serving The Army and the Nation

**Andrews, Nicol D - Public Affairs**

---

**From:** Passey, David

**Sent:** Sunday, August 28, 2005 7:16 PM

**To:** Taylor, Cindy; Greff, Stacie; Brach, Patricia; Widomski, Michael; Andrews, Nicol D - Public Affairs; Rule, Natalie; McIntyre, James; Ellis, BarbaraJ; Cable, Kathryn

**Subject:** Potential hot issue

Although FEMA does not oversee evacuation and sheltering, we may feel the effects of local decisions pretty soon. The current population at the Superdome in New Orleans is 25,000. That's a large crowd during a normal event. Among the shelter population are 400 special needs evacuees and 45-50 sick individuals who require hospitalization. The on-hand oxygen supply will likely run out in the next few hours. According to the ESF8 folks, the local health officials have struggled to put meaningful resource requests together. They have now requested 75-100 oxygen canisters with needs for an additional 300 by Tuesday. This will likely be difficult to fill due to impending transportation limitations, but I will check to see if the request is filled.

Seven trucks (5 water and 2 MREs) are less than 2 hours away from the Superdome. There were transportation problems that temporarily stopped the convoy. Police escorts now accompany the trucks.

Bottom line: Did FEMA fill requests from the state and local officials.

Dave

10/20/2005

DHS 0007265

[REDACTED]

---

From: Rhode, Patrick  
Sent: Sunday, September 04, 2005 8:16 PM  
To: Lowder, Michael; Buikema, Edward  
Cc: 'Ken.Burris'; 'brooks.altshuler'  
Subject: Re: Please say ms commodity situation is improving

Please make sure that Carwile is telling Governor about diversions - we fix this we can turn the corner there - and potus is on ground tomorrow

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

From: Lowder, Michael <Michael.Lowder>  
To: Rhode, Patrick <Patrick.Rhode>; Buikema, Edward <Edward.Buikema>  
CC: 'Ken.Burris' <Ken.Burris>; 'brooks.altshuler'  
<brooks.altshuler>  
Sent: Sun Sep 04 20:07:50 2005  
Subject: RE: Please say ms commodity situation is improving

Yes, but it is slow. The supply side is slowing starting to get closer to catching up with the demand. It is better, but still not what we want.

We continue to have issues with truck being "diverted" which is slowing the deliveries. Many of the diversions are by law enforcement officers. We are having to put security on the trucks, and that also causes delays.

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

From: Rhode, Patrick  
Sent: Sunday, September 04, 2005 8:02 PM  
To: Buikema, Edward; Lowder, Michael  
Cc: 'Ken.Burris'; 'brooks.altshuler'  
Subject: Please say ms commodity situation is improving

Thanks



# Commodities Delivered – Cumulative

(As of 0600 September 7)

002363

## Louisiana

- 9,200,000 lbs of ice
- 9,450,000 liters of water
- 7,266,816 MREs
- 30,240 tarps
- 51 generators

## Alabama

- 7,600,000 lbs of ice
- 2,466,000 liters of water
- 1,378,944 MREs
- 17,640 tarps
- 17 generators

## Mississippi

- 28,960,000 lbs of ice
- 9,306,000 liters of water
- 3,305,088 MREs
- 28,224 rolls of plastic sheeting
- 22,680 tarps
- 77 generators

## GRAND TOTALS:

- 45,760,000 lbs of ice
- 21,222,000 liters of water
- 11,950,848 MREs
- 28,224 rolls of plastic
- 70,560 tarps
- 145 generators



THE WHITE HOUSE  
WASHINGTON

December 6, 2005

Dear Chairman Davis and Representative Melancon:

I am writing in response to your letter to Andrew Card dated December 1, 2005, concerning requests by the Select Bipartisan Committee to Investigate the Preparation for and Response to Hurricane Katrina (the "Committee") for documents from the Executive Office of the President ("EOP").

As you know, the Administration has already provided substantial information in response to the Committee's requests. That effort, which is still ongoing, has encompassed the production of approximately 250,000 pages of documents from the departments and agencies charged with the operational response to Hurricane Katrina, which you identified as the Committee's principal substantive concern. The Administration has also made numerous witnesses available for testimony or interviews before the Committee. By any measure, the Administration's ongoing response has been substantial and rapid.

As part of this administration-wide response, the EOP also has provided significant information to the Committee, and is prepared to continue its accommodation of your request by producing additional documents and making individuals available to provide the background you have requested. As we have communicated to your staff, it was not practical for the EOP to respond to the Committee's September 30, 2005 request, which would have involved searching over 71 million electronic records and thousands of boxes of hard copy records dating back to January 2001. Accordingly, in response to the Committee's original requests we began our production by providing you with, among other things, a compilation of various operational and situational reports, updates, and assessments addressing the issues of priority identified by your letter and used to inform the officials identified in your letter. These documents are significant materials, and encompass many of the principal sources of information received by the White House concerning the areas of the Committee's focus.

In connection with the EOP's November 3, 2005 production, we asked the Committee to provide us with a narrower and prioritized set of requests for information that would enable us to provide information in ways that would not be overly burdensome or unduly impinge on the separation of powers of the Legislative and Executive Branches. Your response of December 1, 2005 was very helpful with respect to these issues because, among other things, it identified your

principal areas of concern. In an effort to avoid an unnecessary inter-branch confrontation, we are prepared to continue to accommodate the Committee by providing additional information responsive to those priorities, as outlined below.

First, we are prepared to offer a background briefing by one or more senior Administration officials, to be conducted as early as next week. The briefing would encompass the areas of priority identified in your December 1 letter, including the structure of the EOP and identification of components within it that have responsibilities relating to the federal response to a disaster such as Hurricane Katrina and the roles played by those components in the immediate preparations for and response to Hurricane Katrina. While the briefing is intended to address the overall role of the EOP in the response to Hurricane Katrina, we expect it to encompass prioritized areas of inquiry such as EOP involvement in the Administration's efforts to provide food, water and shelter to victims; to provide public safety and law enforcement resources to affected areas; to provide relief and evacuation to victims at the Superdome, Convention Center and cloverleaf; to mobilize active duty and reserve forces; and to provide medical assistance in affected areas. We believe that such a briefing is the best way to quickly provide the Committee with the most relevant information relating to the areas you have prioritized. We will be in contact with your staff to pursue providing this additional information and to work through any practical details and conditions for such a briefing.

Second, in an effort to be responsive to the Committee's interests and priorities, we have identified officials from the Homeland Security Council staff who were centrally involved in the EOP's activities during the core period of preparation and response (August 26 through September 2). These officials, who are appropriately situated to provide the information you have requested, were central to the Administration's response to the events surrounding Hurricane Katrina. We are currently in the process of reviewing documents (including e-mails) from the files of these officials with the objective of making an additional production of documents next week. We believe that providing information of this nature and source is consistent with prior accommodations we have made.

Finally, we have identified additional materials from the White House Situation Room that reflect reports concerning situational and operational information in the aftermath of the Hurricane landfall, including reports addressing the topics identified in your letters. These additional materials are being produced today under separate cover.

We believe the ongoing response of the Administration – including the substantial productions of documents and other information by the departments and agencies and the initial production by the EOP – will be helpful in addressing the Committee's request for information

from the Executive Branch. We are seeking to address remaining areas of concern through the briefing and production processes outlined above, and stand prepared to work with the Committee to provide additional information as appropriate that the Committee may determine is required after reviewing the ongoing White House and agency productions of information. We look forward to working with you towards the common goal of ensuring that our Nation's response to future disasters is as effective as is possible.

Sincerely,



William K. Kelley  
Deputy Counsel to the President

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

The Honorable Charles Melancon  
Ranking Member  
Select Bipartisan Committee to  
Investigate the Preparation for  
and Response to Hurricane Katrina  
United States House of Representatives  
Washington, D.C. 20515



DEPARTMENT OF THE ARMY  
HEADQUARTERS FIRST UNITED STATES ARMY  
4705 N WHEELER DRIVE  
FOREST PARK GA 30297-5000  
February 21, 2006

The Honorable Tom Davis  
Chairman  
Select Bipartisan Committee to Investigate the Preparation  
For and Response to Hurricane Katrina  
U.S. House of Representatives  
Washington, DC 20515-4611

Mr. Chairman:

Upon review of testimony provided to your committee and subsequently entered into public record, I noted one area that I believe to be inaccurate and ask for your assistance to correct.

On page 121 of the final report titled, "A Failure of Initiative," the report states that according to Mr. Parr, the team in the Superdome devised a plan involving the use of helicopters to airlift "virtually all of the evacuees from the Superdome at that time in about 30 hours. The next day Parr learned that Commander of Joint Task Force Katrina, Lt. General Russel L. Honoré had stopped the plan as he came to Louisiana to lead Joint Task Force Katrina."

Mr. Parr's testimony is factually incorrect. At no time before or after my arrival was there ever a plan presented to me to evacuate the Superdome using air assets, nor did I suspend any planning efforts to evacuate the Superdome by air. On the morning of August 31, 2005, local, state and federal officials reviewed with me a collaborative plan to conduct a ground evacuation of the Superdome using FEMA supplied buses. During that meeting, local and state leaders did discuss the use of air assets, but they quickly discarded that option as not feasible. That day, I met with Governor Blanco and the Louisiana Adjutant General, Major General Landreneau, and requested that the Governor mobilize local and state school bus assets to assist in the evacuation which the Governor did. Additionally, I directed Brigadier General Graham to assist the Louisiana National Guard and State Staff in planning the evacuation of New Orleans.

