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AFTER ACTION: A REVIEW OF THE COMBINED FEDERAL, STATE, AND LOCAL ACTIVITIES TO RESPOND AND RECOVER FROM HURRICANES GUSTAV AND IKE

HEARING

BEFORE THE

AD HOC SUBCOMMITTEE ON DISASTER RECOVERY
OF THE

COMMITTEE ON
HOMELAND SECURITY AND
GOVERNMENTAL AFFAIRS
UNITED STATES SENATE

ONE HUNDRED TENTH CONGRESS

SECOND SESSION

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AFTER ACTION: A REVIEW OF THE COMBINED FEDERAL, STATE, AND LOCAL ACTIVITIES TO RESPOND AND RECOVER FROM HURRICANES GUSTAV AND IKE

TUESDAY, SEPTEMBER 23, 2008

U.S. SENATE,
AD HOC SUBCOMMITTEE ON DISASTER RECOVERY,
OF THE COMMITTEE ON HOMELAND SECURITY
AND GOVERNMENTAL AFFAIRS,
Washington, DC.

The Subcommittee met, pursuant to notice, at 10:09 a.m., in room SD–562, Dirksen Senate Office Building, Hon. Mary Landrieu, Chairman of the Subcommittee, presiding.

Present: Senators Landrieu and Domenici.

Also Present: Senators Cornyn and Vitter.

OPENING STATEMENT OF SENATOR LANDRIEU

Senator LANDRIEU. Ladies and gentlemen, if you would take your seats, I would like to call the Subcommittee to order. Thank you all and welcome to the Subcommittee on Disaster Recovery. Our hearing is entitled "After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike."

Let me begin by welcoming my Ranking Member, Senator Domenici, who is newly designated as the Ranking Member, but not new to this Subcommittee and most certainly not new to this Congress, having served for over——

Senator DOMENICI. Thirty-six years.

Senator LANDRIEU. Thirty-six years, in large measure on Budget and Energy Committees, but most certainly familiar with the subject before us.

I also would like to welcome Senator Cornyn from Texas, who is sitting in on today's hearing, and my colleague, Senator Vitter from Louisiana, and also Senator Hutchison, who will be introducing the Texas witnesses, and all three asked to join us this morning because of the importance of this subject.

Let me begin by just giving a short opening statement, and then I will turn to my Ranking Member, and then after that I am going to ask Senator Hutchison to introduce the members of the first panel from Texas. I will do the introductions of the panelists from Louisiana, and then we will begin. We have three panels this morning. We have a very aggressive schedule for this hearing, and

we are going to do our very best to get through all three panels. We very much thank the mayors and Senators for joining us today.

On Labor Day this year, there was not a television in America that was not turned to either The Weather Channel or CNN. Millions of concerned Americans were watching to see what was going to happen on the Gulf Coast as Hurricane Gustav bore down on that region and to understand whether the government would respond better at the Federal, State, and local level. I know that the people of Texas, Louisiana, and Mississippi received a lot of prayers that day, and we are all grateful for the prayers we received.

And then just about 2 weeks ago, a very similar occurrence took place as eyes were turned to the Gulf Coast once again as Hurricane Ike came ashore in Texas and South Louisiana. The country watched with keen anxiety again as it appeared their friends and neighbors along the Gulf Coast would again face catastrophe.

The hard part to understand for the people living and struggling through the aftermath of Hurricanes Ike and Gustav is that it seemed as though the second these particular storms did not result in catastrophic death tolls, although there were hundreds of people that lost their lives. The national cameras went off, and there is a sense outside of the Gulf Coast, I think, and particularly maybe even here in Washington, that things went pretty well. And I hope that this hearing will focus, yes, on those things that we did do better. We all learned in the aftermath of Hurricanes Katrina and Rita. But we all know, particularly the mayors and the local officials that have been fighting these battles now for weeks and days, that all things did not go well. We want to examine what worked and what did not work.

I want my colleagues in Washington to know, and people listening to this hearing, that we did not dodge a bullet. The bullet hit the Gulf Coast. It hit Texas, and it hit South Louisiana again. Following the disasters of Hurricanes Katrina and Rita, which we still have not in any way recovered from in South Louisiana, it has been a particularly hard blow.

I think if it were not for Hurricane Katrina, which set the mark—that catastrophe was of such a nature that I hope we never will in any way receive a hit like that. But because that mark was raised so high, I think that there may be some idea that these storms that were Categories 2's and 3's did not really cause quite so much damage. If it would not be for Hurricane Katrina, I believe we would be talking about Hurricanes Ike and Gustav like the Floridians still talk, Senator Domenici about Hurricane Andrew that hit in 1992. These were very serious storms.

So one of the central focuses of today's hearing is to explain to the American people and to the Members of Congress what exactly happened along the Gulf Coast. How did the Federal Government respond this time? What lessons were learned and were implemented? What still needs to be done? We want to hear from States and cities and counties about what improvements were made, what new lessons did they take away, and finally, and most importantly, what is the path forward. How do we bring our communities back in a more forward-thinking, aggressive, and robust manner than we were able to do after Hurricanes Katrina and Rita.

I am going to submit the rest of my opening statement, which is quite lengthy and outlines, I think, some very important facts about the damage that occurred, not just in Galveston, Mayor, which you have been so magnificently fighting for your people, not just in Houston, not just along the southern coast of Louisiana, but through many other parts of Texas and Louisiana, to served as a basis of this hearing. I will submit that for the record.

OPENING STATEMENT OF SENATOR MARY L. LANDRIEU

On Labor Day of this year, there wasn't a television in America that was not tuned to either the Weather Channel or CNN. Millions of concerned Americans were watching to see what was going to happen to the Gulf Coast and to understand how their government would respond. I know that the people of Texas, Louisiana, and Mississippi received a lot of prayers that day. We are thankful for them. A very similar thing happened just weeks later as Hurricane Ike came ashore in Texas. The country watched with keen anxiety as it appeared that their friends and neighbors along the Gulf Coast would again face catastrophe.

The hard part to understand—hard for the people living through Hurricanes Ike and Gustav, and hard for the people watching, is that the second these storms did not result in catastrophic death tolls, the cameras went off. The media quickly turned to other topics. So, there is a sense outside the Gulf Coast that everything went well. FEMA is all fixed, we are ready for the next major disaster, and the Gulf Coast only suffered inconsequential damage.

Colleagues stop me all the time and say things like "wow, you guys really dodged a bullet." I've got to take the time to tell them, "oh no we did not." Louisiana and Texas suffered massive damage from Hurricanes Gustav and Ike. If Hurricanes Katrina and Rita had not changed our entire term of reference for what a natural disaster could look like, we would be talking about Hurricanes Gustav and Ike like Floridians talk about Hurricane Andrew. Hurricanes Ike and Gustav would go in the record books as events that dramatically altered people's perceptions.

So, one of the central focuses of today's hearing is to explain to the American people, and to the Congress what happened along the Gulf Coast once the camera's turned off. How did the Federal Government respond this time? What lessons learned were implemented, what still needs to be done? We also want to hear from the States—what improvements did they make, what new lessons did they take away. And finally, what is the path forward? How do we bring these communities back in a more forward thinking, aggressive and rapid manner than we were able to do after Hurricanes Katrina and Rita?

With that, I would like to start by thanking my Ranking Member Senator Domenici and all the officials from the State of Louisiana and Texas for traveling to Washington, DC today for this vitally important hearing. I also want to welcome to the Subcommittee on Disaster Recovery, Senator Vitter, my colleague from the State of Louisiana, as well as Senators Kay Bailey Hutchison and John Cornyn of Texas. All of us represent citizens who have gone through a period of turmoil, confusion, exhaustion, and devastation resulting from Hurricanes Gustav and Ike.

Hurricane Gustav formed as a tropical storm approximately 260 miles southeast of Port-au-Prince, Haiti, on August 25, 2008, and rapidly strengthened, entering the Gulf of Mexico on August 31—just two days after the 3rd anniversary of 2005's Hurricane Katrina. The storm made landfall as a strong Category 2 storm at 9:30 a.m. with a maximum sustained wind speed of 110 miles per hour, one mile per hour shy of Category 3 strength.

Nearly 2 million Louisiana residents evacuated, or about 95 percent of the population of south Louisiana, following mandatory evacuation orders in 17 parishes.

More than 115,292 qualified for FEMA's hotel/motel program, 2,087 evacuees remain in hotel room evacuees, and 374,898 people have registered for Individual Assistance from FEMA .

Preliminary State estimates suggest that Hurricane Gustav caused $7 to $15 billion in property damage, or roughly 7 to 15 percent of the property damage sustained in Hurricanes Katrina and Rita.

Insurers expect Louisiana losses from Hurricane Gustav to total between $4 and $10 billion.

Gustav is projected to result in approximately $2 to $5 billion lost economic activity.

Tropical Storm Ike developed on September 1st and quickly became a hurricane on September 2nd. At 9:30 a.m. CDT on September 13th, Hurricane Ike made land-

fall on Galveston Island as a strong Category 2 hurricane. Hurricane Ike brought maximum winds of 110 mps with gusts up to 125, and had a storm surge in some areas as high as 14 feet.

Louisiana Parish officials report 24,774 flooded homes from last weekend's hurricane.

Terrebonne Parish was hardest hit, with over 15,000 homes flooded, 2,500 homes were inundated in Jefferson Parish. Another 6,500 homes were reported flooded in Cameron, Calcasieu, Iberia and Vermillion parishes.

FEMA's Office of Infrastructure Protection reported that Hurricane Ike destroyed 28 oil and gas platforms.

Power outages for Hurricane Ike-impacted States at one point reached a high of 6.1 million.

Hurricanes Gustav and Ike have hit these communities hard as they were just recovering from the one-two punch of Hurricanes Katrina and Rita.

In Texas, the City of Galveston was completely devastated. It is a city of 60,000 people, and the storm impacted every single one of them. Between 10,000 and 20,000 homes were severely damaged, and it is estimated that over 80 percent of all properties took on at least some flooding. The infrastructure of the city has suffered severe damage, rendering it uninhabitable for the 10 days following the storm.

In Texas as a whole, 26 people lost their lives as a result of the storms. So far, over 248,667 households have applied for assistance from FEMA. Houston, a city that stepped up during the aftermath of Hurricanes Katrina and Rita, now needs the same in return. Thousands of households and businesses have severe structural damage. The long-term needs of evacuees have yet to emerge, but we must be ready to meet them, as Houston did for Hurricane Katrina's victims.

What we know from experience is that the real work of rebuilding homes, schools, communities, and lives begins now. And that is the purpose of this hearing. Now is when it counts. Now is when the actions of the Federal Government can mean the difference between an efficient, effective, timely, and intelligent recovery, versus an inefficient, ineffective, untimely, and unintelligent recovery. I view the recoveries from Hurricanes Gustav and Ike through a lens colored by the mistakes and lack of initiative that marred the first 2½ years of the recovery from Hurricanes Katrina and Rita. This cannot be allowed to be the case for Hurricanes Gustav and Ike.

