

THE ASPEN INSTITUTE HOMELAND SECURITY PROGRAM

# New Orleans' Preparedness for Terrorism

(and Catastrophic Natural Disasters)

By Clark Kent Ervin





THE ASPEN INSTITUTE

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Preparedness for Terrorism  
(and Catastrophic Natural Disasters)**

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Director

Washington, DC

December, 2010

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## **Introduction**

This is the final in a series of reports, underwritten principally by the Ford Foundation as to various cities' (namely, New York, Los Angeles, Chicago, Houston, and New Orleans) preparedness for terrorism and catastrophic natural disasters. Our goal in each city was to identify best practices that can be replicated in other cities around the nation; to identify any gaps in preparedness; and to make recommendations to close any such gaps. We conducted these assessments primarily through roundtable discussions in each city in 2007-2009 with key local, state, and federal government officials, corporate and non-profit stakeholders, and academic and think tank experts, with some supplemental research and follow-up interviews. The audience for each roundtable consisted of representatives of funding organizations, congressional staff, policy experts, and students, all of whom were helpful in engaging the speakers in dialogue following their formal presentations.

This particular report was based on roundtable discussions held on December 1-3, 2008 at Tulane University, the host and a co-sponsor with, as mentioned above, the Ford Foundation. Though, admittedly, considerable time has passed since then, the insights contained herein remain relevant and this examination of these issues during this point in time is instructive even now.

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December, 2010

# **New Orleans' Preparedness for Terrorism**

By  
Clark Kent Ervin

According to General Russel Honoré, Commander of Joint Task Force Katrina, being realistic, the goal in the field of disaster preparedness should not be eliminating disasters, but rather limiting their scale. Because of the large number of people living near large bodies of water, especially in the New Orleans metropolitan area, there will continue to be disasters, hence the focus on limiting simply their scope.

When it comes to responding to natural disasters, most of the capability is to be found in the private sector. If you need 3,000 buses, says Honoré, you are going to find them in the private sector, so there needs to be better coordination between government and private industry. It is also imperative that local governments contract with local businesses as much as possible to provide these services because they are most accessible and knowledgeable about local needs and circumstances.

To adequately prepare for and respond to disasters, disaster preparedness needs to be a way of life, something that people take seriously and factor into their regular routine.

Honoré argues that Federal Emergency Management Agency (FEMA) should be removed from the Department of Homeland Security (DHS). Additionally, he maintains that governors should be the ones coordinating state relief efforts because they know their localities much better than the federal government, and Washington has more pressing issues to handle than natural disaster preparedness anyway.

New Orleans has made significant changes to its emergency preparedness and relief plans since Hurricane Katrina. Hurricane Gustav tested these changes and revealed areas where improvement was still needed. When Gustav struck, an evacuation plan was in place for people and animals that worked. The Mayor determined early on that the Greater New Orleans area needed to be evacuated. Traffic counterflow remains an issue, especially coordinating interstate traffic. Baton Rouge, which was not hit as hard as New Orleans by Katrina, was not as well prepared as it should have been for Gustav and in some parts of the city power was out for two weeks.

## **Aviation Security**

According to Larry Austin, a key focus at Louis Armstrong New Orleans International Airport is carry-on baggage and checked luggage. To screen it thoroughly without unduly slowing the screening process, the airport has expanded the use of "family-friendly" lanes for those travelers with small children or elderly parents who need more time. Much of the airport's security strategy relies on activities that, like checkpoints on the airport complex, increase the visibility of law enforcement personnel so as to deter terrorist activity and to assure the public that the authorities are present and vigilant.

Airport security personnel called Travel Document Checkers verify travel document authenticity check

travel destinations and passenger identification for red flags and anomalies. As in much of the rest of the nation, New Orleans is increasing the number of Federal Air Marshals (FAMs) aboard flights, who are specially trained undercover agents to safeguard flights against terrorists. The City is also deploying “visible intermodal response teams,” which are multi-disciplinary teams of FAMs; surface transportation security inspectors; screeners; behavior detection officers (BDOs), who are specially trained to spot behavior and demeanor that might be indicative of terrorist intent; and explosive detection canines which surge to strategic locations in force on a random basis to foil potential terror casing operations and to reassure the public.

Bill Benner, Assistant Branch Chief for Transportation Security Administration’s (TSA) Emergency Preparedness Division, says that TSA has a surge screening capability deployable to anywhere in the United States when required, which TSA used during Hurricanes Gustav and Ike to dispatch 300 screeners to New Orleans and 600 to Texas to cover the vast area where the hurricanes were expected to make landfall. This capacity was not in place during Hurricane Katrina; both the FAMs’ and screeners’ surge capability were implemented post-Katrina, though they did, in fact, assist in the aftermath.

Louis Armstrong International Airport is a Category I airport, meaning that it has all necessary explosives detection capability either on hand or readily available to them, but not on demand, as opposed to highest-risk CAT X airports, which has all screening, on hand emergency response equipment, and explosive detection equipment. Louis Armstrong International Airport does not have Advanced Technology X-Ray machines at all lanes in all check points yet, for example. But it has the ability to check 100% of its passengers with an electronic detection system (EDS).

In the event of an emergency, like a hurricane, the airport will modify and expedite its screening process, though there are still a number of rules and guidelines that must be followed. During Hurricane Gustav, for example, it was up to each airline pilot whether to accept passengers who had passed through a modified screening procedure.

The intelligence unit at the airport works closely with DHS intelligence officers, as well as analysts from the rest of the national security and intelligence community, according to Bill Benner. They also work with law enforcement authorities through the local Joint Terrorism Task Force (JTTF), a multi-agency effort led by the FBI designed to facilitate intelligence sharing and collaboration between and among federal, state, and local law enforcement.

## **New Orleans Police Department**

According to Superintendent of the New Orleans Police Department Warren Riley, approximately 7,000 sea-borne vessels pass through the New Orleans ports each year unchecked. Two hundred fifty thousand barges come down the Mississippi River and the local port every year and, though random checks take place, most ships are not checked at all.

Events like the New Orleans Saints’ professional football games, with 60,000 fans, and Mardi Gras, during which at any given time there are approximately 1.2 million people in the French Quarter (of whom many are intoxicated), present both a terrorism-related concern and a standard crowd control challenge.

There are 1,400 video cameras along the Mississippi River levees in the New Orleans area, though they are not monitored 24/7. The New Orleans Police Department has stopped and detained people for taking photographs of the levees in “a suspicious manner.”

One of the major challenges of securing “soft targets,” like the various tourist attractions in the French Quarter, is finding the money to pay security officers for overtime.

Concerning intelligence, Riley believes that there needs to be a regional fusion center, as the only fusion center now is in Baton Rouge.

New Orleans has the first approved interoperational communication system in the country – meaning that the New Orleans Police Department can talk to anyone in the region on its radio system. Another serious problem with the regional JTTF, according to Riley, is that there is very little lead time between receiving information and when that information is made public via a news outlet. Local law enforcement has minimal lead time to respond.

To further enhance emergency management and relief efforts, Riley believes that every mayor and governor of a major city in the country should have to attend a DHS-sponsored emergency management course where various scenarios – like hurricanes, levy breaks, and explosions – are exercised, so that they are prepared for the challenges involved in managing and recovering from disasters.

Riley noticed significant improvements in preparedness between Hurricanes Katrina and Gustav. Unlike the case with Katrina, in preparing for Gustav, the New Orleans Police Department had pre-determined high ground for police officers to be stationed with their commanders, with food, water, and showers, and officers had 48-96 hours in advance to evacuate their families. Each officer had to submit a personal emergency plan as well. Looting was cut by approximately 75% during Gustav due to this stronger and better prepared police presence.

New Orleans also has a “unified” command, meaning that during an emergency, any decision has to be agreed upon by the Fire and Police chiefs and the Homeland Security Director before action can be taken.

## **Port Security**

Securing the Port of New Orleans is extremely challenging, as it covers an enormous area, some 235 miles. The Mississippi River serves 62% of the American consumers. The port is the largest importer of steel, rubber, wood, and wood products in the U.S., and is the largest poultry exporter in the country. The port handles 62% of grain exports and 46% of petrochemical product imports to the U.S.

The Port of New Orleans is a source of 380,000 jobs in the region. The cargo creates \$16.9 billion in annual earnings nationally, \$37 billion in national economic output, and \$2.8 billion in federal tax revenue. This does not include the other four ports in the region that cooperate with New Orleans on security. Closure of the port costs approximately \$275 million per day, and this figure grows exponentially after the fourth day (i.e. on the fifth day the figure jumps to \$315 million, and on the sixth day, \$335 million). Consequently, keeping the port open, safe, and secure is of critical importance to the region’s economy.

After 9/11, many ports around the nation, including New Orleans, set up an area maritime security committee (AMSC), which brings together local maritime security officials to coordinate response protocols. Those protocols are based on what many jurisdictions use in preparing and responding to oil spills. The AMSC meets quarterly and has three separate working groups (law enforcement, maritime infrastructure, and grants and training). It held two major training exercises over the previous year, the first of which is known as PortSTEP (Port Security Tabletop Exercise Program), which took place in June 2007. AMSTEP (Area Maritime Security Tabletop Exercise Program) took place in March, 2008 and was performed in conjunction with the Urban Security Initiative (AMSC's landside counterpart). The exercise involved handling a chemical release and cloud (in the event of an explosion). AMSC plans to continue with these exercises on an annual basis.

The Port of New Orleans has five radiation portal monitors. Every container brought into the port is scanned with these monitors. In October, 2008, the port scanned 18,000 containers. Personnel not only scan all incoming foreign cargo, but also the movement within the port of all empty containers, as well as reloads that are coming through the entry and exit gates. Customs and Border Protection (CBP) conducted an unannounced test at the port which the port passed. Of the 18,000 containers scanned in October 2008, there were 419 initial alerts from the scanners (2.3% of cargo screened), all of which were examined and determined to be false positives.

Since 2006, the Lower Mississippi River Portwide Safety and Security Council has received \$40 million in grants, none of which has been spent yet because there is a mandatory 25% local match that none of the local ports can afford. The Louisiana legislature has since approved \$3.8 million that will allow the ports to begin drawing down those dollars.

There is a terror threat to New Orleans in the port/maritime sector; however, it is a very low threat and is stable at that low level, according to Lincoln Stroh, Captain of the Port of New Orleans for the U.S. Coast Guard.

One of the biggest lessons from Hurricane Katrina, according to Gary LaGrange, President and CEO of the Port of New Orleans, was the daily communications routine that evolved in the wake of the storm, especially the daily conference calls. LaGrange believes that the Port of New Orleans' re-opening just 12 days after Katrina struck is a credit to a lot of people and combined efforts at the time.