Brigadier General Graham and his staff assisted in refining the ground evacuation plan for the Superdome (police security requirements, assembly points, routes, and way-points to support follow-on displacement sites) in support and coordination with local, state and National Guard leadership. The priority of effort on August 31st, as established by Mayor Nagin and Governor Blanco, was Search and Rescue; air evacuation of the sick and elderly; evacuation planning; and establishing communications. In accordance with that priority of work, aerial rescue and evacuation of stranded, sick and ambulatory citizens continued throughout the city, including the Superdome.

Local and state officials, National Guard leaders, on-site military rescue personnel and first responders used all available capabilities at their disposal to evacuate their fellow citizens from the Superdome. To suggest they did otherwise would be a disservice to the on-site leaders and the heroic men and women who saved lives and mitigated further suffering.

I respectfully request that this statement be submitted for the record in order to correct the inaccurate account of events portrayed in Mr. Parr's testimony.

Sincerely,

Russel L. Honoré  
Lieutenant General, U.S. Army  
Commanding



HOMELAND  
DEFENSE

ASSISTANT SECRETARY OF DEFENSE  
2600 DEFENSE PENTAGON  
WASHINGTON, DC 20301-2600

FEB 16 2006

RECEIVED

FEB 28 2006

GOVERNMENT REFORM  
COMMITTEE

The Honorable Tom Davis  
Chairman  
Select Bipartisan Committee to Investigate the Preparation  
for and Response to Hurricane Katrina  
U.S. House of Representatives  
Washington, DC 20515

Dear Mr. Chairman:

I commend you and the Select Committee for your investigation into the preparation for and response to Hurricane Katrina. Many of the deficiencies identified by the Committee were also identified by DoD during earlier internal after-action reviews. These findings will be incorporated into DoD action plans to improve our Department's support to civil authorities during future catastrophic incidents.

Upon review of the Military section of the report, I noted three areas where inaccurate or misleading statements could lead to incorrect conclusions.

On page 204, I am quoted in an interview with Mark Sappenfield of the Christian Science Monitor: "During Katrina, the federal military remained under FEMA's control." The referenced article inaccurately stated my comments, which in the original article did not appear in quotes. The Federal military was never under FEMA's control during Hurricane Katrina. Rather, consistent with law and policy, military forces remained under the control of the US Northern Command commander, the Secretary of Defense and the President. What I conveyed to Mr. Sappenfield was that DoD Federal military forces were always engaged in missions in support of FEMA. This is a critical distinction for both legal and policy reasons.

Also on page 204, the report details what it characterizes as a lengthy and cumbersome process to communicate Requests for Assistance (RFAs) to DoD. The process described is incorrect. While our Defense Coordinating Officers (DCO) informally notify their chain of command of impending RFAs, the actual RFA process is much more direct and rapid. The FEMA Federal Coordination Officer, after consulting with the DCO, forwards the RFA to FEMA HQ which then passes the request to DoD. The Joint Staff determines availability of forces and the impact on readiness. A coordinated recommendation is then made to the Secretary of Defense or, in his absence, the Deputy Secretary. This process is not slow, cumbersome or bureaucratic. In fact, we often worked with verbal or draft requests from FEMA, obtaining approval from the Secretary prior to receipt of the official request. Mr. Scott Wells, Deputy FCO for Louisiana, stated in his December 8 testimony to the Committee regarding DoD response to RFAs: "I need to say, parenthetically, that in Katrina we did not see that lag that we

normally see in most disasters. And they were fairly responsive.” Unfortunately, the RFA process described in the report is factually incorrect.

Finally, the report on page 203 and 204 faults DoD and DHS coordination. It describes communications reflecting a “lack of information sharing, near panic, and problems with process.” Having reviewed the cited emails, we don’t agree with this characterization. More importantly, as the text of the report makes clear, when DoD recognized that RFAs from FEMA were not being generated at a rate and with the substantive capabilities required, DoD proactively began drafting the needed RFAs in cooperation with FEMA. To reference this as a deficiency in the Military section of the report gives the impression that DoD was the problem, when in fact, consistent with our sense of urgency, we provided the solution.

Thank you again for your leadership of the Bipartisan Select Committee. Please let me know if we can be of further assistance.

Sincerely,

A handwritten signature in black ink, appearing to read "P. McHale", written in a cursive style.

Paul McHale

**SUBPOENA**

**BY AUTHORITY OF THE HOUSE OF REPRESENTATIVES OF THE  
CONGRESS OF THE UNITED STATES OF AMERICA**

To Michael D. Brown

You are hereby commanded to be and appear before the Select Bipartisan Committee  
To Investigate the Preparation for and Response to Hurricane Katrina.  
of the House of Representatives of the United States at the place, date and time specified below.

- to testify touching matters of inquiry committed to said committee or subcommittee; and you are not to depart without leave of said committee or subcommittee.

Place of testimony: 2154 Rayburn House Office Building

Date: February 13, 2006

Time: 10:00 a.m.

- to produce the things identified on the attached schedule touching matters of inquiry committed to said committee or subcommittee; and you are not to depart without leave of said committee or subcommittee.

Place of production: \_\_\_\_\_

Date: \_\_\_\_\_

Time: \_\_\_\_\_

To U.S. Marshal's Service or any authorized staff member

\_\_\_\_\_ to serve and make return.

Witness my hand and the seal of the House of Representatives of the United States,  
at the city of Washington, this 10th day of February, 2006.

Attest:

Karen L. Haas

Tom Davis

Chairman or Authorized Member

Clerk

Gregory C. Vais

BY Deputy Clerk



**PROOF OF SERVICE**

---

Subpoena for Michael D. Brown

Address Wherever found

before the Select Bipartisan Committee to Investigate the Preparation for and  
Response to Hurricane Katrina.

*U.S. House of Representatives*  
*109<sup>th</sup> Congress*

Served by (print name) J. Keith Ausbrook

Title Special Counsel, <sup>Select</sup> Bipartisan Committee to Investigate  
the Preparation and Response to Hurricane Katrina

Manner of service In person, outside of Room 342 Dirksen Senate Office  
Bldg.

Washington, DC 20510

Date February 10, 2006

Signature of Server J. Keith Ausbrook

Address 2157 Rayburn House Office Building, Washington  
D.C. 20515

**SUBPOENA**

**BY AUTHORITY OF THE HOUSE OF REPRESENTATIVES OF THE  
CONGRESS OF THE UNITED STATES OF AMERICA**

To the Honorable Donald H. Rumsfeld, Secretary of Defense Serve: William J. Haynes II, General Counsel

You are hereby commanded to be and appear before the Select Bipartisan Committee to  
Investigate the Preparation for and Response to Hurricane Katrina  
of the House of Representatives of the United States at the place, date and time specified below.

- to testify touching matters of inquiry committed to said committee or subcommittee; and you are not to depart without leave of said committee or subcommittee.

|                           |
|---------------------------|
| Place of testimony: _____ |
| Date: _____ Time: _____   |

- to produce the things identified on the attached schedule touching matters of inquiry committed to said committee or subcommittee; and you are not to depart without leave of said committee or subcommittee.

|  |
|--|
| Place of production: <u>2157 Rayburn House Office Building</u> |
| Date: <u>December 30, 2005</u> Time: <u>Noon</u>               |

To J. Keith Ausbrook or any staff member

to serve and make return.

Witness my hand and the seal of the House of Representatives of the United States,  
at the city of Washington, this 14th day of December, 2005.

Attest:

Clerk

Laura L. Haas

Tom Davis

Chairman or Authorized Member

**PROOF OF SERVICE**

Subpoena for the Honorable Donald H. Rumsfeld, Secretary of Defense Serve: William J. Haynes II  
Address 1000 Defense Pentagon, Washington, DC 20301  
before the Select Bipartisan Committee to Investigate the Preparation for and  
and Response to Hurricane Katrina  
*U.S. House of Representatives*  
*109<sup>th</sup> Congress*

Served by (print name) J. Keith Ausbrook  
Title Special Counsel  
Manner of service facsimile by agreement to (703) 697- 8299  
Date December 14, 2005  
Signature of Server J. Keith Ausbrook  
Address 2157 Rayburn House Office Building  
Washington, DC 20515

---

### Schedule Instructions

1. In complying with this Subpoena, you are required to produce all responsive records that are in your possession, custody, or control, whether held by you or your past or present agents, employees, and representatives acting on your behalf. You are also required to produce records that you have a legal right to obtain, that you have a right to copy or to which you have access, as well as records that you have placed in the temporary possession, custody, or control of any third party. No records, documents, data, or information called for by this request shall be destroyed, modified, removed, transferred, or otherwise made inaccessible to the Committee.
  2. In the event that any entity, organization, or individual denoted in this subpoena has been, or is also known by any other name than that herein denoted, the subpoena shall be read also to include them under that alternative identification.
  3. Each record produced shall be produced in a form that renders the record capable of being copied.
  4. Record produced in response to this subpoena shall be produced together with copies of file labels, dividers or identifying markers with which they were associated when this subpoena was served.
  5. It shall not be a basis for refusal to produce records that any other person or entity also possesses non-identical or identical copies of the same record.
  6. If any of the subpoenaed information is available in machine-readable form (such as punch cards, paper or magnetic tapes, drums, disks, or core storage), state the form in which it is available and provide sufficient detail to allow the information to be copied to a readable format. If the information requested is stored in a computer, indicate whether you have an existing program that will print the records in a readable form.
  7. If compliance with the subpoena cannot be made in full, compliance shall be made to the extent possible and shall include an explanation of why full compliance is not possible.
  8. In the event that a record is withheld on the basis of privilege, provide the following information concerning any such record: (a) the privilege asserted; (b) the type of record; (c) the general subject matter; (d) the date, author, and addressee; and (e) the relationship of the author and addressee to each other.
  9. If any record responsive to this subpoena was, but no longer is, in your possession, custody, or control, identify the record (stating its date, author, subject
-

---

and recipients) and explain the circumstances by which the record ceased to be in your possession, custody, or control.