For instance, during Hurricanes Katrina and Rita, FEMA took 2 years to make a decision as to whether survivors of the storms would be allowed to use Hazard Mitigation Funds, which are funds used to allow recipients to take steps like elevating their homes, buying storm shutters, and other protective matters. FEMA sat on the decision while it wrangled over whether certain rules should apply to the program. It wasn't until the full Homeland Security and Governmental Affairs Committee passed the SMART RESPONSE Act, a bill that I introduced at the beginning of this year to force FEMA to allow Louisianans access to the Hazard Mitigation funds, that FEMA decided to change the rule on their own. Many had already begun to rebuild only to find out that they would not be able to elevate. As a result, people had to wait 2 years in order to elevate their homes.

Another equally important example was the length of time it took for FEMA to determine that communities there were completely devastated during Hurricanes Katrina and Rita and whose tax bases were completely wiped out, should not have to repay Community Disaster Loan. It took FEMA over a year to decide that these Community Disaster Loans, which are made to keep communities alive, helping to pay for overtime pay of police, fire, and emergency managers, and to maintain other critically important government services in the aftermath of devastating storms. These funds were used to keep the local governments alive as they had literally no money to fund the normal activities of a government, nor any means to pay the brave people that were fighting to rebuild these communities, and who at the same time were themselves survivors of the storms—that is neither efficient, effective, timely, nor intelligent.

These examples were also reflected in the struggle with the Administration to get 100-year protection for the levees, which according to the Corps is only 30 percent complete in the New Orleans metro area.

Even to this day, the area outside the New Orleans metro area continues to be exposed to hurricanes and flooding. In particular, Terrebonne Parish has no Federal levee protection in spite of having an authorized project. The Corps continues to delay construction of Morganza to the Gulf, which resulted in flooding during Hurricane Ike that could have been diminished or prevented in Terrebonne Parish.

Additionally, the two hurricanes brought silt and debris into Louisiana and Texas' waterways that will require a significant Federal commitment to restore navigation.

In fact, it is no exaggeration to say that FEMA's efforts to become a true participant in recovery along the Gulf Coast began when I put a hold on the nomination

of FEMA's witness today, Deputy Administrator, Harvey E. Johnson. At his confirmation hearing, I asked him whether he had been to the Gulf Coast, and he responded that he had only spent limited time, even though he was FEMA's Chief Operating Officer at the time.

As a precondition for allowing his nomination to move forward, I insisted that Mr. Johnson travel to the Gulf Coast and meet with State and local officials. To really perform his job, Mr. Johnson needed to hear directly from the people on the ground about what they needed and what they were facing. He made that trip in February of this year, and from that meeting a series of decisions were made that have moved the recovery along at a rate more consistent with the urgency of rebuilding a major American city.

I want to publicly request that the Admiral to commit to convening the same type of meeting with the pertinent players in Louisiana and Texas in the coming weeks to kick start these recoveries into action.

I want to speak directly to the people of the Louisiana and Texas who are going through the trouble of figuring out what to do, trying to find some sense of direction during a very confusing, frustrating, and difficult time. I cannot promise you the months to come will be easy. Rebuilding communities and lives devastated by storms is never easy. What I can promise you is that the recoveries from Hurricanes Gustav and Ike will not go the same way as the recoveries from Hurricanes Katrina and Rita, so long as this Subcommittee is in existence and I am here to lead it. As you can see from this panel, the Senators from Louisiana and Texas are here to show that nothing, neither party, nor State borders, nor any excuse by anyone in the Federal Government, will hinder this recovery.

Now I want to speak directly to and send a very clear message to the Federal witnesses from FEMA and the Army Corps of Engineers:

> If there is red-tape, you need to cut it.
>
> If you don't have authority to do what needs to be done, you need to tell us what authority you need and we will give it to you.
>
> If you need more funding to help the people rebuild their lives, then you need to ask for it.
>
> If there is a roadblock that prevents the solution of a problem, you need to clear it.
>
> If there is something or someone within your agency, department, or this Administration who is preventing you from making this recovery efficient, effective, timely, and intelligent, you need to make it known to us, and we will help you find a way around it.

We've gone through Hurricanes Katrina and Rita and learned enough lessons that there are no excuses and absolutely no tolerance for ineffective partnership with the States. Each Senator on this panel will be watching every step of the way to ensure that this happens.

I know what the people of Louisiana and Texas are going through now, because the people of my State continue to admirably try to fight their way back to normalcy since Hurricanes Katrina and Rita. I know because I am one of them. It is the job of the Subcommittee on Disaster Recovery, this Senate, and this government to do whatever we can give the people and the State and local officials that represent them, the tools they need to get back on their feet. Anything short of that will be handled with the sharpest response possible from this oversight body.

Together we need to do whatever it takes to be better for the people of Louisiana and Texas who have gone through the unimaginable. And I hope you are all committed to doing so.

Senator LANDRIEU. Now I would like to ask Senator Domenici to add his opening comments.

OPENING STATEMENT OF SENATOR DOMENICI

Senator DOMENICI. Madam Chairman, let me just say that this is not my normal assignment. I think everybody understands who is in the Senate community that I am here because my good friend Senator Stevens asked me to take his place on this Subcommittee. And he is indisposed, and I will be glad to do what is necessary.

I have a rather detailed statement, but I see so many wonderful witnesses who know more than I as to what really happened, and I will just put it in the record.

[The prepared opening statement of Senator Domenici follows:]

OPENING PREPARED STATEMENT OF SENATOR DOMENICI

Thank you, Senator Landrieu, for holding this important hearing to discuss recovery efforts after Hurricanes Gustav and Ike.

I know that you understand, better than any of us, what a daunting task it can be for a community to recover from a catastrophic storm, and I look forward to working with you to help all who were affected by these hurricanes. I also hope that the testimony we hear today will show us how far FEMA has come in preparing for and responding to catastrophic disasters, and how they can further improve their efforts.

This year's storms have caused significant and lasting damage to communities throughout the Gulf Coast. Some will need months, if not years, to fully recover. Latest estimates show that more than 800,000 residents are still without power, and thousands more remain unable to return home.

Hurricane Ike was so large, it managed to flood tens of thousands of homes in Louisiana, while nearly destroying Galveston and wreaking havoc on our nation's fourth largest city, Houston.

This is something FEMA and state and local governments must be better prepared for.

Although I understand evacuations were conducted smoothly for these storms, I am disappointed in the lack of preparation there seemed to be for sheltering, feeding and providing basic necessities for those displaced by the storms.

After what we witnessed during Hurricane Katrina, FEMA should now be well prepared to house a large number of people in the aftermath of a disaster, and I am interested to hear how far they have come with a national disaster housing strategy.

While it is always difficult to find a silver lining in the wake of such devastation, I believe there is some positive news to report.

As you know, Madame Chairman, the 3,900 platforms in the Gulf of Mexico account for more than a quarter of the oil our nation produces, and more than 15 percent of our natural gas.

The safety and integrity of those platforms was put to the test by Hurricanes Gustav and Ike, which reached our Gulf Coast just 12 days apart. Crews had a very short timeframe to prepare for their impact, shut-in production, and then evacuate to land. During the storms, platforms were battered with wind gusts in excess of 125 miles per hour and waves more than 50 feet in height.

Despite the intensity of Hurricanes Gustav and Ike, the latest reports from the Department of Energy are encouraging. Just 1 percent of Gulf platforms were rendered inoperable, and collectively, those platforms account for just 1 percent of the region's daily oil and gas production.

The vast majority of Gulf oil and gas platforms sustained little to no damage during these extraordinary storms. Modern technology has allowed us to build platforms that can repeatedly withstand the full force of violent hurricanes. In light of these facts, it should be clear that there is minimal risk associated with offshore oil and gas production.

In closing, I want to thank our witnesses for joining us today. I look forward to learning more from them about ongoing recovery efforts in the Gulf Coast states.

Our thoughts and prayers continue to be with the residents of the Gulf Coast. I hope that we can all work together to get this region the help and resources it needs for a speedy recovery, and I will work with you, Madame Chairman, to make sure that happens.

Senator DOMENICI. The only thing I added that I thought was significant, Senator Landrieu, is I added a summary of what happened to the oil production in the area because, once again, this area being one of America's leading offshore production areas, kind of the envy of the rest of the offshores in the United States which are producing little or nothing for America, nothing significant happened to harm the environment or the production. And that is included in my statement because I think it is important. But the details in my statement try to cover the problems you have had and try to talk about the problems that the Federal Government has had.

I would like to say—which one is the mayor of Galveston? Madam Mayor, I just want to tell you something about your city. I know you are having terrible problems, and I do not know if it will ever return to its previous self. But for this Senator, when I was a young man, I had a lover who turned out to be my wife now of 50 years and 7 months. But she was going to medical school in the city of Galveston, and I was in Albuquerque, New Mexico, and I had 6 days, and that meant I had to drive to Galveston and see my wonderful woman for as long as I could and drive back. And so I did not think I was very good at driving long distances because I always complained that I did not sleep a lot. But do you know I got behind the wheel of my sister's car, Senator Hutchison, and I drove without stopping, except for gasoline, from Albuquerque, New Mexico, to Galveston. If any of you put that up on a map, it is a pretty long distance.

I guess maybe I would say to you that Galveston served a marvelous purpose, served as my rendezvous city to make sure that——

Senator LANDRIEU. So you are entitled to extra help because of that, Mayor. [Laughter.]

Senator DOMENICI. If I could find the marvelous area where we were and we enjoyed each other like young kids, holding hands and the kind of things that we do, I would go out of my way to be helpful to that area, Mayor. But, frankly, I do not think it is there any longer.

There was a row of trees, as I remember, coming in on the highway, and that is what was bad because at night, after 24 hours on the road, or whatever—which I do not broadcast because you should not do it. I remember swerving over, and I could not understand why there were trees in the way. But, actually, I was pretty far off the highway. That is why trees were in the way.

But, anyway, we made it safe and sound thanks to you, and I am here to see what I can do as part of the Senate team to get the money and grants that you all need as soon as possible. Our laws do not always respond the right way, and you all will tell us about that, the community of Senators who are here, will tell us that these laws do not work very well, and we do not seem to fix them to work better. But we are trying our best, and we will put money in the appropriations bill this year, even though things are not ready from these two hurricanes.

Senator LANDRIEU. Thank you, Senator Domenici, and I hope part of this hearing is rebuilding and replanting those trees that we lost. And we thank the Senator.

Let me ask Senator Cornyn for a brief opening statement and then Senator Vitter, and then we will turn to Senator Hutchison.

Senator CORNYN. Madam Chairman, may I please defer to my senior Senator first?

Senator LANDRIEU. Yes.

Senator CORNYN. I would be glad to follow her.

Senator LANDRIEU. Go right ahead.

STATEMENT OF HON. KAY BAILEY HUTCHISON, A U.S. SENATOR FROM THE STATE OF TEXAS

Senator HUTCHISON. Well, thank you very much, Senator Cornyn. I certainly appreciate that. And having been born in Galveston, Senator Domenici, I will tell you the palm trees still line Broadway where you drove in and maybe on the median there. But I assure you it is a signature of Galveston, and with all of our help, those palm trees will be in very good shape.

Let me say that the two mayors here with me today and the mayors that I met with yesterday in the other affected counties have done a fabulous job. I have been with Mayor White, Mayor Thomas, either on the phone or in their centers where they are in disaster recovery for the last 2 weeks, and they are really serving their constituents so well. And I think today you are going to be inquiring about how everything else worked and how people worked together because these disasters are all ways that we can learn and do better the next time.

This one is really bad. It is the worst I have seen. I told you I was born and raised in Galveston County. I have never seen one this bad. So I know that we have a long way to go, but the great thing is I know that our colleagues will help us.