As a result of Hurricane Katrina, New Orleans lost not only people, but also some of the missions based there, e.g. the U.S. Customs House has since moved to Houston. Even though many people left New Orleans after Hurricane Katrina, the current number of agents deployed to the Port of New Orleans and the Mississippi River is not enough, according to LaGrange.

The Port of New Orleans has a Marine Safety and Security Team comprised of approximately 100-120 people on 16 boats. Its sole focus is security, and it assists the port with large events by screening, vetting, and boarding ships daily. A defensive unit, the Marine Safety and Security Team, also conducts "high-interest" boardings off the coast, before ships even reach the Mississippi River. The Coast Guard has formed an offensive unit, the Marine Security Response Team, which is capable of "taking out" a ship or "bad guys" off the coast. The Marine Security Response Team trains with Navy SEALs and can provide air cover.

## Mass Transit Security

The New Orleans Regional Transport Association (RTA) uses physical facilities, a security police force, and community connections to secure the public transit system. RTA prepares to respond to bomb threats; hurricanes; fires; floods; acts of terrorism; HAZMAT spills; medical emergencies; severe weather conditions; transportation accidents; and civil disturbances.

RTA's security efforts focus on awareness; screening; inspection; surveillance; and alert programs. "Awareness" involves detecting suspicious items, objects, people, and behavior – in short, reporting anything out of the ordinary. "Screening" primarily involves identifying and controlling visitors' access to RTA facilities. RTA inspects packages and materials delivered to its buildings, particularly in critical areas. All personnel have been instructed on what to do in the event of a bomb threat. Surveillance procedures include routinely checking unattended open public areas, e.g. restrooms, stairways, parking garages, and elevator shafts. Lighting has also been enhanced across the city. RTA routinely coordinates with local authorities to understand their procedures in case of an emergency or evacuation.

RTA has a Transit Police Unit comprised of local policemen. The Transit Police Unit provides coverage 24 hours per day to the transit system, responds to every incident or accident, conducts random boarding and inspections of the transit systems, monitors RTA facilities, and follows New Orleans Police Department protocol with incidents.

All RTA buses and streetcars are equipped with an Automatic Vehicle Location System, as well as live-streaming video, and an engine kill capacity accessible either by the driver or remotely through a GPS system. Additionally, all buses have a high-pitched noise distraction capability that can be used in coordination with the local police force.

Post-Katrina, FEMA helped to fund a mobile transit command center for RTA, valued at \$500,000, that highlights the importance of RTA's being able to continue their operations in the event of an emergency. This vehicle is patched into the interoperable communications network, along with police and emergency management networks, among others.

William Hamilton, transportation specialist for FEMA, says that his program's mission is to "move people out of harm's way." FEMA has both an air and a surface section that move people. During Hurricane Gustav, this program managed to evacuate 2,000 people by rail and 5,000 people by air. Evacuations and returns were organized based on parishes; baggage was organized that way as well. In this regard, the evacuation worked well.

The vast majority of people were evacuated by bus. People were screened and then broken down into one of three categories: bus, rail, or air. FEMA started to organize people using wristband barcodes, but this system quickly broke down and, according to Hamilton, FEMA was forced to abandon it, using other means to evacuate the region. By working with state and local agencies, FEMA has since refined this program, to the point that FEMA's involvement is no longer needed. Additionally, state and local agencies have contracted with civilian organizations to help in the event of an emergency.

During hurricane season, RTA coordinates evacuation plans with the City of New Orleans from 18 local pick-up points to shuttle citizens to the train station. RTA also uses the city's communication

system to alert citizens who rely on RTA for transportation.

During Katrina, RTA was reduced from a transit fleet with 382 vehicles and 66 street cars to less than 1/5 of that capacity. Two major operating facilities were destroyed and the whole system had to be revamped. Additionally, as all streetcars are fixed assets, the majority could not be moved and were destroyed. Finally, because it takes nearly a year between order and delivery of a new bus, in the three years since Hurricane Katrina, New Orleans has received only 39 new buses.

## **Critical Infrastructure, Icons, and Soft Targets**

In terms of how likely a terrorist attack on New Orleans is, the city remains considerably “lower on the radar” of potential terrorists than New York, Los Angeles, and Chicago. That said, the city still presents a significant security challenge, because of the critical oil and petrochemical industries based in the New Orleans area and the city’s status as a major tourist attraction during Mardi Gras and major sporting events at the Superdome. There are a number of programs in place to mitigate such risks to New Orleans, many of which are discussed in the New Orleans Police Department and Preventers and Responders sections.

## **Public-Private Collaboration**

InfraGard is a collaboration between the private sector and the Federal Bureau of Investigation (FBI) for infrastructure protection designed to harness private sector expertise for investigative efforts in the cyber and physical security arenas. It promotes an exchange of information in terrorism, intelligence, information technology, criminal, and security matters between the partners. Each chapter has a special agent from the FBI as its coordinator.

InfraGard provides members with a secure website with information about recent intrusions, research related to critical infrastructure protection, and the ability to communicate securely with other members. Additionally, the forum provides opportunities for education and training related to counterterrorism, and cybercrime. Meetings represent a cross-sector gathering of industry professionals and FBI agents, providing the private sector with the opportunity to share expertise and information in a trusted environment.

Though it coordinates the program, the FBI is not allowed to fund InfraGard. Instead, it receives the majority of its funding from grants. InfraGard does not charge dues, and it hopes to receive DHS funding in the future.

## **Nuclear Energy Security**

One of the greatest concerns for Entergy, a Gulf Coast energy company, is nuclear power security. According to David Huttie, Director of Security, the company focuses on countering radiological sabotage by an adversary force. Entergy prepares for the following types of attack scenarios on a nuclear facility: well-trained individuals and groups attacking through multiple entry points; dedicated individuals ready to kill or be killed and with the necessary knowledge to identify areas or equipment to destroy, e.g. an insider, or someone who has been “milking” an insider for information; attacks

using handheld weapons, weapons with silencers, and those with effective long-range accuracy (e.g. snipers and thermal imaging); attacks using hand-carried equipment, including incapacitating agents, explosives, tools used to gain entry and for destroying the reactor; land-vehicle bomb assaults; water-borne vehicle assault; and cyber threats.

Entergy conducts tri-ennial exercises at each nuclear power plant using U.S. Special Operations Forces, during which troops look at plans, evaluate protocols, and conduct simulations to test these protocols, security systems, and training. These exercises are expensive for Entergy to run, but something they deem necessary to do, because of the implications, both for the company and the American public, of a successful attack on one of their facilities.

The Entergy security systems use multiple overlapping barriers to protect the facilities, including assessments, hard barriers, external defenders, elevated fighting positions, and delayed barriers. Once people reach a certain point within the complex, they are detected and monitored on cameras and by high-speed thermal-imaging heat sensors.

Potential security officers are subject to a background check that includes electronic fingerprinting, criminal history check, credit check, checking references, follow-up testing programs, a behavioral observation program, and a psychological test. All employees are checked against the federal terrorist watch list.

Entergy has its own training facilities for security officers. Officers go through 180 hours of training per year. They must go to the shooting range and obtain a “qualifying score” a minimum of three times per year. And, as mentioned already, officers practice multiple scenarios in their exercises. Entergy has an agreement with local law enforcement as to what sort of resources Entergy can expect law enforcement authorities to provide and in what amount of time in the event of an attack. Entergy also employs a “how to take back the facility” strategy, in the event that an attack succeeds in taking over the facility. Entergy believes a vehicle-borne explosive attack to be one of the most serious threats.

Entergy shares much of these best practices in security with other major industries, including gas, petrochemicals, communications, and transportation.

In the event of an emergency, Huttie worries about the effectiveness of communication systems, and that most law enforcement and relief people will be rushing into the situation without fully understanding the risks.

## **Oil Industry Security**

As a focal point for both the American oil and petrochemicals industries, securing these industries is a high priority for the New Orleans area. Eighty percent of the supplies going out to the 4,000 oil rigs in the Gulf of Mexico are sent to one small port in the Mississippi River. On any given day, there are approximately 35,000 people on the Gulf of Mexico, but they are spread out over a vast area.

The Louisiana Offshore Oil Port (LOOP) is located 18 miles off the coast of Grand Isle, LA and sits in 120 feet of water. It is the only port in the United States at which super tankers can dock. LOOP pumps in approximately one million barrels of crude oil per day, which is 20% of all crude oil coming into the country. (The Port of Houston takes in 30% of all crude oil.)

Facilities are heavily guarded with armed guards, fencing, high-tech infrared cameras, and sheriff patrols constantly. In the 1980s, LOOP ran counterterrorism exercises at offshore oil rigs with the Navy SEALs because of the perceived danger of a terrorist attack on all the infrastructure in the Gulf; however, LOOP has since ended such training, as they no longer believe the port infrastructure to be a major target for potential terrorists. As one of the main goals of terrorism is, of course, to terrorize people not killed or injured, blowing up an oil rig in the Gulf of Mexico would have relatively little effect. A hurricane coming through the Gulf would inflict significantly more damage than a coordinated attack on the oil industry, according to Ed Kuhnert, Executive Security Director for Edison Chouest Offshore. To protect their assets and workers, Edison Chouest Offshore has security plans for and security officers on almost all of their vessels, running exercises at least once a year.

LOOP has a working group that meets regularly to share information pertaining to LOOP and protecting the facility. In the event of a major coordinated attack, security officials have determined that the only thing to do is to try to get the workers off safely and to eventually rebuild the facility. After 9/11, LOOP put three armed retired Navy SEALs out at the facility to delay any assault on the platform long enough to get the workers off. In an effort pre-emptively to stop any potential attacks in their planning stages, LOOP has distributed flyers to the local fishing communities encouraging them to contact LOOP about any activity they deem unusual.

Because a terror attack on a rig is not considered likely, Edison Chouest has decided not to focus much on counterterrorism.

According to Kuhnert, the oil and gas industry in the Gulf is so resilient, covering so many miles from Texas to Mississippi, and drilling so far out now (100 miles from shore in some cases), that it is impossible to totally disrupt. If attacks were to happen, Edison Chouest and emergency managers would be able to respond in enough time that the assailants would not be able to inflict significant damage.

## **Louisiana Recovery Authority**

According to Paul Rainwater, Executive Director of the Louisiana Recovery Authority, one of the biggest obstacles to rebuilding the Gulf Coast region post-Hurricane Katrina has been all the “red tape” which comes with government spending. For example, Congress appropriated \$400 million to the Gulf Coast states for an alternative housing pilot project for people whose homes were destroyed by Hurricane Katrina, known as “Katrina Cottages.” As of this roundtable, Louisiana Recovery Authority had selected all its sites and was in the process of building five cottages at a manufacturing facility.