10. If a date or other descriptive detail set forth in this subpoena referring to a record is inaccurate, but the actual date or other descriptive detail is known to you or is otherwise apparent from the context of the request, you should produce all records which would be responsive as if the date or other descriptive detail were correct.
11. The time period covered by this subpoena is included in the attached schedule(s).
12. This request is continuing in nature and applies to any newly-discovered information. Any record, document, compilation of data or information, not produced because it has not been located or discovered by the return date, shall be produced immediately upon location or discovery subsequent thereto.
13. All records shall be bates-stamped sequentially and produced sequentially.
14. Two sets of records shall be delivered, both sets to the Majority Staff. When records are produced to the Select Committee, production sets shall be delivered to the Majority Staff in Room 2157 Rayburn House Office Building.

#### **Definitions for Schedule**

1. The term "record" means any written, recorded, or graphic matter of any nature whatsoever, regardless of how recorded, and whether original or copy, including, but not limited to, the following: memoranda, reports, expense reports, books, manuals, instructions, financial reports, working papers, records notes, letters, notices, confirmations, telegrams, receipts, appraisals, pamphlets, magazines, newspapers, prospectuses, interoffice and intra office communications, electronic mail (e-mail), contracts, cables, notations of any type of conversation, telephone call, meeting or other communication, bulletins, printed matter, computer printouts, teletypes, invoices, transcripts, diaries, analyses, returns, summaries, minutes, bills, accounts, estimates, projections, comparisons, messages, correspondence, press releases, circulars, financial statements, reviews, opinions, offers, studies and investigations, questionnaires and surveys, and work sheets (and all drafts, preliminary versions, alterations, modifications, revisions, changes, and amendments of any of the foregoing, as well as any attachments or appendices thereto), and graphic or oral records or representations of any kind (including without limitation, photographs, charts, graphs, microfiche, microfilm, videotape, recordings and motion pictures), and electronic, mechanical, and electric records or representations of any kind (including, without limitation, tapes, cassettes, disks, and recordings) and other written, printed, typed, or other graphic or recorded matter of any kind or nature, however produced or reproduced, and whether preserved in writing, film, tape, disk, videotape or otherwise. A record bearing any notation not a part of the original text is to be considered a separate record. A draft or non-identical copy is a separate record within the meaning of this term.
-

- 
2. The term "communication" means each manner or means of disclosure or exchange of information, regardless of means utilized, whether oral, electronic, by document or otherwise, and whether face-to-face, in a meeting, by telephone, mail, telexes, discussions, releases, personal delivery, or otherwise.
  3. The terms "and" and "or" shall be construed broadly and either conjunctively or disjunctively to bring within the scope of this subpoena any information which might otherwise be construed to be outside its scope. The singular includes plural number, and vice versa. The masculine includes the feminine and neuter genders.
  4. The terms "person" or "persons" means natural persons, firms, partnerships, associations, corporations, subsidiaries, divisions, departments, joint ventures, proprietorships, syndicates, or other legal, business or government entities, and all subsidiaries, affiliates, divisions, departments, branches, and other units thereof.
  5. The terms "referring or relating," with respect to any given subject, means anything that constitutes, contains, embodies, reflects, identifies, states, refers to, deals with or is in any manner whatsoever pertinent to that subject.
-

---

## SCHEDULE

All records and communications, including internal communications, referring or relating to the Department of Defense's efforts to prepare for and respond to Hurricane Katrina including, but not limited to, efforts: to provide food, water, and shelter to victims of Hurricane Katrina; to provide public safety and law enforcement resources to the areas affected by Hurricane Katrina; to provide relief, including evacuation, to victims at the Louisiana Superdome, the New Orleans Convention Center, and the area known as the cloverleaf; to mobilize active duty and reserve forces to support relief efforts; and to provide medical assistance in the affected areas, which were received, sent or reviewed between August 23, 2005 and September 15, 2005, by the following persons:

1. Donald Rumsfeld, Secretary of Defense;
  2. Paul McHale, Assistant Secretary of Defense for Homeland Defense;
  3. Gordon England, Acting Deputy Secretary of Defense;
  4. Peter Verga, Principal Deputy Assistant Secretary for Homeland Defense;
  5. Admiral Timothy Keating, Commander, North American Aerospace Defense Command and United States Northern Command;
  6. General Russell Honore, Commander of Joint Task Force Katrina;
  7. Lieutenant General Steven Blum, Chief, National Guard Bureau;
  8. Col. John J. Jordan, military assistant to former Federal Emergency Management Agency Director Michael Brown; and
  9. Col. Anthony Daskevich, Defense Coordinating Officer in Louisiana.
-

---

### SCHEDULE

All records and communications, including internal communications, referring or relating to the Department of Defense's efforts to prepare for and respond to Hurricane Katrina including, but not limited to, efforts: to provide food, water, and shelter to victims of Hurricane Katrina; to provide public safety and law enforcement resources to the areas affected by Hurricane Katrina; to provide relief, including evacuation, to victims at the Louisiana Superdome, the New Orleans Convention Center, and the area known as the cloverleaf; to mobilize active duty and reserve forces to support relief efforts; and to provide medical assistance in the affected areas, which were received, sent or reviewed between August 23, 2005 and September 15, 2005, by the following persons:

1. Donald Rumsfeld, Secretary of Defense;
  2. Paul McHale, Assistant Secretary of Defense for Homeland Defense;
  3. Gordon England, Acting Deputy Secretary of Defense;
  4. Peter Verga, Principal Deputy Assistant Secretary for Homeland Defense;
  5. Admiral Timothy Keating, Commander, North American Aerospace Defense Command and United States Northern Command;
  6. General Russell Honore, Commander of Joint Task Force Katrina;
  7. Lieutenant General Steven Blum, Chief, National Guard Bureau;
  8. Col. John J. Jordan, military assistant to former Federal Emergency Management Agency Director Michael Brown; and
  9. Col. Anthony Daskevich, Defense Coordinating Officer in Louisiana.
-



TOM DAVIS, VIRGINIA,  
CHAIRMAN

CHRISTOPHER SHAYS, CONNECTICUT  
DAN BURTON, INDIANA  
ILEANA ROS-LEHTINEN, FLORIDA  
JOHN M. McHUGH, NEW YORK  
JOHN L. MICA, FLORIDA  
GIL GUTKNECHT, MINNESOTA  
MARK E. SOUDER, INDIANA  
STEVEN C. LATOURLETTE, OHIO  
TODD RUSSELL PLATT, PENNSYLVANIA  
CHRIS CANNON, UTAH  
JOHN J. DUNCAN, JR., TENNESSEE  
CANDICE MILLER, MICHIGAN  
MICHAEL R. TURNER, OHIO  
DARRELL ISSA, CALIFORNIA  
VIRGINIA BROWN-WAITE, FLORIDA  
JON C. PORTER, NEVADA  
KENNY MARCHANT, TEXAS  
LYNN A. WESTMORELAND, GEORGIA  
PATRICK T. McHENRY, NORTH CAROLINA  
CHARLES W. DENT, PENNSYLVANIA  
VIRGINIA FOXX, NORTH CAROLINA

ONE HUNDRED NINTH CONGRESS

# Congress of the United States

## House of Representatives

COMMITTEE ON GOVERNMENT REFORM

2157 RAYBURN HOUSE OFFICE BUILDING

WASHINGTON, DC 20515-6143

MAJORITY (202) 225-5074  
FACSIMILE (202) 225-3974  
MINORITY (202) 225-5051  
TTY (202) 225-6552

<http://reform.house.gov>

HENRY A. WAXMAN, CALIFORNIA,  
RANKING MINORITY MEMBER

TOM LANTOS, CALIFORNIA  
MAJOR H. OWENS, NEW YORK  
EODLPHUS TOWNS, NEW YORK  
PAUL E. KANJORSKI, PENNSYLVANIA  
CAROLYN B. MALONEY, NEW YORK  
ELIJAH E. CUMMINGS, MARYLAND  
DENNIS J. KUCINICH, OHIO  
DANNY K. DAVIS, ILLINOIS  
Wm. LACY CLAY, MISSOURI  
DIANE E. WATSON, CALIFORNIA  
STEPHEN F. LYNCH, MASSACHUSETTS  
CHRIS VAN HOLLEN, MARYLAND  
LINDA T. SANCHEZ, CALIFORNIA  
C.A. DUTCH RUPPERSBERGER,  
MARYLAND  
BRIAN HIGGINS, NEW YORK  
ELEANOR HOLMES NORTON,  
DISTRICT OF COLUMBIA

BERNARD SANDERS, VERMONT,  
INDEPENDENT

September 9, 2005

The Honorable Michael Chertoff  
Secretary of Homeland Security  
Department of Homeland Security  
Washington, DC 20528

Dear Secretary Chertoff:

The House Committee on Government Reform has obtained from the Department of Homeland Security a document describing the "Scope of Work" of a contract issued by the Federal Emergency Management Agency for the development of a "Southeastern Louisiana Catastrophic Hurricane Plan." We are writing to request any plans and other documents that were developed under this contract.