I have already been working with Senator Landrieu, also with Senators Harkin, Durbin, Bond, Chairman Byrd, and Ranking Member Cochran, on the disaster package that will be coming forward from our Appropriations Committee. I am very pleased that they are looking out for us, even though it has only been 10 days, and we do not have all of the estimates neatly packaged with a ribbon tied on them because they have not even gotten into parts of Galveston yet.

So we are going to start with an estimate, and I am pleased that we have been able through all of our work together—Senator Cornyn, myself, Senator Landrieu, Senator Vitter—to make sure that Hurricane Ike is in this bill. It will not be everything, but it will be a very strong beginning when we pass our disaster package.

In addition to that, our delegations, again, have been working on the tax extender package which we will pass today. This is for the low-income tax credits for rebuilding the housing that is going to be so desperately needed in parts of Harris County and Houston, as well as Galveston, Beaumont, Port Arthur, Orange, and all of Orange County/Bridge City, where I was yesterday. That is a very important component that we have been able to get also in the bill that is going to be passed today separately.

I just want to introduce these mayors, and the Lieutenant Governor of Texas will be on the next panel, with your brother, the Lieutenant Governor of Louisiana, to talk about it from the State's standpoint because the key here is that FEMA and the State work together, while we are doing our part in getting the funding. And that is what you are going to explore today.

So I am very pleased that Lieutenant Governor David Dewhurst is representing the State of Texas today, and I am very pleased to have these two mayors here presenting our case. I think that, considering when this storm happened, we are very far down the road to getting the emergency money that will be needed. We need to make sure the coordination of the local, Federal, and State are

working to get the money where it needs to be. That is the thing that we hear from every mayor, every county judge that we talk to. It is not just that we have gotten the money here in Washington. It is that they are able to get it on the ground where they need it.

So thank you, Madam Chairman, for bringing them here today, for listening to what they have learned, so that we can all be better in the future. Thank you.

Senator LANDRIEU. Thank you. Senator Cornyn.

OPENING STATEMENT OF SENATOR CORNYN, A U.S. SENATOR FROM THE STATE OF TEXAS

Senator CORNYN. Thank you, Senator Landrieu and Senator Domenici, for calling this important and timely hearing. And I will not repeat except to welcome Mayor White, Mayor Thomas, and Lieutenant Governor Dewhurst here today, and to say that I am proud of the great leadership that our local and State officials showed during a very trying time. And while Houston is trying to get all of this power back online and Galveston has long-term challenges that you will hear more about, I could not be more proud of what I saw as a seamless effort, cooperation between local, State, and Federal officials in trying to deal with this, not only plan for it, practice that plan, and then when the natural disaster came, to respond in a way that preserved human life as much as possible, and then made sure we were prepared to reenter and rebuild, as we will, with the help of the Federal Government and everybody from the Red Cross all the way up to Washington.

I just want to say that, of course, Secretary Chertoff of the Department of Homeland Security has been down twice to the region since the hurricane. We had Secretary Mike Leavitt of HHS and, of course, David Paulison, the FEMA Director, and the President of the United States came down. And I am very appreciative of the responsiveness and attentiveness that they have shown to the damage and the needs and the hardships being suffered by people that, frankly, many of whom have no place to live right now and are obviously in a lot of distress. But we will be back, but we need some help, and I am pleased to hear Senator Landrieu and Senator Domenici make their commitments to help us do that.

Let me just say finally that, as we are contemplating a bailout of Wall Street for somewhere on the tune of $700 billion, I hope that we keep in mind those who, through no fault of their own, have no place to live. And I trust that we will see a parity of treatment for all natural disasters, whether they be Hurricanes Rita, Katrina, Gustav, Dolly, or Ike. And I trust that will be the case.

So thank you very much for your leadership, and thank you for working with Senator Hutchison and me and the entire Texas delegation, as well as our distinguished local leaders and Lieutenant Governor Dewhurst, to make sure that happens.

Senator LANDRIEU. Thank you. And we can submit these statements to the record.

Senator Vitter. We want to try to get to our panel. Go ahead, Senator.

OPENING STATEMENT OF SENATOR VITTER, A U.S. SENATOR FROM THE STATE OF LOUISIANA

Senator VITTER. Thank you, Senator Landrieu and Senator Domenici, for hosting this hearing and also thanks to all of our guests. I look forward to exploring a number of issues in questioning. I also acknowledge the enormous hit southeast Texas suffered, and we will all be there to assist you, led in part by those of us from Louisiana who have experienced that in the recent past. And I also acknowledge great work by so many folks at the local, State, and Federal level.

However, in my brief opening, I just want to focus on one very specific area and concern. It stems out of my role on the Environment and Public Works Committee overseeing the Corps, and that is a real lack of focus and sense of urgency about some of our ongoing flood control work in Louisiana. And I will just make the point briefly by reading a letter that I sent yesterday to General Robert Van Antwerp, the Commanding General of the Corps.

"In June 2006, as part of the emergency supplemental appropriations bill, P.L. 109–234, I secured $30.024 million in Federal funding for repairs, replacement, modifications, and improvements to non-Federal levees in Terrebonne Parish. This funding was dedicated specifically to local work on levees outside of the Federal Government's jurisdiction, and with its focus on local protection, the 2006 funding should have been provided without delay to begin construction immediately on stronger local flood protection. State and parish officials had concrete plans, which I provided to Congress and the Corps, and they were ready to begin immediately on construction."

"Unfortunately, the Corps sat on this money for over 2 years, preventing it from having any concrete impact on the ground in Terrebonne Parish. Even worse, the Corps apparently squandered away some portion of this funding on a study in conjunction with Southern University in order to build a mentoring relationship with Southern, an initiative and priority of certain Corps officials."

"These hard-earned taxpayer dollars were not appropriated to mentor anyone, including entities that know little or nothing about Terrebonne Parish flood control needs and little or nothing about the engineering involved. These dollars were approved to build real flood control on the ground in Terrebonne Parish immediately. If this had been done over the past 2 years as directed and intended, Terrebonne Parish would have been saved from a very large percentage of the devastating flooding it suffered over the past month. It is just that simple."

"I have had it with this sort of bureaucratic nonsense that contributes directly to our extended pain and suffering. The fact that red tape and bureaucratic ineptness contributed to Terrebonne Parish's flooding in the past month is unconscionable. There is no excuse for this flooding when $30.024 million was appropriated over 2 years ago to prevent just such damage. This is a clear example of broken government that has failed its citizens."

"As you know, we are meeting Wednesday in my office on a select number of issues related to Hurricanes Gustav and Ike"—including this one. "At this meeting, I need to hear from you on two points:"

"First, why was this $30.024 million prevented from having an immediate impact on the ground in Terrebonne Parish? And why was some portion of it squandered away on a study in conjunction with Southern University?"

"Second, what is your precise plan to end all the studies and mentoring, immediately transfer the full $30.024 million to State and parish flood control officials, and get out of the way?"

"I look forward to a response from the Corps here as well as in my meeting tomorrow, and I bring this up first because it is very important in and of itself, particularly to the citizens of Terrebonne Parish; but, second, because unfortunately I think it is an endemic problem at the Corps and represents a much broader challenge."

Thank you, Madam Chairman.

Senator LANDRIEU. Thank you, Senator Vitter.

I would like to begin our panel by saying that Congresswoman Sheila Jackson Lee has submitted a statement for the record, and that will be a part of our hearing.[1]

I also want to say that Mr. Johnson has been asked by me to sit through these panels. Would you please stand? Mr. Johnson, Deputy Administrator of FEMA, will hear directly from these local officials during their testimony.

Also, Ed Hecker from the Corps is here to hear Senator Vitter's statement and one that I will add on that same subject because part of the recovery of the Gulf Coast has to do with the Corps of Engineers.

So let us begin, if we could. Mayor White, why don't we start with you? In your testimony, we are asking you to limit it to 5 minutes. And then I will introduce Mayor Glover and Senator Dupre at their time.

Mayor White.

TESTIMONY OF BILL WHITE,[2] MAYOR, HOUSTON, TEXAS

Mr. WHITE. Thank you, Madam Chairman, and I thank the Members of this Subcommittee. And, Madam Chairman, I do have detailed testimony that I would like to submit for the record. The last 10 or 11 pages are very detailed comments addressing points about removing bureaucratic impediments to response.

The Nation's fourth largest city is still 30 percent without power. You go through our streets, and there are walls of debris that shade the drivers, street lights not working, and we have thousands who do not have homes to return to from all income levels.

Madam Chairman, you said it well, that because of the financial crisis and because people were not rescued off rooftops, then we fear sometimes that people will forget the enormity of the devastation caused by one of the most severe storms to hit the United States. When Houston and Texas respond, when our neighbors in other States have needs, Senator Domenici, you know that one of every 12 soldiers in uniform come from our State, and when we had, Senator, a quarter of a million people from southern Louisiana visit my hometown right after Hurricane Katrina, we tried to treat them the way that we would want them to treat us because we

[1] The prepared statement of Ms. Sheila Jackson Lee appears in the Appendix on page 42.
[2] The prepared statement of Mr. White appears in the Appendix on page 48.

knew that we are on the front lines of America's response to a national disaster. Now we need your help.

I will not talk about the amounts. Senator Hutchison, Senator Cornyn, and our Senators from Louisiana have been fighting for the dollars that we need that are proportionate to what has been done with other disasters. We do not want more or less than would be the share of these States. But I thought I could, Madam Chairman, within the remaining time highlight specific issues that you might consider addressing legislatively and in your continuing oversight of FEMA. Because we have other witnesses if I do not cover all, you can see these on pages 6 through 16 of my testimony.

First, I would say that it is a very dramatic change from several years ago, and I have been dealing with FEMA now almost continually since Hurricane Katrina on various issues. I think Secretary Chertoff, Director Paulison, the President, Mr. Johnson, they have been very accessible, and you do not need to repeat things. And the people on the ground had a sense of urgency of getting things done and give proper deference.

Having said that, for most of us the thing which is most important to us is when the money is going to be wired because for some places like Houston, we are in a better position to administer things than anybody else, and the fewer levels of review—we are conservative in our finances, fiscally responsible, high degree of integrity in the way we conduct local government. Much of it is done by competitive bidding statutes, and we do not need to go through eight layers of review. But having said that, I will tell you that I do commend—it is a new FEMA as far as this thing compared to what we were dealing with several years ago, and I comment them.

Now, some of the improvements—and I will just mention some. I think that the FEMA Administrator should be given as much discretion to come up with innovative plans and programs that are tailored to the particular disaster. As a businessman, I will tell you that there are too many standard operating procedures and not enough judgment that are tailored to the disaster.

We need to make sure that funds are advanced promptly. You know the crisis in municipal finance—not caused by us—but it will be—our access to the credit markets, especially for places like Galveston and Jefferson County and others, will be exacerbated by the fact that there is not municipal insurance for bonds and that the markets are seized, so that those Federal funds should be available early and directly. We cannot afford to do the float for FEMA and for the Federal Government out of the local pocket.

Housing programs should be flexible and designed by the local authorities to meet our need. Senator Hutchison has been on the horn. They need some temporary housing in Orange County. In Houston, we have thousands of people who do not have homes, and there needs to be a voucher program and others that I could elaborate on. But we need to be able to design those programs locally.