Another major problem Rainwater has run into is the sheer scope of the recovery, and how much time it has taken, and will continue to take, to complete projects. When Rainwater arrived in January, the Road Home program, which is designed to provide compensation to homeowners affected by Hurricanes Katrina and Rita for damage to their homes, had approximately 90,000 applicants. While the Recovery Authority has since pared this original figure down to 9,000, an additional 30,000 applications have been received this year alone. According to Rainwater, the Louisiana Recovery Authority is currently trying to turn the program from a system that attempts to simply process applications and push people through it into more of a case management system that assesses where help is needed and provides it.

However, the program's budget and the "itchy feet" of contractors looking to move onto a new project present significant challenges.

Fraud among contractors and subcontractors has been a major concern as Louisiana attempts to rebuild itself. To combat this problem, Rainwater worked with FEMA to move the auditing and review process to the end of a project and required each local government to sign a certification that they will be held responsible if the Louisiana Recovery Authority were to audit them.

In the last year, the Authority has paid out \$500 million in public assistance. With long-term recovery dollars, the Louisiana Recovery Authority gave each community affected by the storms a total of approximately \$700 million, of which New Orleans received approximately \$411 million. The Authority has approved about \$140 million worth of projects for New Orleans.

During Hurricane Katrina, there was a major failure on three levels – local, state, and federal – that brought about the ensuing widespread chaos. Rainwater maintains that, on an individual level, many people reacted well; the failures were largely institutional. He also reinforced the importance of having a strong local response infrastructure in place, as state and federal officials cannot possibly know the area as well as locals.

Much of the success in responding to Hurricane Gustav can be attributed to both institutional discipline and flexibility, both of which are critical to emergency response, according to Rainwater. During Hurricane Gustav, the staff followed the chain of command "to a T," and each member of staff was held accountable.

One of the biggest gaps in emergency response and recovery remains the re-entry into disaster areas and immediate response capability. Additionally, increasing the supply of generators remains a challenge and a priority. In February, the Louisiana Recovery Authority took \$30 million out of its hazard mitigation fund and started a generator program around the state so that local governments can purchase generators for hospitals, public safety facilities, and the like.

## **Preventers and Responders**

New Orleans was one of the first 30 cities identified as a "high-threat, high-density" area by DHS in 2003 as part of its Urban Area Security Initiative (UASI). This was partly based on the New Orleans' oil and gas industry, and partly based on its port. The goal of the program is to assist these areas to build and enhance a sustainable capacity to prevent, protect against, respond to, and recover from acts of terrorism. In the process, UASI has greatly incentivized regionalized collaboration and response. According to Robert Williams, Operations Officer for the New Orleans Urban Area of the Office of Homeland Security & Public Safety for the City of New Orleans, UASI has increased cross-jurisdictional cooperation, including sharing of information between law enforcement and emergency managers.

One of the biggest problems during Hurricane Katrina was a lack of interoperable communication systems, which has since been rectified through Department of Justice (DOJ) funding that enabled the Greater New Orleans region to obtain a state-of-the-art hardened 700-800 MHz interoperable public safety communication system, the first of its kind in the nation. This system provides seamless

integration and cross communication to every first responder (fire, police, and EMT) in the region, is transparent to the user, and is entirely software-driven.

To better prepare the community, Williams' office has entered into a partnership with the University of New Orleans to train local and state officials in emergency response. Another major focus has been building personal relationships between local officials and their state and federal counterparts.

Further, New Orleans and the five parishes that surround it have entered into an agreement to share resources and have developed a coordinated post-disaster re-entry plan that involves pre-agreed programs and protocols that will get Tier One (emergency responders), Tier Two (critical infrastructure), and Tier Three (critical retail) infrastructure back into the area in a logical, organized fashion, and as quickly as possible.

While a natural disaster poses a more likely threat to the city of New Orleans than a terrorist attack, the area still prepares for such an event. Williams wonders whether any first response agency or any city could respond effectively to a terrorist attack. He maintains that, though the region is certainly better prepared to respond to both natural disasters and terrorist attacks since Hurricane Katrina, is it by no means entirely prepared for either scenario yet.

According to Louis Dabdoub, Supervisory Protective Security Advisor for DHS, Gulf Coast Area, one of the central goals for his office, in the event that a specific place is attacked by terrorists, is to know not only what can be done to prevent further damage, but also who else in the country makes that particular product so that the economy and our way of life can continue. As a part of JTTF, this office trains officers how to recognize and respond to suspicious behavior. It also works to get industries back up and running in the event of a disaster, often by coordinating with industry members. Infraguard is a major partner in this endeavor. Although the government cannot allocate public money to private industry for this purpose, it can work with local law enforcement agencies to provide funds to protect those facilities. The Supervisory Protective Security Advisor's office trains emergency responders. It is not an emergency responder itself.

A critical difference between natural disaster emergency management and emergency management after a terrorist attack, as pointed out by Director of the Office of Emergency Management for New Orleans Homeland Security Jerry Snead, is that people usually are somewhat aware of and prepared for a natural disaster. Consequently, though upset and tired, they are usually not afraid. After a terrorist attack, people will be absolutely terrified. Snead believes that we are destined for a massive and successful weapon of mass destruction (WMD) attack because federal emergency management is organized in a "pull" system, rather than as a "push" system. In the event of an emergency, the federal government waits until people on the ground ask for supplies before supplying them. The problem with this approach is that in the event of a major attack where communication lines are disrupted, people outside the relief area will not know what sort of supplies are needed. New Orleans in particular is at risk for a number of different threats, namely, levees being breached; HAZMAT threats against the petrochemical industry; and disrupting commerce by attacking the ports.

The lack of a formalized, unified command structure with the authority to coordinate routine emergency preparation within the first response community is a significant obstacle to adequate emergency preparedness in New Orleans, according to Williams. Because emergency management organizations rarely own response equipment, coordinating with local chiefs and superintendents

is critical. Additionally, the lack of standardization in response equipment presents a challenge that Williams believes must be rectified. As echoed by other roundtable participants, the gap in coordination between local and federal responders and the lag in federal response time remains a serious challenge to emergency response in the region.

Key elements in establishing a regional collaboration on terrorism prevention include – making sure that all major decision makers in the region have a stake in the program; making sure that goals and objectives are aligned and realistic; personal relationships must form the foundation of this program; sensitivity to political constraints; and focusing on what is achievable.

Additionally, there were several structural recommendations made by panelists as to how the government could improve disaster preparedness and response. First, there should be national plans not frameworks, as frameworks do not outline specific action or steps. Also, as noted above, mayors and other similarly elected public officials responsible for a certain sized population should be required to attend disaster relief/management training, which would ultimately help them to better understand the relationships between relief agencies and their various roles. Right now this is rarely done. Finally, there needs to be a permanent relief network established in the event of an emergency, rather than a network of contractors that are haphazardly put in place in the event of an emergency. The people responsible for much of the relief work need to be familiar with their responsibilities in advance.

## **Customs and Border Protection**

The priority mission of the Border Patrol is preventing terrorists and terrorists' weapons, including WMDs, from entering the United States. CBP has agents embedded with the local JTTF and works in conjunction with it. However, in spite of this coordination between CBP and JTTF, one of the biggest obstacles CBP encounters is challenges in information and intelligence sharing. According to Robert Fuentes, Deputy Chief Patrol Agent, CBP, "it is probably on CNN before we hear it."

Less than five years ago, CBP had fewer than 6,000 agents; at the end of this year, they will have more than 16,000 agents in uniform. By next year there will be more than 20,000. DHS has more than 210,000 employees. Of those 210,000, 56,000 work for CBP. All CBP personnel are trained as first responders.

Communication is a challenge, as CBP has one channel for the entire Gulf Coast region. They cannot directly communicate with state and local authorities. Another major challenge is balancing security interests with commerce. When vessels transporting goods are held up for security, it ends up costing their companies money, something that CBP has to take into account.

## **Federal Bureau of Investigation**

In New Orleans, the JTTF consists of 20 law enforcement agencies, through which there are quarterly JTTF executive meetings, weekly intelligence meetings, and quarterly Anti-Terrorism Advisory Council (ATAC) meetings through the U.S. Attorney's Office. The New Orleans branch of the FBI participates in Field Training Exercises (FTX) coordinated annually with other local, state, and federal agencies.

David Welker, Special Agent in Charge, FBI, worries that, given how difficult it is to evacuate people from a city with several days notice, it would be almost impossible to evacuate a city with no warning at all. He worries also that, as we move farther from 9/11 without another attack on U.S. soil, we become more complacent as a society and more lackadaisical as to disaster preparedness.

## **Non-Governmental Organizations**

### **Red Cross**

The role of the Red Cross in the New Orleans area in natural disaster preparedness and response is to provide shelter for the public before and after hurricane evacuations, and to work to get people back into their homes after a disaster. Kay Wilkins, Executive Director of the New Orleans-area Red Cross, stresses that in evacuating a city of more than one million people there needs to be better established channels of communication and coordination among NGOs and both government officials and emergency responders. Such coordination should be institutionalized.

In addition to pre- and post-disaster shelter plans, the Red Cross has instituted a psychological aid training program designed to help caregivers with the stress they experience in dealing with people, on a repeated daily basis, who have often lost literally everything. The Red Cross is also working with Louisiana State University's Stephenson Disaster Management Institute to study human migration in the days before and after a natural disaster.

The Red Cross is looking for other ways that it can help to evacuate the needy, and has begun focusing in particular on people with special needs. Operation Brother's Keeper was employed during Hurricane Katrina and involved both the Red Cross and the faith-based communities. Because there were not enough transportation vehicles to take people in need out of the City of New Orleans, the City asked the Red Cross to help with the evacuation process. The Red Cross brought the faith community in and they helped identify people within their congregations who had transportation and paired them with people who needed it. The Red Cross has taken this model and used it with neighborhood organizations as well. The ultimate goal of Operation Brother's Keeper is for everyone to have a disaster evacuation plan.

The Red Cross has also worked with the United Houma Nation, a southern Louisiana Native American tribe, on delivering bulk supplies and other aid to its members out on the bayou. The Red Cross had a pre-arranged agreement with the Nation as to where all of its members would be evacuating, so it was easy to know where aid should be sent. There were also pre-positioned supplies and identified points of contact who were able to get supplies out quickly to where they were needed most.

Finally, though the Red Cross plans short-term sheltering, there also needs to be a more concerted effort to provide for longer-term sheltering for individuals and families who were not immediately able to return to their homes due to storm damage.

### **Salvation Army**

Whereas the Red Cross focuses primarily on providing shelter for those evacuating an area, the

Salvation Army focuses primarily on providing meals for evacuees. According to Ethan Frizzell, New Orleans Area Commander for the Army, one of the biggest challenges in disaster relief is not having enough aid to go around.

The Salvation Army has invested a great deal in new equipment for canteens, which are capable of providing 500 meals each 3-4 times per day. The organization also has satellite trucks, phones, and radios so as to be able to set up relief efforts quickly in the event of an emergency.