FEMA's Scope of Work contemplated that a private contractor, Innovative Emergency Management, Inc. (IEM), would complete the work under the contract in three stages.<sup>1</sup> "Stage One" called for a simulation exercise involving FEMA and the state of Louisiana that would "feature a catastrophic hurricane striking southeastern Louisiana."<sup>2</sup> "Stage Two" called for "development of the full catastrophic hurricane disaster plan."<sup>3</sup> And "Stage Three" involved unrelated earthquake planning.

A task order issued under the contract called for IEM to execute "Stage One" between May 19 and September 30, 2004, at a cost of \$518,284.<sup>4</sup> On June 3, 2004, IEM issued a press release announcing that it would "lead the development of a catastrophic hurricane disaster plan for Southeast Louisiana and the City of New Orleans under a more than half a million dollar contract with the U.S. Department of Homeland Security/Federal Emergency Management

---

<sup>1</sup> Federal Emergency Management Agency, *Combined Catastrophic Plan for Southeast Louisiana and the New Madrid Seismic Zone: Scope of Work*, p.2.

<sup>2</sup> FEMA, *Scope of Work*, *supra* note 1 at p. 7.

<sup>3</sup> FEMA, *Scope of Work*, *supra* note 1 at p. 2.

<sup>4</sup> Contract Number GS10F0178L, BPA #HSFEHQ-04-A-0288, Task Order 1.

The Honorable Michael Chertoff  
September 9, 2005  
Page 2

Agency (FEMA)."<sup>5</sup> A second task order issued on September 23, 2004, required IEM to "complete the development of the SE Louisiana Catastrophic Hurricane plan."<sup>6</sup> The cost of this task order was \$199,969.<sup>7</sup>

The "Background" section of the Scope of Work stated that "the emergency management community has long feared the occurrence of a catastrophic disaster," which the document describes as "an event having unprecedented levels of damage, casualties, dislocation, and disruption that would have nationwide consequences and jeopardize national security."<sup>8</sup> According to the background discussion, the emergency management community was concerned that "existing plans, policies, procedures and resources" would not be adequate to address such a "mega-disaster."<sup>9</sup>

According to the Scope of Work, the contact "will assist FEMA, State, and local government to enhance response planning activities and operations by focusing on specific catastrophic disasters: those disasters that by definition will immediately overwhelm the existing disaster response capabilities of local, State, and Federal Governments."<sup>10</sup> With respect to southeastern Louisiana, the specific "catastrophic disaster" to be addressed was "a slow-moving Category 3, 4, or 5 hurricane that ... crosses New Orleans and Lake Pontchartrain."<sup>11</sup> The Scope of Work explained:

Various hurricane studies suggest that a slow-moving Category 3 or almost any Category 4 or 5 hurricane approaching Southeast Louisiana from the south could severely damage the heavily populated Southeast portion of the state creating a catastrophe with which the State would not be able to cope without massive help from neighboring states and the Federal Government.<sup>12</sup>

---

<sup>5</sup> Press Release, *IEM Team to Develop Catastrophic Hurricane Disaster Plan for New Orleans & Southeast Louisiana* (June 3, 2004) (online at [http://www.ieminc.com/Whats\\_New/Press\\_Releases/pressrelease060304\\_Catastrophic.htm](http://www.ieminc.com/Whats_New/Press_Releases/pressrelease060304_Catastrophic.htm)).

<sup>6</sup> Contract Number GS10F0178L, BPA #HSFEHQ-04-A-0288, Task Order HSFEHQ-04-J-0002.

<sup>7</sup> *Id.*

<sup>8</sup> FEMA, *Scope of Work*, *supra* note 1 at p. 4.

<sup>9</sup> *Id.*

<sup>10</sup> FEMA, *Scope of Work*, *supra* note 1 at p. 1.

<sup>11</sup> FEMA, *Scope of Work*, *supra* note 1 at p. 5.

<sup>12</sup> *Id.*

The Scope of Work further stated: "The Federal Emergency Management Agency (FEMA) and the Louisiana Office of Emergency Preparedness (LOEP) believe that the gravity of the situation calls for an extraordinary level of advance planning to improve government readiness to respond effectively to such an event."<sup>13</sup>

The specific disaster scenario contemplated under the contract is strikingly similar to the actual disaster caused by Hurricane Katrina. The contract envisioned that "a catastrophic hurricane could result in significant numbers of deaths and injuries, trap hundreds of thousands of people in flooded areas, and leave up to one million people homeless."<sup>14</sup> The Scope of Work expressly directed the contractor to plan for the following specific conditions:

- "Over one million people would evacuate from New Orleans. Evacuees would crowd shelters throughout Louisiana and adjacent states."
- "Hurricane surge would block highways and trap 300,000 to 350,000 persons in flooded areas. Storm surge of over 18 feet would overflow flood-protection levees on the Lake Pontchartrain side of New Orleans. Storm surge combined with heavy rain could leave much of New Orleans under 14 to 17 feet of water. More than 200 square miles of urban areas would be flooded."
- "It could take weeks to 'de-water' (drain) New Orleans: Inundated pumping stations and damaged pump motors would be inoperable. Flood-protection levees would prevent drainage of floodwater. Breaching the levees would be a complicated and politically sensitive problem: The Corps of Engineers may have to use barges or helicopters to haul earthmoving equipment to open several hundred feet of levee."
- "Rescue operations would be difficult because much of the area would be reachable only by helicopters and boats."
- "Hospitals would be overcrowded with special-needs patients. Backup generators would run out of fuel or fail before patients could be moved elsewhere."
- "The New Orleans area would be without electric power, food, potable water, medicine, or transportation for an extended time period."

---

<sup>13</sup> *Id.*

<sup>14</sup> *Id.*

- “Damaged chemical plants and industries could spill hazardous materials.”
- “Standing water and disease could threaten public health.”
- “There would be severe economic repercussions for the state and region.”
- “Outside responders and resources, including the Federal response personnel and materials, would have difficulty entering and working in the affected area.”<sup>15</sup>

It appears that IEM completed the task order for “Stage One,” the hurricane simulation. An exercise know as “Hurricane Pam,” was conducted by FEMA and IEM in July 2004, bringing together emergency officials from 50 parish, state, federal, and volunteer organizations to simulate the conditions described above and plan an emergency response.<sup>16</sup> As a result of the exercise, officials reportedly developed proposals for handling debris removal, sheltering, search and rescue, medical care, and schools.<sup>17</sup>

It is not clear, however, what plans or draft plans, if any, IEM prepared to complete “Stage Two,” the development of the final catastrophic hurricane disaster plan. The task order for “Stage Two” provided that the “period of performance” was September 23, 2004, to September 30, 2005.<sup>18</sup>

The basis for the award of the planning work to IEM is also not indicated in the documents we received. The task orders were issued to IEM by FEMA under an “Indefinite Delivery Vehicle” (IDV) contract between IEM and the General Services Administration.<sup>19</sup> According to the Federal Procurement Data System, FEMA received only one bid (from IEM) for the task orders.<sup>20</sup>

The documents from the Department raise multiple questions about the contract with IEM and the planning for a catastrophic hurricane in southeastern Louisiana. To help us

---

<sup>15</sup> FEMA, *Scope of Work*, *supra* note 1 at p. 6.

<sup>16</sup> FEMA, Press Release, *Hurricane Pam Exercise Concludes* (July 23, 2004).

<sup>17</sup> *Id.*

<sup>18</sup> Contract Number GS10F0178L, BPA #HSFEHQ-04-A-0288, Task Order HSFEHQ-04-J-0002.

<sup>19</sup> Federal Procurement Data System, *GSA Schedule GS10F0178L, February 15, 2001* (data obtained from FPDS on Sept. 8, 2005).

<sup>20</sup> Federal Procurement Data System, *FEMA Awards Referencing GSA Schedule GS10F0178L* (data obtained from FPDS on Sept. 8, 2005).

The Honorable Michael Chertoff  
September 9, 2005  
Page 5

understand these issues, we request that the Department provide the following documents and information:

- (1) Any documents relating to the "Stage One" simulation exercise, including documents prepared for exercise planners and participants, transcripts or minutes of exercise proceedings, participant evaluations, and after action reports;
- (2) Any final or draft plans for a catastrophic hurricane in southeastern Louisiana prepared under "Stage Two" of the contract, including any final or draft Catastrophic Hurricane Disaster Plan, Basic Plan Framework, Emergency Support Function Annex, or Support Annex; and
- (3) An explanation of the procurement procedures used in selecting IEM for the contract and task orders, as well as a description of IEM's qualifications and the justification for selecting IEM.

