CRISIS MANAGEMENT and how HURRICANE KATRINA CHANGED THE DYNAMICS

Board of Commissioners of The Port of New Orleans



SHAPES OF CRISES

 DAILY SMALL – Berserk Passenger or Petty Contraband

 OCCASIONAL MEDIUM - Firearms or Illegal Drugs

LARGE - Fire - Terrorist - Hurricane

ORGANIZATIONAL CONCEPTS TO CONQUER

- Chain of Command
 - Who is in Charge?
 - Who are the players? Port, Cruise Line,
 USCG, USCBP
 - Port Responsibility
 - Cruise Line Responsibility
 - Federal Agency Role

ORGANIZATIONAL CONCEPTS TO CONQUER

COMMUNICATIONS

- Single line of uninterruptible communications
- All parties on same circuit
- Know back-up capabilities and who to call

ORGANIZATIONAL CONCEPTS TO CONQUER

- CLEAR LINES OF RESPONSIBILITY
 - Who calls First Responders?
 - Who decides the next step?

MORE THAN A CRISIS

A CATASTROPHE

Cruise Terminal Roadway



CANAL STREET



- 80 % of the core of the City of New Orleans under water
- All Infrastructure electric power, gas, water, telephone service – interrupted for a period of as many as 60 days
- 60 % of population lost use of homes

HOLY CROSS DISTRICT



- Port's comprehensive Hurricane
 Preparedness Plan did not envision the extent of the Storm's aftermath
 - Katrina affected over 96,000 square miles, from west of New Orleans to east of Mobile, with category 2 winds in Jackson and Meridian, MS, 150 miles inland
 - An area larger than the British Isles

HURRICANE PREPAREDNESS PLAN

- Provided for preparation and clean up, but not how to provide housing for employees
- Provided for communications network based on cell phones, but had no provisions for 300 cell towers being destroyed
- Provided for short evacuation, but not for extended evacuation of 90 days or more

Port Staff Improvised

- Established two headquarters
 - Operational headquarters in New Orleans staffed by key personnel led by President & CEO Gary LaGrange
 - Administrative headquarters in Atlanta led by COO Dave Wagner – eventually moved to Ponchatoula, LA, courtesy of Port Manchac
- Established lines of communication with key senior staff
- Remotely accessed main frame computers
- Arranged housing through Maritime Administration

MARAD Ships Housing of Port Workers



DEALING WITH FEMA

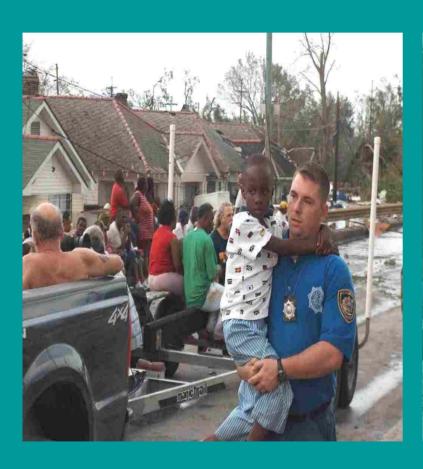
- A partnership arrangement
- Port the Managing Partner
 - Assess Damages
 - Private Adjusters & Legal Services
 - Arrange Repairs
 - Develop plans for FEMA trailer park on Port property

- MEDIA RELATIONS
 - Be Accessible
 - Be Positive
 - Lead The Way
 - Gary never met a camera crew he didn't like!

SUMMARY

- Chain of Command Know where staff is, provide for multi-tasking
- Communications Establish guidelines for worst case scenarios
- Lines of Responsibility Back up chains for major catastrophes
- Housing Establish temporary quarters
- <u>FEMA</u> As a partner rather than a leader
- Media Relations Be Accessible Be Positive

Harbor Police Hurricane Rescue





CARGO SHEDS ON FIRE



Fireboats Fighting Fires



BARGE FROM INDUSTRIAL CANAL - LOWER 9TH WARD



ARMED CAMP



IWO JIMA At Julia St. Cruise Terminal



ECSTACY and IWO JIMA