In contrast to Hurricane Katrina, the staging and response during Hurricane Gustav was “very successful” and began by placing canteens in the major hub cities of New Orleans and Houma. By having these canteens in place in advance, the Salvation Army was ready to move them as directed by the Emergency Operations Center. Consequently, the Salvation Army was on the ground as people began to return to the city in wake of the disaster.

According to Frizzell, FEMA’s response in the parishes was much faster than in the cities. Frizzell also said that using neighborhoods as a means of organizing and distributing relief in South Louisiana is effective because of the strong sense of community. Within one week, the Salvation Army was simply delivering food to a control point in a community, which the community, whether through a church, school, or community center, would then distribute itself.

Frizzell said that one obstacle to better and faster rebuilding efforts is a lack of a Good Samaritan law to protect the people with good intentions who would like to come to Louisiana to help rebuild.

### **South East Louisiana Search and Rescue (SELSAR)**

SELSAR was established in 1982 and was key in indentifying common problems faced throughout Southeast Louisiana, for example its lack of interoperable communications systems. Since 1982, SELSAR has grown to include 140 agencies on the federal, state, and local levels. One of the key functions of SELSAR is procuring and cataloguing equipment that is essential to search and rescue missions. SELSAR makes an effort to be all-encompassing in its search and rescue operations, and is divided into committees and subcommittees for the following – land vehicles; aircraft; dive teams; search and rescue dog teams; biohazard; planning liaison; and fire rescue. Each committee chair is responsible for developing the resources under a particular committee, cataloguing them, and finding out their capabilities and limitations. Committees have monthly meetings to discuss challenges and limitations. One of the biggest obstacles to a more effective organization is the frequent turnover of committee commanders and the need to constantly train new ones, which William Dobson, SELSAR’s Executive Director, claims is akin to “reinventing the wheel.” With the exception of two mobile medical units provided by FEMA, SELSAR has not received any government funding since its inception in 1982.

SELSAR, as mentioned, catalogues all available equipment and plans what would be needed and shared in the event of an evacuation. To be a member of SELSAR, an agency must be willing to send whatever is at its disposal to assist another agency in need in the event of an emergency.

Hurricane Katrina brought to light a number of problems and, eventually, best practices, for SELSAR and emergency relief in general. During Katrina, most SELSAR assets were lost in the storm because of flooding. SELSAR also found that as the storm approached, its email notification list is the most

effective way to communicate with their responders. During the storm, SELSAR evacuated to and directed its rescue missions from Alabama. One major problem for SELSAR is that sometimes laws prohibit civilian resources from being employed in search and rescue, even when government emergency responders are overwhelmed and under-resourced. For instance, SELSAR sent 300 boats to the Katrina disaster area from three different states, and these boats were turned away when they reached a particular parish line because they were civilian.

Dobson believes that every state should have a search and rescue coordinator, with states divided and coordinated regionally as well. Also, there need to be plans in place to shelter the families of first responders, so they can stay focused on the job.

## **Natural Disaster Preparedness**

According to Frank Revitte, Warning Coordination Meteorologist for the National Weather Service Forecast Office, during a tropical storm, his office's major responsibility is coordination with the local emergency management decision makers. This is typically handled through conference calls. During Hurricane Gustav there were approximately 45 such briefings and about 35 during Hurricane Ike. The Hurricane Center briefs FEMA as well.

Obviously the major problem in the New Orleans area is such a large population in a large storm surge area. Consequently, large lead times are needed for evacuations because of the logistical challenge of having only one major exit corridor – to the north. In New Orleans especially, social vulnerability presents a large challenge, especially in building response and resiliency within communities. The recovery of social services in New Orleans post-Katrina has been particularly slow and poses a critical problem for many of the poor, single-parent households in the city, according to Nancy Mock, an International Disaster Analyst at Tulane University. Mock said that the worst recovery indicators from Hurricane Katrina are child care, which is 40 percent of what it was pre-Katrina; buses and mass transit, which were decimated and have serious negative implications for the poor, especially those without other means of transportation; and the wage gap in gender and race since Katrina have widened. Also, though Latino and African-American men have done slightly better post-Katrina than before the hurricane, they are still at a significant disadvantage compared to white males post-Katrina.

Transitional housing after Katrina was a major issue. Many homes were placed in remote areas with little access to social services, job opportunities, and schools. Many of these services are critical to beginning the recovery process and establishing some sense of normalcy. Mock also said that the U.S. needs to reach out to international NGOs to learn more about their programs for future application to the U.S.

In the wake of Hurricanes Katrina and Rita, FEMA established a Transitional Recovery Office, which is intended to contribute to a long-term security effort. The office focuses on three main operating programs: individual assistance, public assistance, and hazard mitigation. Individual assistance involves grant money targeted toward individual houses and families and emergency housing. Public assistance goes to the state, local, and parish governments for infrastructure repair work that needs to be done post-disaster. Hazard mitigation involves raising homes, providing storm shutters, and buyouts of properties to move the population out of high-risk areas. Approximately \$1.4 billion has been made available to the state of Louisiana for hazard mitigation. To date, in New Orleans, only about \$7 million

of this total has been used and committed to projects to mitigate hazards. The Transitional Recovery Office assisted approximately 278,000 households after Hurricanes Katrina and Rita through payments of rent, building and contractor fees, and replacing furniture and other household items that were not covered by insurance, totaling \$2.8 billion. It also housed 132,000 families along the Gulf Coast.

According to James Stark, Assistant Administrator of Gulf Coast Recovery for FEMA, public assistance has been quite successful around the state. More than \$2.3 billion has been committed to Orleans parish alone for emergency recovery measures, demolition, and rebuilding infrastructure. FEMA has also assisted in rebuilding hospitals and “quick-start” schools in recovering school districts.

The public assistance pilot program implemented in June 2007 offers additional funding for communities that prepare for natural disasters in advance, for example putting in place pre-disaster contracts for debris removal and for emergency response and management. Orleans parish has taken advantage of this opportunity.

In 2007 Louisiana adopted a state uniform code for construction that was in line with the 2006 International Building Code. FEMA assisted with the analysis involved in adopting these codes, which will make a significant difference in stability when future disasters strike.

FEMA has also been involved in a nationwide effort to update all flood maps. They have carefully examined the five parishes in southeast Louisiana protected by the levee system and determined what sort of protection will be needed in 2010. Historically, nine out of ten deaths in hurricanes are associated with storm surge flooding.

Finally, FEMA has engaged in gap analysis in each state, identifying the caps in commodities, planning, and personnel that exist in preparedness at the state level. FEMA plans to continue such analysis in the future, with Stark calling it “critical.”

## **Recovery and Rebuilding**

According to Major General Douglas O’Dell, Coordinator of Federal Support for Recovery and Rebuilding of the Gulf Coast, residents have returned to the New Orleans area since Hurricane Katrina, but finding homes for sale or rent is very difficult and often unaffordable. Habitat for Humanity is the largest new home builder in the City of New Orleans, a fact that O’Dell views as both a tribute to the organization and a major disappointment because there is little else in the way of an alternative. The goal in rebuilding rental houses in the city was 7,000 units; as of the roundtable, only 150 had been restored, approximately a two percent fulfillment rate.

O’Dell advocated for a microbank or some sort of equivalent to be established along the southeast Louisiana Gulf Coast, as one is, in his words, “noticeably absent.” O’Dell believes that the government also needs to become better at enabling the private sector and non-profits to contribute to the rebuilding process by giving them the tools, and, then getting out of the way.

Basic city services like fire and police are not back in full force, and unemployment is still a huge problem. New Orleans recently received \$7.5 million for a jobs training program, which should be a major boost to the area.

O'Dell believes that his office, the Coordinator of Federal Support for Recovery and Rebuilding of the Gulf Coast, will most likely be necessary until the end of the 2011 fiscal year. 2011 will see a number of important intersecting events, including the completing of the levee system, four big housing projects, and a new hospital in New Orleans. The next step is getting into the various neighborhoods in New Orleans and getting all the right people together who can bring the necessary resources and energy to the table from both the public and private sector.

O'Dell's office has \$1.9 million of funding through 2009. If they are to continue their work, they need to obtain a new executive order, as their current one will run out by the end of the year and they need to determine where best they fit within the Executive Branch and the optimal size of the office (The current personnel number is 18, which O'Dell thinks is adequate for now.)

# **APPENDIX**



## EXHIBIT A

### Ford Foundation - Aspen Institute – Tulane University Roundtable on New Orleans's Preparedness for Terrorism and Catastrophic Natural Disasters

*Location: Tulane University New Orleans, LA*

*December 1 – 3, 2008*

#### AGENDA

MONDAY, DECEMBER 1, 2008

**Welcoming Remarks:** 9:00 a.m. - 9:15 a.m.

Clark Kent Ervin  
Director, Homeland Security Program  
The Aspen Institute

Dr. Bonnie Jenkins  
Program Officer  
U.S. Foreign and Security Policy  
The Ford Foundation

Keith F. Amacker  
Captain, US Navy (Ret.)  
Director, Homeland Security Studies  
Tulane University  
School of Continuing Studies

**Keynote Address:** 9:15 a.m. -10:15 a.m.

Russel L. Honoré  
LTG, USA (Ret.)  
Commander of Joint Task Force Katrina

**Break:** 10:15 a.m.-10:30 a.m.

**Aviation Security:** 10:30 a.m. -12:00 p.m.

Larry Austin  
Federal Security Director  
Louis Armstrong New Orleans International Airport

Rufus Davison  
Assistant Federal Security Director for Screening  
Louis Armstrong New Orleans International Airport

Michael Wall  
Assistant Special Agent in Charge  
Federal Air Marshal Service

William Benner  
Assistant Branch Chief  
Emergency Preparedness Division  
Plans Branch

**Luncheon Address:** 12:00 pm. – 1:00 p.m.

Warren Riley  
Superintendent  
New Orleans Police Department

**Port Security:** 1:00 p.m. -2:30 p.m.

Mitch Merriam  
Customs and Border Control  
Department of Homeland Security

Lincoln Stroh  
Captain of the Port New Orleans  
United States Coast Guard

Gary LaGrange  
President and Chief Executive Officer  
Port of New Orleans

**Break:** 2:30 p.m. - 2:45 p.m.

**Mass Transit:** 2:45 p.m. – 4:15 p.m.

Justin Augustine  
Chief Executive Officer  
New Orleans Regional Transport Association