I will say, too, that Senator Vitter was talking about the Corps. They have a Blue Roof program where they can put a patch on a roof. They need to be able to take applications online. They say they cannot do that. A person does not poke a hole in their roof and damage it just so they can get the Federal Government to put up a tarp over the hole. The odds of fraud are very low, but the

costs of delay are very high because the next time a big rain comes through, then that thing that could have been a roof repair becomes a total replacement of the house because of mold damage. Could there be a few mistakes made if we do expedited procedures? Yes. But I just give you this as an example.

And I will close with a final example that I would ask this Subcommittee to retain oversight on. We are doing debris removal on a massive scale, and we also have extra policing needs because we do not have traffic lights and we do not have street lights, and we want to make sure our citizens are safe. Believe me, our officers are complaining about the overtime. They are not asking for the overtime when you ask every person to put in overtime every night. We need to do that.

In the past, including Hurricanes Katrina and Rita, it was not the people at the top, it was not the people at the bottom, but it was the people in the middle, generally IG or General Counsel, and both times we had to fight them and often not get reimbursed for debris removal in Hurricane Allison and in Hurricane Katrina because we could not prove that each log came from the storm. Well, it is easy to do it—I mean, if you just use business principles. You look at where your volume was before, you look at where your volume is after, and the difference—same thing with public safety expenditures. Give them the authority to use common sense.

Thank you, Madam Chairman.

Senator LANDRIEU. Thank you, Mr. Mayor.

Let me quickly introduce Mayor Glover from Shreveport. In 1990, he was the youngest individual to be elected to the City Council in Shreveport. He served there until his election to the Louisiana House of Representatives, where he had a distinguished, although short, career before his citizens elected him to be mayor of Shreveport. I know him to be one of the most able mayors in our State, and I am glad you are here, Mayor. Please proceed.

TESTIMONY OF CEDRIC B. GLOVER,[1] MAYOR, SHREVEPORT, LOUISIANA

Mr. GLOVER. Thank you, Senator Landrieu and distinguished Senators, for giving me the opportunity to come here today and be a part of this distinguished panel.

Shreveport, Louisiana, where I serve as mayor, is more than 200 miles from the Gulf of Mexico, and we are some 300 miles removed from New Orleans. So I guess the question would be: Why is my viewpoint here today relevant?

Well, it is one that is probably very similar to the one that my fellow mayor, Mayor White, had 3 years ago with regard to addressing the issues of Hurricanes Katrina and Rita, the evacuation of our citizens to safe areas during these challenging storms.

In Shreveport, we sheltered—between the city of Shreveport and the city of Bossier City, in conjunction with the Department of Social Services, Red Cross, and others—well over 13,000 folks in shelters that had been officially stood up, and tens of thousands more who went into homes and hotels and unofficial shelters across the entirety of North Louisiana.

[1] The prepared statement of Mr. Glover appears in the Appendix on page 57.

I have been asked to address what went well and what did not in the aftermath of Hurricanes Gustav and Ike, and I would like to start by saying that all levels of government in this particular instance worked better together. We can do a lot, though, to improve our response to the next storm that we know will surely come.

Clearly, in terms of what went right, the evacuation went well. Three years ago, 1.3 million people were evacuated from southern Louisiana; this year, almost 2 million. Unprecedented marshaling of resources at all different levels of government led by our governor, Governor Jindal, and others throughout the State to help effect this process.

However, we know that there were still challenges to be dealt with, but I also would add that FEMA, the State of Louisiana, and local government, however, in this particular time communicated much better than we did in previous years.

The levee systems in New Orleans, upgraded since Hurricane Katrina, worked just well enough. The televised scenes of water overtopping the flood walls in New Orleans were frightening, but the levees held this time. But there is still much to do to be able to ensure that New Orleans will be able—and the rest of South Louisiana—to withstand the next big storm that comes along. And I know that you all are well on the way, Senators, to addressing those issues.

But there is, without question, much room for improvement in the Federal response to requests for things as simple as commodities. I can only imagine being the mayor of the 99th largest city in America, in that Mayor White is the mayor of the fourth largest and has some quarter million evacuees sheltering there, just how difficult it must have been to deal with the needs that we found ourselves dealing with in Shreveport and northwest Louisiana, issues of supplies as basic as towels for folks who need to be able to shower after 3 and 4 days. Cots that were ordered on the 1st of September, towels that were ordered on the 1st of September, other supplies needed to stand up and support these shelters that were ordered on the 1st of September did not arrive until the 17th of September. Another truckload came in the day after. We had no way to tell which materials were on their way or when they would arrive. As a result, our city government and numerous community volunteers and churches across the area stepped forward to do what was necessary to make sure that those critical needs were met.

Official shelters that were stood up that had no shower facilities ended up having to improvise as we shuttled folks back and forth to our high schools and our football stadiums. And even my city staffer improvised a shower facility inside of one of the buildings on-site at what was an official State shelter. When it became apparent that those needs were not being met, folks stepped forward to do exactly what needed to be done and to make things happen.

I guess the one thing that I would ask as we focus on all of the other issues involving and impacted by the storms that we not lose focus on the people. Just as the storms make landfall, we have to recognize that all of these issues will end up impacting us once we have effectively gotten our folks to safety. Issues like health care

and effectively segregating our populations from sex offenders and other individuals who have warrants for their criminal activity need to be effectively addressed on the front end of our evacuation process, so that once we get them to safety, we can ensure that we do not end up further victimizing individuals.

We also need to recognize that the process of evacuating can be a rather harrowing one, and so when you end up with individuals on buses for hours, many of them disabled, and you recognize what do they do after the 10th and the 11th and the 12th hour on that bus and they are in a wheelchair or they are an amputee or they are blind and they cannot make it to the restroom, what do we do for them? Those are the issues that we need to make sure that we keep focused on for those folks who have managed to be able to listen to and answer that clarion call to evacuate and to move forward.

Also, once we have effectively evacuated folks and we begin this process of repopulating, we have to remember the stresses that people are still under and how do we manage to be able to help them effectively get home if we have asked them to leave and they have done so. And many of them find themselves with limited or no resources. How do we help them get home? Those who came on the buses, do they have transportation? One of the saddest stories that you can ever see—and I know you all have seen many of them—are to see those who have evacuated themselves, who have exhausted their resources while they have been where they are and have to reach out a hand, people who work every day but who do not have money to be able to feed their children, to put gas in their cars, to get back to devastated homes and devastated regions. We need to figure out how we manage to be able to help those folks as well.

Then we also need to remember that there is, without question, a need for extensive wrap-around services for all of the folks involved so that we can make sure that we address their mental needs, their physical needs, and ultimately their social needs as well.

Thank you, Senators, for giving me the opportunity to share with you today.

Senator LANDRIEU. Thank you, Mayor Glover. Mayor Thomas.

TESTIMONY OF LYDA ANN THOMAS,[1] MAYOR, GALVESTON, TEXAS

Ms. THOMAS. Senator Landrieu and distinguished Members of the Subcommittee, thank you. Thank you for the opportunity to discuss with you Galveston's most immediate needs in response to Hurricane Ike, one of the city's most devastating natural disasters since the 1900 storm which took 8,000 lives.

The city's structures—its port, University of Texas Medical Branch at Galveston, historic downtown business district, and east end, even its condominiums and second homes built according to our strict building codes—have withstood a surge equal to a Category 4 hurricane, virtually submerging the entire island in depths ranging from 3 to 18 feet. Although damaged, these structures

[1] The prepared statement of Ms. Thomas appears in the Appendix on page 60.

stand testimony to the fact that Galveston Island is a viable, valuable piece of real estate that proudly, this day, flies the flag of the State of Texas and the United States of America.

The seawall that was built by the U.S. Corps of Engineers in 1902, has proven its worth numerous times and is a constant reminder of the close relationship and deep appreciation Galvestonians feel for the government which came to their rescue at that time. My grandfather, Isaac H. Kempner, served the city's government then and sought Federal, State, and New York banking assistance for the shattered city. Lessons learned from him and his generation of Galvestonians form the basis of today's hurricane recovery plan.

I must tell you that chills ran up my spine when I saw the name Ike selected for this year's hit list. The irony, on the one hand, is that I, his granddaughter, might bear the God-awful responsibilities of helping my citizens dig out and bear up against a similar tragic event. The greater irony is that my grandfather, I.H. Kempner, was commonly called "Ike." If I feared before, I instinctively feel now, that Hurricane Ike symbolizes much more than the destruction of Galveston. Hurricane Ike represents the rebuilding of our city.

I appear before you to ask your help in giving Galveston and Galvestonians a new beginning, just as the U.S. Government did after the 1900 storm. We will require billions of dollars to rebuild all our infrastructure which took a terrible beating, strengthen our port, and repair and shore up the University of Texas Medical Branch, its hospital, medical school, research labs, and especially the National Biosafety Lab.

These are the city's economic engines. Are they worth saving? Is Galveston worth saving? That is the question you must decide.

Here are some reasons why Galveston is worth saving: Our island has a long record of coastal defense. Pirate Jean Lafitte took advantage of this location. It was part of America's defense system in the Civil War, the Spanish-American War, World War I, and World War II. It possesses a natural deep-water harbor closest to open sea lanes. The Pelican Island side provides frontline major offshore oil rig repair—an invaluable component in the Nation's major petrochemical-producing and refinery region encompassing the Gulf of Mexico and East Texas.

With adequate rail and bridging, the port can continue to serve this Nation, especially its exporting and importing of vital materials which will increase when the Panama Canal widening and deepening is complete in 2014.

Gerald Sullivan, Chairman of the Port of Galveston Board of Trustees, will be happy to answer any of your questions regarding the port, and Dr. David Callender, President, will stand ready for the University of Texas Medical Branch (UTMB).

I want to conclude my remarks with an appeal from my heart to yours. The citizens of Galveston have suffered severe losses. One whole section of town north of Broadway may be uninhabitable. An estimated 10,000 to 20,000 citizens lost their homes and possessions.

We need help—lots of it—but first and foremost, we need you to continue your support and cooperation extended from the Presi-

dent, Members of Congress, Homeland Security, FEMA, the Corps of Engineers, HUD, Red Cross, Salvation Army, the Small Business Administration, volunteers, and many others as well. Together, taking the comprehensive approach you have taken since Hurricane Ike appeared in the Gulf, we can address human as well as strategic and economic needs.

Last, I want to thank and commend FEMA. Had it not been for FEMA, the city would not have recovered as well as it has to allow me, only 8 days after the storm and on the eve of our citizens' returning to Galveston, to leave and come to Washington. Our representative, Jaime Forero, was at our side from day one, facilitating our response and recovery. His resourcefulness and ability helped to coordinate men and machinery, secure generators, PODS, DMAT, fuel, a disaster center, just to mention a few.

Communication is always a deficit on Galveston Island. We had no power, no water, no natural gas, and sewage. FEMA was our lifeline working synergistically with State emergency management under Jack Colley and Sandy Coachman, the Federal Coordinating Officer. The Governor of Texas, Rick Perry, our Senators, our Representatives, and all our volunteers have done themselves and our Nation proud. I look forward to having another opportunity to come before you as we continue our recovery efforts and face new challenges that will undoubtedly require your support.

Attached to my remarks is a detailed list of our needs and projects for which we are requesting funding.

Thank you very much.

Senator LANDRIEU. Thank you, Mayor.

