

# Hurricane Ida

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After-Action Report / Improvement Plan  
January 2022



## OVERVIEW

<b>Name</b>	Hurricane Ida
<b>Dates</b>	August 25, 2021 – Ongoing Recovery
<b>Scope</b>	This is an After-Action Report for the City of New Orleans’ response to Hurricane Ida, which made landfall in Louisiana on August 29, 2021.
<b>Mission Area(s)</b>	Response, Recovery
<b>Core Capabilities</b>	<ol style="list-style-type: none"><li>1. Operational Coordination</li><li>2. Planning</li><li>3. Public Information and Warning</li><li>4. Infrastructure Systems</li><li>5. Critical Transportation</li><li>6. Logistics and Supply Chain Management</li><li>7. Mass Care Services</li><li>8. Operational Communications</li><li>9. Public Health, Healthcare, and Emergency Medical Services</li><li>10. Situational Assessment</li></ol>
<b>Participating Organizations</b>	New Orleans Office of Homeland Security and Emergency Preparedness (NOHSEP), New Orleans Police Department (NOPD), New Orleans Fire Department (NOFD), New Orleans Emergency Medical Services (NOEMS), New Orleans Health Department (NOHD), Orleans Parish Communications District (OPCD), Mayor’s Office, Department of Public Works (DPW), Property Management, Parks and Parkways, Sanitation, Information Technology & Innovation (ITI), Sewerage and Water Board of New Orleans (SWBNO), Regional Transit Authority (NORTA), New Orleans Recreation Development Commission (NORDC), Louisiana National Guard (LANG), Southeast Louisiana Flood Protection Authority (SLFPA)
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## INCIDENT SUMMARY

The National Hurricane Center issued their first advisory for Hurricane Ida, then known as Tropical Depression Nine, at 10 AM on August 26. Early forecasts suggested that the storm was likely to make landfall somewhere in Louisiana as a Category 2 storm. Subsequent forecasts would steadily increase the storm's projected strength and impacts.

New Orleans Mayor LaToya Cantrell called for a voluntary evacuation of residents in Orleans Parish the morning of Friday, August 27; mandatory for residents residing in areas outside of levee protection. Upon consultation with the State of Louisiana and National Weather Service, mandatory evacuations of the New Orleans metro and implementation of contraflow lane reversal were not feasible given the short notice and limited time remaining before landfall.

Ida continued to strengthen and forecast impacts continued to increase. Signs indicated that Ida would undergo rapid intensification, potentially reaching Category 4 strength before landfall. Residents were advised to have all preparations completed and be in a safe place by Saturday evening. Impacts to southeast Louisiana were expected to begin late Saturday night, and persist throughout the day Sunday into early Monday morning.

Hurricane Ida made landfall near Port Fourchon, Louisiana on August 29, 2021 at approximately 11:55 AM. Ida was a Category 4 hurricane at landfall, with peak sustained winds of 150 mph and a minimum pressure of 930 mb. Heavy rain and high winds continued in southeast Louisiana throughout the day Sunday and into Monday morning. Storm-related damages resulted in widespread utility outages, including loss of electrical power to all of Orleans Parish and disruption of some methods of communication. By early Monday morning, conditions had improved enough for public safety agencies to respond to calls for service received during the storm and begin assessing the damage.

In the days following the storm, City agencies focused on addressing immediate life safety needs and providing basic services to the public. With power out and hot temperatures forecast, generators were deployed to eight of the City's recreation centers to serve as Cooling Centers. These facilities would allow vulnerable residents to spend time in air conditioning during the hottest parts of the day, as well as charge devices and receive basic forms of assistance. The City also partnered with the State of Louisiana to offer transportation to state-operated shelters in northern Louisiana for those residents who could not remain at home and wished to use that option.

After several days, electrical power and city services began to be restored. Residents started returning from north Louisiana shelters on Thursday September 9, a process which continued through September 14. For those who were unable to return to their homes, an emergency shelter was established at the Lyons Recreation Center, which remained open for about two weeks until shelterees could be connected with alternate housing.