William Hamlin  
Transportation Specialist  
Federal Emergency Management Agency

TUESDAY, DECEMBER 2, 2008

**Critical Infrastructure, Icons, and Soft Targets:** 9:00 a.m.-10:30 a.m.

Felix Loicano  
Vice President  
Infragard

David Huttie  
Director of Security  
Entergy

**Break:** 10:30 a.m. - 10:45 a.m.

**Critical Infrastructure, Icons, and Soft Targets:** 10:45 a.m. – 12:00 p.m.

Ed Kuhnert  
Executive Security Director  
Edison Chouest Offshore

Alex Lewis  
Interim Managing Director  
Chamber of Commerce

**Luncheon Address:** 12:15 p.m. – 1:00 pm.

Paul Rainwater  
Executive Director  
Louisiana Recovery Authority

**Preventers and Responders:** 1:00 p.m. – 2:30 pm.

Louis S. Dabdoub  
Supervisory Protective Security Advisor  
U.S. Department of Homeland Security  
Gulf Coast Area

Robert D. Fuentes  
Deputy Chief Patrol Agent  
The Bureau of U.S. Customs and Border Protection

Robert E. Williams  
Operations Officer  
New Orleans Urban Area  
Office of Homeland Security & Public Safety City of New Orleans

David Welker  
Special Agent in Charge  
Federal Bureau of Investigation

**Break:** 2:30 p.m. - 2:45 p.m.

**Preventers and Responders:** 2:45 p.m. - 4:15 p.m.

James Bernazzani (Ret.)  
Special Agent in Charge  
Federal Bureau of Investigations

Terry Ebbert  
Colonel (Ret.)  
U.S. Marine Corp

Jerry Sneed  
Director  
Office of Emergency Management  
New Orleans Homeland Security

WEDNESDAY, DECEMBER 3, 2008

**Non-Governmental Organizations:** 9:00 a.m. -10:30 a.m.

William Dobson, CMI, LPI, (Lt. Col. Ret.)  
Executive Director  
South East Louisiana Search And Rescue.

Ethan Frizzell  
Area Commander  
The Salvation Army

Kay Wilkins  
Executive Director  
Red Cross

**Break:** 10:30 a.m. - 10:45 a.m.

**Natural Disaster Preparedness:** 10:45 a.m. - 12:15 p.m.

Frank Revitte  
Warning Coordination Meteorologist  
National Weather Service Forecast Office

Nancy Mock  
International Disaster Analyst  
Tulane University

James Stark  
Assistant Administrator, Gulf Coast Recovery  
Federal Emergency Management Agency

**Luncheon Address:** 12:15 p.m. -1:00 p.m.

Douglas O'Dell  
Major General  
Coordinator of Federal Support  
Recovery and Rebuilding of the Gulf Coast

## **EXHIBIT B**

### **Ford Foundation - Aspen Institute – Tulane University Roundtable on New Orleans’s Preparedness for Terrorism and Catastrophic Natural Disasters**

*Location: Tulane University New Orleans, LA*

*December 1 – 3, 2008*

#### **PARTICIPANT BIOGRAPHIES**

##### **Keith Amacker**

Keith F. Amacker is the Director of Homeland Security Studies for Tulane University’s School of Continuing Studies. He became school’s first director in 2006 after the university approved his concept of a homeland security studies degree program.

Before doing so, he served in Afghanistan as a Strategic Planner for the Commander, Security Transition Command, Afghanistan. He conducted interagency coordination and planning with NATO, the UN, and various ministerial agencies of the Afghan government while providing strategic oversight and analysis for planning associated with successful completion of security benchmarks as set forth in the Afghan National Development Strategy.

A native of New Orleans, he enlisted in the Navy in 1972 and retired in 2002 holding the rank of captain. During his thirty year career, Captain Amacker served in a variety assignments both afloat and ashore. His service at sea included assignments in both the Atlantic and Pacific fleets as well operations in the Mediterranean and the Persian Gulf. His last four years of service were spent in Washington DC where he served in the Office of Secretary Defense and as commanding officer of a major shore command at the Washington Navy Yard. On 12 Sept 2001 at the request of FEMA Urban Search and Rescue, his command provided manpower, logistics support and housing for 340 FEMA fire and rescue personnel during Pentagon rescue and recovery operations and later provided the same support to FEMA at the World Trade Center site in New York.

Captain Amacker returned to New Orleans after his retirement and worked in education until August 2005 when the engineering failure of the 17th Canal flood wall in the aftermath of Hurricane Katrina, flooded and destroyed his home. He departed for Afghanistan in January 2006 and returned to New Orleans after his home was rebuilt and the university agreed to adopt and offer his degree program in the School of Continuing Studies.

Captain Amacker earned his commission through Tulane University’s Naval ROTC unit while earning a B.A. degree in education from the University of New Orleans. During his first shore tour, he earned a M.A. in management from Pepperdine University. Additionally, during the course of his naval career, he attended the Naval War College and various other Navy technical and tactical

schools.

In his capacity as director, Captain Amacker works closely with various agencies of government and the private sector dealing with homeland security issues and the recovery of the City of New Orleans. While managing a rapidly expanding and highly successful degree program, he has served as an evaluator for emergency response exercises, a panelist for a university sponsored panel on terrorism and organized a symposium on all hazards preparedness. Additionally, Captain Amacker is a member of the US Naval Institute and the Military Officers Association while serving as a committed gadfly in the post Katrina recovery landscape of New Orleans and the nation.

### **Larry Austin**

Larry L. Austin was appointed by the Transportation Security Administration as the Federal Security Director at New Orleans International Airport, (MSY) in New Orleans, Louisiana. Before joining the TSA, Larry was a Lieutenant Colonel with the Florida Highway Patrol (FHP), and served as Deputy Director of Field Operations, assigned to General Headquarters in Tallahassee, Florida. As Deputy Director, he was second in command of the FHP, an agency with over 1,800 uniformed and 500 civilian personnel, having administrative oversight of all aspects of performance, discipline, and functions of all field operation components to ensure organizational effectiveness. Larry was one of the points of contact with the Florida Division of Emergency Management in the State Emergency Operations Center, and was responsible for the coordination of the Patrol's emergency response plan during actual emergencies or drill exercises. These included natural and man-made disasters, terrorist activities and other events requiring a Law Enforcement response. His additional responsibilities included the review of security threats and analysis conducted by the Patrol's Bureau of Investigations on state-owned properties and infrastructure. Larry also coordinated with the Florida Department of Law Enforcement, FBI, US Secret Service, and the DEA in the assignment of Troopers to various Task Forces throughout the State. He also worked with the US Secret Service to provide direction and command of the Patrol's responsibilities during Presidential and Vice-Presidential visits. Prior to his position as Deputy Director of Field Operations, Larry served as the Chief Training Officer at the FHP Training Academy, responsible for command oversight of planning, development, and the administration of all recruit, in-service and specialized training schools for all of the Patrol's personnel. Larry was promoted from the ground floor up, initially serving as patrolman, and has served in each of the Patrol's supervisory positions. He has been assigned to troops in Tampa, Miami, West Palm Beach and Tallahassee. He retired after serving more than 30 years with the FHP. Prior to joining the FHP, Larry taught high school in the US Virgin Islands for three years. Austin received his Bachelor Science Degree in Music Education from Florida A&M University with a Minor in Education. He has completed Graduate Studies in Educational Leadership at Florida State University and the University of South Florida. He is a graduate of the Department of Highway Safety & Motor Vehicles Management Fellows Program and the FBI National Academy.

## **James Bernazzani**

Mr. Bernazzani's career in the FBI centered on leading efforts to identify, penetrate and neutralize organized criminal groups, notably international terrorism organizations. He graduated from a Master's Degree Program at Harvard University on June 7, 1984 and immediately reported for duty at the FBI Academy, Quantico, Virginia.

Mr. Bernazzani's first assignment in the FBI was in the New Orleans Division where he worked international and domestic terrorism investigations. He was also a member of the Special Weapons and Tactics (SWAT) team. During January 1991, Special Agent Bernazzani was transferred to Washington D.C. where he worked extraterritorial cases involving terrorist actions taken against US citizens in Western Europe, Africa and the Middle East.

He was subsequently promoted to FBI Headquarters, Counterterrorism Section where he was responsible for the development and maintenance of National Strategies countering the international terrorist threat. Special Agent Bernazzani then worked a number of counter terrorism related jobs including his leading a Joint Terrorism Task Force in Houston, Texas and Chief of Iran/Hizballah operations at FBIHQ.

He then assumed the position of Assistant Special Agent in Charge of the Houston Division where he was responsible for investigations and operations targeting international drug cartels and other organized crime groups.

On September 12, 2001 Special Agent Bernazzani was again transferred to assist in countering any further actions taken against United States interests. During May 2002, he was promoted to Deputy Director for Law Enforcement at the Counterterrorism Center, Central Intelligence Agency. During May 2003, he was again promoted to Principal Deputy Director of the newly formed Terrorist Threat Integration Center. At the time of his appointment as Special Agent in Charge of the New Orleans Division, Special Agent Bernazzani acted as Deputy Assistant Director for international terrorism investigations and operations handled by the FBI.

Mr. Bernazzani was awarded the 2006 Presidential Award for Meritorious Service.

Mr. Bernazzani retired from the FBI in May 2008.

## **Louis Daboub**

Louis S. "Louie" Dabdoub, III currently serves as the Supervisory Protective Security Advisor (PSA) for the Gulf Coast Area, (Texas, Louisiana, Mississippi, Alabama and the Florida Panhandle) and works out of the New Orleans, Louisiana Field Office. Mr. Dabdoub supervises and supports homeland security efforts, serving in an advising and reach-back capacity to state and local Homeland Security Advisors and private industry partners. He contributes to the development of the national risk picture by assisting with the identification, assessment, monitoring, and minimizing of risk to critical assets at the local level. As a SPSA, Mr. Dabdoub facilitates,

coordinates, and performs vulnerability assessments for local critical infrastructure and assets, and acts as a physical and technical security advisor to Federal, state, and local law enforcement agencies. Mr. Dabdoub is also named by the Assistant Secretary for Infrastructure Protection as the Infrastructure Liaison Officer for the Gulf Coast Area, which means in times of crisis he is the Senior DHS representative in a Joint Field Office for Infrastructure Protection. During Hurricanes Katrina and Rita he represented DHS IP in Louisiana and worked closely with State and local government on response and recovery issues. During Hurricane Gustav Mr. Dabdoub was the Infrastructure Liaison in the Louisianan JFO and worked with ESF partners to restore CIKR.

Mr. Dabdoub formerly served as a Commander in the New Orleans Police Department (NOPD), and has 24 years of experience in law enforcement and emergency services. From 1997 to 2005 as Commander in the NOPD, he had high-profile assignments in the Uptown, Algiers, French Quarter, and Downtown Development Districts. He was responsible for the most nationally recognized and highly traveled areas of New Orleans, where millions of tourists visit and employees work during their business hours. His daily duties included district operational responsibilities, directing preventative and responsive patrol practices, resource allocation, organizing traffic control, and managing district budgets and private restricted monies. Additionally, he was assigned responsibility for homeland security issues, requiring interaction and coordination with multiple public and private sector entities. Mr. Dabdoub has extensive experience and knowledge with planning, implementing and managing major events. These include the Sugar Bowl; Mardi Gras; Bayou Classic; French Quarter Festival; New Orleans Bowl; Essence Festival; and numerous major conventions. He also has extensive experience in natural disaster preparation and post-incident management, along with commanding chemical spills in an inner city environment.

