

HURRICANES KATRINA/RITA AREA COMMAND

FINAL NARRATIVE



Baton Rouge, Louisiana
FEMA Region VI – Joint Field Office
Southern Area Regional Operations

October 11 – November 1, 2005

National Interagency Area Command Team 3
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1. EXECUTIVE SUMMARY

National Interagency Area Command Team 3 (ACT3) has had multiple assignments for hurricane response and all hazard Federal Emergency Management Agency (FEMA) assignments. Collectively, the Command and General staff of ACT3 share over one hundred years of experience serving on interagency area command teams. Based on our knowledge, skills and experience, we have documented in this report our observations and recommendations on use of wildland fire management interagency incident management teams and area command teams on FEMA, all-hazard assignments. We offer these ideas in the spirit of cooperation and with the common interests of continuous improvement of our collective efforts for emergency management and support of the National Response Plan.

Four themes dominate our collective thinking, based on extensive discussions and debate. While all recommendations are documented in this report, the key points are as follows:

- **APPLICATION OF INCIDENT COMMAND SYSTEM (ICS):** All agencies are mandated by Homeland Security Presidential Direction No. 5 in adopt and utilize ICS as the method for management of all emergency incidents. While there are many indications that ICS tools are being used, such as organizational charts, ICS forms, titles and charts, there is a lack of understanding that there is much more to effective implementation of ICS. The success of the wildland fire agencies is based on years of experience, training and qualifications for specific positions, as well as an inherent understanding by the need for project management, basic supervision and effective command and control procedures to implementation of planned actions. Also, support organizations such as our coordination systems for ordering and tracking resources, buying teams with accelerated purchasing authorities and delegations of authority to the incident commander levels provide our wildland personnel with a foundation for success.
- **EFFECTIVE UTILIZATION OF INCIDENT MANAGEMENT TEAM (IMT) AND AREA COMMAND TEAM (ACT) SKILLS:** There is a common feeling among interagency IMTs that their skills and capabilities are being under-utilized on hurricane and/or National Response Plan (NRP) assignments. Most mission assignments are relatively simple tasks in a limited “*functional*” area, such as logistics. The primary value of our interagency IMTs is their ability to utilize their broad range of “functional” skills, including logistics, operations, finance and planning, in a “*geographic*” assignment. The IMT can quickly size up what needs to be done and provide the leadership skills to support the local officials in returning order to various functionally complex situations in complete disorganization. In addition, our teams are extremely effective in the earliest, initial response to

emergencies when impact to local resources is the greatest. Our teams are equipped and self-sufficient in supporting themselves. They are prepared to go into areas of little to no service and assist in helping others.

Because the availability and capacity of our IMTs and ACTs can be limited by other agency commitments, including wildland fire suppression emergencies, it is recommended that there be very deliberate assignment of the teams to the highest and best use. Using our resources at the right time in the right place maximizes our effectiveness in providing the greatest good to the greatest number of persons impacted.

- **INCREASED COORDINATION AND USE OF INTERAGENCY PERSONNEL IN STAFFING THE EMERGENCY SUPPORT FUNCTION 4 (ESF-4):** There is a need for discussion and general agreement within organizational levels of our agencies and among interagency partners as to the scope and extent of appropriate involvement in response for national non-wildland fire emergencies. This direction should be used in any modifications or clarification to the NRP and communicated to all concerned. Also, the ESF-4 function is primarily staffed and coordinated by the U.S. Forest Service as the principal representative for the National Response Plan for the ESF-4 Firefighting function. However, there is a need and opportunity for Department of the Interior (DOI) and State partners in the wildland community to assist in this effort. Interagency training and recruitment would be beneficial in increasing awareness of NRP and ESF-4 processes as well as assist in staffing shortages.
- **CONTINUITY OF OPERATIONS AND QUALITY TRANSITIONS OF INCIDENT ACTIVITIES BACK TO FEMA:** As the hurricane response efforts move from response to recovery, it is very important to plan for a complete and thorough closure of our activities, or an effective and satisfactory transition of activities to be continued back to FEMA control. It is important to initiate discussions with FEMA Operations and Logistics to develop timelines and to determine what actions are needed to assure a smooth continuation of operations. Processes that are commonly used for planning for transfer of command in wildland fire are applicable for hurricanes as well, however, it may involve more stakeholders, require negotiation of timeframes and involve transfer of vendors and service contracts. In order to meet agency objectives, ACTs and IMTs should expect to provide leadership to initiate the transition planning process and initiate needed actions early to allow for adequate lead time for implementation.

2. OVERVIEW

ACT3, led by Edy Williams-Rhodes, was ordered and activated Monday, October 10, 2005, by the Southern Area Coordination Center (SACC) at the request of the Region 6 FEMA, to provide oversight and coordination of Incident Management Teams (IMTs) and Logistics Management Teams (LMTs) assigned in the states of Louisiana and Texas. In addition, ACT3 was assigned to oversee the ESF-4 (Firefighting) Function assigned to the Joint Field Offices (JFO) in Baton Rouge, Louisiana and Austin, Texas. The IMTs and LMTs and their assigned resources were responsible for establishing and managing Base Camps to support emergency responders; to support Regional Staging Areas, receiving and distribution centers, trailer staging areas, the FEMA aviation operation at the New Orleans Airport, and the DMORT operation at St. Gabriel, Louisiana. ACT3 was located in and operated out of the Joint Field Office in Baton Rouge. To assure close coordination and oversight of the IMTs located in Texas, a Texas Branch of the Area Command was formed and located in Austin, Texas.

ACT3 received an in-briefing on the evening of October 10, 2005, at the Southern Area Coordination Center with Janet Anderson, U.S. Forest Service, Regional Fire Director, Southern Region (Region 8) and several staff members. Attending were representatives from the Marietta Mobilization Center, Southern Area Coordination Center, Incident Business Management, and Safety personnel. Also, attending was Ken Arney, Deputy Regional Forester for State and Private Forestry. At the in-briefing, a Delegation of Authority was provided to the team outlining the tasks and priorities for ACT3 activities. ACT3 traveled the following day, October 11, to the JFO in Baton Rouge. That afternoon, ACT3 completed transition and transfer of command formalities with Tom Zimmerman's ACT1 and assumed command at 0600 hours on October 12, 2005. John Caffin was designated Region 8 Operations contact.

The Louisiana/Texas Area Command was directed to efficiently and cost effectively manage all operations under their command within the framework of legal statute, current policy, and the broad and specific direction provided in written and oral briefing materials. The primary responsibility was to "Support the needs of Federal and state personnel within the limits of the Team's mission assignment", and was specifically tasked to perform key elements listed below:

- Support the needs of Federal and State personnel within the limits of your mission assignment.
- Make the safety of incident personnel and the public your first and most vital responsibility. A Safety Officer should be included as part of your Area Command staff. Pay particular attention to work/rest guidelines and mitigate cumulative fatigue.
- Factor cost effectiveness into your decision-making.

- Within the first week of your assignment, develop a downsizing and disengagement strategy for all resources under your Area Command. Share this with Region 8 Operations and update as conditions change.
- Integrate the ESF-4 function into Area Command. ESF-4 should ensure that no additional taskings are undertaken without consultation of Area Command and Region 8 Operations.
- Be especially sensitive to VIP visits, emerging issues, and any political situations that could affect the Forest Service. ACT3 is expected to maintain or improve the good relations that now exist with all cooperators.

ACT3 was organizationally located in the Operations Support Branch of FEMA Operations along with ESF-4 and ESF-13. Jim Hall, FEMA Operations Support Director was co-located and provided the primary FEMA liaison for ACT3.

At the time ACT3 assumed command of the Louisiana/Texas Area Command; one Type I, four Type II, and three Type III Incident Management Teams were in place in Louisiana and three Type I Incident Management Teams were in place in Texas. (See Appendix D for team locations and assignments)

ACT3 was in place from October 10, 2005, through November 1, 2005. Area Command conducted daily conference calls with IMTs, LMTs, R-8 Operations, for the purpose of information exchange and issue resolution. ACT3 conducted regular meetings with FEMA Operations and Logistics personnel to obtain visibility on current operations and to assist in determining future strategies for those operations FEMA determined necessary past October 31, 2005.