We recognize that Department officials are engaged in ongoing relief efforts, and we do not want to impair those efforts in any way. For this reason, we have tailored our request to the discrete set of documents and information set forth above. To expedite your response to this request, we have enclosed copies of the Scope of Work, task orders, and other documents cited in this letter.

Sincerely,



Rep. Tom Davis  
Chairman



Rep. Henry A. Waxman  
Ranking Minority Member

Enclosure

Congress of the United States  
Washington, DC 20515

September 30, 2005

The Honorable Michael Chertoff  
Secretary of Homeland Security  
Department of Homeland Security  
Washington, DC 20528

Dear Secretary Chertoff:

As part of the Select Bipartisan Committee's investigation into the preparation for and response to Hurricane Katrina, we are writing to request important documents from the Department of Homeland Security.

Specifically, we request:

1. Documents or communications, including internal communications, received, prepared, or sent before August 23, 2005, by officials of the Department of Homeland Security or any of its constituent agencies relating to the threat posed by a hurricane striking New Orleans or the Gulf Coast, mitigation measures or projects, emergency preparations, or emergency responses;
2. Documents or communications, including internal communications, received, prepared, or sent between August 23 and August 29, 2005, by officials of the Department of Homeland Security or any of its constituent agencies relating to the threat posed by Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses;
3. Documents or communications, including internal communications, received, prepared, or sent between August 29 and September 15, 2005, by officials of the Department of Homeland Security or any of its constituent agencies relating to the impact of Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses.

In responding to this request, we ask that you give first priority to providing responsive documents or communications, including internal communications, received, prepared, or sent by officials in the Office of the Secretary and the Office of the Under Secretary of Emergency Preparedness and Response. We are not requesting at this time documents or communications between officials of the Department of Homeland Security or any of its constituent agencies and individual members of the general public.

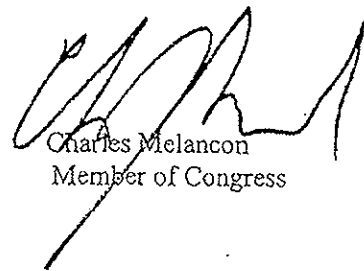
The Honorable Michael Chertoff  
September 30, 2005  
Page 2

Thank you for your assistance with this request. We are aware of the many demands on your time as you cope with the impacts of Hurricanes Katrina and Rita. The Select Committee, however, has been given a short deadline for its work. For this reason, we ask that you respond to this letter within two weeks if possible.

Sincerely,



Tom Davis  
Chairman



Charles Melancon  
Member of Congress

Congress of the United States  
Washington, DC 20515

September 30, 2005

The Honorable Donald H. Rumsfeld  
Secretary of Defense  
1000 Defense Pentagon  
Washington, DC 20301

Dear Secretary Rumsfeld:

The Select Committee is examining the preparation for and response to Hurricane Katrina. We are writing to request documents from your office relating to this topic.

Specifically, we request:

1. Documents or communications, including internal communications, received, prepared, or sent before August 23, 2005, by officials of the Department of Defense or any of its constituent agencies relating to the threat posed by a hurricane striking New Orleans or the Gulf Coast, mitigation measures or projects, emergency preparations, or emergency responses;
2. Documents or communications, including internal communications, received, prepared, or sent between August 23 and August 29, 2005, by officials of the Department of Defense or any of its constituent agencies relating to the threat posed by Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses;
3. Documents or communications, including internal communications, received, prepared, or sent between August 29 and September 15, 2005, by officials of the Department of Defense or any of its constituent agencies relating to the impact of Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses.

In responding to this request, we ask that you give first priority to providing responsive documents or communications, including internal communications, received, prepared, or sent by officials in the Office of the Secretary and Joint Task Force Katrina. We are not requesting documents or communications received, prepared, or sent by the



The Honorable Donald H. Rumsfeld  
September 30, 2005  
Page 2

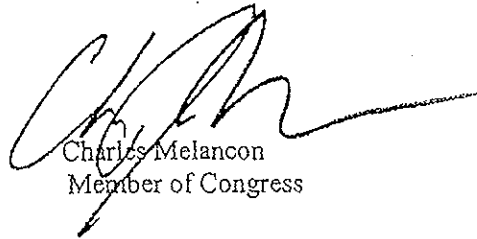
U.S. Army Corps of Engineers as we have written separately to General Strock to request these items. We also are not requesting at this time documents or communications between officials of the Department of Defense or any of its constituent agencies and individual members of the general public.

Thank you for your assistance with this request. We are aware of the many demands on your time as you cope with the impacts of Hurricanes Katrina and Rita. The Select Committee, however, has been given a short deadline for its work. For this reason, we ask that you respond to this letter within two weeks if possible.

Sincerely,



Tom Davis  
Chairman



Charles Melancon  
Member of Congress

**Congress of the United States**  
Washington, DC 20515

September 30, 2005

Lt. General Carl A. Strock  
U.S. Army Corps of Engineers  
441 G Street NW  
Washington, DC 20314

Dear General Strock:

The Select Committee is examining the preparation for and response to Hurricane Katrina. We are writing to request documents from the Army Corps of Engineers relating to this topic.

Specifically, we request:

1. Documents or communications, including internal communications, received, prepared, or sent before August 23, 2005, by officials of the Army Corps of Engineers relating to the threat posed by a hurricane striking New Orleans or the Gulf Coast, mitigation measures or projects, emergency preparations, or emergency responses;
2. Documents or communications, including internal communications, received, prepared, or sent between August 23 and August 29, 2005, by officials of the Army Corps of Engineers relating to the threat posed by Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses;
3. Documents or communications, including internal communications, received, prepared, or sent between August 29 and September 15, 2005, by officials of the Army Corps of Engineers relating to the impact of Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses.
4. Documents or communications, including internal communications, received, prepared, or sent by officials of the Army Corps of Engineers relating to the construction, maintenance, or capacity to withstand a hurricane or flooding of the 17<sup>th</sup> Street, London Canal, or Industrial Canal levees and storm walls.

In responding to this request, we ask that you give first priority to providing responsive documents or communications, including internal communications, received, prepared, or sent by officials in your office. We are not requesting at this time documents or communications between officials of the Army Corps of Engineers and individual members of the general public.

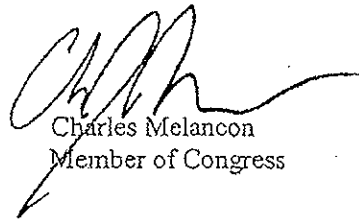
Lt. General Carl A. Strock  
September 30, 2005  
Page 2

Thank you for your assistance with this request. We are aware of the many demands on your time as you cope with the impacts of Hurricanes Katrina and Rita. The Select Committee, however, has been given a short deadline for its work. For this reason, we ask that you respond to this letter within two weeks if possible.

Sincerely,



Tom Davis  
Chairman



Charles Melancon  
Member of Congress

Congress of the United States  
Washington, DC 20515

September 30, 2005

The Honorable Michael O. Leavitt  
Secretary  
Department of Health and Human Services  
200 Independence Avenue, SW  
Washington, DC 20201

Dear Secretary Leavitt:

The Select Committee is examining the preparation for and response to Hurricane Katrina. We are writing to request documents from your office relating to this topic.

Specifically, we request:

1. Documents or communications, including internal communications, received, prepared, or sent before August 23, 2005, by officials of the Department of Health and Human Services or any of its constituent agencies relating to the threat posed by a hurricane striking New Orleans or the Gulf Coast, mitigation measures or projects, emergency preparations, or emergency responses;
2. Documents or communications, including internal communications, received, prepared, or sent between August 23 and August 29, 2005, by officials of the Department of Health and Human Services or any of its constituent agencies relating to the threat posed by Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses;
3. Documents or communications, including internal communications, received, prepared, or sent between August 29 and September 15, 2005, by officials of the Department of Health and Human Services or any of its constituent agencies relating to the impact of Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses.


The Honorable Michael O. Leavitt  
September 30, 2005  
Page 2

In responding to this request, we ask that you give first priority to providing responsive documents or communications, including internal communications, received, prepared, or sent by officials in the Office of the Secretary, Office of the Assistant Secretary for Public Health Emergency Preparedness, Office of the Surgeon General, and Office of the Director of the Centers for Disease Control and Prevention. We are not requesting at this time documents or communications between officials of the Department of Health and Human Services or any of its constituent agencies and individual members of the general public.

Thank you for your assistance with this request. We are aware of the many demands on your time as you cope with the impacts of Hurricanes Katrina and Rita. The Select Committee, however, has been given a short deadline for its work. For this reason, we ask that you respond to this letter within two weeks if possible.

Sincerely,

  
Tom Davis  
Chairman

  
Charles Melancon  
Member of Congress

Congress of the United States  
Washington, DC 20515

September 30, 2005

Andrew H. Card, Jr.  
Chief of Staff  
The White House  
1600 Pennsylvania Ave. NW  
Washington, DC 20500

Dear Mr. Card:

The Select Committee is examining the preparation for and response to Hurricane Katrina. We are writing to request documents from your office relating to this topic.