Our final witness on the first panel is State Senator Reggie Dupre, who has served in the legislature since 2001. He is the chief sponsor of the State of Louisiana's Coastal Trust Fund that was created with, in large measure, the help of members of this panel, most notably Senator Domenici, to help bring revenue sharing to the States of Louisiana, Texas, Alabama, and Mississippi.

The State legislature has designed under Reggie's leadership a trust fund, Senator Domenici, to help do some of the work that has been outlined by Senator Vitter and myself now for years, work that needs to be done, his insights into the challenge of all of coastal Louisiana, although his district is really represented in southeast, we are here to hear his testimony.

Senator thank you for joining us.

TESTIMONY OF REGGIE P. DUPRE, JR.,[1] STATE SENATOR, LOUISIANA STATE SENATE DISTRICT 20

Mr. DUPRE. Thank you, Madam Chairman, Mr. Ranking Member, distinguished Members of the Subcommittee, thank you for extending me the great honor of testifying before you today.

Before beginning, Senator Domenici, you and I have something in common. Sixteen years ago, my first secret rendezvous with my wife, who was a resident of Dallas, was in Galveston. [Laughter.]

Mr. DUPRE. So I just admitted to——

Senator LANDRIEU. What is it with this rendezvous, please?

[1] The prepared statement of Mr. Dupre appears in the Appendix on page 71.

Mr. DUPRE. I just admitted to the rest of the country where we were 16 years ago.

My name is Reggie Dupre. I am the Louisiana State Senator in south-central coastal Louisiana, and my legislative district has the highest rate of wetlands loss of any area in the United States of America. I represent approximately 120,000 citizens in Lafourche and Terrebonne Parishes.

I was born and raised in the same area. I also serve as Chairman of the Louisiana Senate Natural Resources Committee which has oversight over all coastal issues, including hurricane protection and coastal restoration.

According to the Louisiana Conference of Mayors, Houma, Louisiana, the parish seat of Terrebonne Parish, will be the fastest-growing metropolitan service area in the United States in 2008 at 5.2-percent growth. For 2007 and early 2008, Houma, Louisiana, had the strongest real estate appreciation market in this country at an 11-percent rate, while the rest of the country was going through a real estate crisis.

In the last 3 years, Louisiana has been hit by four major hurricanes. In 2005, Hurricanes Katrina and Rita struck Louisiana within 4 weeks of each other. Earlier this month, within 11 days, Lafourche and Terrebonne Parishes were devastated first by the winds of Hurricane Gustav and then by the waters of Hurricane Ike, with a 9½-foot tidal surge inundating much of coastal Louisiana for a hurricane that made landfall in the Galveston area.

Hurricane Gustav was a direct hit upon the Terrebonne/Lafourche area, the first time since 1965 when Hurricane Betsy made landfall in my parish and the eye of a major hurricane went through Terrebonne Parish. And even though the center of Hurricane Ike was over 200 miles away, the flooding from Hurricane Ike was the worst ever experienced in my region. For the first time ever, tidal water covered portions of Main Street in Houma, Louisiana, over 35 miles from the coast.

Over 15,000 structures in my area alone were impacted by Hurricane Ike's storm surge. It might be difficult to understand, but we can recover quicker from Hurricane Gustav's 100-mile-an-hour-plus winds in a direct hit than we will from Hurricane Ike's tidal surge that made landfall in Galveston.

This is a quote from the Sunday, September 14 paper, my quote—the biggest quote I ever got in 20 years of being a public official: "Worse than Rita." Before Hurricane Ike, Hurricane Rita was our worst tidal surge 3 years ago that made landfall in Cameron Parish.

We are not alone in dealing with natural disasters. I want you to know that when Louisiana's coast is devastated by a natural disaster, when Louisiana is hurting, so are you.

Lafourche and Terrebonne Parishes lie in the middle of the Louisiana energy corridor to the Nation. The Louisiana energy corridor is vital to the safety, security, and well-being of our country. Approximately 30 percent of this Nation's oil and gas supply moves through my legislative district. The simple truth is, based on this energy-producing value to the Nation, acre for acre Louisiana is the most valuable real estate in the Nation.

For example, my district includes the only land access to Port Fourchon on the gulf, a single highway, Louisiana Highway 1. Hurricane Katrina caused a $1-a-gallon spike in gasoline prices in this country. However, it has been estimated that a total destruction of Port Fourchon will cause a long-term $2-a-gallon spike at the pump. The citizens of this great Nation cannot afford $6-a-gallon gasoline.

I am amazed that Congress is currently considering opening up new offshore drilling without first ensuring the stability of the Nation's top production area.

The hurricanes further devastated important nearby barrier islands which are critical to the protection of the coastline from tidal surges. Hurricanes Gustav and Ike in less than 2 weeks have caused nearly half of the loss of our barrier islands. In fact, we lost one of our barrier islands, and here is another headline from September 16th in my local paper: "Terrebonne barrier island disappears after Gustav." It is gone. All that is left is a sandbar.

In terms of lessons to be learned from what went right and wrong, the old adage is always true. The best way to recover from a disaster is to prevent it in the first place. Cleanup and recovery are, in the long run, almost always more costly than prevention.

In terms of what went right, evacuations from Hurricane Gustav went very well, with the contraflow that was done by the State. FEMA and other State and Federal officials were embedded in our local Emergency Operations Centers. We learned a lot from Hurricanes Katrina and Rita. I think the Federal response was fantastic preparing for these hurricanes. For the first time ever, the unified command structure developed after September 11, 2001 was successfully implemented, I think, at the parish level, in Terrebonne Parish, right after Hurricane Gustav.

Another success story is building codes. Everywhere I went, I saw where building codes were used, both commercially and residentially, those businesses and homes survived much better. So building codes do work. They are a little bit controversial, but they do work.

Also, the new technologies that you all provided since Hurricane Katrina, especially with 700-megahertz radios, worked very well. I was able to speak to my sheriff 100 miles away from me—I was in Baton Rouge, he was in Houma—in 100-mile-an-hour winds, and we were able to speak and communicate and able to get him MPs immediately because of this new technology that Congress provided us after Hurricane Katrina.

In terms of lessons to be learned, behind the devastating hurricanes, our second biggest problem is the timing and bureaucracy involved in building protection projects.

Senator DOMENICI. Would you say that again, please?

Mr. DUPRE. Our second biggest problem behind Mother nature is the timing and bureaucracy involved in building our protection projects. Just to go along with what Senator Vitter said, as stated earlier, over 2 years ago we were able to secure $30 million for local levees, and we have not seen a penny of construction yet. What we have seen, a lesson to be learned since Hurricanes Katrina and Rita, we have seen an overreaction on standards from the Corps of Engineers. Some of that criticism was justified; some

was unjustified. But because of the criticism from Hurricane Katrina, they have developed standards which are unreachable by local and State governments. Now it is costing $40 a cubic yard to build levees, and we just cannot afford the——

Senator DOMENICI. What do you mean, "standards"? Standards for what and on what?

Mr. DUPRE. Traditionally, we would build levees from site borrow material. Now they are saying we can no longer do that, so we have to bring in sometimes hundreds of miles away borrow material, which is very expensive and the point I am trying to make is some levees are better than no levees, and that is where we are at. We cannot afford to sometimes meet these standards, especially for non-Federal protection.

Senator LANDRIEU. Senator, I am going to have to ask you to wrap up. We have to move this panel forward.

Mr. DUPRE. Well, just since 1992, Madam Chairman, we have started our hurricane protection project from Morganza to the Gulf. You and Senator Vitter are very familiar with this. The critical mistake we made 16 years ago, citizens in my parish, is that we put our full faith in following the Federal rules. We should have just went on our own and asked for forgiveness instead of permission.

My request is simple. For my area, we are asking for the same consideration as the New Orleans area: Full Federal funding of the authorized hurricane protection and coastal protection projects, including the Morganza project. Specifically, we are requesting $1.5 billion to build Morganza in accordance with the authorized chief's report, $150 million for immediate non-Federal levee needs, and approximately $500 million to restore and protect about 50 miles of barrier islands with rocks between the Mississippi and the Atchafalaya Rivers.

What we are looking for from the Federal Government is not a handout but a helping hand. We have already done a lot of work at the State level. You know we raised money both at the State and local levels from taxes. And as Windell Curole always says, "Elevation is the salvation from inundation," as we all know.

I will be happy to answer any questions. Thank you for having me today.

Senator LANDRIEU. Thank you, Senator. I appreciate it.

We have two more panels to finish before 12:30, and Senators do have questions. So I am going to ask each Senator to limit themselves to two questions each, and then we are going to move to the next panel.

Let me ask my first question to the mayor of Galveston. Mayor, we have read your full testimony. You have made some excellent recommendations. You indicate that over 20,000 citizens in Galveston have lost their homes. I cannot recall immediately how many schools and churches you have lost, but I am assuming it is dozens of both.

Would you have a word to share with us about your general thoughts about your long-term housing needs and what we should focus on for you now?

Ms. THOMAS. Yes, I will, Senator. At this moment, with the help of FEMA and the Red Cross, our citizens are going to—most of

them are coming back tomorrow. Some of our first responders are obviously already on the island. We are seeking shelter over in Texas City because we really cannot shelter anyone on the island, and our medical situation is so serious that the fewer people we have, the better.

As far as housing is concerned, we are hoping to get enough money from HUD at some point so that we can begin to rebuild some of the houses that have been lost. Galveston is only 2 miles wide and it is 35 miles long, and the entire West End, which is about half the island, is completely inundated and will not be back up probably for months.

So we are working with FEMA to reconstruct, if you will, some apartment houses and that sort of thing on the island. Right now we are finding shelters. Long term is simply to rebuild some of our neighborhoods, and our neighborhoods, as I said earlier, on the north side of Broadway whose population is mostly low- to moderate-income citizens, their houses were not that well built to begin with. And that is where we hope to be able to concentrate some rebuilding for our citizens so that they can return home and live there, and not in a shelter.

We are also working, of course, with FEMA on apartments and hotels across the State that have agreed to possibly 30 days or 2 months' stay. I know that FEMA generally has at this point a 30-day limit on paying bills at the hotels and apartment houses. I am sure we are going to need to ask FEMA to extend that 30-day period to possibly another month or two.

Senator LANDRIEU. OK. And my last question is to you, Senator. Based on the request that our delegation has put in the Corps to expedite the building of the levees in Terrebonne Parish, what has the Corps told you to date about their plans to move forward?

Mr. DUPRE. The congressional delegation, after 15 years of doing their studies, finally was able to get us authorization in 2007, and then Congress overrode the Presidential veto of the WARDA bill last year. Immediately thereafter, the Corps said, well, this project post-Katrina is going to exceed the 20-percent limitations from the 1986 WARDA, so they wanted to reevaluate the whole project. Now they are telling us as of yesterday they would need in excess of $1.5 billion just to build the authorized project, which does not meet maybe the 100-year level of protection. But we know that, and we are willing to take on that liability. But we need some protection to secure our communities.

Senator LANDRIEU. OK. Thank you. Senator Domenici.