Longer-term rebuilding and recovery operations are expected to continue for some time, and remain ongoing as this document is developed.



## ANALYSIS OF CORE CAPABILITIES

The following sections provide an overview of the performance related to the event objective and associated core capability, highlighting strengths and areas for improvement. These items are aggregated based upon submissions from participating agencies, departments, boards and commissions.

### Operational Coordination

#### Strengths

**Strength 1:** Overall experience level, familiarity, and strong working relationships enabled effective coordination between city leadership, departments, and partners. Ample experience from prior events such as 2020 hurricane season, COVID-19 pandemic, and others meant that the team in place had extensive experience working together in emergency situations.

**Strength 2:** Real-Time Crime Center personnel stepped up to coordinate frequent requests for both fuel and responder meals. Having a dedicated point of contact to field these requests and compile them organized manner made it easier to assess current needs and allocate deliveries as appropriate.

#### Areas for Improvement

**Area for Improvement 1:** Coordination, training, and assignment of reserve employees during emergencies.

**Analysis:** Following the COVID-19 pandemic and 2020 hurricane season, the City took steps to do away with the “non-essential” employee designation, recognizing that all City employees are essential and may have some role to play during emergencies. City reserve employees provided critical staffing support to the Hurricane Ida response, making response actions such as the operation of Cooling Centers at NORDC recreation centers possible. However, the ad hoc nature of their activation resulted in a somewhat disorganized process without clear guidelines on scheduling, assignment, and accountability. The City should look to implement a more formalized system for reserve employee activation that addresses these issues.

**Area for Improvement 2:** Lack of coordination around departmental requests for employee meals, lodging, and fuel.

**Analysis:** During disasters, City employees require food, fuel, and occasionally lodging in order to continue to perform their duties. Department directors and supervisors will typically put in requests for a quantity of these resources on behalf of their department and its employees. However, there was a lack of coordination around many of these requests, which often came in piecemeal and in other cases were duplicated when multiple individuals requested resources for the same group of employees. Going forward, it may be more practical for each department to identify a designated point person responsible for coordinating and submitting their department’s food, fuel, and/or lodging requests. It may be possible to do this via the existing essential personnel designation process.

## **Planning**

### **Strengths**

**Strength 1:** While it was not able to be used for this storm, overall familiarity and frequent exercises of the City Assisted Evacuation (CAE) Plan allowed personnel to easily adapt the plan, providing a framework for the post-storm shelter transport operation.

### **Areas for Improvement**

**Area for Improvement 1:** Hurricane plans need to better account for short-notice and rapid intensification scenarios.

**Analysis:** The abbreviated timeline of Hurricane Ida did not allow for implementation of CAE, contraflow, or mandatory evacuation, highlighting that a full pre-storm evacuation will not be feasible in all scenarios. New Orleans should further develop plans for alternative measures, including but not limited to pre-storm evacuation of vulnerable groups, establishment of areas of refuge, and post-storm evacuation or sheltering.

**Area for Improvement 2:** Anticipate and account for “quality of life” needs when members of the public may be asked to wait somewhere for extended periods.

**Analysis:** Plans for post-storm transport to shelters anticipated large numbers and high throughput. However, fewer residents chose to leave than expected, leading to a different set of challenges. Wait times were longer than expected as personnel waited for a full or mostly-full busload of evacuees to depart. Long wait times led to greater-than-anticipated needs for food, restroom access, smoking areas, diaper changing, device charging, and other services that were not included in the quick in-and-out operation envisioned under the initial planning process.

## **Public Information and Warning**

### **Strengths**

**Strength 1:** Efforts to improve language access of public information offerings, particularly Spanish, Vietnamese, and American Sign Language, were well received by the community and provided important information to groups that historically have faced obstacles to receiving these messages.

**Strength 2:** When faced with communications and website outages, Joint Information Center (JIC) personnel were able to quickly pivot and develop workarounds to ensure that important information was still being disseminated to the public.

### **Areas for Improvement**

**Area for Improvement 1:** Increase capacity of the JIC to monitor and respond to questions and requests via City social media outlets.

