

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 uninterrupted 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



IWO JIMA At Julia St. Cruise Terminal



ECSTACY and IWO JIMA