Senator DOMENICI. I want to thank you all, those of you who have testified with reference to the response of the Federal Government and the Federal Government's agencies, FEMA and others. I am very pleased that you have acted credibly and answered truthfully in stating that they have done their job well. We do not hear many accolades. All we heard for months and months, the bombardment when things did not go well. And the President of the United States probably was criticized more on that issue than anything except the war. And now it seems like we were hit much harder and by more, and more devastation, and it was handled properly, say all of you, and those that follow you. And I think you have to be publicly honest in saying the Federal Government have

some laws that are not so good, if I understand what you think, but as far as implementing the laws that were there, it was done well.

Is that true, Mayor White?

Mr. WHITE. So far, so good.

Senator DOMENICI. Yes, sir. Well, you need the money, and it looks like the law says you cannot get it yet, and that is a flaw in the law. And we are going to give you money before you have everything ready, and then you will get more later. The law as it is written does not do very good for situations like this because you have to have everything bona fide-ly evaluated and appraised and a nice ribbon around it, and you have to give us a box full of shoes and say here is the size and the shoes, please pay it. We cannot do that because you cannot even get out and see the damage yet. So that is what you are saying, so far, so good, right?

Mr. WHITE. Yes.

Senator DOMENICI. But so far it has been all right. Is that right, Mayor, the Federal Government's action to help your city?

Ms. THOMAS. For Galveston, our relationship with the Federal Government has been excellent.

Senator DOMENICI. How about you, Mayor?

Mr. GLOVER. My mother hates it when I put it this way because she is a retired school teacher and it does not quite meet her grammatical standards, but the way I have termed it is that it is "better, but not better enough."

Senator DOMENICI. What?

Mr. GLOVER. It is "better, but not yet better enough."

Senator DOMENICI. OK. Well, that is good. I mean, that is "gooder, but it is not gooder enough."

Mr. GLOVER. Exactly. [Laughter.]

Senator DOMENICI. I never said that to my mother, but she is not around or I would try it on.

And how about you, Mr. Senator?

Mr. DUPRE. The actual response pre-Gustav and through it from FEMA and other Federal agencies was very good. We have learned a lot of lessons from Hurricane Katrina.

Senator DOMENICI. All right. Now, let me ask all of you, and any one of you who feels like the question has an answer—if it does not fit, do not answer it. But I look at the disasters over the last 12 months or so, and I happened, by hook or crook, from New Mexico where we are mostly dry desert country, I am in the middle of them. I am in the middle of Louisiana's offshore royalty case where we passed a law that has actually changed the way we are going to treat offshore properties forever, although we still have some holdouts that say what we did is not going to be done for the rest of the offshore. You understand what I am talking about, sir.

But let me tell you what I am bothered by. I look out there and see where in New Orleans and now in Galveston, the two that I see most vividly in my own mind's eye, and I see hundreds of houses ruined. Water has already covered them, and nobody is going to live in them. They are hanging half down. But every now and then, there is a decent one that did not get it, so it is 50 good ones and a bad one. It seems to me that there is no current instrument at the State or Federal level that really allows you to go in

and resolve the issues for that entire area in ways that are real, where you can own the property and pay off the owners and do something with it in a major planned manner.

Am I correct that there is no way to do it in an organized, planned way but, rather, one house at a time?

Mr. DUPRE. That is exactly correct. We only react to one residence or one business at a time rather than entire neighborhoods or entire communities.

Senator DOMENICI. Well, I want to tell you something, sir. I think you are pretty much expert on laws, and I would suggest to you that you look at something and see if it has any relevancy. For some, it is a nasty word, but I was a Republican mayor of a city, and I had a downtown area that would have 13 blocks of property, and all of them were little 12½- and 25-foot ownerships, and then there would be a big building. And then there would be 50 people who had bought 25-foot lots over the years, and so I had a downtown that could not go anywhere. And even though I am conservative, I borrowed the Federal urban renewal law and acquired all 13 blocks for the city of Albuquerque. We paid everybody, and there was a little complaint here and there, but they all got top dollar. And then we redid it in a way and sold it back to them, the private sector and the public.

I wonder if you would look and see if you think in a flood disaster of certain types that something like that might be a relevant piece of legislation that might help in these situations that seem to have no end.

Ms. THOMAS. Senator, I would like to respond to that, if I may.

Senator LANDRIEU. Go ahead.

Ms. THOMAS. Your idea, Senator, is a good one because it is not a house here and a house there. It is the neighborhoods that are gone. And if the city had the opportunity to revitalize neighborhoods because of help from the Federal Government, the people who live in those neighborhoods could eventually come home and have an opportunity possibly to even buy the house because of the Federal financing.

Senator LANDRIEU. That is what these neighborhoods look like.

Ms. THOMAS. So your idea is a good one.

Senator DOMENICI. How about the Senator there? Do you have anything to say about it? We want to move on.

Mr. DUPRE. And this also goes for rural areas as well as urban. In my district, Hurricane Gustav totally destroyed a small Native American community called Isle de Jean Charles, 75 families. You may have one or two houses that survive. It is the same scenario you were talking about. We have to do something for the entirety of that Native American community.

Senator LANDRIEU. And I thank the Senator. We are really short on time. I want to get to Senator Vitter, and then we are going to move onto the next panel. But this is, for the press, a picture of what Galveston and some parts of Cameron Parish in Louisiana look like and other parts of Texas look like. This is what New Orleans looked like, what parts of St. Bernard looked like, whether they are in cities, or outside.

Now, FEMA's only answer to this right now is to pull up a trailer and park it right there. That is currently the FEMA plan.

Let me say clearly as the Chairman of this Subcommittee, it is wholly unacceptable. Our delegation tried to pass a better plan after Hurricane Katrina, but we were thwarted. So let's hope when we try a second time that the message might get to this Administration, that we need more than trailers and bottled water to build communities back.

Now, let me say, Senator Vitter, if you will go forward with your questions, and then we have to move to our next panel.

Senator DOMENICI. Thank you, Madam Chairman.

Senator VITTER. Thank you, Madam Chairman.

First, a quick statement. Mayor White, you mentioned the tens of thousands of Louisianians Greater Houston so graciously hosted after Hurricanes Katrina and Rita. Let me say for the record my wife and I and our four kids were six of them, and we had a wonderful experience north of Houston, including a wonderful semester for our kids in the Sci-Fair public system. So thanks to all of your citizens in Greater Houston for that, and that certainly will not be lost on me as we deal with Hurricane Ike.

Mayor White and Mayor Thomas, I wonder if you could briefly comment on the significance in your mind of tools on the tax side, particularly regarding rebuilding and housing needs, things like GO zone-type incentives and low-income housing tax credits.

Ms. THOMAS. I am going to let Mayor White go first because he is probably better versed on this subject than I am, and then I will follow up and say whether I agree with him or not. [Laughter.]

Mr. WHITE. On the low-income housing tax credits, it is important to have some extra allocations, but you know the underwriters who purchase those are no longer in business. Some of the firms syndicated will be part of other hearings that I am sure you will attend. So I will personally try to get some large corporations and money pools if we are given an allocation. So we might be the broker and intermediary. It is helpful, but the markets have seized up, so you are going to have to innovate, and I am willing to do that if we get an allocation.

And your first point had to do with tax incentive zones?

Senator VITTER. Like the GO zone for Hurricanes Katrina and Rita, significant incentives on the tax side.

Mr. WHITE. Yes, I mean, at the same time, Senator, we need help from the Federal Government to get back on our feet. At the same time, the fiscal set-up in the State of Texas that Governor Dewhurst and others are well reminded by, we pay for—out of our property taxes, we pay for our schools, our police, our infrastructure, our uninsured health care, our public facilities out of our property taxes, and mayors cannot really control the fiscal regime of the State, and there are some pros and cons. But if some people do not pay taxes, then other people are going to have to pay more taxes. And so I would just say that we have used tax incentives in the past, but if you are so heavily reliant on property taxes and then you have tax holidays—we would love it if the Federal Government were willing to just give us fiscal support forever, but we know that is unrealistic, and we probably need the help quickly so we can get back on our feet so people can be self-sustaining in the local community. That is what we need.

Senator LANDRIEU. I am going to have to call this panel to a close. Thank you very much. I really appreciate it. I am particularly encouraged that all of you have testified that FEMA has improved, and the coordination between governments in large measure this Subcommittee helped along with many other committees to contribute to that. But I fear that we have a long way to go in these recovery efforts.

Thank you very much.

Senator LANDRIEU. Can we now hear from the lieutenant governors of the respective States, please? And as they are coming forward, both of these lieutenant governors are speaking on behalf of their governors and States, have been designated by each of their governors to appear today to give an overview. And we will begin with the Lieutenant Governor of Texas, who has been previously introduced by Senator Hutchison. And then let me take a moment to introduce the Lieutenant Governor of Louisiana.

He currently acts as CEO of the Department of Culture, Recreation, and Tourism, managing more than 800 employees and a $165 million budget. Prior to this, he served 16 years in the legislature, and he also serves as a member of the Governor's Office of Homeland Security Unified Command Group. I am very proud of the way that this lieutenant governor and governor worked together to help our citizens prepare for an extraordinary evacuation and reentry and now rebuilding after these storms. And I welcome you, Lieutenant Governor Landrieu and Lieutenant Governor Dewhurst.

And if we can start, as agreed to, with the Lieutenant Governor of Texas. And if you all could limit your statements to 5 minutes each, and we may or may not have rounds for questions, we will just see, because we do have one additional panel of FEMA and Corps officials, of course that we are anxious to get to.

Lieutenant Governor, thank you for being here.

TESTIMONY OF DAVID DEWHURST,[1] LIEUTENANT GOVERNOR, STATE OF LOUISIANA

Mr. DEWHURST. Thank you, Madam Chairman. Senator Domenici, thank you for being here. Thank you for your service to New Mexico and to our country. Senator Vitter, my pleasure, sir.

I want to speak about the impact of Hurricanes Gustav and Ike and the performance of our Federal, State, and local agencies.

Regarding Hurricane Gustav, Madam Chairman, we had spent tens of millions of dollars in Category B, Emergency Protective Measures, before we knew with certainty that Hurricane Gustav would make landfall in Louisiana, at which point we provided personnel, supplies, and resources to help our friends in Louisiana.

Our attention shifted immediately to Hurricane Ike. As you know, Hurricane Ike struck the Texas coast nearly 2 weeks ago in what was one of the worst natural disasters in the history of the State of Texas. It affected 22 counties, 20,000 square miles in size, an area larger than the States of Rhode Island, Delaware, Connecticut, and New Jersey combined.

[1] The prepared statement with attachments of Mr. Dewhurst appears in the Appendix on page 75.

In this process, we moved 1.2 million people, 12,500 special needs with ambulances and C–130s. We prepositioned equipment over 300 miles, as the storm moved from Brownsville in South Texas all the way up to Beaumont near your border. We conducted the largest search and rescue effort ever in the history of the State of Texas. We saved more than 3,540 lives. We had 254 shelters up across Texas at a height of 40,000 people. We had 60 points of distribution outstanding, and one of the things I wanted to point out was our whole intent with our distribution facilities was to put them in the heaviest impact areas such as Galveston, Orange, Bridge City, and Chambers County and southeast Harris County.

Now, people have asked—this was a Category 2 hurricane, but it was a Category 4 surge, completely washing over low-lying communities such as Galveston and Orange. In preparation for the economic impact, we have asked 770 cities in 22 counties that were in the storm's path to submit our cost estimates. But due to the fact that most of the cities and communities are still restoring their basic services, we only have cost estimates from 95 of the 770 cities.