**Analysis:** The volume of individual questions and requests coming in from the public through social media was greater than anticipated and proved difficult for JIC personnel to keep up with



in addition to their existing duties. Staff noted that for future events, it may be worth adding an additional position to the JIC whose primary responsibility is monitoring social media and answering these questions.

**Area for Improvement 2:** More work needed to ensure ASL interpreters are present and visible at press conferences and media.

**Analysis:** Communications personnel tried, and were generally successful, in ensuring that ASL interpretation was available for daily press conferences. However, media outlets did not always show the interpreter on camera, defeating the purpose of having them present. Other media events were scheduled on an impromptu basis with less coordination, leaving personnel responsible for coordinating interpretive services unaware of the events or the need to have an interpreter present.

## **Infrastructure Systems**

### **Strengths**

**Strength 1:** Hurricane Ida presented the Hurricane & Storm Damage Risk Reduction System (HSDRRS) with its first major test since its completion following Hurricane Katrina. The system held up without any major issues, lending greater confidence in its construction and level of protection.

**Strength 2:** With few exceptions, drainage and pumping infrastructure and personnel were able to effectively manage Hurricane Ida's rainfall, which exceeded 10" in parts of the city. While many homes suffered wind-related damages, successful drainage and pumping operations meant that citywide flooding was not major impact for this event.

### **Areas for Improvement**

**Area for Improvement 1:** Improve interagency coordination with regard to the procurement, installation, maintenance, and repair of emergency generators.

**Analysis:** Several departments and organizations play a role in providing generators and keeping them functioning. With multiple avenues to address generator requests (local rental/procurement, state EOC request, Entergy New Orleans, etc.), it was often unclear which providers would be best situated to fill a given request. Modeled after the State of Louisiana's Task Force Generator, the City and partners should look to assemble a dedicated multiagency team of responsible agencies which could serve as a "one stop shop" for generator issues. This would resolve some of the confusion, limit delays, and allow these agencies to coordinate amongst themselves on how to prioritize limited resources and best address each request.

**Area for Improvement 2:** Improve resiliency/redundancy of electrical power, communications infrastructure, and essential services at City Hall.

**Analysis:** Challenges at the City Hall building, including generator issues and a fire in the third floor server room, disrupted critical services to the facility that represented the core of the City response. While staff were generally able to implement workarounds and maintain the public safety response, outages impacting elevator service, air conditioning, IP phone service, and sewer lift at City Hall presented significant hardships for response personnel in the days

following the storm. While recovering from Ida, the City should consider ways to improve these systems where possible and avoid similar outages in the future.

## **Critical Transportation**

### **Strengths**

**Strength 1:** Coordination and working relationship between City and New Orleans RTA partners was strong. RTA provided invaluable service to the community through multiple forms of transportation assistance, as well as offering buses for use as “mobile cooling centers” where residents in need could temporarily access an air-conditioned bus to cool off. Both parties look to replicate and build on this success for future events.

**Strength 2:** Point-to-point transportation to and from senior facilities worked very well. Bypassing the general population processes for these groups streamlined transportation, enabled coordination with facility leadership, and allowed residents from the same facility to remain together throughout the process. This had the added benefit of reducing the burden on the Cooling Center and MCC operations.

**Strength 3:** Transportation of pets worked well in partnership with LDAF. When it became apparent that there were not enough pet owners evacuating to fill large transports and buses in a timely manner, personnel were able to be flexible and pivot to using smaller vehicles. This reduced wait times prior to departure and was significant “quality of life” improvement for pets and their owners.

### **Areas for Improvement**

**Area for Improvement 1:** Clarify state decision points and minimum timeline for implementation of contraflow lane reversal.

**Analysis:** Due to the shortened timeline and rapid intensification of the storm, Louisiana state agencies and their Mississippi counterparts determined that it was not feasible to implement contraflow in advance of Hurricane Ida. Past discussions have covered an ideal timeline and primarily focused timing of when contraflow ends, not when it begins. City should work with State partners (GOHSEP, DOTD, LSP) to determine the lead time necessary to implement contraflow during short-notice events and evaluate at what point it becomes “too late” to be an option.