Specifically, we request:

1. Documents or communications, including internal communications, received, prepared, or sent before August 23, 2005, by officials of the White House relating to the threat posed by a hurricane striking New Orleans or the Gulf Coast, mitigation measures or projects, emergency preparations, or emergency responses;
2. Documents or communications, including internal communications, received, prepared, or sent between August 23 and August 29, 2005, by officials of the White House relating to the threat posed by Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses;
3. Documents or communications, including internal communications, received, prepared, or sent between August 29 and September 15, 2005, by officials of the White House relating to the impact of Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses.

In responding to this request, we ask that you give first priority to providing responsive documents or communications, including internal communications, received, prepared, or sent by officials in the Office of the President, the Office of the Vice President, the Office of the White House Chief of Staff, and the Office of the Homeland Security Advisor. We are not requesting at this time documents or communications between officials of the White House and individual members of the general public.

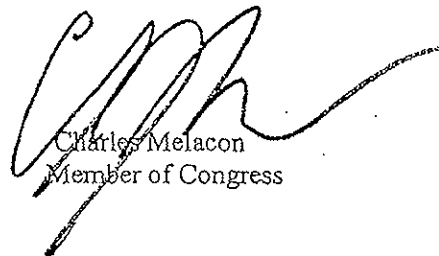
The Honorable Andrew H. Card, Jr.  
September 30, 2005  
Page 2

Thank you for your assistance with this request. We are aware of the many demands on your time as you cope with the impacts of Hurricanes Katrina and Rita. The Select Committee, however, has been given a short deadline for its work. For this reason, we ask that you respond to this letter within two weeks if possible.



Tom Davis  
Chairman

Sincerely,



Charles Melacon  
Member of Congress

Congress of the United States  
Washington, DC 20515

September 30, 2005

The Honorable Kathleen Babineaux Blanco  
Governor of Louisiana  
Office of the Governor  
900 3rd Street  
Baton Rouge, LA 70804-9004

Dear Governor Blanco:

The Select Committee is examining the preparation for and response to Hurricane Katrina. We are writing to request documents from your office relating to this topic.

Specifically, we request:

1. Documents or communications, including internal communications, received, prepared, or sent before August 23, 2005, by officials of the Office of the Governor, Louisiana Office of Homeland Security and Emergency Preparedness, and Office of the Adjutant General relating to the threat posed by a hurricane striking New Orleans or the Louisiana coast, mitigation measures or projects, emergency preparations, or emergency responses;
2. Documents or communications, including internal communications, received, prepared, or sent between August 23 and August 29, 2005, by officials of the Office of the Governor, Louisiana Office of Homeland Security and Emergency Preparedness, and Office of the Adjutant General relating to the threat posed by Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses;
3. Documents or communications, including internal communications, received, prepared, or sent between August 29 and September 15, 2005, by officials of the Office of the Governor, Louisiana Office of Homeland Security and Emergency Preparedness, and Office of the Adjutant General relating to the impact of Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses.

In responding to this request, we ask that you give first priority to providing responsive documents or communications, including internal communications, received, prepared, or sent by officials in the Office of Governor, Office of the Directors of the



The Honorable Kathleen Babineaux Blanco  
September 30, 2005  
Page 2

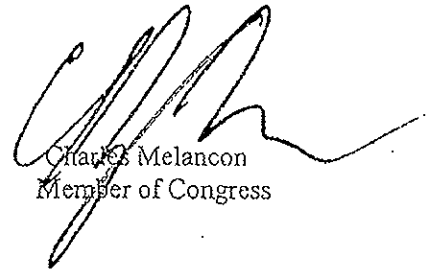
Louisiana Office of Homeland Security and Emergency Preparedness, and Office of the Adjutant General. We are not requesting at this time documents or communications between officials of the State of Louisiana and individual members of the general public:

Thank you for your assistance with this request. We are aware of the many demands on your time as you cope with the impacts of Hurricanes Katrina and Rita. The Select Committee, however, has been given a short deadline for its work. For this reason, we ask that you respond to this letter within two weeks if possible.

Sincerely,



Tom Davis  
Chairman



Charles Melancon  
Member of Congress

Congress of the United States  
Washington, DC 20515

September 30, 2005

The Honorable Haley Barbour  
Governor of Mississippi  
Office of the Governor  
501 N. West St; 15th Fl  
Jackson, MS 39201

Dear Governor Barbour:

The Select Committee is examining the preparation for and response to Hurricane Katrina. We are writing to request documents from your office relating to this topic.

Specifically, we request:

1. Documents or communications, including internal communications, received, prepared, or sent before August 23, 2005, by officials of the Office of the Governor, Mississippi Emergency Management Agency, and Office of the Adjutant General relating to the threat posed by a hurricane striking the Mississippi Gulf coast, mitigation measures or projects, emergency preparations, or emergency responses;
2. Documents or communications, including internal communications, received, prepared, or sent between August 23 and August 29, 2005; by officials of the Office of the Governor, Mississippi Emergency Management Agency, and Office of the Adjutant General relating to the threat posed by Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses;
3. Documents or communications, including internal communications, received, prepared, or sent between August 29 and September 15, 2005, by officials of the Office of the Governor, Mississippi Emergency Management Agency, and Office of the Adjutant General relating to the impact of Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses.

In responding to this request, we ask that you give first priority to providing responsive documents or communications, including internal communications, received, prepared, or sent by officials in the Office of Governor, Office of the Director of the Mississippi Emergency Management Agency, and Office of the Adjutant General. We

The Honorable Haley Barbour  
September 30, 2005  
Page 2

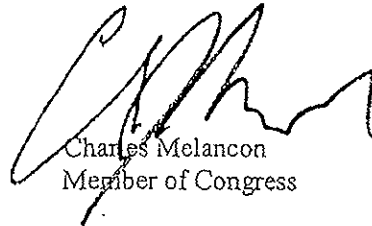
are not requesting at this time documents or communications between officials of the State of Mississippi and individual members of the general public.

Thank you for your assistance with this request. We are aware of the many demands on your time as you cope with the impacts of Hurricanes Katrina and Rita. The Select Committee, however, has been given a short deadline for its work. For this reason, we ask that you respond to this letter within two weeks if possible.

Sincerely,



Tom Davis  
Chairman



Charles Melancon  
Member of Congress

Congress of the United States  
Washington, DC 20515

September 30, 2005

The Honorable Robert Riley  
Governor of Alabama  
Office of the Governor  
600 Dexter Avenue  
Montgomery, Alabama 36130

Dear Governor Riley:

The Select Committee is examining the preparation for and response to Hurricane Katrina. We are writing to request documents from your office relating to this topic.

Specifically, we request:

1. Documents or communications, including internal communications, received, prepared, or sent before August 23, 2005, by officials of the Office of the Governor, Alabama Office of Homeland Security and Emergency Preparedness, and Office of the Adjutant General relating to the threat posed by a hurricane striking the Alabama Gulf coast, mitigation measures or projects, emergency preparations, or emergency responses;
2. Documents or communications, including internal communications, received, prepared, or sent between August 23 and August 29, 2005, by officials of the Office of the Governor, Alabama Office of Homeland Security and Emergency Preparedness, and Office of the Adjutant General relating to the threat posed by Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses;
3. Documents or communications, including internal communications, received, prepared, or sent between August 29 and September 15, 2005, by officials of the Office of the Governor, Alabama Office of Homeland Security and Emergency Preparedness, and Office of the Adjutant General relating to the impact of Hurricane Katrina, mitigation measures or projects, emergency preparations, or emergency responses.

In responding to this request, we ask that you give first priority to providing responsive documents or communications, including internal communications, received, prepared, or sent by officials in the Office of Governor, Office of the Directors of the Alabama Office of Homeland Security and Emergency Preparedness, and Office of the

The Honorable Robert Riley  
September 30, 2005  
Page 2

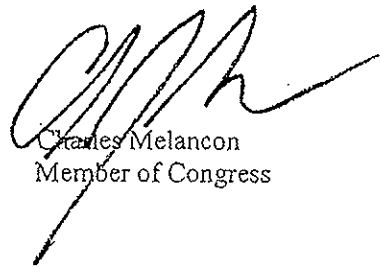
Adjutant General. We are not requesting at this time documents or communications between officials of the State of Alabama and individual members of the general public.

Thank you for your assistance with this request. We are aware of the many demands on your time as you cope with the impacts of Hurricanes Katrina and Rita. The Select Committee, however, has been given a short deadline for its work. For this reason, we ask that you respond to this letter within two weeks if possible.