ACT3 focused considerable effort on the development of a strategic plan for the transfer of command of the various operations managed by agency IMTs and LMTs to FEMA contracted IMTs and LMTs. This effort included the development of Statements of Work and staffing plans based on anticipated workload and recommendations provided by the teams at each site. These statements of work and staffing plans were provided to FEMA Logistics and contracting and served as the basis for subsequent requests for proposals. FEMA ultimately chose to staff four of the operations with FEMA staff versus contracted teams and to use a contracted IMT for the operation at Jackson Square.

ACT3 also provided an ICS planning section to the FEMA housing management group (HMG) located in Baton Rouge to assist with the development of mission specific ICS planning processes and reporting procedures for placement and occupancy of transitional housing throughout southern Louisiana.

Jim Loach, Deputy Area Commander and Boo Walker, Assistant Area Commander Logistics were activated to Hurricane Rita on October 9, 2005, for the Texas Branch. The direction and objectives from the Region were very clear and concise; Down-size operations where possible and begin turning recovery operations over to other agencies or contractors.

On the afternoon of October 9, 2005, a transition meeting was held between the Texas Branch of ACT3 and Marc Rounsaville's ACT4. The outgoing team presented a transition plan, followed by a question and answer period.

The basic review of the situation was that the workload was rapidly decreasing in most locations. There was agreement that the situation had evolved into Recovery operations and that the wildland agencies should be disengaging and transitioning to agencies or groups better suited to long term recovery operations.

3. COMMENDATIONS

The USDA Forest Service (USFS) Region 8 Staff was supportive of the ACT3 and concurred with most recommendations and decisions made. This gave ACT3 the latitude to analyze situations and to determine best courses of action with the confidence that they would be supported by the region.

The assignment of John Caffin as agency administrator representative to the ACT3 was extremely valuable and allowed close coordination, communication and resolution of issues and concerns when needed.

Personnel, staffing the ESF4 desk in the Louisiana JFO, were excellent to work with and shared information in a timely manner. They joined AC/IC conference calls, participated as full members of the Area Command and facilitated discussions with FEMA Operations and Logistics when needed.

FEMA Operations and FEMA Logistics were available for discussions of team assignments and issues and concerns as needed. The co-location of Jim Hall, FEMA's Operations Support Branch Director, within the ACT3 and ESF-4 work space allowed close coordination and partnership with FEMA Operations.

The establishment of the Marietta Mobilization Center was an excellent way to manage the inflow of incident management teams and personnel. The Mob Center Management staff was very accommodating and capable in the support they provided. ACT3 did not have many needs for interaction with the Austin Mobilization Center, however they were available and eager to assist if needed.

Personnel from SACC, and all statewide Interagency Coordination Centers were very cooperative and helped identify issues and solve problems. The Southern Area Interagency Fire Cache (SIFC) and Marietta Mob Center personnel were instrumental in identifying priorities and outstanding needs to be addressed in the demobilization process.

The assistance of the Region in staffing the financial management function with additional IBAs and a contracting officer was very instrumental in our ability to

effectively close-out the incidents in Louisiana. Their assistance ranged from trouble-shooting pending land use agreements, assisting in the transfer of contractual, procurement agreements to FEMA and the development and acquisition of contract personnel to replace incident management personnel. Having Billy Zamora as a member of the ACT3, provided ongoing participation and invaluable advice and counsel as issues, concerns and opportunities arose.

The leadership and assistance of Mary Morris and the Region 8 Acquisition Management staff was extremely valuable in developing and advertising an Indefinite Delivery, Indefinite Quantity (IDIQ) contract for obtaining incident management skills for use in emergency response and recovery. This contract will provide the Region with an alternative way to staff longer term response or recovery emergencies.

Lastly, we would like to thank the Incident Commanders and their IMTs for their commitment to quality close-outs and a job well done. Many teams agreed to extend their tours and went beyond the call of duty to address the needs of their customers.

4. RECOMMENDATIONS

Below are other general issues and recommendations related to this Area Command assignment:

USE OF AREA COMMAND: The use of an Area Command Team in FEMA assignments is a fairly new concept. ACT3 has had two assignments for hurricane response during 2005, and one assignment during 2004. Observations on how Area Command can add value to the overall effort are as follows:

- Area Command, a function of ICS, supports requesting agencies in the complexity and “span of control” issues related to having multiple incident management teams in close proximity. This traditional role was found to be as appropriate for hurricanes as it is for wildland fire. Area Command can reduce the workload of the agency administrator by providing an extension of their staff to supervise and coordinate incident management activities.
- Area Command can provide close interface with Emergency Support Function 4 desk. This coordination is valuable at either the Regional Response Coordination Center (RRCC) or Joint Field Office (JFO) levels. Area Command can assist with wording of mission assignment and taskings for IMT’s and assure documentation and information is passed on and implemented within the command structure.
- Area Command can provide coordination and liaison with FEMA Operations and FEMA Logistics personnel at the RRCC or JFO levels. Area Command can serve as advisors on appropriateness of IMT assignments and assist in analyzing situations and determining best options for deployment of IMTs.

- Area Command can troubleshoot issues for IMTs, the RRCC or JFO and assist in problem-solving.
- Area Command can maintain contact with IMTs to provide intelligence and information back to FEMA at the RRCC and JFO levels. Also, Area Command can keep IMT's advised of various decisions that may impact their field operations.
- Area Command can be an advisor on all matters ICS and can provide, when appropriate, facilitated planning and strategy sessions.
- Through all of the above, Area Command represents the Agency Administrator to FEMA and IMTs – thereby providing the Agency Administrators with a timely summarized briefing.

RECOMMENDATIONS:

- Continue the use of Area Command when more than three IMTs are deployed or when the agency administrator and staff determine a need for assistance to address span of control.
- Utilize Area Command to supervise the ESF-4 function in situations where the complexity and/or scope of the situation exceeds normal, i.e. multi-events, multi-states, multiple Type 1 and Type 2 Incident Management Teams deployed.

UTILIZATION OF LAND MANAGEMENT INTERAGENCY INCIDENT

MANAGEMENT/ACT SKILLS: There is a common feeling among interagency IMTs that their skills and capabilities are being under-utilized on hurricane assignments. Most mission assignments are relatively simple tasks in limited functional area, such as base camp management and logistical support to commodity staging and distribution. The primary value of our interagency IMTs is their ability to move into an unknown, geographical area with a variety of functionally complex situations of complete disorganization, to quickly size up what needs to be done and to provide the leadership skills to support the local officials in returning order to the chaos. Our experience with the Incident Command System (ICS) for management of complex, wildland fires makes us extremely valuable in assisting FEMA and other National Response Plan (NRP) partners in the use and application of ICS to hurricanes and other national emergencies.

RECOMMENDATIONS:

- There is a need to determine the most efficient and effective use of our interagency resources in support of the National Response Plan. A broader mission to include incident management planning and coordination would be an excellent use of the skills and capabilities of our personnel. As an alternative to broadening the responsibility of ESF-4, would be to include our agency resources in the ESF-5 (Emergency Management) area. ESF-5 is currently where incident action planning and coordination, mission assignment development and the coordination between FEMA Command

and General staff officially occurs. Participation by our agency representatives in this part of the FEMA organization would benefit the overall response. The increase in coordination and planning with this action could potentially vastly improve the connections throughout the organization to the field and implementation levels.

- Also, geographical assignments for IMTs such as assisting a County EOC in getting organized following the disaster, have proven to be very effective use of the comprehensive skills an IMT brings.

CLARIFICATION AND CONCURRENCE OF INTERAGENCY MISSION: During the assignment, there were conflicting messages between the regional and national levels, as to what constituted response and recovery and what assignments were appropriate for our resources to engage in. Also, differences in interpretations of appropriate missions were noted between agency representatives from USFS and DOI. There needs to be discussion and agreement at the Washington level on appropriate roles and duration of involvement in NRP assignments communicated to all levels of the organization.

RECOMMENDATION:

- There is a need for discussion and general agreement within agencies and among interagency partners as to the scope and extent of our response for national non-wildland fire emergencies. This direction should be used in any modifications or clarification to the NRP and communicated to all concerned.