**Area for Improvement 2:** Reevaluate available resources for persons with limited mobility, including paratransit services.

**Analysis:** Persons requiring assistance in the days and weeks following Hurricane Ida were found to be much more likely than the general public to have significant mobility-related needs. This number significantly exceeded planning estimates and strained available resources for paratransit. Future operations will need to account for a higher level of mobility needs in the community and ensure that appropriate resources and support are available.

**Area for Improvement 3:** Formalize requirements and conditions around the use of City fueling stations for employees’ personal vehicles during emergencies.



**Analysis:** With commercial gas stations unavailable for several days, City employees faced challenges keeping enough fuel in their personal vehicles to travel to and from work every day. Ultimately, the City authorized employees to receive up to 5 gallons of fuel so they could continue commuting to work. This worked well and was stated to have made a significant difference for many employees. However, for future events it would be prudent to have a written policy detailing the requirements and conditions under which this program can be considered.

## **Logistics and Supply Chain Management**

### **Strengths**

**Strength 1:** Logistics were critical to the success of nearly every other aspect of the emergency response. Sites offering public services, such as cooling centers, PODs, and shelters relied upon City Logistics to provide the critical supplies they needed to stand up their facilities and provide service. Given the extraordinary demand for support, the Logistics team went above and beyond in meeting these needs.

### **Areas for Improvement**

**Area for Improvement 1:** Identify additional staffing and resources to support Logistics activities.

**Analysis:** City logistical operations went well overall, but were not resourced to a level commensurate with the citywide demand for logistical support. Personnel made the best of limited staff, vehicles, and warehouse space. Recognizing the importance of logistics to successfully completing response and recovery missions, the City should explore ways to ensure the Logistics team is adequately staffed and resourced during future large events. This should include assigning a Logistics representative directly to the CEOC.

**Area for Improvement 2:** Increase capacity to transport and store fuel.

**Analysis:** Hurricane Ida disrupted the traditional supply chain for fuel, leading to shortages as vendors and commercial gas stations had difficulty meeting demand. The City was able to maintain an adequate supply, though much of this supply resided in large, fixed storage tanks. Despite having enough fuel on hand, the City had very few vehicles with which to transport it, and personnel faced bottlenecks in getting fuel from where it was stored to where it was needed. Adding additional fuel tankers to the city's fleet, potentially through federal surplus, could help to address the issue.

An additional best practice discovered was to assign a police officer to escort each fuel truck. This allowed for easy radio communication between the delivery team and dispatchers, and also reduced the risk that supplies would be commandeered or redirected without permission.



## **Mass Care Services**

### **Strengths**

**Strength 1:** Establishing “Cooling Centers” at NORDC recreation centers (and “mobile” Cooling Centers via RTA bus) was a success overall and provided much-needed services to the community during the extended power outage. While this operation was largely improvised during Ida, the City will look to develop more detailed plans and replicate this model for future events.

**Strength 2:** Regular communication between sheltering, casework, and housing partners enabled them to work together to quickly find longer-term housing solutions for shelter residents. Hosting a daily meeting/conference call with shelter leadership, casework teams, and housing providers focused on shelter transition was identified as a best practice.

### **Areas for Improvement**

**Area for Improvement 1:** Improve local capabilities to evacuate or shelter vulnerable populations.

**Analysis:** Shelter options prior to the storm were targeted primarily toward the homeless population. Members of the public who did not evacuate and had homes to stay in were advised to shelter there. While this worked for most, it presented an issue for vulnerable populations such as seniors and persons with electrical dependency. Shelter support from the State and Red Cross was not available until after the storm had passed. Improvements to the City’s shelter capacity (staffing, management, resources, facilities) or ability to evacuate targeted populations could allow the City to better support these groups through future storms.