### **Rufus Davison**

Rufus Davison is the Assistant Federal Fed Security Director at Louis Armstrong New Orleans International Airport. Davison oversees 285 Transportation Security Officers and Managers responsible for the personal and baggage screening of the flying public at the airport. Rufus Davison has been with TSA since March 2002. He was Regional Director of Employee Relations and Training for Sears and Roebuck from May 95-Mar 02. Mr. Davison was a Human Resources Specialist in the U.S. Air Force from Jul 83-Dec 92, of which he served in Korea, Germany, England, and Italy.

### **William Dobson**

William H. "Bill" Dobson, CMI, LPI, (Lt. Col. Ret.) a lifelong resident of St. Tammany Parish, Louisiana, married and has one daughter. Dobson is a decorated veteran of the United States Air Force, retired Lt. Colonel, Commander of the Special Operations Division of the St. Tammany Parish Sheriff's Office, with over 30 years of public service. He is a graduate of Mandeville High School, and attended Southeastern Louisiana University and Louisiana State University majoring in Law Enforcement and Criminology. Dobson is the co-founder and President of Applied Marine Technology, Inc., a consulting company that specializes in Marine Accident Reconstruction and

Investigations, headquartered in Louisiana with affiliate offices in Texas, Alabama, California, Massachusetts and Florida. He is a nationally recognized expert in Marine Collision Investigation and Reconstruction, Boating Safety, and Search and Rescue. Dobson serves as the Executive Director of S.E.L.S.A.R., Southeast Louisiana Search and Rescue organization, which is comprised of over 140 Federal, State, and Local governmental and private agencies. Dobson also serves on the Board of Directors of the International Association of Marine Investigators, headquartered in Oregon.

### **Terry Ebbert**

Terry Ebert is the former director of the Office of Homeland Security for the City of New Orleans, where he was responsible for operational and administrative oversight of Police Department, Fire Department, Office of Emergency Preparedness and Emergency Medical Services. Ebbert also served in the U.S. Marine Corps.

### **Clark Kent Ervin**

Clark Kent Ervin is the Director of the Aspen Institute's Homeland Security Program. He joined the Institute in 2005. Before doing so, he served as the first Inspector General of the United States Department of Homeland Security, from January, 2003 to December, 2004. Prior to his service at DHS, he served as the Inspector General of the United States Department of State and the Broadcasting Board of Governors, from August, 2001 to January, 2003. His service in the administration of President George W. Bush is preceded by his service as the Associate Director of Policy in the White House Office of National Service in the administration of President George H.W. Bush.

A native Houstonian, he served in the state government of Texas from 1995 to 2001, first as Assistant Secretary of State, and then as a Deputy Attorney General.

He has practiced law twice in the private sector, with the Houston based firms of Vinson & Elkins, and Locke, Liddell, & Sapp, respectively.

He earned a B.A. degree cum laude in Government from Harvard in 1980, an M.A. degree in Politics, Philosophy, and Economics from Oxford University in 1982 as a Rhodes Scholar, and a J.D. degree cum laude from Harvard Law School in 1985.

In addition to his work at The Aspen Institute, Mr. Ervin is a member of the Wartime Contracting Commission on Iraq and Afghanistan. He was appointed by Secretary of Homeland Security Janet Napolitano to the Homeland Security Advisory Council. He has been an on-air analyst and contributor at CNN, where he focused on homeland security, national security, and intelligence issues, and he continues to appear as a guest commentator on that television network and other t.v. and radio networks. He is frequently cited as an expert on these matters by major national and international publications, including The Wall Street Journal, Time magazine, and The

Economist. His opinion pieces have appeared in, among other papers, The New York Times and The Washington Post. His book on homeland security, titled, “Open Target: Where America is Vulnerable to Attack,” was published by the St. Martin’s Press imprint, Palgrave Macmillan, in May, 2006.

Mr. Ervin serves on the Board of Directors of Clear Path Technologies, Inc., an explosives detection company, and he is a consultant to a number of companies, mostly in the field of homeland security. He is also a member of the Council on Foreign Relations, the Asia Society, and the American Association of Rhodes Scholars.

### **William Hamlin**

William (Bill) was born in Chicago Illinois and reared in Plymouth, Michigan. In 1953 at the age of 18; Bill entered the United States Marine Corps as a private. He served for forty-two years before retiring as a Lieutenant Colonial. He served in the Korean conflict and in the Vietnam War. During this time he held all nine enlisted ranks from Private to Master Gunnery Sergeant. He served as an infantryman, aviation supply chief, and recruit training instructor. His military career spans over forty-two years of service to his country. In 1966 he was commissioned a Marine officer and served in Vietnam. He held five officer ranks from Second Lieutenant to Lieutenant Colonial. He served as an Aviation Supply Officer, Aviation Training Officer. He served as the Deputy Director for the Aviation Logistics Department, Headquarters Marine Corps. He was the Commanding Officer of a Marine Aviation Logistics Squadron, with over eight hundred and fifty personnel assigned. Bill served with the United States Navy as an Aviation Supply Liaison Officer and Automated Data Processing Officer.

Bill is the Aviation Transportation Specialist for the Disaster Operations Directorate at the Federal Emergency Management Agency (FEMA) Headquarters. He brings over forty years of logistics experience to the FEMA origination. Bill holds a Bachelor Degree in Management and Human Resources.

### **Russel L. Honoré**

Lieutenant General Honoré is a native of Lakeland, Louisiana. Prior to his command of Joint Task Force-Katrina – leading the Department of Defense response to Hurricanes Katrina and Rita in Alabama, Mississippi, and Louisiana – General Honoré served in a variety of command and staff positions which focused on Defense Support to Civil Authorities and Homeland Defense. As Vice Director for Operations, J-3, The Joint Staff, Washington, D.C., and, as the Commander, Standing Joint Force Headquarters-Homeland Security, United States Northern Command, General Honoré’s focus was Defense Support to Civil Authorities and Homeland Defense. For four of the past six hurricane seasons, he supported the Department of Defense planning and response for Hurricanes Floyd in 1999; Lilli and Isidore in 2002 (both hit the Gulf Coast); Isabel in 2003; and Charley, Frances, Ivan and Jeanne in 2004. General Honoré also planned and supported the United States military response to the devastating flooding which swept Venezuela 1999 and Mozambique in

2000. As Vice Director for Operations, he led the Defense Department's planning and preparation for the anticipated Y2K Millennium anomaly. As Commander of SJFHQ-HLS under NORTHCOM direction, he planned and oversaw the military response to the Space Shuttle Columbia Tragedy and the DC Sniper Shootings. Additionally, General Honoré participated in three TOPOFF (Top Officials) exercises as well as the United Endeavor series of Homeland Defense exercises.

Among his assignments are Commanding General, First Army; Commanding General, SJFHQ-HLS, U.S. Northern Command; Commanding General, 2d Infantry Division, Korea; Deputy Commanding General/Assistant Commandant, United States Army Infantry Center and School, Fort Benning, Georgia; and the Assistant Division Commander, Maneuver/Support, 1st Cavalry Division, Fort Hood, Texas. He has also served as the Brigade Commander, 1st Brigade, 3rd Infantry Division, Fort Stewart, Georgia; Senior Mechanized Observer/Controller, "Scorpion 07," National Training Center (25 rotations); and Commander, 4th Battalion, 16th Infantry Brigade, 1st Infantry Division, Germany.

General Honoré's awards and decorations include the Defense Distinguished Service Medal (one Oak Leaf Cluster), the Distinguished Service Medal (one Oak Leaf Cluster), the Defense Superior Service Medal, the Legion of Merit (four Oak Leaf Clusters), the Bronze Star Medal, the Defense Meritorious Service Medal, the Meritorious Service Medal (three Oak Leaf Clusters), the Army Commendation Medal (three Oak Leaf Clusters), the Army Achievement Medal, the National Defense Service Medal (two Bronze Service Stars), Armed Forces Expeditionary Medal, Southwest Asia Service Medal (one Bronze Service Star) the Global War on Terror Service Medal, the Korean Defense Service Medal, Armed Forces Service Medal, Humanitarian Service Medal, Army Service Ribbon, the Overseas Service Ribbon (4), Kuwait Liberation Medal (Saudi), the Kuwait Liberation Medal (Kuwait) and the Joint Meritorious Unit Award. Qualification badges include the Expert Infantry Badge, the Parachutist Badge, and the Joint Staff Identification Badge.

General Honoré retired on February 29, 2008, following 37 years of active service with the United States Army. He is on the faculty of Emory University's Schools of Public Health and Nursing and Vanderbilt's School of Nursing, continues to speak and consult nationally on Building a Culture of Preparedness. General Honoré has authored a book entitled "Survival How a Culture of Preparedness Can Save America--and You--from Disasters," to be published in Spring 2009.

## **David Huttie**

David Huttie is the director of security for all nine Entergy nuclear power facilities.

Huttie has over 25 years of commercial nuclear power experience with assignments in security, fire protection, training, safety, emergency planning, access authorization, fitness for duty and programs standards. Huttie is responsible for the entire Entergy Nuclear security function.

His experience has spanned multi-disciplines which include strategic planning, union contract negotiations, budget development and control of various projects, both directly and indirectly effecting positive program efficiencies. Huttie's experience also includes benchmarking,

forecasting and industry self assessments in support of the Nuclear Energy Institute. He is also co-inventor of the silent defender security barrier which is currently in use and protects some of the country's largest nuclear power plants.

David holds several degrees to include: a Master of Organizational Management degree from The University of Phoenix, a Bachelor's degree in Business Management from the University of Phoenix and an Associates of Arts in Management from Glendale Community College. Huttie is also a charter member of the Nuclear Sector Coordinating Council and had a lead role in the development of the industry security plan template endorsed by the NRC. He is active on several nuclear industry task forces and an active member of the NEI Security Working Group.

David also served in the United States Marine Corps and was assigned to HMX-1, the presidential executive flight detachment in Quantico, Va.

### **Ed Kuhnert**

Ed Kuhnert is the Executive Security Director, Edison Chouest Offshore, LLC. Edison Chouest is one of the biggest Offshore Supply Vessel companies in the world and presently operates approximately two hundred vessels in twenty-eight countries. Additionally, it has twenty vessels under lease to the U.S. Navy operating in the Nuclear Submarine Bases and supporting their deep-sea diving vessels.