CONTINUITY OF OPERATIONS AND QUALITY TRANSITIONS BACK TO FEMA: As the hurricane response efforts move from response to recovery, it is very important to plan for a complete and thorough closure of our activities, or an effective and satisfactory transition of activities to be continued back to FEMA control. It is important to initiate discussions with FEMA Operations and Logistics to develop timelines and to determine what actions are needed to assure a smooth continuity of operations.

RECOMMENDATION:

- Area Command should provide leadership for the discussion and development of transition plans and their implementation. Processes that are commonly used for planning for transfer of command in wildland fire are applicable for hurricanes as well, however, it may involve more players and require negotiation of timeframes and transfer of vendors and support service contracts.

AVIATION: Several helicopters were used for protection of structures in New Orleans and to help fight wildland fire in State response areas. Although these aircraft were not the responsibility of Area Command or hired under Forest Service

contracts, agency personnel, from the earlier IMTs, were utilized to help facilitate the safe operation of these aircraft.

RECOMMENDATION:

- A better approach would be for FEMA to provide oversight of aircraft either through their agency or contracted personnel to handle the many items involved with aircraft management.

CONTRACTING AND PROCUREMENT: During the early stages of an Incident, it is apparent there are many verbal agreements made between FEMA, State Divisions of Emergency Management, and local government agencies.

RECOMMENDATIONS:

- Agreements should be put into writing as soon as the IMT arrives on the incident with input from IMT Logistics and Finance.
- The ordering system and tracking system for FEMA is unique and somewhat confusing for the IMT. FEMA is very good at ordering, but has difficulty keeping track of location of items on the incident. Both FEMA and USFS should look at using a common ordering and tracking system. Also, they should invest in a bar code tracking system to keep up with items coming into and out of a warehouse operation.
- Contracting for vendors to take over Base Camp operations was a very time consuming experience. Since this was the first time it had been done on this large of a scale, there were many things that had to be developed to make the contracts work. For 2006, have General Services Administration (GSA) or some other agency capture all of these contracts for review and refinement, so they will be ready to use next year.

REGIONAL STAGING AREA OPERATIONS: Operation of Mobilization Centers and Regional Staging Areas requires a team effort by the multiple agencies involved in commodity distribution. Numerous IMTs have had the opportunity to manage these operations in 2004 and 2005. While some teams have shared their experiences and submitted Lessons Learned suggestions, in some cases a tendency to start from scratch to set up a Mob Center or RSA still exists. Successful operations have shown a great deal of similar approaches in utilizing tracking systems, physical layout and traffic flow. Individual IMTs have developed specific suggestions on these operations in an attempt to expedite the delivery of hurricane relief supplies to the disaster victims.

RECOMMENDATIONS:

- Package and distribute information on successful operations layout, tracking systems, traffic flow for utilization in IMT training.

- Hold an IMT Operations Section Chiefs (OSC) and Logistics Section Chiefs (LSC) workshop in early 2006 to develop common operating principles for Mob Centers and Regional Staging Areas (RSA). Share results at the annual spring incident management team meetings, 2006 Logistics workshop, ESF-4 and FEMA workshops. Include FEMA, DOT and USACE partners whenever possible.

MILITARY HOSTS AND IMT RELATIONSHIPS: RSAs and Mobilization Centers are often located on military bases. These bases may be active Department of Defense (DOD) bases, or National Guard facilities. These facilities have active missions which could be adversely affected by RSA operations. IMTs/LMTs have developed a range of relationships from adequate to highly successful. It is vital that the IMT/LMT managing the RSA or Mob Center develop effective working relationships with the Base Commander and their staff.

RECOMMENDATIONS:

- Expand the Southern Region's effort to get data on each facility to include information on the management/ mission of each facility.
- Include this topic as an agenda item for the conference proposed in the RSA Operations Recommendation above.
- Include this information in the Southern Region binder on Hurricane operations. Use the CD or Flash Drive and SACC website as the default method of getting this information to IMTs and LMTs.

APPLICATION OF ICS: All State, Federal and local agencies are mandated that ICS is the principal operating organizational structure for conducting its incident response. FEMA employees (PFT and DAE) are required to have training in ICS. The utilization/acceptance of this organizational structure is varied through out the organization. Evidence of 215 planning forms exists in numerous work areas. IAPs are developed at most levels. Some operations have developed an interagency team approach to carrying out their mission. Other portions of the organization ignore ICS. The term "ICS" is often used as the reason why operations fail or are less than successful. Usually the reason for the failure is not the organizational structure, but rather the lack of basic project management, leadership, and supervision techniques in the application of the organizational structure.

RECOMMENDATIONS:

- Review Final Narratives, Lessons Learned documents for examples of successful application of ICS organizations.
- Use these examples in an After Action Review with FEMA to demonstrate the need for additional training in **application techniques** in the use of ICS.
- Use NFA, FEMA and NWCG training courses, and training assignments for the application of ICS.

FINANCIAL MANAGEMENT AND AREA COMMAND TEAM SUPPORT: One of the critical roles of an Area Command Team is to provide advice, counsel and problem resolution for a variety of issues for IMTs and partners. Due to the complexity of financial matters, particularly in FEMA assignments, it is beneficial to have a financial expert or IBA assigned to the ACT3. This provides ongoing and immediate assistance from an incident businesses practices expert (IBA) for problems that arise. Also, when included as a team member of an ACT3, the financial expert becomes integrated into planning and strategy sessions which contribute to desired results. Having an IBA as a team member is at the discretion of the Area Commander in most geographic areas. Region 8, however, centralizes this function. While this works well for most situations, it is preferable to have a dedicated IBA team member on-site with the ACT3.

RECOMMENDATION:

- Region 8 should allow ACTs to fill an IBA position as a team member if the ACT determines a need.

INTERAGENCY PARTICIPATION WHEN STAFFING THE ESF4 FUNCTION:

Presently the Forest Service has the “lead agency” responsibility for staffing the ESF-4 function; while the other federal land management agencies have “support” responsibility. USFS alone has provided employees to meet staffing needs at Regional, State, Joint Field Offices and Emergency Operations Centers.

RECOMMENDATIONS:

- It is recommended that the National Park Service, Bureau of Land Management, Bureau of Indian Affairs, and U.S. Fish and Wildlife Service participate as full partners in staffing the ESF-4 function and provide agency employees to augment the staff provided by the USFS. Currently no formal training exists for the position of ESF-4 staff. However, informal training is offered from time to time around the country and on the job training opportunities are often available during the hurricane season in the southeast. Information regarding ESF-4 staff and training opportunities should be made available.
- All Area Command teams and IMTs should receive training in the role of the ESF-4 at spring meetings. This would provide orientation to the function and connections between the USFS roles and responsibilities per the NRP and those of FEMA and other ESF agencies.
- Billeting planning was assigned to ESF-4, which was not considered appropriate. We provided field support in locating billets for support staff for FEMA and other JFO personnel. We located hundreds of units and assisted in personnel being placed. Billeting management needs to remain under FEMA finance (ESF-5) and would serve the mission better under that structure.

SAFETY: Staff the Area Command Safety Coordinator (ACSC) position for Area Command Teams responding to incidents under the NRP. This position will coordinate between the USFS Region, Incident Management Teams and FEMA JFO's or Regional Response Coordination Center (RRCC).

RECOMMENDATIONS:

- USFS Region 8 and FEMA Regions IV and VI develop NIMS/ICS based safety program for all field responders. The program should identify organizational format, roles and responsibilities for ACSC, FEMA JFO/AFO and ESF safety officers. This program should be developed before hurricane season 2006.

RAPID DEPLOYMENT OF ACQUISITION TEAMS: One of the keys to the success of the ESF-4 and wildland fire management agency operations and other emergency incidents has been the availability and the use of agency procurement and acquisition personnel to staff "buying teams" in support of IMTs. These buying teams have the authority to procure local supplies, equipment and secure the use of buildings and land for short durations of time.

RECOMMENDATIONS:

- FEMA and GSA should consider developing rapid deployment acquisition teams. The method that the Wildland Fire Agencies use to employ this concept is "buying teams". Buying team guides are in place that could easily be adapted by FEMA and GSA to incorporate their policies and procedures.
- Contract for rapid deployment acquisition teams which would operate similar to the current Wildland Fire buying teams. These teams would be staffed by contracted personnel that would have the ability to procure supplies, equipment, etc. as directed by Federal agency personnel following the federal policy and procedures.
- Encourage FEMA and GSA acquisition personnel to help staff the Wildland Fire buying teams.