**Area for Improvement 2:** Ensure availability of local shelter options post-storm for returning residents.

**Analysis:** Public shelters had not yet been established in New Orleans during the initial phase of reentry from state shelters. Distance to existing state shelters (Shreveport, Bastrop, Alexandria) made these sites unsuitable for longer-term sheltering as residents were eager to return closer to home and begin the recovery process. Despite requests to the contrary, some residents returned to the city even though they had nowhere in town to stay, leading to difficult situations and attempts to find temporary shelter with family, friends, or at existing shelters for the homeless. For future events, participants noted that they will not begin allowing reentry without having local shelter space available.

**Area for Improvement 3:** Explore additional shelter and care options for individuals in the “gap” between general population and medical special needs.

**Analysis:** Public shelters are generally categorized as either general population shelters, which are open to anyone, or medical special needs shelters (MSNS), which are reserved for individuals who need significant medical care and meet specific criteria for admittance. A substantial portion of those who needed shelter in New Orleans fell into a grey area between these two groups. Many did not meet the criteria for MSNS, but had significant medical or mobility needs that they were unable to manage independently and were beyond the abilities of general population shelter

staff. Ultimately, a dedicated Patient Care Assistant service was required to supplement shelter staff and support these individuals with their daily activities. City stakeholders expressed a desire to explore ways to bridge the gap between general population and MSNS and identify more suitable and accessible shelter options for these types of shelterees.

## **Operational Communications**

### **Strengths**

**Strength 1:** The Louisiana Wireless Information Network (LWIN) radio system remained functional throughout the event, maintaining continuity of emergency communications despite major outages impacting the electrical grid and cellular infrastructure.

### **Areas for Improvement**

**Area for Improvement 1:** Pre-stage resources in order to address emergency communications outages in the New Orleans area.

**Analysis:** Impacts to the AT&T/FirstNet communications infrastructure resulted in significant disruption to both 911/311 operations and regular communications among users on those networks. While these were eventually restored, stakeholders suggested that as a major metropolitan area, New Orleans should be able to justify requesting advance deployment of a dedicated response team from AT&T/FirstNet in order to more quickly address outages and restore communications.

**Area for Improvement 2:** Improve availability of mobile hotspot devices for emergency responders.

**Analysis:** During Ida, impacts to the City's IT systems resulted in a loss of internet access at City Hall. CEOC personnel and other City staff relied on a limited cache of mobile hotspot devices in order to continue their work. Additionally, personnel assigned to various field operations must often rely on these types of devices to provide internet access in locations where WiFi is not available. Faced with a limited supply, some workers dealt with overburdened devices and slow connections, or went without completely and were forced to find workarounds. Greater access to mobile hotspots, either via dedicated devices or enabling the hotspot features on existing City cell phones, would help to ensure that critical employees have redundant internet access and are able to continue performing their job duties effectively.

## **Public Health, Healthcare, and Emergency Medical Services**

### **Strengths**

**Strength 1:** Despite limited quantity due to supply chain issues, the program to allow residents to exchange empty oxygen tanks for full ones (either at NOFD stations or homebound delivery via NOEMS) was able to meet the needs of many New Orleans residents dependent on oxygen. This prevented their situations from deteriorating further and allowed many to remain within the city after the storm. NOHD, NOEMS, and NOFD will look to replicate in the future and incorporate oxygen exchange into hurricane-related plans going forward.



## Areas for Improvement

**Area for Improvement 1:** Explore ways to more quickly restore availability of pharmaceutical services post-storm.

**Analysis:** Area pharmacies were generally slow to reopen in the immediate aftermath of Ida. Many residents had difficulty filling prescriptions for much-needed medicine, and had to deal with long lines and limited supplies when providers did begin to reopen. Pharmacy services were also one of the most common requests at City cooling centers and resource distribution events. Lack of access to routine medications increased health risks and exacerbated pre-existing conditions that may have otherwise been manageable. For future events, the City should work with the healthcare sector to assess ways to enable commercial pharmacies to reopen sooner, or to pursue a limited capability for prescription fulfillment at select locations such as City resource centers.

**Area for Improvement 2:** Work with senior living facilities to improve emergency preparedness and coordination with the City prior to and during emergencies.