Kuhnert is also the current Chairman of the Oil and Natural Gas Sector Coordinating Council ( ONGSCC ) to U.S. Dept. of Homeland Security and U.S. Dept. of Energy in Washington, D.C. The council works with both agencies to create a mutually advantageous relationship in energy security between the public and private sectors. It also acts as a conduit for government information and regulation in the private sector.

Kuhnert previously served as a Louisiana state police officer, in the U.S. Marine Corps Reserve, and the U.S. Coast Guard Reserve.

### **Gary LaGrange**

Gary LaGrange took leadership of the Port of New Orleans in September 2001. A native of South Louisiana, Mr. LaGrange came to New Orleans after serving as Executive Director of the Mississippi State Port Authority at Gulfport.

Mr. LaGrange worked tenaciously to bring the Port of New Orleans back into operation after the costliest natural disaster in U.S. history. A mere two weeks after Hurricane Katrina and with limited resources and personnel, LaGrange's leadership was instrumental in the triumph of bringing the first container ship back to the Port of New Orleans, despite projections to the contrary. Within six months, the port was at 80% of its pre-Katrina ship calls and today the Port has regained its pre-Katrina cargo volumes.

Since LaGrange became CEO, the port has opened new state-of-the art container, cruise and cold storage facilities. The Napoleon Avenue Container Terminal, which opened in January 2004, is a \$101 million facility. The port also opened its first ever dockside cold storage facility, which has helped New Orleans gain an even larger share of the export poultry market. The Port is also in the engineering design phase of another new \$31.5 million cold storage facility to be located on the Mississippi River. Additionally, the Port has just recently unveiled its \$1 billion 2020 Master Plan. In October 2006, the Port opened the Erato Street Cruise Terminal and Parking Garage. The new \$37 million cruise terminal boasts a 1000 car parking garage and 90,000 square foot terminal. The Port has also received preliminary funding for another cruise ship terminal at the Poland Avenue Wharves, and will soon begin renovations to its Julia Street cruise terminal.

His commitment to the maritime industry is reflected in the numerous leadership positions he has held at state, regional and national levels. He recently served as Chairman of the American Association of Port Authorities, an alliance of 350 ports in the Western Hemisphere. He also serves on the boards of the Gulf Ports Association of the Americas and is past chairman and past president of the Gulf Intracoastal Canal Association. He is Chairman of the National Waterways Conference and serves on the Board of the Waterways Council, Inc. Mr. LaGrange is a devoted advocate of community involvement and his participation in numerous business and civic organizations rival that of his professional commitments. He was named the Maritime Person of the Year by the Propeller Club of New Orleans in 2003, and the Maritime Person of the Year by the Propeller Club of the Port of Gulfport in 2001. He was recently named the “Man of Steel” by the American Institute for International Steel (AIIS), and received the Leadership Award and named to the Hall of Fame by the International Maritime Association at the United Nations in New York. He was also named to the Natural Rivers Hall of Fame in Dubuque, Iowa.

Mr. LaGrange attended Louisiana State University. He received his B.A. in Geography/Economics from the University of Louisiana at Lafayette. He completed a Master of Arts in Urban Planning, with honors, at ULL in 1975 and taught Economic Geography and Urban Planning at the university through its University College. He recently earned the esteemed Professional Port Manager Certification (PPM) from the American Association of Port Authorities.

### **Felix Loicano**

Felix Loicano is a vice president at InfraGard, a partnership between the FBI and the private sector. InfraGard is an association of businesses, academic institutions, state and local law enforcement agencies, and other participants dedicated to sharing information and intelligence to prevent hostile acts against the United States.

### **Mitch Merriam**

Mitch Merriam is currently the New Orleans Area Port Director for U.S. Customs and Border Protection (CBP), Office of Field Operations. His area of responsibility consists of all CBP ports

in the State of Louisiana to include New Orleans, Gramercy, Lake Charles, Morgan City, Baton Rouge and Shreveport.

Mitch was born in Springfield MA and raised in the Enfield CT area, later graduating from Johnson & Wales University in Providence RI in 1981 with an undergrad degree. From 1984-1992, he served in the United States Marine Corps and joined U.S. Customs as an Inspector in Boston MA in 1992. In 1995, he transferred to the San Diego area and worked his way up the ranks from Inspector to Chief at the San Ysidro Port of Entry and later served as Port Director in Tecate CA, earning numerous awards and recognition for his narcotics interdiction efforts along the way.

Mitch also served as an Operations Chief in the New Orleans area during CBPs Hurricane Katrina and Rita response efforts in 2005 and has served overseas on training and operational assignments throughout Eastern Europe, SE Asia, and Africa. From Dec 2007-May 2008, he also served as a Customs Advisor in the Border Management Task Force in Kabul, Afghanistan.

From July 2007-August 2008, Mitch served as the Director of Tactical Operations at CBP Headquarters in Washington DC and recently reported to New Orleans as the new Area Port Director on August 29, 2008.

### **Nancy Mock**

Nancy Mock, Dr.P.H. is an international disaster analyst with more than 20 years experience in the field. She is a senior faculty member at Tulane University as well as serving as a subject matter expert to Battelle Memorial Institute in disaster analysis. She held the position of Deputy Director to Tulane's Center for Disaster Management and Humanitarian Assistance; she served as Co-Director of the Linking Complex Emergency Response and Transition Initiative (funded by the Agency for International Development-USAID), a consortium of Universities that included Harvard, Johns Hopkins, and George Washington University, which was tasked to provide policy support to USAID's Africa Bureau. Dr. Mock was Field Director of USAID's Famine Early Warning System program from 1986-1995. She is a member of the Center for Disease Control's Expert Panel on post disaster community assessment methods and the World Food Program's advisory group on food insecurity and vulnerability assessment. After Hurricane Katrina, Dr. Mock worked extensively with international and local organizations during disaster response and recovery, including Save the Children, Habitat for Humanity, International Medical Corps, Mercy Corps, World Vision, the New Orleans Police and Justice Foundation, the City of New Orleans, and Trinity Christian Communities. She received a grant from the Robert Wood Johnson Foundation to study neighborhood recovery in New Orleans and was also funded to participate in a United States Army Corps of Engineers study of the social effects of Katrina. She is currently completing a study on mass fatality management with the Department of Homeland Security's Office of International Health Affairs. She has participated in numerous expert forums around the topics of vulnerability and resiliency, civil-military collaboration in disaster management, food security, and information management in disaster and incident management. She has authored/co-authored numerous technical reports and peer-reviewed publications related to disaster preparedness and response. Dr. Mock coordinates the complex emergency and disaster studies concentration in

the International Health and Development program at Tulane. She is an Associate Professor of International Health and Development and the Interim Executive Director of Tulane's Newcomb College Center for Research on Women. She received her doctorate in Public Health from Tulane University and her Bachelor of Science degree from Yale University.

### **Douglas O'Dell**

General Douglas O'Dell is the Coordinator of Federal Support for the Recovery and Rebuilding of the Gulf Coast Region.

Mr. O'Dell has extensive command and control experience, including emergency response and the transition to ongoing management, notably serving as commander of U.S. Marine Forces, Joint Task Force Katrina/Rita during Gulf Coast relief operations.

He comes to the department after a distinguished 39-year career in the U.S. Marine Corps, retiring last year as a Major General with command of the New Orleans-based 4th Marine Division, the largest combat unit in the Corps. Immediately after 9/11, he was activated to lead 4th Marine Expeditionary Brigade (Anti-Terrorism), and also served as Vice Commander of Marine Forces for Europe, the Atlantic and South America.

Simultaneous with his reserve military service before 9/11, he pursued a successful career in investment management, retiring as a partner of AIM Investments on Sept. 10, 2001.

### **Paul Rainwater**

As the Louisiana Recovery Authority's (LRA) Executive Director, Paul Rainwater serves as the governor's chief hurricane recovery advisor, providing daily oversight and direction for the state's recovery initiatives to carry out the LRA's mission of rebuilding a safer, stronger, smarter Louisiana.

Prior to his appointment as Executive Director of the LRA, Rainwater served as Legislative Director and Chief of Operations for U.S. Senator Mary L. Landrieu, D-La, where he was instrumental in helping the LRA and Senator Landrieu secure the \$3 billion necessary to provide full-funding for the Road Home program.

Rainwater also previously served as the Director of Hazard Mitigation and Intergovernmental Affairs for the LRA from June 2006 to January 2007. There he managed the hazard mitigation program's policies, served as the agency's hazard mitigation team leader, coordinated with state and federal agencies to set mitigation priorities, coordinated with the FEMA Region 6 hazard mitigation team and served as a spokesperson at 64 public hearings and meetings on recovery efforts.

Rainwater also is currently serving as a lieutenant colonel and Joint Director of Military Support in the Louisiana National Guard. He previously served as a lieutenant colonel in the United States Army Reserves' 336th Finance Command from August 2005 to May 2007.

He was deployed to Kuwait and Afghanistan as the lead operations officer for military finance operations from November 2001 to May 2002, and was deployed to Kuwait and Iraq as part of the Southwest Asia Personnel Command in support of Operation Iraqi Freedom from January 2004 to December 2004.

Rainwater has been awarded the Bronze Star Medal, the Army Commendation Medal, and the Combat Action Badge.

From July 2000 to June 2006, Rainwater served as the Chief Administrative Officer for the City of Lake Charles, managing 10 department heads, serving as the lead on the development of a \$90 million budget, and coordinating state and federal capital outlay requests.

Rainwater formerly served as the Manager of Governmental Affairs for Conoco, Inc., Gulf Coast Business Unit in Baton Rouge from 1998 to July 2000. He also previously served as the Manager for Public Affairs for ARCO Chemical in Lake Charles from 1995 to May 1998, managing community affairs programs and coordinating state and federal legislative initiatives. From 1988 to 1996, Rainwater served as an Administrative Aide to the Parish Administrator on the Calcasieu Parish Police Jury in Lake Charles.

Rainwater has a bachelor's of arts in government from McNeese State University, a master's degree in international relations from Salve Regina University in Rhode Island, and is a Louisiana State University-Certified Local Government Manager.

### **Frank Revitte**

Frank Revitte is a graduate of the University of Oklahoma School of Meteorology. Frank's initial position with the National Weather Service was at the Weather Forecast Office in Miami FL in 1980. Nearly all of his career with the National Weather Service has been in coastal areas of the Atlantic and Gulf of Mexico. Frank was a forecaster and lead forecaster at the local NWS Forecast Office in Slidell from 1986 thru 1994, and has been in his current position as Warning Coordination Meteorologist since 1994. Frank's primary job responsibility is working with local, state and federal emergency management agencies in southeast Louisiana and south Mississippi assisting them in hazardous weather preparedness. During tropical storm and hurricane threats to Louisiana and Mississippi, Frank is actively involved in briefings to state and local emergency managers concerning the storm's affect on the region.