TRAINING ASSIGNMENTS: This would provide excellent on-the-job experience for other agencies. In this assignment, a FEMA Operations Branch Chief was embedded into Area Command which facilitated actions by both entities. Alternatively, an agency planning cell from ESF-4 was embedded in the FEMA Housing Group. Instituting an exchange program would take advantage of shared experiences. By enhancing this method of learning throughout the year and during disaster responses, FEMA would come to appreciate the value of

interagency ICS, and the natural resource agencies would gain more insight into the way FEMA does business.

RECOMMENDATIONS:

- Initiate an exchange program utilizing Area Command and Incident Management Team assignments as embedded training opportunities for FEMA employees and other ESF representatives and embed Area Command representatives into ERT-A and other leadership positions during the early hours of FEMA's response.
- During non-disaster times, encourage participation in cross- training opportunities for ICS, FEMA response and recovery, and the NRP.

JOINT INFORMATION CENTER (JIC) REPRESENTATION: An ESF4 information officer was accommodated in the JFO's JIC, participation in daily events was not encouraged nor accepted as equal.

RECOMMENDATION:

- Include representation from ALL ESFs in the Joint Information Center as full partners, producing joint press releases and information which more adequately reflects federal participation in a response effort.

5. COMMAND

Command decisions were made with high regard for coordination with USFS Region 8, FEMA and affected state concerns. Strategic direction and objectives to IMT's were specified in an Area Command Action Plan and stated as follows:

Our primary responsibility is to organize and direct assigned and ordered resources for efficient and effective support of emergency hurricane relief Activities within the framework of the National Response Plan. Our main objective was to complement and support the states in providing emergency assistance to hurricane victims. Specific tasks were developed from mission assignments that originate from FEMA. Agency fiscal policies were followed in the conduct of mission assignment support and implementation. Mission assignments compromising safety of incident personnel or agency controlled assets were not performed.

Other emphasis items guiding operations within the Area Command were as follows:

- *Accountability for safety of incident personnel and the public is our first and most vital responsibility.*
- *Cost effectiveness, priority use of critical resources, and economic expenditures are an important part of our decision-making process.*
- *Information releases and media contacts will be coordinated through FEMA staff on-site or Area Command and the Joint Information Center.*
- *Standard ICS guidelines and procedures will be followed.*

A primary focus of the Command staff was to provide ready access to incident commanders via phone and personal site visits. By having a Deputy both in Baton Rouge and Austin, Texas, this was possible. Use of aircraft made it feasible to have area command staff in the field almost every day to trouble shoot problems or provide support and guidance to IMT's.

The decision to branch the ACT3 to cover both Texas and Louisiana was a good decision by the Region. The Deputy ACDR for Texas, Jim Loach, and the Assistant Area Commander Logistics, Boo Walker, both did an outstanding job of leading the efforts to safe and effective closure of all incident involvement in Texas within the tenure of our assignment. This allowed the majority of the ACT3 to focus on the challenges faced in Louisiana. However, remaining in Austin proved beneficial for the following reasons:

- Texas Branch of ACT3 was very effective in helping ESF-4 analyze appropriateness of several Mission Assignments that would have prolonged agency commitment. In some cases FEMA requested assistance until December 31, 2005.
- Texas Branch of ACT3 was able to negotiate the closing of two camps earlier than expected by being present at the JFO.
- The evacuee camp in San Antonio was contracted with Shaw Environmental Inc. to take over operations as soon as a contract was written. By working directly with Mike Tanner, NASA, Texas Branch of ACT3 was able to produce and implement a contract sooner than planned.
- Allowed daily visits with the Texas State Division of Emergency Management and identify issues before they became problems. This allowed for a smooth transition back to local control.
- Allowed ESF-4 to disengage and not be replaced at the end of their tour. This was also done with all other AC team members. As team members reached the end of their tour they were not replaced and their duties were absorbed by the Texas Branch.

6. PLANS

The Area Command Planning Section consisted of the Assistant Area Command Plans (AACP), a trainee Planning Section Chief (PSC2), a Resource Unit Leader (RESL), a Situation Unit Leader (SITL) and a Computer Coordinator (CCOO). A second AACP with a staff of three was assigned to ESF-6 with the task to assist and train the ESF-6 staff in the use of ICS and NIMS to meet their mission goals.

Geographical Information System support including plotters and printing was available from the Louisiana JFO. The computer system was provided by the FEMA JFO and was supplemented with a contracted Platypus system.

The Plans Section coordinated general planning between the IMTs with special emphasis on the documentation of significant issues, transition plans and IMT rotation glide paths. The transition and glide path planning was focused on the transfer of command from interagency IMT's and LMT's to management by FEMA employees, National Guard or FEMA contracted LMT's.

FEMA Hurricane Commodities Distribution Tracking database and standardized Commodities Tracking Report discontinued on 10/05/05 before ACT3 arrived.

The Plans Section coordinated the AC/IC/R-8 F&AM and other conference calls. The RESL prepared and distributed a daily Action Plan including an Area Command Status Summary. The SITL provided intelligence for daily briefings to the Area Command Team, maps, and informational displays. The Plans Section assisted with preparation of Delegations of Authority, in-briefing and out-briefing materials, contingency planning, and other team support activities.

7. AVIATION

When ACT3 arrived in Baton Rouge, there were five Type I Helicopters available at the New Orleans International Airport, two Brainerd Firehawks, one Construction Helicopter S-61 and two Carson Helicopters S-61's. An agency Air Operations Branch Director (AOBD) was assigned to coordinate missions. Mission priorities were:

- Protection of structures for New Orleans Fire Department (NOFD).
- Wildland fire suppression for Louisiana State Department of Forestry (LA DOF).

These aircraft were not assigned to Area Command. There was concern of contract extensions. Jim Hall, Operations Support Branch Director, FEMA, and Bruce Wicks, Area Command Aviation Coordinator, with concurrence from NOFD and LA DOF, agreed to downsize to three helicopters. Carson Helicopters were

released. The three remaining aircraft have been extended through November 20, 2005. The current AOBD, who was originally ordered as an Administratively Determined (AD, Forest Service) was converted to a DAE (FEMA) to facilitate supervisory requirements after our ACT3 is released.

One minor accident was reported. A contract bus moving crews from the Boise Contract 737 clipped the wing of a parked, general aviation aircraft. An accident report has been filed.

Region 8 aircraft which were used primarily to transport Area Command team members between the IMTs and Baton Rouge. Having the aircraft available proved to be a valuable tool in helping the team meet their commitments in a timely manner.

8. LOGISTICS

The ACT3 Logistics Section provided assistance to the various IMTs and LMTs in Louisiana and to the ACT3 Texas Branch.

Area Command facilities were co-located with the ESF-4's at the FEMA Joint Field Office (JFO) in Baton Rouge. Incidental support was provided by FEMA for limited office supplies, telephone systems, and computer support. The Logistics Section core team was supported by a logistics support person, a CTSP and an office manager.

Ordering procedures for Area Command was established through the Louisiana Interagency Coordination Center (LICC). The ordering procedures for the IMTs were facilitated through LICC and the Texas Interagency Coordination Center (TICC).

The Logistics Section maintained contact through conference calls, individual calls, and site visits with team Logistics Chiefs and various counterparts in the JFO, Southern Area Regional Office, and other Agencies.

The Logistics Section obtained locations for and provided support for in-briefing and out-briefing sessions.

To enable FEMA's ongoing need to provide base camps in support of recovery workers, National Guard, and other support personnel Area Command and the ESF-4 in Baton Rouge have proposed contracting the management of base camps. To meet this objective, Area Command has been working with FEMA to contract for ICS qualified personnel to manage the longer term base camps, specifically Jackson Square. Concurrently, USFS Region 8 has solicited for bids for seven line items. The Region 8 solicitation is for an Indefinite Delivery Indefinite Quantity (IDIQ) contract to which specific task orders could be issued. The Region 8 solicitation also includes the opportunity to task the contractors for

individual resources for imbedding into existing organizations such as IMTs, FEMA planning groups, etc.