Our first preliminary schedule which we are providing to you today is approximately $11.5 billion in direct costs to the State of Texas, the 22 counties that are affected, and the 770 cities which we believe are eligible for reimbursement. The $11.5 billion estimate on direct costs does not include any number from the city of Galveston, which to date has yet to respond to the State's request for information. The city of Houston has turned in a preliminary number of $16 million, and we think that is going to increase.

The second schedule which we are giving you today shows the total economic impact to the State of Texas with a breakout by all 22 counties of $27.5 billion. We think that number will rise to approximately $35 billion.

Now, I want to thank you for the 100 percent reimbursement on Category A, the debris removal. Our problem, Madam Chairman and Senators, is that it is only for 2 weeks retroactive to the disaster declaration. And as you heard from the mayors before, there is huge debris covering an area almost the size of the State of New York. I have been there. I have seen it. We have got homes that were destroyed with 8 feet of water going through. Texas respectfully asked for at least 60 days on debris at 100 percent.

Second, we need help in our infrastructure, 100 percent reimbursement on Categories C, D, E, F, and G: Roads, water control facilities, buildings. In a heavy impact area, thousands of buildings, most water treatment plants, sewage systems, power lines were all knocked out.

On individual assistance, Texas was granted 100 percent for 30 days. As you heard from the mayor of Galveston, we need more than that. We have got 57,000 people in Galveston that have been evacuated, 18,000—we still have 14,000 in shelter. It is going to take us months until Galveston, Orange, and the other heavy impact areas are habitable. And we ask that this time period be extended.

We have got a critical shortage of housing near the heavy impact areas. I have spoken with Senator Hutchison this morning and FEMA. There are trailers—we are going to make a request to

FEMA today for trailers. There has been a problem in the past, as you know from Louisiana, with formaldehyde in some of the trailers at a level too high for human habitation. As long as those trailers meet our State safety requirements, we want every one that we can get our hands on other than those that are needed by our friends in Louisiana.

Let me just say that I share with your earlier panel my compliments on our Federal partners. I want to say thank you to the Red Cross and Salvation Army. They are going through a tough time right now. There have been a lot of natural disasters, but they have really stepped up as a partner.

FEMA is critical to our recovery, and Governor Perry and I appreciate all of their work. We understand that the State of Texas' role is that of a first responder: Pre-planning, evacuation, positioning our assets, conducting search and rescue. But we also know that FEMA is best equipped to lead in the recovery. So we will continue to work with FEMA and our other Federal partners, and we are going to have to rely on FEMA's expertise and, frankly, its resources to help us provide housing, disaster and employment assistance, crisis counseling, Small Business Administration loans, and other forms of assistance.

So this has been the most devastating storm in certainly the last 50 years for Texas. We need your help, and thank you for your concern and my being able to speak with you today.

Senator LANDRIEU. Thank you. Lieutenant Governor Landrieu.

TESTIMONY OF MITCH LANDRIEU,[1] LIEUTENANT GOVERNOR, STATE OF LOUISIANA

Mr. LANDRIEU. Thank you, Lieutenant Governor Dewhurst, for those words, and, Madam Chairman and Senators, thank you so much for having us.

I do first want to say on behalf of the people of Louisiana how much we appreciate our friends from Texas. I think Senator Vitter alluded to this, and, Senator Landrieu, you know this well, that after Hurricanes Katrina and Rita, the State of Texas, and especially Mayor White and so many other leaders, really reached out to us and helped us in a tremendous way, and we stand here today in communion with and in solidarity with all of our friends from Texas as a result of the damage they sustained from Hurricane Ike.

As you know, the State of Louisiana sustained two storms, Hurricanes Gustav and Ike, and in the last 3 years, we have now been under the hammer of four successive, debilitating storms, the cumulative effect of which has been able to put every parish in Louisiana under emergency declaration. So when you combine the damage from Hurricanes Gustav and Ike, I believe that all 64 parishes were declared in the emergency. In Hurricanes Gustav and in Ike, we have 14.

Notwithstanding the fact that the levees held in New Orleans—I think Senator Landrieu alluded to this earlier—and the TV cameras left, there has been extensive damage in North and South Louisiana. As a matter of fact, at one moment during the storms,

[1] The prepared statement of Mr. Landrieu appears in the Appendix on page 84.

we had deployed search and rescue missions all the way south and all the way north and were, in fact, evacuating and doing search and rescue missions in North Louisiana that had not seen water there in a very long time.

The agricultural community in Louisiana is completely and totally devastated in North and South Louisiana, not once but twice. So we understand Texas' pain, and we are here to, again, stand in solidarity with them as we try to speak to you, the leaders of the Federal Government as we seek assistance.

As you know, there are a number of different components, Senator, to what we talked about. There, of course, is preparation. Then there is evacuation. Then there is immediate response, search and rescue, and then there is rebuild. Some things worked better this time; some things did not. And we need to focus on them as well.

In Louisiana, as you know, 443 people were rescued; 51 people were lost; 25,000 homes were damaged. The estimated economic impact is $20 billion, $1 billion alone to the infrastructure; 217 square miles of the coast were lost in Hurricanes Katrina and Rita and more in Hurricanes Ike and Gustav. And as we talk about Louisiana and Texas being our Nation's energy coast and as the Nation really debates about our energy independence, it seems inconsistent not to spend a lot of time preserving what it is that you have before we fight about what we want in the future.

Louisiana, as you know, has submitted detailed documents to the Senate about the recovery needs that we have. Unfortunately, we are physical testament to what we know Texas is going to be asking the Federal Government for because, as you know, we have been arguing and fighting and working with all of you to do that. But the basic categories are, as Lieutenant Governor Dewhurst said, a declaration of 100-percent cost share. You have communities in Louisiana that are on their backs that have for the last 3 years just gotten back to even and are now struggling with being able to cover that cost share, and it is going to be very difficult to do.

We are asking for funds for infrastructure repair and coastal restoration. As you hear Senator Dupre speak about earlier, the issue here is pay me now or pay me later. I think Senator Vitter alluded to this before, that $30 million was allocated for some levees in South Louisiana, and had they been built, most, if not all, of the damage that occurred during Hurricanes Ike and Gustav would not have occurred. It costs a lot more money to do it on the back end than on the front end.

Of course, the agricultural and fishery industries—we produce 30 percent of that for the Nation—are on their backs and need help.

Emergency preparedness and readiness, I have to tell you that the National Guard, the State Police, NORTHCOM did a tremendous job in responding immediately to the disasters. And, of course, the health care and social services, many hospitals, private hospitals stayed open and alert and took care of our health care needs, and they need help as well.

Generally speaking, in any type of homeland security emergency, you have three major areas that you have to pay attention to: One of them is clear command and control; one of them is coordination;

and one of them is communication. And I must say that on all levels in government, across the levels themselves and between and amongst governments, everybody did a much better job this time responding to the immediate crisis. I think that there is open debate and serious open debate about whether or not the preparation was adequate enough on the prevention side, and we will find out on the rebuild side whether or not things have been changed significantly enough, as so many people have said, to move money from where you have it to on the ground quickly enough.

There were a couple of things that FEMA did much better this time in partnership with the State and Federal Governments. One of them was developing the emergency plans over the past 3 years. The second was the support for the emergency transportation. And the third was on-site assistance. Secretary Chertoff came down early, Chairman Paulison came down early, and President Bush, as you know, was there. But there were a couple of things that were difficult. The flow of the commodities and getting food to the ground was difficult. The delay in the pre-landfall declaration took longer than it should have. And, of course, the delay in the 100-percent cost share request is making it very difficult for communities to stand themselves back up.

As we work through the next couple of months, we look forward to working with all of you to try to make this work better and faster and to try to get people back into their homes and back into the normal course of their lives as quickly as we can.

Again, we thank you for your attention. We look forward to working with you, and we would be happy to answer any questions that you have.

Senator LANDRIEU. Thank you.

Senator Vitter, I am prepared to pass on questions for this panel to allow time for us to hear from our Federal witnesses—is that OK? But if you all can stay around until at least 12 o'clock, I know we have a delegation meeting. I thank both of you for giving a very good overview of the damage in both of your States. Thank you, Lieutenant Governor Landrieu and Lieutenant Governor Dewhurst. And we will submit post-hearing questions to each of you, because part of your testimony is helping us to shape the aid package. So please be expecting some questions to each of you.

Mr. DEWHURST. Thank you.

Mr. LANDRIEU. Thank you very much.

Senator LANDRIEU. If panel three will come forward, our first witness on panel three is Deputy Administrator and Chief Operating Officer, Harvey Johnson of FEMA. He came to FEMA in 2006 after retiring as Vice Admiral of the U.S. Coast Guard where he served as commander for the Pacific Region.

Our second witness is Ed Hecker, who is the Director of Homeland Security for the U.S. Army Corps. He has served as Chairman of the Infrastructure Security Partnership to promote critical infrastructure resilience since 2006. We particularly look forward to your testimony as you have heard from these lieutenant governors about the area of this disaster being in the middle of America's energy coast and the importance of the infrastructure protection, not just levees but diversion projects and flood control that help this region to continue to benefit the Nation. Sitting with Mr. Hecker

today is Mr. Loew, Director of the Civil Works Program, Integration Directorate of the U.S. Corps of Engineers. He is responsible for program development, defense, and execution of the Corps' water resources development mission.

I am going to ask each of you to make very brief, 2-minute opening remarks. Then we are going to get to a series of questions. Mr. Admiral Johnson, if we can begin with you.

TESTIMONY OF HARVEY E. JOHNSON, JR.,[1] DEPUTY ADMINISTRATOR AND CHIEF OPERATING OFFICER, U.S. FEDERAL EMERGENCY MANAGEMENT AGENCY

Mr. JOHNSON. Good morning, Senator Landrieu and Members of the Subcommittee. I appreciate the opportunity to provide comments on the combined activities of Federal, State, and local efforts to respond and recover from Hurricanes Gustav and Ike.

These storms served as a prep for the most severe test of national, State, and local individual preparedness since Hurricanes Katrina and Rita, and where the 2005 storms exposed the Nation's lack of preparedness, indecision, and an absence of coordination across all levels of government and among individuals, the test of Hurricanes Gustav and Ike presented just the opposite. The response and thus far the recovery from these 2008 storms provides evidence of extensive levels of preparedness, decisiveness by elected and appointed officials at every level of government, as well as citizens who elected to evacuate in record numbers, and a level of engaged partnership among States with the Federal Government that put the right capability in the right place and at the right time to save lives and property, minimize damage, and establish a much smoother road to recover.

I think there are three keys to the success of our combined efforts. The first is preparedness. FEMA and our Federal partners view preparedness very seriously. We worked purposefully together to coordinate, assess, plan, train, exercise, and evaluate to ensure that we each had the level of preparedness independently and interdependently needed to achieve success in this recovery.

The second of three keys is solid command and coordination or the command and control capabilities at the Federal, State, and local level. The emergency management structures in the State of Louisiana, Texas, Mississippi, Alabama, and Florida are impressive. They were forward looking. They executed their checklist thoughtfully and methodically. They adapted with the changing route and intensity of the storms, and they provided the public with the timely and consistent warnings and messages.

At the Federal level, consistent with the National Response Framework, we were fully integrated into a unified command with the State. Our FEMA coordinating officers were predesignated, they were predeployed and worked seamlessly with the State senior coordinating officer. I wish to note that the governors, the parish presidents, the mayors, and elected officials fulfilled their responsibilities visibly and decisively as commanders, coordinators, and communicators.