**Analysis:** In the aftermath of Hurricane Ida, seniors in congregate living facilities such as senior apartments were significantly impacted by the heat and protracted power outages. Several were ultimately evacuated due to unsafe or unhealthy conditions. Residents had often been left on their own, with no management present to communicate facility needs or issues. In an attempt to rectify these issues, the New Orleans City Council passed an ordinance in October 2021 requiring these facilities to maintain preparedness plans and coordinate with the City during disasters. City agencies will need to enforce this ordinance and work with the facilities to get into compliance.

## Situational Assessment

### Strengths

**Strength 1:** Public safety agencies were able to provide valuable situational awareness in the immediate aftermath of the storm. NOFD windshield surveys, NOPD blocked street reports, and various forms of 911/311 data were quickly incorporated into maps and dashboards that helped to shape priorities and aid the response.

**Strength 2:** Metadata provided by major wireless carriers (AT&T, Verizon, T-Mobile) served as a valuable tool for estimating the percentage of population who had evacuated versus those remaining within the city. Based on this information, it was estimated that approximately 60% of New Orleans residents remained in the area. Hurricane Ida represented the first use case in New Orleans since this type of data became available, however the City views its use as a success and will seek to replicate in the future by pursuing agreements with these carriers to formalize data sharing during future events.

## Areas for Improvement

**Area for Improvement 1:** Explore ways to more quickly gain access to aerial imagery to support post-storm damage assessment efforts.

**Analysis:** Aerial imagery is a useful tool for damage assessment, allowing users to assess impacts such as the extent of flooding, damaged roofs, locations of debris, and other factors. While the city has a designated provider for these imagery products, they were not able to provide imagery in a timely fashion after Ida; the City had not received data in a usable format over a month after the storm. The City should explore other providers or avenues to access this information, with the goal of having usable imagery within 24 hours of overflight.

**Area for Improvement 2:** Develop a more organized approach to conducting damage assessment surveys.

**Analysis:** Multiple agencies work to conduct post-storm damage assessments in the aftermath of the storm, however there is not a clear process for assigning specific streets or locations to specific teams. Data received was sometimes incomplete, with certain areas surveyed multiple times and others not covered at all. A more organized, methodical approach, with dedicated survey zones assigned to specific teams, could help streamline the process by clarifying responsibility for certain areas and avoiding duplication of efforts. Existing zones and grid maps, initially designed for use by urban search and rescue teams, may be suitable for this purpose. Improving communications between survey teams and supervisory personnel may also help to alleviate some of these issues.

**Area for Improvement 3:** Improve capability to monitor wind speeds in real time throughout different areas throughout the city.

**Analysis:** Public safety agencies utilize high-profile vehicles that can be unsafe to operate in high winds, and rely on wind speed observations in order to evaluate whether conditions are safe to respond. The official NWS weather station is located at Lakefront Airport, which (due to its location along Lake Pontchartrain) typically experiences stronger winds than the interior parts of the city. Other observation stations have proven to be unreliable due to building interference or potential maintenance/calibration issues. A more reliable network of weather stations would allow emergency managers and public safety leadership to more accurately assess the situation and determine when conditions are safe or unsafe to respond.



## APPENDIX A: IMPROVEMENT PLAN

The After-Action Review process identified several areas for improvement which the City and its partners should seek to address for future incidents. This Improvement Plan has been developed based on these post-event discussions and analysis in order to identify potential solutions and the primary agencies responsible for implementing them.