9. SAFETY

During September and October there were up to 36 IMT and LMT's and three ACTs deployed at one time in Louisiana, Texas, Mississippi and Alabama. In anticipation of the complexity and support to these teams, USFS Region 8, Fire and Aviation Management requested the Area Command Teams to coordinate safety functions with these teams. ACTs normally do not carry an Safety Officer (SOF1) as part of their organization.

In response to this request SOF1s were assigned to Area Command Teams from September through November 1, 2005. This organization worked well to provide the R-8 F&AM Safety Coordinator with a common method to gather and disseminate information and direction.

10. FINANCE AND ADMINISTRATION

The Area Command team was supported by IBAs in a unique situation where finance support for both Area Command and the IMT's was extremely important. Having an IBA assigned directly to the ACT3 provided focus for consistency on complex contracting and finance issues. IBAs assisted in completing GSA land lease agreements, working with FEMA in establishing contracts for transition from Forest Service IMT's to contracted teams and working closely with FSC's in aspiring to a quality and clean close-out package.

11. INFORMATION

An Information Officer was assigned to ACT3 from October 13 through October 28. During the transition from ACT1, an Information Officer was loaned to Area Command from one of the IMTs and demobilized on October 25. The objectives for information were twofold: (1) to provide support to Area Command and (2) to serve as a point person for Information Officers (IOFs) in the field and FEMA to facilitate the sharing of information between the IMTs, USFS Region 8 and key contacts.

Objective 1 was met by daily interaction with the Joint Information Center at the JFO, ESF 15 and by providing the Area Commander with briefings, press releases, information sheets and current updates. Objective 2 was met by facilitating daily conference calls with IOFs and key contacts, including FEMA. Although FEMA restricted much of the media contacts, the Information Officer encouraged teams to produce articles and updates for the local press and

surrounding communities. Additionally, interviews were completed with a few media (including *The Federal Times*) and briefings were conducted with Department and agency level visitors (including National Directors of law enforcement and the Under Secretary).

12. ESF-4 LIAISON

This is the first time ESF-4s have been a part of an Area Command. Due to the number of IMTs and diversity of activities being worked on it was very helpful to have the Area Command structure and employees to support implementation of Mission Assignments and Task Orders, monitor IMT activities, facilitate transitions from Forest Service to FEMA managed base camps, receiving and distribution sites, billet planning, and coordinate development of FEMA contracts. ESF-4s were able to make several visits to the many operational sites and deal directly with IMTs to solve issues, provide direction and develop transitional strategies. ACT3 included the ESF-4s in all meetings and conference calls. It would be important in the future to have the organization charts display the chain of command between ESF-4s → Area Commander → FEMA Branch Director → JFO FEMA Operations.

If there were fewer IMTs, the stand alone ESF-4 structure would be adequate with support from an on-site IBA and other Forest Service contacts.

Personnel in FEMA Operations, Logistics, and Planning were cooperative and helpful in obtaining needed approvals and recognized the need to transfer the ESF-4 support to FEMA management as the incident moves into the recovery phases.

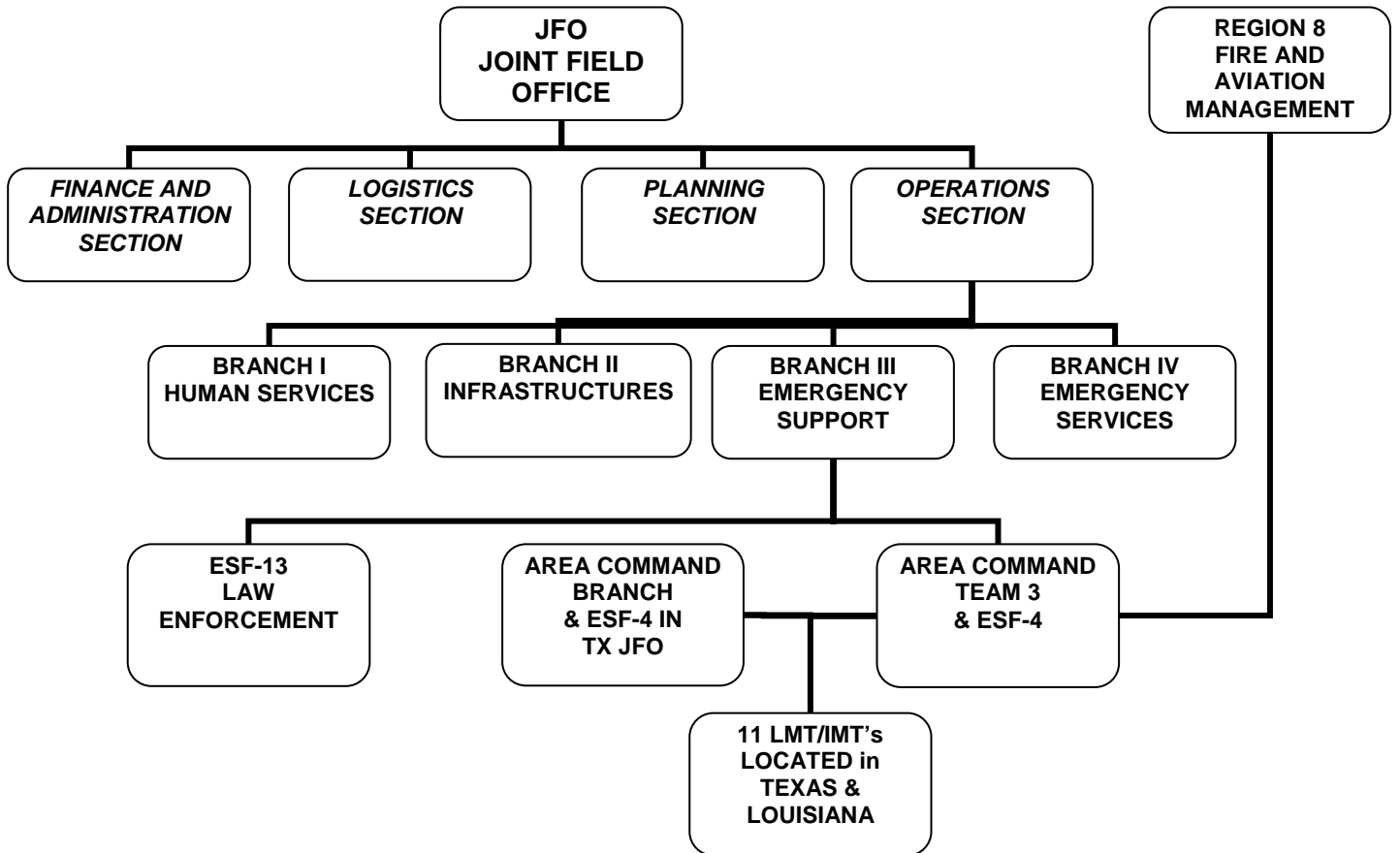
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APPENDIX A