Sincerely,



Tom Davis  
Chairman



Charles Melancon  
Member of Congress

TOM DAVIS, VIRGINIA,  
CHAIRMAN

CHRISTOPHER SHAYS, CONNECTICUT  
DAN BURTON, INDIANA  
ILEANA ROS-LEHTINEN, FLORIDA  
JOHN M. McHUGH, NEW YORK  
JOHN L. MICA, FLORIDA  
GIL GUTKNECHT, MINNESOTA  
MARK E. SOUDER, INDIANA  
STEVEN C. LATOURETTE, OHIO  
TODD RUSSELL PLATTS, PENNSYLVANIA  
CHRIS CANNON, UTAH  
JOHN J. DUNCAN, JR., TENNESSEE  
CANDICE MILLER, MICHIGAN  
MICHAEL R. TURNER, OHIO  
DARRRELL ISSA, CALIFORNIA  
VIRGINIA BROWN-WAITE, FLORIDA  
JON C. PORTER, NEVADA  
KENNY MARCHANT, TEXAS  
LYNN A. WESTMORELAND, GEORGIA  
PATRICK T. McHENRY, NORTH CAROLINA  
CHARLES W. DENT, PENNSYLVANIA  
VIRGINIA FOXX, NORTH CAROLINA

ONE HUNDRED NINTH CONGRESS

# Congress of the United States

## House of Representatives

COMMITTEE ON GOVERNMENT REFORM

2157 RAYBURN HOUSE OFFICE BUILDING

WASHINGTON, DC 20515-6143

Majority (202) 225-5074  
Facsimile (202) 225-3974  
Minority (202) 225-5051  
TTY (202) 225-6852

<http://reform.house.gov>

HENRY A. WAXMAN, CALIFORNIA,  
RANKING MINORITY MEMBER

TOM LANTOS, CALIFORNIA  
MAJOR R. OWENS, NEW YORK  
EDOLPHUS TOWNS, NEW YORK  
PAUL E. KANJORSKI, PENNSYLVANIA  
CAROLYN B. MALONEY, NEW YORK  
ELIJAH E. CUMMINGS, MARYLAND  
DENNIS J. KUCINICH, OHIO  
DANNY K. DAVIS, ILLINOIS  
Wm. LACY CLAY, MISSOURI  
DIANE E. WATSON, CALIFORNIA  
STEPHEN F. LYNCH, MASSACHUSETTS  
CHRIS VAN HOLLEN, MARYLAND  
LINDA T. SANCHEZ, CALIFORNIA  
C.A. DUTCH RUPPERSBERGER,  
MARYLAND  
BRIAN HIGGINS, NEW YORK  
ELEANOR HOLMES NORTON,  
DISTRICT OF COLUMBIA

BERNARD SANDERS, VERMONT,  
INDEPENDENT

October 20, 2005

The Honorable Michael Chertoff  
Secretary of Homeland Security  
Department of Homeland Security  
Washington, DC 20528

Dear Secretary Chertoff:

I wrote to you on September 23 about my concerns about the \$236 million contract between FEMA and Carnival Cruise Lines to provide housing for hurricane evacuees aboard three Carnival ships for six months.<sup>1</sup> Since then, I have obtained new information about the operating expenses of the three Carnival ships involved. A comparison of this information to the federal contract raises serious questions about whether the Carnival contract is a responsible use of taxpayer funds.

The information I have obtained comes from an internal "Financial Review" prepared by Carnival in January 2002 that discloses the revenue received and expenses incurred for Carnival Cruise Lines and the three Carnival ships now under federal contract: the Sensation, the Ecstasy, and the Holiday. This financial data reveals that the federal government appears to be paying Carnival significantly more under the federal contract than the ships earned on their own, while Carnival's expenses appear to be significantly less under the federal contract than the ships normally incur. The net result is a contract that looks lucrative for Carnival but exceptionally expensive for the taxpayer.

In the first two months of fiscal year 2002, the period covered by the financial review, the revenue for the three ships was approximately \$25 million per month. Extrapolating to six months, the duration of the federal contract, the total revenue would be just \$150 million, substantially less than the \$236 million the company will receive under the federal contract, even after taking inflation into account. At the same time, there will be over 800 fewer Carnival employees working on the ships under the federal contract, further boosting Carnival profits. For example, Carnival's expenses in the internal financial review included salaries and accommodations for 175 bar staff, 110 entertainers, 99 casino staff, 31 "Camp Carnival" staff, 28

---

<sup>1</sup> Letter from Rep. Henry A. Waxman to Secretary of Homeland Security Michael Chertoff (Sept. 23, 2005).

The Honorable Michael Chertoff  
October 20, 2005  
Page 2

employees in photo labs, and 25 shore excursion staff. None of these expenses is being incurred under the federal contract.

Even if the federal contract were more fairly priced, its merits would be dubious. Under the contract, the taxpayer is required to compensate Carnival for lost revenues from services that have nothing to do with the relief mission, such as millions of dollars in gambling proceeds and liquor sales. Moreover, it is not clear that Carnival would have been able to earn its usual revenues during the period covered by the federal contract. One of the ships (the Sensation) is based out of New Orleans, and a second ship (the Holiday) operates from Mobile, Alabama. Given the devastation wrought by Hurricanes Katrina and Rita, Carnival would certainly have needed to make costly schedule adjustments and may not have been able to maintain an ordinary cruise schedule.

Your Department does not have a good record on federal procurement contracts. As investigative reports and government audits have identified, the Department has squandered billions on poorly designed and ineptly managed homeland security contracts. The nation cannot afford to repeat such mistakes in the relief and recovery efforts following Hurricanes Katrina and Rita. I therefore urge you to release additional information about this contract and the basis on which it was negotiated.

### **The Carnival Contract**

Under its contract with FEMA, as negotiated and managed by Military Sealift Command, Carnival Cruise Lines has docked three of its ships — the Sensation, the Ecstasy, and the Holiday — in the Gulf Coast for use as temporary living arrangements for evacuees, emergency workers, and others.

Carnival provides three meals per day to each person on the ship, as well as weekly laundry and cleaning service.<sup>2</sup> Many of the expenses ordinarily incurred by Carnival, however, are not being incurred under the federal contract. These include the costs of providing entertainment, gambling, and bar services, as well as the maintenance and wear and tear on ship engines experienced when the vessels are at sea.

The passenger capacity of the three ships is 7,116, and the contract cost is \$236 million for six months, with one optional three month extension.<sup>3</sup> On a per-person basis, the cost to the federal taxpayer would be about \$5,500 per month if the ship were kept at full capacity. To house a family of five for the full six months of the contract, the cost would be over \$165,000.

---

<sup>2</sup> Military Sealift Command, Contract No. N00033-05-C-5611 with Carnival Cruise Lines (awarded Sept. 2, 2005).

<sup>3</sup> *Id.*

At present, the ships are significantly below full occupancy. The Sensation and Ecstasy are currently docked in New Orleans. As of October 12, the Sensation had about 2,000 registered guests and the Ecstasy had about 2,100 guests. The Holiday is docked in Mobile and had about 1,400 registered guests on board.<sup>4</sup> If this level of occupancy were to continue for the next six months, the cost to the taxpayer to provide housing aboard the ships for a family of five would be \$214,500. For this price, the taxpayer could purchase or build a permanent home for the family.

### **Carnival's Internal Financial Review**

Carnival Cruise Line representatives have stated repeatedly that this contract will enable the company to earn as much profit as it would have earned had it operated normally, replacing lost revenues and covering increased expenses. A recent letter from Carnival Cruise Lines CEO Bob Dickinson to members of Congress states that the contract is "profit neutral" and based on "good faith estimates of vessel costs."<sup>5</sup>

I have obtained an internal "Financial Review" from Carnival that calls these assertions into serious doubt. This internal financial review reveals the revenues Carnival received from the Sensation, the Ecstasy, and the Holiday during a two-month period at the start of the 2002 fiscal year. This review shows that the ships earned \$25 million in one month, which is equivalent to \$150 million over a six-month period.<sup>6</sup> The \$236 million being paid by the federal government is 57% higher than the revenue earned by the three ships four years ago.

Since 2002, inflation has increased by 2.6% annually, a cumulative increase in the cost of living of 8%.<sup>7</sup> Even taking this into account, the federal contract price is \$74 million more than Carnival's revenues from four years ago.

### **Avoided Expenses**

The 2002 financial review also provides a breakdown of Carnival's operating expenses for the three ships. It reveals that these expenses will be much lower under the federal contract

---

<sup>4</sup> Email from Kenneth Allen, Military Sealift Command, to Government Reform Committee Minority Staff (Oct. 14, 2005).

<sup>5</sup> Letter from Bob Dickinson, President and CEO Carnival Cruise Lines, to Members of Congress, (Oct. 3, 2005).

<sup>6</sup> Carnival Cruise Lines Operating Company, Financial Review (Jan. 2002). Data for the Holiday and the Sensation are from January 2002. The Ecstasy was in operation for only one week in January 2002; data for this ship is from December 2001.

<sup>7</sup> Bureau of Labor Statistics, *Consumer Price Index, All Urban Consumers (Current Series)* (2005).



than they are when the ships are providing actual cruises. Yet it does not appear that these reduced expenses were taken into account when the federal contract was negotiated.

One significant reduced expense is the reduction in necessary staff. Under the federal contract, Carnival has no need for entertainment, bar, casino, and shore excursion staff and should not be incurring the expense of these employees' salaries, food, and lodging. Based on a comparison of the most recent crew counts on the three ships with January 2002 staff counts, it appears that the ships have reduced their crew by about 865 employees during the period of the federal contract.<sup>8</sup>

The 2002 data provides some insights into the specifics of these savings. In January 2002, there were 175 bar staff, 110 entertainers, 99 casino staff, 31 "Camp Carnival" staff, 28 employees in the photo labs, 25 shore excursion staff, and 25 cruise staff on the Sensation, the Ecstasy, and the Holiday.<sup>9</sup> Using Carnival data, it appears that these nearly 500 employees would have been paid more than \$3 million over the course of six months.<sup>10</sup> Pay for entertainers alone on these three ships over six months is estimated to have been more than \$1.5 million.<sup>11</sup> Moreover, Carnival does not need to provide food or lodging to these employees, further increasing its cost savings.