### **Warren J. Riley**

Warren J. Riley was appointed Interim Superintendent of Police on September 27, 2005, 28 days after Hurricane Katrina. He was officially sworn in as Superintendent of Police on November 28, 2005. Riley is a 27 year veteran of the New Orleans Police Department.

Prior to his appointment as Superintendent, he served as the Assistant Superintendent or the

number two position in the Department as the Chief Operations Officer, where he commanded all field and investigative units in the New Orleans Police Department, comprised of 17 divisions and over 2100 commissioned and civilian members. Prior to becoming the Chief Operations Officer, Riley was appointed as a Deputy Chief, in command of the Policy, Planning and Training Bureau.

As a Captain of Police, Riley commanded the 5th Police District, which included the Lower 9th Ward and the largest concentration of low-income residents in the City of New Orleans. He successfully reduced the homicide rate in that area by nine percent.

While a Lieutenant, he served as the commander of the Information Systems and Services Division. Riley also served as the Executive Assistant to the commander of the 6th Police District. He commanded the Department's Community Oriented Policing Squad (COPS), which contained public housing developments that historically had high crime rates. Riley successfully reduced violent crime in those areas by 23%.

As a Sergeant, he was a platoon commander in the 5th Police District and later became a Special Investigator in the Internal Affairs Division.

As a Patrolman, Riley worked in the 6th Police District and as an undercover detective in the Vice Crimes and Major Case Narcotics Sections of the Special Investigations Division.

The New Orleans Police Department has acquired state of the art policing equipment and vehicles under Riley's leadership. He assisted in the revitalization of Police Headquarters and district police stations that had been devastated by Hurricane Katrina. Riley has also overseen the largest budget and the largest recruit class in the history of the New Orleans Police Department.

Superintendent Riley holds a Masters of Arts Degree in Criminal Justice from Southern University of New Orleans, a Bachelor of Science Degree in Criminal Justice from Southern University of New Orleans and an Associate of Arts Degree in Criminal Justice from Delgado College of New Orleans. He currently serves as an adjunct professor at Southern University of New Orleans and previously served as an adjunct professor at Delgado College and Concordia College.

Superintendent Riley attended the Senior Management Institute for Police Executives in Boston. He is a graduate of the FBI's National Executive Institute. Superintendent Riley studied transnational crimes and terrorism in Oslo, Norway. He has obtained training in Advanced Police Administration, Criminal Justice Administration, Criminal Justice Human Resource Management, Statistics, Legal Ethics in Law Enforcement and Community Policing.

Superintendent Riley is involved in many professional organizations and community groups such as: the Police Executive Research Forum (PERF), the International Association of Chiefs of Police (IACP), The National Organization of Black Law Enforcement Executives (NOBLE), Criminal Justice Advisor to the Louisiana University Violence Intervention Team and Vice President of the High Intensity Drug Trafficking Area (HIDTA). He also serves on several boards, including the State of Louisiana Drug Policy Board, Orleans Parish Communications District Board, Bishop Perry School and the United Way.

## **James Stark**

Mr. Stark is currently the Assistant Administrator for Gulf Coast Recovery and was appointed as

Director, Louisiana Transitional Recovery Office in June 2006. In these positions, he works in partnership with State and local officials while overseeing and coordinating FEMA's Gulf Coast recovery operations related to the devastation of hurricanes Katrina and Rita.

Before assuming this position, Mr. Stark served as Chief of Staff, Gulf Coast Recovery Office, where he helped establish the Transitional Recovery Office organization in the states impacted by the 2005 Gulf Coast hurricanes.

Prior to joining FEMA in March 2006, Mr. Stark served, for 28 years, as an officer in the U.S. Coast Guard in a variety of afloat and shore-side operational and staff positions. As Chief of Staff, Eighth Coast Guard District, New Orleans, LA, he managed and led Coast Guard staff and operations to ensure the critical execution of Coast Guard missions across the Gulf of Mexico and the inland waterways. In his role as Chief of Operations, Seventh Coast Guard District, Miami, FL, he directed Coast Guard search and rescue, law enforcement and homeland security missions throughout southeastern U.S. waters and the Caribbean Sea. Mr. Stark also served as Commander, Coast Guard Group Mobile, AL.

As Chief, Drug Interdiction Division in Coast Guard Headquarters, he participated in ground breaking negotiations with Caribbean nations to develop cooperative international agreements aimed at curbing maritime drug smuggling.

During the initial response to hurricanes Katrina and Rita, he was employed by a marine salvage company, directing ship and barge salvage operations in Alabama, Mississippi and Louisiana.

Mr. Stark earned a Bachelor of Science Degree in Ocean Science from the U.S. Coast Guard Academy, holds a Master of Business Administration from the College of William and Mary and is a graduate of the National War College.

## **Lincoln Stroh**

Captain Lincoln Stroh assumed command of Sector New Orleans on June 1, 2007 having served prior as Deputy Sector Commander at Sector Corpus Christi, Texas. Captain Stroh has served at four Marine Safety Offices during his career including MSO Portland, Oregon and MSO Jacksonville, Florida and has commanded two MSOs, Huntington, West Virginia and Corpus Christi, Texas.

Early in his Coast Guard career, Captain Stroh served on the Coast Guard's High Endurance Cutter BOUTWELL as an Engineering Watch Officer and Deck Watch Officer. He then served at the Icebreaker Support Facility, providing engineering support for the Coast Guard's polar icebreakers.

As a staff officer, Captain Stroh served at the Coast Guard's Marine Safety Center where he was the lead Naval Architect in response to the EXXON VALDEZ salvage. Captain Stroh also served as the Coordination Staff Chief for the Assistant Commandant for Marine Safety, Security and Environmental Protection at Coast Guard Headquarters where he was a member of the Vice Commandant's Council of Commanders.

Captain Stroh is a 1983 graduate of the United States Coast Guard Academy where he earned a Bachelor of Science Degree in Marine Engineering with High Honors. He earned two Master of Science Degrees from the Massachusetts Institute of Technology in 1988, one in Naval Architecture and the other in Polymers. Captain Stroh also attended The Brookings Institution as a Federal Executive Fellow in 2003.

Captain Stroh's personal decorations include the Meritorious Service Medal (3 awards), Coast Guard Commendation Medal (2 awards), the 9-11 Medal, and the Coast Guard Achievement Medal (3 awards). Captain Stroh is a registered Professional Engineer in the State of Oregon.

### **Kay Wilkins**

Kay W. Wilkins, the Chief Executive Officer for the Southeast Louisiana Chapter of the American Red Cross, has over 25 years of experience with the organization, serving in roles ranging from Director of Emergency Services to Human Resources. She is an appointed member of the Critical Incident Response Team for American Red Cross National Headquarters. In 2005, Kay and her chapter faced their greatest challenge---Hurricane Katrina. Together, they weathered the storm, and went on with the national American Red Cross to partner with other local and national organizations to mount the largest disaster relief effort in national history. In 2006, Kay took the initiative to lead her Chapter through a resiliency project facilitated by George Washington University. Today, Kay and her staff are working to help Southeast Louisiana recover and taking lessons learned from their service in Hurricane Katrina to develop plans for the current hurricane season.

Educated at Auburn University, Kay has been widely recognized for her efforts as a nonprofit leader. In 1999 she was appointed Honorary Chairperson of the American Humanities Conference. In 2002, she was recognized for exceptional achievement among local professional women and honored as one of the top forty Women of the Year by City Business. In 2006, Kay traveled extensively through Australia, speaking at numerous organizations and sharing her Chapter's experience during Hurricane Katrina. Kay continues to work as an ambassador for the city of New Orleans and the American Red Cross, speaking nationally and internationally to share lessons learned from Hurricane Katrina.

### **Robert Williams**

Colonel Robert Williams is the Operations Officer for the City Of New Orleans' Office of Homeland Security and Public Safety and the New Orleans Region Urban Area Security Initiative. He is responsible for the development and coordination of regional emergency preparedness and response to Terrorist initiated incidents, to include WMD, and natural disasters within the four parishes of Orleans, Jefferson, St. Bernard, and Plaquemines Parishes that comprise the Urban Area. He is also charged with the creation and oversight of regional partnerships to provide training, conduct combined exercises, and acquire specialized equipment to improve the capabilities of emergency responders within the ten functional emergency disciplines.

Immediately after Hurricane Katrina, Colonel Williams was responsible for establishing liaison with Federal, State, and Local emergency response agencies, expanding the capabilities of the Emergency Operations Center to include developing and deploying state of the art GIS based Common Operational Picture software to coordinate rescue and recovery operations throughout the City, and managing the City's re-entry access program.

During his 30 years of service with the New Orleans Police Department, he has served in Patrol, Special Operations, Field Operations, Narcotics Enforcement, and Management Controls and commanded the Police Academy, the Communications Division, Personnel and Statistical Services, and the Mounted Division. After retiring with the rank of Police Captain, he transferred to the Reserve Division where he commands the Reserve Mounted Division and Motorcycle Squad.

Colonel Williams has 30 years of service in the in the Active Army, Reserve, and National Guard since entering military service in 1967. During his early career, he served with the 199th Light Infantry Brigade in the Republic of Viet Nam and was awarded the Combat Infantry Badge. His military assignments include Battery Commander and Fire Support Officer with the Washington Artillery, Partnership for Peace Coordinator for Belize and Uzbekistan, and Chief of Intelligence and Security for the Louisiana Army National Guard, Deputy Assistant Chief of Staff for Intelligence and Deputy Chief of Staff for the 377th Theater Sustainment Command where he is currently assigned as Provost Marshal. In 2002, he was ordered to active duty and deployed to Kuwait in support of Operation Enduring Freedom. During Operation Iraqi Freedom, he served with the 377th TSC Forward in Iraq as the Senior Intelligence Officer in An Nasiriyah and Fallujah and was awarded the Bronze Star Medal and Combat Action Badge.

Colonel Williams holds a Bachelor's Degree in Criminal Justice from Loyola University of New Orleans, a Master of Arts Degree in Urban Studies and Sociology from the University of New Orleans and a Master of Strategic Studies Degree from the U.S. Army War College. He is a graduate of the U.S. Army's Command and General Staff College and has attended a number of specialized law enforcement courses including the Federal Bureau of Investigations Executive Leadership Course.

## EXHIBIT C

### Ford Foundation - Aspen Institute – Tulane University Roundtable on New Orleans’s Preparedness for Terrorism and Catastrophic Natural Disasters

*Location: Tulane University*

*December 1 – 3, 2008*

#### AUDIENCE LIST

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**Timothy Bayard**  
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**Wes Kungel**

U.S. Senator Mary L. Landrieu

**Henry Newton**

New Orleans InfraGard Chapter

**Kyle B. Olson**

The Olson Group

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