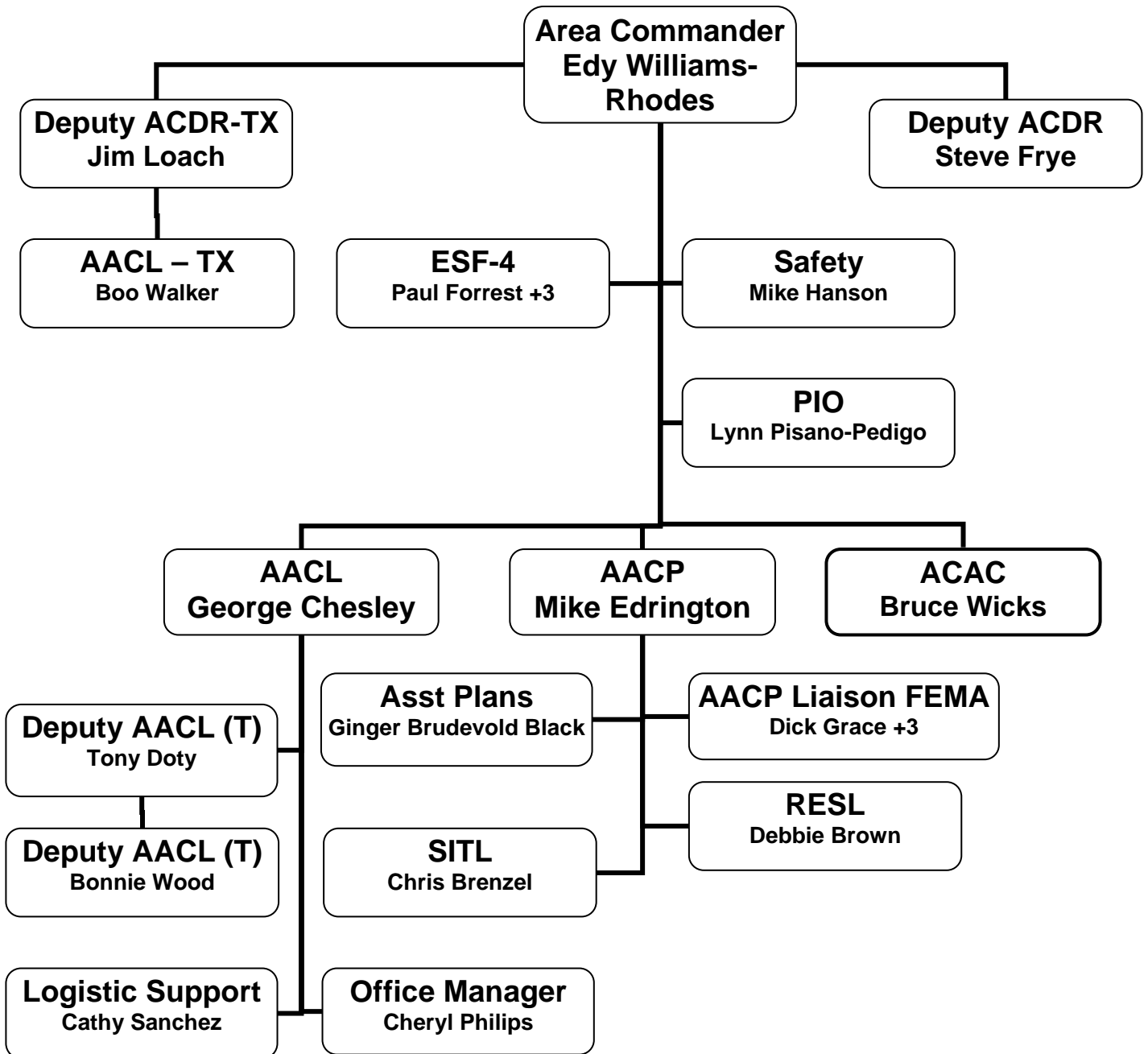
OCTOBER 2005

**TX/LA KATRINA & RITA
ORGANIZATION ESF-4 AND AREA COMMAND**



APPENDIX B

LA/TX Area Command Team 3



APPENDIX C

MISSION ASSIGNMENT MATRIX

Mission Assignment #	Start Date	Description	Priority	\$ Allocated
1603DR-LA-USFS-15 as amended #2	8/31/2005	Consolidated MA 2-14 to support Hurricane Katrina	2-Life sustaining	\$135,000,000
1603DR-LA-USFS-01 as amended #1	9/29/2005	Activate ESF 4 to provide support personnel.	3-High	\$1,000,000
1603DR-LA-USFS-16	9/12/2005	Receive, inventory, stage and prepare mobile housing units for distribution	3-High	\$600,000
1607DR-LA-USFS-01 as amended	9/25/2005	ESF4 Provide support personnel and equipment. Suppression planning and implementation.	2-Life sustaining	\$30,000,000

APPENDIX D (SEE ATTACHED)

APPENDIX E (SEE ATTACHED)

APPENDIX F

Comments from Jim Hall, Operations Support Branch Director
Joint Field Office
Baton Rouge, LA
FEMA DR-1603-LA
October 26, 2005

FEMA should fund the disaster account, (surge) to sufficient levels to allow the Regional offices to activate other Federal agencies on the FEMA dime. This is especially true in the case of hurricanes where there is sufficient time for that pre-deployment of Federal assets. This surge account should also be used to prepare other Federal partners through training programs and simulations of the actual missions and interface protocols encountered in the actual missions and interface protocols encountered in the actual activations for disasters.

1. Land Use Agreements

FEMA should rely on those Best-Practices concept employed by the federal Land Management agencies for those facilities and Activities that are Activated or established on disasters. This would include camps, staging areas, and MOB centers. Price makes perfect, and the above land management agencies have that process as close to perfection as one can get in this type of environment. The early activation of the USFS and DOI teams and their mission assignment to establish these facilities would solve the land-use agreements. When some of these facilities, as in Hurricane Katrina/Rita, are expected to be operational for extended periods of time, FEMA should have in place a procedure to take over operational control and move from a land-use agreement to a formal leasing concept. This would allow the USFS and DOI operation to transition into a FEMA/Contractor operation without any interruption in services or operations support to the mission.

2. Ordering Process-Multi orders & agencies

The present FEMA ordering system is broken. The process in use and the level of visibility by all the users for the system needs a major upgrade. Many of the Federal agencies participating in the hurricane Katrina/Rita had problems interfacing their agency laptops into the FEMA system/firewall for operational connection to their home agencies. The whole process of requesting and tracking of resource request does not work in the present FEMA operational software. Those operational elements in the field, or requests for resources by the State, should have constant visibility and tracking capabilities to the point of geographical display or cell phone communications outreach. There are software systems in-place across this country that would have provided that type of resource/asset visibility and accountability, but FEMA IT refused to purchase that software. This refusal to purchase that software seriously affected the

FEMA response to Hurricane Katrina/Rita and borders on incompetent conduct and should be the focus of further investigation by the GAO. The unfounded concerns by FEMA IT for their perceived fear of system corruptions or failure contributed to severe lack of visibility of resource requests and tracking difficulties encountered in this disaster of national significance. Many of the Federal partners and eventually their State counterparts at the Joint Field Office would have preferred a system allowing linkage through the internet by means of general browser applications available to all personnel and at remote locations and availability to link back to their home agency systems. The goal of this agency, FEMA, is to serve the American citizens in their greatest hour-of-need with their other Federal partners in as expeditious a manner as possible in that initial period after a disaster. That's their expectation and should be FEMA's Primary Goal in disaster response. That goal was seriously hampered by the present FEMA IT structure and systems in place them should have a rotational experience on the front-lines so that they can grasp the operational needs during this most chaotic time frame where life & death issues are on separated by hours.

3. Mob Centers & Coordination with HOST.

FEMA should have sufficient logistics and contract specialists available in the Regional offices so that all possible MOB centers are identified prior to the required need for those locations. FEMA should have clearly established protocols for each of these facilities and the hose should have a clear expectation of operational activities and needs from FEMA. Issues related to facilities use and associated costs incurred by the hose should be covered in the agreements. FEMA should detail in the agreement a clear exit path, similar to the USFS concept, to make whole and restore the facility to prior readiness status.

4. SOP for organizing & management of R & D Sites

The USFS and DOI Area Command teams should look at the after-action reports from their various IMT's and glean from them the best-practices for these type of facilities. The various Area Command teams have a good sense of which locations function well and the operational elements that contributed to their success. The USFS, DOI, and FEMA should incorporate those successes into a standardized operational concept of operation with the ever present option of ICS flexibility for unique situations. **Take the best-of the-best and tell the rest and duplicated their success.** FEMA should host annual Logistics seminars with their Federal Partners and look to always improving the process, the procedures and have a mindset that if we don't do it better and faster, the private sector will replace all of us. That should get the juices flowing.

5. Interaction with Host.

The concept of Area Command activation for some of these more complex natural disasters is an extremely beneficial operational support to FEMA's operations. I believe that their managerial and technical support could have been expanded to further aid FEMA on operational and managerial concepts within the ICS objectives of the National Response Plan. I believe that the Area Command system should always have a FEMA liaison assigned to the team as should Area Command embed liaisons in key ICS sections.

6. IBA in AC.

Yes, yes, yes. The IBA could have staff imbedded in FEMA fiscal section and be a liaison to the coordination of transitioning the USFS facilities in FEMA long-term operational centers. This links back to the concept of a quality transition without any interruptions in service to the overall mission of response-recovery.