There are a number of other expenses relating to the operation of a cruise ship that Carnival will not be required to pay while the ships are under charter to the federal government. In its 2002 financial documents, Carnival lists entertainment expenses per operating day that averaged \$989 for its "fantasy class" ships, including the Sensation and the Ecstasy, and \$700 for the Holiday. These avoided entertainment expenses could equal almost \$500,000 over six months for the three ships. In addition, the pools, bars, and casino areas do not require daily maintenance, the engines are not enduring the same wear and tear, and there are no navigational expenses. Yet none of these savings appear to be accounted for in the contract.

---

<sup>8</sup> Carnival Cruise Lines Operating Company, *Financial Review*, p. 60 (Jan. 2002); Email from Kenneth Allen, Military Sealift Command, to Government Reform Committee Minority Staff (Oct. 14, 2005).

<sup>9</sup> Carnival Cruise Lines Operating Company, *Financial Review*, p. 60 (Jan. 2002).

<sup>10</sup> See Carnival Cruise Lines Operating Company, *Financial Review* (Jan. 2002). The payroll estimates are based on the actual payroll and head counts across the Carnival fleet. No information regarding pay rates was provided for casino or shore excursion staff. These pay rates were estimated to be the same as food service staff.

<sup>11</sup> *Id.*

### Questionable Reimbursements

Even if the Carnival contract were more reasonably priced, its underlying premises would be questionable. The contract has been designed to require the taxpayer to compensate Carnival for both the revenues the company would have earned under normal operations and any additional expenses that Carnival incurs under the contract. This means that the taxpayer does not reimburse Carnival for just the services it actually provides. The taxpayer is also responsible for paying for revenues the company would have received from its casino operations, liquor and drink sales, and on-shore excursions, even those these costs have nothing to do with the primary relief mission.

The cumulative cost of these questionable reimbursements is significant. Extrapolations from the 2002 financial data show that Carnival could expect to receive approximately \$12.5 million in casino revenue and \$10.5 million in bar revenue from the three ships over six months.<sup>12</sup> When other extraneous revenue sources, such as on-shore excursions, are included, it appears that 20% of the cost of the contract can be attributable to reimbursements that have no connection to services actually provided by Carnival.<sup>13</sup>

Given our mounting federal debt and the devastation wrought by the hurricanes, few Americans would support compensating Carnival for lost gambling and liquor proceeds. Yet this appears to be exactly what the contract does.

The primary justification provided by Carnival executives for these reimbursements is that the company should recoup what the company would ordinarily earn from the three ships.<sup>14</sup> However, it is doubtful that Carnival would have earned normal revenues from these ships in the aftermath of the hurricanes. One of the ships under charter (the *Sensation*) was operating out of the New Orleans port. Another (the *Holiday*) was based in Mobile. Hurricanes Katrina and Rita would surely have disrupted Carnival's operations even if the ships were not chartered to the federal government.

Yet another questionable reimbursement under the contract is the provision that Carnival will be paid \$35 million for reimbursement of federal taxes.<sup>15</sup> The rationale for this reimbursement appears to be that Carnival traditionally uses legal maneuvers (such as sailing its ships under foreign flags) to evade U.S. taxes. Rewarding Carnival for successfully avoiding federal taxes in the past hardly seems like sound public policy.

---

<sup>12</sup> *Id.*

<sup>13</sup> *Id.* Total onboard revenues over six months are estimated to be \$48 million.

<sup>14</sup> "Katrina Contracts will be Reopened," *The Washington Post* (Oct. 7, 2005).

<sup>15</sup> Military Sealift Command, Contract No. N00033-05-C-5611 with Carnival Cruise Lines (awarded Sept. 2, 2005).

### Conclusion

A provision was recently added to the federal contract requiring Carnival Cruise Lines to return any contract payments that create a surplus profit over what the company would have earned in normal operations as "estimated in good faith" by Carnival.<sup>16</sup> The late insertion of the provision may be an admission of the flaws in the contract, but it does little to ameliorate my concerns. Under this provision, the responsibility for determining whether Carnival is overcharging the taxpayer has been turned over to the company itself, which offers the taxpayer scant hope of relief.

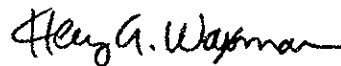
Instead of this meaningless provision, what we need to do is to restore transparency and accountability to federal contracting. Both Carnival and the Department need to justify to the Congress and the taxpayer why this contract is reasonable. And if an adjustment in the contract price is required, it should be made soon.

In order to assist in congressional oversight of this contract, I request that you provide the following additional information without delay:

- All documentation regarding the calculations of lost revenue provided by Carnival Corporation to the Military Sealift Command, FEMA, or other government agency to justify the cost of the contract;
- All documentation regarding the calculations of expenses incurred under normal operations and under the charter contract that were provided by Carnival Corporation to the Military Sealift Command, FEMA, or other government agency to justify the cost of the contract;
- All documentation regarding the decision to reimburse Carnival for federal taxes owed while under the charter contract; and
- Any documentation regarding the development of the provision calling for return of excessive profits by Carnival.

I would appreciate receiving these documents by November 3.

Sincerely,



Henry A. Waxman  
Ranking Minority Member

---

<sup>16</sup> Military Sealift Command, Contract No. N00033-05-C-5611 with Carnival Cruise Lines (awarded Sept. 2, 2005).

GENE TAYLOR  
4TH DISTRICT, MISSISSIPPI

COMMITTEE ON ARMED SERVICES  
COMMITTEE ON TRANSPORTATION  
AND INFRASTRUCTURE

<http://www.house.gov/genetaylor>

2311 RAYBURN HOUSE OFFICE BUILDING  
WASHINGTON, DC 20515-2404  
(202) 225-5772

DISTRICT OFFICES:  
2424 14TH STREET  
GULFPORT, MS 39501  
(228) 864-7670

701 MAIN STREET  
SUITE 215  
HATTIESBURG, MS 39401  
(601) 582-3246

1314 GOVERNMENT STREET  
OCEAN SPRINGS, MS 39564  
(228) 872-7950

527 CENTRAL AVENUE  
LAUREL, MS 39440  
(601) 425-3905

# Congress of the United States

## House of Representatives

Washington, DC 20515-2404

October 27, 2005

Congressman Tom Davis  
Chairman  
House Select Bipartisan Committee to Investigate the  
Preparation for and response to Hurricane Katrina  
2157 Rayburn House Office Building  
Washington D.C. 20515

Dear Chairman Davis:

I am respectfully requesting that the Katrina Select Committee hold a hearing on the unmet need for housing of displaced persons along the Gulf Coast.

It is inconceivable that two months after Hurricane Katrina a backlog of over 14,000 applications for temporary housing in Mississippi is still unmet. In the past seven days FEMA placed 1575 travel trailers. At this rate the agency will not be able to place everyone in need of temporary housing by the end of the year. Many of my constituents are still living in tents, and thousands of others are forced to live with family members or are being housed at government expense in hotels across the nation. It is my understanding that our neighbors in Louisiana are also experiencing similar difficulties with respect to housing for displaced persons. This is simply unacceptable.

Since the hurricane hit, 11,838 FEMA travel trailers have been set up for families in Mississippi. This represents less than half of the total need. It is clear that FEMA is failing to meet the most basic needs for many of the victims of Katrina. It is my hope that by bringing this situation to the attention of our colleagues that we can find a solution to this problem that will result in a significant increase in the number of families that are moved into a safe and dry environment. Hopefully we can prevent similar problems in the future.

Thank you for your leadership of the Katrina Select Committee, and I look forward to working with you in the future.

Sincerely,



GENE TAYLOR  
Member of Congress

GT:rj

**Congress of the United States**  
**Washington, DC 20515**

November 1, 2005

The Honorable Michael Chertoff  
Secretary of Homeland Security  
Department of Homeland Security  
Washington, DC 20528

Dear Mr. Secretary:

We are writing to express serious concern with the Department's failure to complete a confidential, operational annex to the National Response Plan before Hurricane Katrina struck the Gulf Coast on August 29.

The National Response Plan issued last January by Secretary Ridge established broad lines of authority for agencies responding to catastrophic events. It stated that a "more detailed and operationally specific" annex would set forth in detail the precise role of each agency involved in federal response efforts. Although the National Response Plan was issued over nine months ago, we have been informed that the operational annex remains incomplete to this day.

During your testimony on October 19, 2005 before the House of Representatives, you acknowledged that "there are a lot of things that didn't work well with the response" to Hurricane Katrina. You attributed these deficiencies overwhelmingly to the failure to properly plan for the federal response, stating, "I think 80 percent or more of the problem lies with the planning."

You illustrated this point by highlighting major coordination problems with the Defense Department. You testified that the absence of a plan "goes to how well we work with the military when the military has large numbers of assets they can bring to bear on a problem, how fluid we are with them. I think that's an area where had we had sufficient time ... that would have made the single biggest difference in terms of allowing us to respond hours and maybe even days earlier."

While your testimony appears to be an accurate reflection of the critical problems experienced on the ground, it does not explain why your Department has failed over the past nine months to complete this planning and issue the operational annex. Had you done so, perhaps the various federal agencies inside and outside your Department would have responded in a more coordinated and effective manner.

**Background**

In response to the terrorist attacks of September 11, 2001, Congress passed the Homeland Security Act of 2002. In addition to establishing a new Department of Homeland Security,