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?
HURRICANE KATRINA

• MORE THAN A CRISIS ..... 

• A CATASTROPHE
Cruise Terminal Roadway
CANAL STREET
HURRICANE KATRINA

• 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
HURRICANE KATRINA

- 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 KATRINA

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
HURRICANE KATRINA

• 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
HURRICANE KATRINA

• 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
HURRICANE KATRINA

• MEDIA RELATIONS
  • Be Accessible
  • Be Positive
  • Lead The Way

– Gary never met a camera crew he didn’t like!
HURRICANE KATRINA

• 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

• **FEMA** – 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
ECSTACY and IWO JIMA