7. SOPs/Rules of engagement. 30 day IMT to FEMA contracting.

See comments above. There should be a pre-approved process between FEMA and the Federal Land Management Agencies prior to the beginning of the perceived disaster period. This agreement should spell out the general duration of services that will be provided by the USFS and when that service should be transitioned to either FEMA or a contractor. These trigger points should be known by FEMA and personnel from both the USFS and their liaisons working with FEMA logistics and contracting liaisons to ensure that transition dated previously identified will be accomplished

8. Role of ESF#4

No comment.

9. IMT and ACT in FEMA organization

IMT and ACT components could surely improve FEMA's operational goals and defined in the National Response Plan and internal guidance from FEMA headquarters. The collective knowledge of these true "**National Assets**" is not duplicated anywhere in the Federal System and needs to be tasked to move FEMA towards the demonstrated operational concepts used by the IMTs and ACT. They seem to have the patent on emergency operational procedures, based on years of experience, and FEMA needs to morph their best-of-the best to be the best.

10. Safety.

We at FEMA need to expand the Safety Officer position with enough staff to cover our general area of operation. The Safety Officer position should have a clear visibility on all operational components in the field and a reporting system back to the JFO.

11. Planning cells or other cells in FEMA.

FEMA should have components of the AC staff embedded in operations, logistics, planning, and finance/administration. These liaisons or position specific ICS positions, deputies, supervisors, leaders or assistant can keep both FEMA more on track with general ICS concepts and practices, but keep the ACT more closely linked with the overall FEMA operational mission. The learning curve on implementation of the Incident Command System concept of operation has taken the USFS years to perfect and fine tune for the various missions they have been assigned. It makes good business sense for FEMA to use this institutional knowledge through imbedded components to dramatically shorten our learning curve and better our customers. We at FEMA **have been raked over the coals by** the local and national media for our perceived poor response to these hurricanes. There is no doubt that operational response could be enhanced significantly with guidance from AC teams and IMT's and needs to be institutionalized into the organization until FEMA can demonstrate similar capabilities on operational responses. FEMA's progress with the interaction of ICS could be bench marked against the land management agencies processes.

12. FEMA folks to Wild land Fires for working experience

FEMA should deploy folks who have been trained on the general ICS positions or who have been trained for a specific position within the ICS management concept. Classroom training only imparts the conceptual component of the learning process and should be followed by a practical and demonstrated field experience on actual events. The USFS and DOI have numerous opportunities for FEMA folks to experience and demonstrate knowledge of ICS specific training through actual demonstration under guided conditions with task specific books for documentation. If FEMA is going to move to full compliance with concepts of the Incident Command System, then individual position specific training needs to be developed and include the field component which takes theory and concepts to the final point of demonstrated abilities in real-time in the field. The land management agencies have ground in the Wildland arena and FEMA should fund either the USFS or commit to the concept of deploying FEMA PFTs and DAEs on these training missions. The land management agencies have welcomed and encouraged this training concept with other Federal, state, and local agencies and entities.

13. Buying Teams for FEMA

The concept of operations used by USFS and DOI for field forces and the ability to purchase local resources and commit the agency to short-term contracts is sorely needed by FEMA. FEMA needs to develop a cadre of financial folks who deploy with the initial FEMA components in numbers sufficient so that all operational components have this capability until the formalized Logistics/Finance components are in place at the Joint Field Office. This capability should remain in the field and be the *boots on the ground* for both logistics and finance section back at the JFO or RRCC for operational visibility by those components

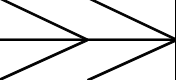
APPENDIX G

ACT3 PLANNING CELL IN ESF-6, FEMA, MASS CARE, HOUSING AND HUMAN SERVICES: ACT 1 received a request from the FEMA JFO ESF-6 Human Resources Group to embed an ICS T-1 team into a newly formed Housing Management Group. Housing management's charge was critical to get displaced people out of temporary shelters into travel trailers and mobile homes. The objective to help FEMA structure an ICS team and train FEMA employees in ICS planning over a 21-30 day period. ACT 3 received a request through ESF-4 for a Planning Section Cell and the request was filled. The mission was clear. Implementation remains unclear. The planning cell was led by Mike Baca and assisted by Chris Lyle and Olivia Giannasi. FEMA assigned one employee to the team and committed to filling in the planning positions with contract personnel. ACT3 Planning and Bonnie Wood prepared a contract solicitation for FEMA describing NWCG qualified planning positions to fill a planning cell. The solicitation was processed through FEMA contracting and advertised for one T-2 PSC and two RESLs. A three day advertisement was proposed to a fully transition the new planning cell into the Housing Management Group before Baca's cell left.

Introducing the ICS planning model practiced by wildland fire agencies to a FEMA organization is very challenging. Titles in the FEMA organization that resemble ICS positions in NIMS ICS are often not the same. Functions that support the overall hurricane mission are quite autonomous. The IMT concept of integrated, interacting functions that are pulled together by tactical and strategic planning and directed by a single IC is not implemented by FEMA. The Louisiana JFO "model" is a highly centralized organization with multiple operations and multiple leaders directing operations. There are three field units (Area Field Offices) responsible for the parishes within the state, there is no operational control given to the AFOs. The span of control is a long way from the on-the-ground operations.

The biggest challenges for the planning cell were:

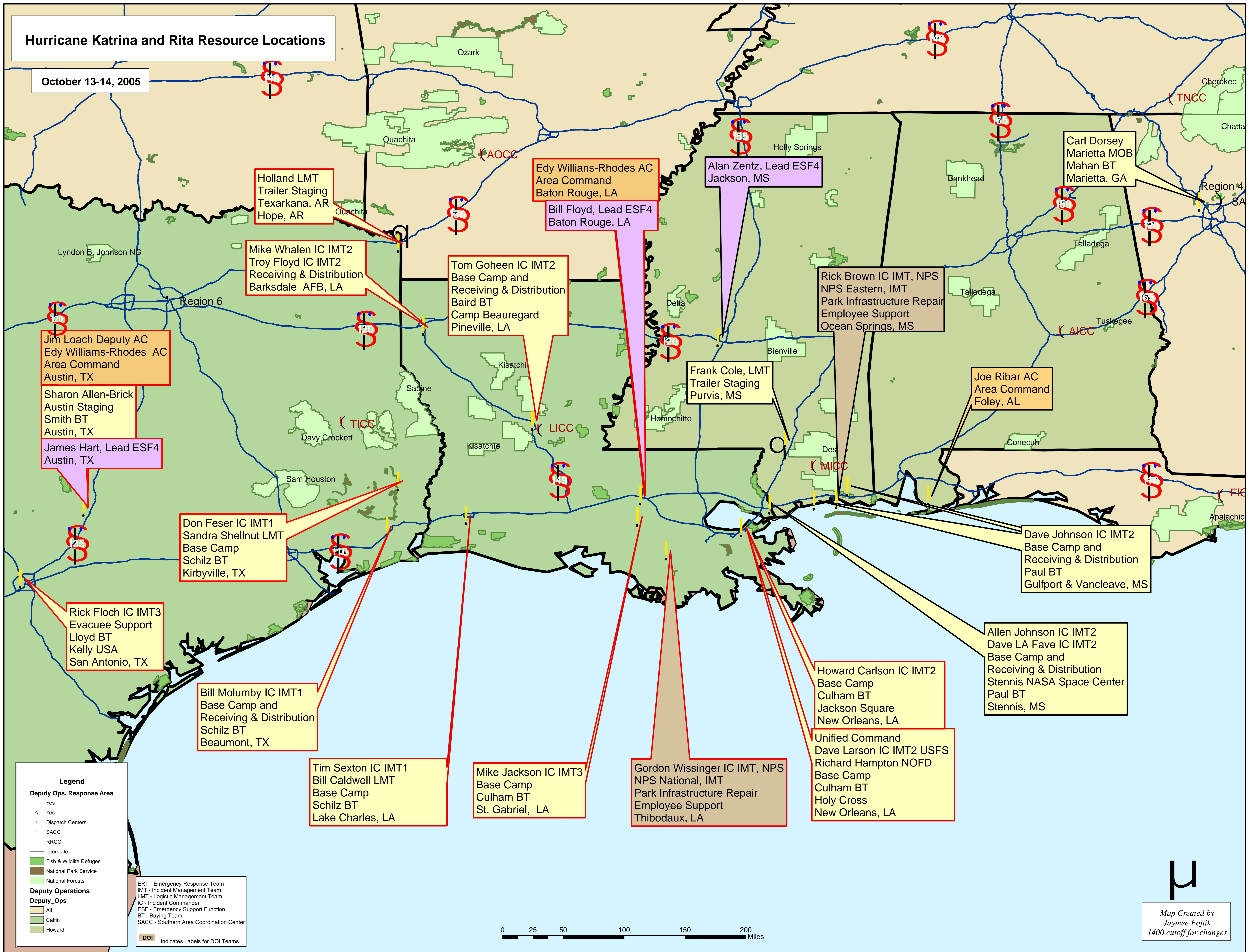
- Understanding the FEMA organization structure
- Determining job titles and duties
- Getting the right players together
- Moving from tactical planning to strategic planning
- Adapting ICS forms (215,204, etc.) to fit FEMA mission
- Getting understanding, acceptance and support for an ICS model for planning
- Focusing on the Housing Management Group without getting overwhelmed by the huge organization at the JFO
- Acknowledging a serious disconnect from the field operations to the centralized JFO and we are not going to change/fix the FEMA organization