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization
Operational Coordination	Coordination, training, and assignment of reserve employees during emergencies.	Develop and document a more formalized system for training and assignment of reserve employees during emergencies.	NOHSEP CAO
Operational Coordination	Improve coordination around departmental requests for employee meals, lodging, and fuel.	Have each department identify a designated point person for these requests.	NOHSEP CAO
Planning	Hurricane plans need to better account for short-notice and rapid intensification scenarios.	Continue development of plans for post-storm evacuation, refuge, and local sheltering.	NOHSEP
Planning	Anticipate and account for “quality of life” needs when members of the public may be asked to wait somewhere for extended periods.	Consider identifying changing stations, smoking areas, device charging options and similar needs in future site plans.	NOHSEP

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization
Public Information and Warning	Increase capacity of the JIC to monitor and respond to questions and requests via City social media outlets.	Designate a staff member to fulfill this role full-time during JIC activations.	Communications
Public Information and Warning	More work needed to ensure ASL interpreters are present and visible at press conferences and media.	Work with media outlets to ensure interpreters are visible on camera when broadcasting press conferences.	Communications
Infrastructure Systems	Improve interagency coordination with regard to the procurement, installation, maintenance, and repair of emergency generators.	Create local multiagency task force to address generator needs during disasters.	CAO NOHSEP
Infrastructure Systems	Improve resiliency/redundancy of electrical power, communications infrastructure, and essential services at City Hall.	Assess ways to improve or harden critical utility infrastructure and capabilities at City Hall.	Property Management Capital Projects
Critical Transportation	Clarify state decision points and minimum timeline for implementation of contraflow lane reversal.	Discuss with state agencies as part of 2022 annual contraflow meeting.	NOHSEP



Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization
Critical Transportation	Reevaluate available resources for persons with limited mobility, including paratransit services.	Review paratransit contract; incorporate into plans and anticipated requests for assistance.	NOHSEP NOHD
Critical Transportation	Formalize requirements and conditions around the use of City fueling stations for employees' personal vehicles during emergencies.	Develop a written policy detailing when this program can be implemented and how it will be administered.	CAO Law
Logistics and Supply Chain Management	Identify additional staffing and resources to support Logistics activities.	Work with departments to identify and train staff. Pursue additional equipment and storage space.	NOHSEP
Logistics and Supply Chain Management	Increase capacity to transport and store fuel.	Procure or rent additional fuel tankers, potentially through federal surplus.	EMD NOHSEP
Mass Care Services	Improve local capabilities to evacuate or shelter vulnerable populations.	Identify and train additional staff and resources for sheltering, as well as targeted evacuation of vulnerable groups.	NOHSEP NOHD NORDC ARC
Mass Care Services	Increase availability of local shelter options for returning residents.	Further develop shelter and refuge plans. Avoid allowing reentry until local or Red Cross shelters have been established.	NOHSEP

Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization
Mass Care Services	Explore additional shelter and care options for individuals in the “gap” between general population and medical special needs.	Look at potential for designated accessible shelter with additional support. Consider PCA contract activation for future shelter events.	NOHSEP NOHD
Operational Communications	Pre-stage resources in order to address emergency communications outages in the New Orleans area.	Request a dedicated response team from FirstNet in advance of future events.	OPCD
Operational Communications	Improve availability of mobile hotspot devices for emergency responders.	Work with city vendors to procure or provide additional devices, or enable existing hotspot feature on city phones.	ITI
Public Health, Healthcare, and Emergency Medical Services	Explore ways to more quickly restore availability of pharmaceutical services post-storm.	Work with healthcare sector to identify most common roadblocks to reopening, or ways to retain limited pharmacy services at select locations.	NOHD NOHSEP
Public Health, Healthcare, and Emergency Medical Services	Work with senior living facilities to improve emergency preparedness and coordination with the City prior to and during emergencies.	In accordance with Council ordinance, implement process to collect and review facility emergency plans. Offer guidance to facilities needing assistance.	S&P NOHSEP NOHD



Core Capability	Issue/Area for Improvement	Corrective Action	Primary Responsible Organization
Situational Assessment	Explore ways to more quickly gain access to aerial imagery to support post-storm damage assessment efforts.	Pursue contracts or agreements with alternate vendors.	ITI
Situational Assessment	Develop a more organized approach to conducting damage assessment surveys.	Establish and map dedicated survey zones.	NOHSEP S&P
Situational Assessment	Improve capability to monitor wind speeds in real time throughout different areas throughout the city.	Evaluate options for permanent or deployable weather monitoring stations across the City.	NOHSEP