IMT Rotation Timeline		10/19	10/20	10/21	10/22	10/23	10/24	10/25	10/26	10/27	10/28	10/29	10/30	10/31	11/1	11/2	11/3	11/4	11/5	11/6	11/7
AREA/FUNCTION	Teams	Wed	Thur	Fri	Sat	Sun	Mon	Tue	Wed	Thur	Fri	Sat	Sun	Mon	Tue	Tue	Tue	Tue	Tue	Tue	Tue
Area Command	Williams-Rhodes						14							21							
TEXAS																					
Kirbyville Base Camp, TX	Shellnut		7							14											
LOUISIANA \ ARKANSAS																					
Camp Beauregard, LA	Goheen																				
Lake Charles USAR/RSA, LA	Vann		7							14											
Barksdale Distribution Support, LA	Floyd				7							14									
St. Gabriel Mortuary Support, LA	Morrison					7							14	NEW ICT							7
Jackson Square Support Base, LA	Carlson			14							21										
CURRENT AS OF 10/28/05 1600hrs		 CONTRACT TEAM SHADOWING W/ CONTRACT TEAM																			

LOCATION	MISSION	INTERAGENCY RESOURCES COMMITTED	REPLACEMENT ORGANIZATION	REPLACEMENT SOURCE	REPORTING TO	SHADOW DATES	TRANSFER COMMAND	CLOSE OUT
BATON ROUGE, LA	Incident Coordination	ACT3 Williams-Rhodes	NONE	N/A	N/A	NONE	10/31/05	Baton Rouge Airport 11/01/05 0900 Hrs.
JACKSON SQUARE, LA	Base camps to support federal responders. Provide logistical support for Helicopter Unit in New Orleans airport.	IMT-CARLSON (T2)	BASE CAMP-IMT	CONTRACT	FEMA	10/29-30/05	10/31/05	Jackson Square 10/31/05 1300 Hrs.
CAMP BEAUREGARD, LA	RSA- Receiving and distribution staging area.	IMT-GOHEEN (T2)	FEMA	FEMA	FEMA	10/27-28	10/29/05	Prineville 10/29/05 1300 Hrs.
BARKSDALE AFB, LA	Mobilization Center Assist FEMA and cooperators with receiving, distribution, and logistics.	IMT-FLOYD (T2)	NONE	N/A	N/A	NONE	CLOSED	Barksdale 10/29/05 1000 Hrs.
LAKE CHARLES, LA	Base camp to support federal responders. Buying Team to support Base camp.	IMT- VANN (T3)	FEMA	FEMA	FEMA	10/29-30/05	10/31/05	JFO-Baton Rouge 10/31/05 0900 Hrs.
ST. GABRIEL, LA	St. Gabriel Mortuary support	LMT- MORRISON	BASE CAMP- LMT/ CONTINUE	ESF-4 AGENCIES	USFS-R8 F&AM OPS.	N/A	N/A	11/15/05 (Approximate)
HAMMOND, LA	Base camp to support National Guard	Finance Section Chief and Buying Team	FEMA	FEMA	FEMA	NONE	DONE	N/A
KIRBYVILLE BC, TX	Base Camp operation for emergency responders	IMT- SHELLNUT (T3)	NONE	N/A	N/A	NONE	NONE	10/28/05

Hurricane Katrina and Rita Resource Locations

October 13-14, 2005



Holland LMT
Trailer Staging
Texarkana, AR
Hope, AR

Edy Williams-Rhodes AC
Area Command
Baton Rouge, LA
Bill Floyd, Lead ESF4
Baton Rouge, LA

Alan Zentz, Lead ESF4
Jackson, MS

Carl Dorsey
Marietta MOB
Mahan BT
Marietta, GA

Mike Whalen IC IMT2
Troy Floyd IC IMT2
Receiving & Distribution
Barksdale AFB, LA

Tom Goheen IC IMT2
Base Camp and
Receiving & Distribution
Baird BT
Camp Beauregard
Pineville, LA

Rick Brown IC IMT, NPS
NPS Eastern, IMT
Park Infrastructure Repair
Employee Support
Ocean Springs, MS

Jim Loach Deputy AC
Edy Williams-Rhodes AC
Area Command
Austin, TX

Sharon Allen-Brick
Austin Staging
Smith BT
Austin, TX

James Hart, Lead ESF4
Austin, TX

Joe Ribar AC
Area Command
Foley, AL

Don Feser IC IMT1
Sandra Shellnut LMT
Base Camp
Schilz BT
Kirbyville, TX

Rick Floch IC IMT3
Evacuee Support
Lloyd BT
Kelly USA
San Antonio, TX

Dave Johnson IC IMT2
Base Camp and
Receiving & Distribution
Paul BT
Gulfport & Vancleave, MS

Bill Molumby IC IMT1
Base Camp and
Receiving & Distribution
Schilz BT
Beaumont, TX

Tim Sexton IC IMT1
Bill Caldwell LMT
Base Camp
Schilz BT
Lake Charles, LA

Mike Jackson IC IMT3
Base Camp
Culham BT
St. Gabriel, LA

Gordon Wissinger IC IMT, NPS
NPS National, IMT
Park Infrastructure Repair
Employee Support
Thibodaux, LA

Howard Carlson IC IMT2
Base Camp
Culham BT
Jackson Square
New Orleans, LA

Unified Command
Dave Larson IC IMT2 USFS
Richard Hampton NOFD
Base Camp
Culham BT
Holy Cross
New Orleans, LA

Allen Johnson IC IMT2
Dave LA Fave IC IMT2
Base Camp and
Receiving & Distribution
Stennis NASA Space Center
Paul BT
Stennis, MS

Legend

Deputy Ops. Response Area

- Yes
- Dispatch Centers
- SACC
- RRCC
- Interstate
- Fish & Wildlife Refuges
- National Park Service
- National Forests

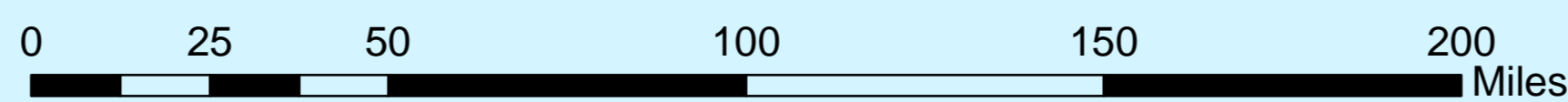
Deputy Operations

Deputy_Ops

- All
- Caffin
- Howard

ERT - Emergency Response Team
IMT - Incident Management Team
LMT - Logistic Management Team
IC - Incident Commander
ESF - Emergency Support Function
BT - Buying Team
SACC - Southern Area Coordination Center

DOJ Indicates Labels for DOI Teams



Map Created by
Jaymee Fojtik
1400 cutoff for changes