[1] The prepared statement of Mr. Johnson appears in the Appendix on page 93.

Secretary Chertoff was deployed to both States prior to and immediately following both hurricanes, as was Administrator Paulison. They encouraged evacuation, provided reassurance that all Federal actions that could be taken were being taken. And they actively guided the response and recovery through a number of challenges and trying moments, forthrightly, with directness, and without name calling or finger pointing.

The third of the keys to this combined response was the strength of partnerships among Federal agencies and the State and local communities. From the Secretary to the governors to the mayors, from coordinating officer to the State coordinator officer, and consistently to the field level where individual team members coordinated air, bus, and train evacuations, planned out the delivery of commodities, registered evacuees into shelters, established feeding kitchens, evacuated hospitals and nursing homes, opened field medical stations, the combined activities of Federal, State, and local efforts were impressive and well performed.

Madam Chairman, I do not want to view the response and recovery from these hurricanes through rose-colored glasses, but the level of preparedness, the command and coordination, and the strength of partnerships did serve the Nation well. Collectively, we demonstrated capability to respond effectively to the disaster. At times, these efforts were admittedly a bit rough. Not all things went according to plan, and we learned many lessons. We were challenged to get all our commodities to the right place at the right time. We learned that evacuation, for all of its challenges, can sometimes be easier than managing reentry of evacuees back into damaged and marginally safe communities and homesteads. And we now know that we need to strengthen elements of our workforce and find ways to make the registration process more timely and efficient. But from where I sit, the public was well served, and we made great strides at instilling confidence that the Federal, State, and local emergency management systems can work together effectively.

Senator LANDRIEU. Thank you, Admiral.

Mr. Hecker, I am going to have to ask you to summarize your remarks. I know we told you 5 minutes, but we have run short on time. So try to summarize in 2 minutes, if you would.

TESTIMONY OF ED HECKER,[1] CHIEF OF HOMELAND SECURITY, U.S. ARMY CORPS OF ENGINEERS, ACCOMPANIED BY GARY A. LOEW, DIRECTOR, CIVIL WORKS PROGRAMS INTEGRATION DIRECTORS, U.S. ARMY CORPS OF ENGINEERS

Mr. HECKER. Certainly. I am the Chief of the Homeland Security Office for the U.S. Army Corps of Engineers, and I welcome this opportunity to present testimony on behalf of the Corps of Engineers.

The Corps is part of the unified Federal, State, and local team that knows the emergency procedures and mission timelines and has exercised those procedures frequently. I believe the performance of both the unified response system and the overall team during these two events, combined with the highly successful evacu-

[1] The prepared statement of Mr. Hecker appears in the Appendix on page 106.

ation process, speaks to the success of our efforts to be ready for a flood, hurricane, and other events.

Under the National Response Framework and in support of FEMA, the Corps has installed over 190 generators in the States of Texas, Louisiana, and Mississippi to provide temporary power to critical public facilities. We were able to begin installing these generators the same day that Hurricane Ike made landfall in Texas, which is unprecedented.

The Corps has also worked at FEMA State and local agencies to develop a phased approach to debris management for rapid cleanup.

For both Hurricanes Gustav and Ike, the Corps supplemented the States' efforts to provide drinking water and ice. The Corps is also supporting important missions to meet the public needs for temporary roofing and housing in support of FEMA, as previously mentioned. Temporary roofing is an important mission for the impacted population, as mentioned by a previous panel, since it protects property and in many cases allows people to reenter and live in their homes. In Louisiana alone, we have provided temporary roofing to over 3,000 homes to date, and we have now initiated that mission support to impacted counties in Texas.

In terms of work under the Corps' authorities, the Corps Navigation Team worked in partnership with the U.S. Coast Guard, the National Oceanic and Atmospheric Administration, the Gulf Intracoastal Canal Association, and the shipping industry as part of the Texas Joint Hurricane Response Team to survey and open the ports and coastal waterways impacted by Hurricane Ike.

We did a similar task force effort as part of the response to Hurricane Gustav to work with the Coast Guard to quickly open ports and waterways. The Coast Guard is the responsible agency for making decisions on whether ports are open or closed and for establishing channel depth restrictions. The Corps has the lead responsibility for conducting and reporting channel condition surveys, removing sunken vessels in Federal channels, and performing maintenance dredging.

There was seamless coordination between these agencies on survey results enabling the Coast Guard to issue Marine Safety Information Bulletins to reopen the channels and establish depth or other restrictions.

Senator LANDRIEU. I am going to have to ask you to submit the remainder of your statement for the record, please.

Mr. HECKER. OK.

Senator LANDRIEU. Thank you. Mr. Loew.

Mr. LOEW. I have no opening statement.

Senator LANDRIEU. Thank you very much.

Let me start with you, Mr. Johnson, and I appreciate that the process worked significantly better than it has in the past, and in large measure because for 3 years members not only of this Subcommittee but other committees, sometimes working with FEMA and sometimes pushing FEMA to places it did not want to go, I think laid out some new policies and procedures that obviously have helped.

But my first question to FEMA is: How did you all declare some parishes entitled to 100-percent reimbursement and others not?

And let me specifically ask it in this way: The day after Hurricane Gustav made landfall, Governor Jindal of Louisiana asked the President to provide debris removal assistance to all 64 parishes and individual assistance to 54. Within 24 hours, FEMA concluded that only 34 parishes were eligible for debris removal and only 36 parishes for individual assistance. Of course, when people are left off, they ask why. We asked on their behalf. And then since that time, several, but not all, parishes have been added. I want to specifically ask you what data was used within the first 24-hour period to make the original declaration. Were the same types of data required from each parish? And how is it possible that FEMA declared some parishes eligible within 24 hours of the governor's original request, but took weeks to add others and still has not finalized that process? And then I am going to ask the difference between the 100-percent reimbursement given to the counties of Texas, and the 75/25 cost split for parishes in Louisiana affected by Hurricane Ike. Can you please respond?

Mr. JOHNSON. Yes, ma'am. Certainly I think this is a good news story in that typically, as you are aware, with a declaration for an emergency disaster, we require preliminary damage assessments typically for every county to be declared. In this case, with a major storm and the damage apparent, in less than 24 hours we were able to provide the first declaration back to the State. And what we used was two primary factors: Using reports from the Weather Service, we plotted every county that was affected by hurricane force winds; and, second, those counties that were affected immediately by storm surge. And, again, in less than 24 hours, we provided that declaration to the State.

Then we followed typical standard procedure in that those counties that were not declared initially are conducting preliminary damage assessments. And we have added a number of counties on as a result of getting the information that demonstrates the level of devastation or damage that has occurred.

Senator LANDRIEU. OK, but let me ask you to just put your attention to this chart here, and if the staff will point this out, you have declared these 14 parishes in Louisiana entitled to basically the next level of recovery on September 13. But you did not declare all these parishes in the first sort of pre-land declaration, because obviously—if you will put up the other chart—there was some miscalculation made that was not corrected until September 18.[1]

So if you just look, it is very clear to see. These are the four parishes that FEMA declared based on your estimate of where the storm would hit of what would happen.

Now, you made a wrong estimate. I do not know what you used, but you made a wrong estimate, because by your own calculations these parishes are the ones that actually took on substantial damage. Yet, FEMA did not change their Category B reimbursement schedule until September 18, 2008.

So what is it going to take for you all to do that?

Mr. JOHNSON. Well, first of all, I think those four counties are probably correct, four parishes correct, in the first declaration for Hurricane Ike. And then I believe the record could show that im-

[1] The chart referred to appears in the Appendix on page 152.

mediately after the President awarding the declaration, Administrator Paulison added several parishes to the Hurricane Ike declaration.[1]

All of the parishes that had impact are now currently conducting preliminary damage assessments, and when those are completed, under Administrator Paulison's authority, he can add those counties.

Senator LANDRIEU. So are you testifying today that these 14 parishes in Louisiana will be granted the full declarations?

Mr. JOHNSON. No, I am not. I am saying that—and, again, I do not recall exactly which parishes were in the initial declaration which have already been added on.

Senator LANDRIEU. These were in the initial declaration, these green parishes.

Mr. JOHNSON. And I believe some have already been added on. I just do not recall the names of——

Senator LANDRIEU. Let me suggest to you, Admiral, that in order for this recovery to be conducted according to the general rules, these designations are the first step. Then everything else follows, as you know: What they are entitled to in terms of reimbursement, etc.

If this is not corrected within a very short period of time, I can promise you our situation in Louisiana is not going to get off to a good start.

Mr. JOHNSON. Senator, as you know, the preliminary damage assessments, many have been completed. I have not yet seen the data that came from those. But as soon as we get those damage assessments in and evaluate them, then we would be able to add on those counties that meet the criteria. And we certainly are willing to—we want to do that, but it is not our job to ensure that the law and regulations are applied appropriately in all disaster events.

Senator LANDRIEU. Have all the damage assessments come in from the Texas counties? They have not even entered Galveston yet.

Would you all put the map of Texas indicating which counties have been declared eligible for Federal disaster assistance up there, please?[2]

Mr. JOHNSON. We applied the exact same methodology to Texas as we applied to Louisiana. In the initial declaration, those counties that were immediately affected by hurricane storm for winds and those affected by tidal surge were within the first 24 hours provided a declaration. We used the exact same methodology to do it so there would be equality between the States and the initial declaration. In Texas, as in Louisiana, they are conducting preliminary damage assessments today in those counties that were not included in the initial declaration. And I believe we have added on a number of counties in Texas, as we have added on parishes in Louisiana based on those preliminary damage assessments (PDAs).

Senator LANDRIEU. My next question to the Corps is about this $30 million allocation to Terrebonne Parish. We allocated that funding actually through Senator Domenici's Appropriations Sub-

[1] The Declaration Timeline for Hurricane Ike—Louisiana, submitted by Mr. Johnson appears in the Appendix on page 112.

[2] The map of Texas appears in the Appendix on page 153.

committee, of which he has been Chairman and Ranking Member and on which I serve.

What is the status of that funding now? And has the parish asked you to release that money to them to get their non-Federal levees built? And are you willing to do it? Mr. Loew.

Mr. LOEW. I will take that question, yes, Senator. The status is that since the funding was made available, we have been working with Terrebonne Parish to define, first of all, the portion of levees that would be repaired with those funds, they have approximately 100 miles of levees, and we have settled now on two reaches of those levees that look like they are a good candidate for repair. We have done initial borings, site investigations, and other engineering work associated with those, and we have been actively working with the parish to identify borrow sites.

The slowdown we have had recently is that of the borrow sites identified, we have been unable to get rights of entry so that we can do the engineering investigations on the borrow. We were recently down to two sites that we are working actively with Terrebonne Parish on now.

Senator LANDRIEU. Would you be willing to pursue a pilot project in order for us to expedite this construction, which would amount basically to turning over the funding to Terrebonne Parish much in the same way that we allocate funding through the national transportation formula and allow them to do the engineering work, in light of the fact that we have failed this parish and many other coastal areas by not being able to build these projects more quickly, which is evidenced by the storm that hit. We need no more evidence than that. Are you at least open to a pilot project that we might try in Terrebonne Parish?

Mr. LOEW. Since Senator Vitter's letter, we briefly looked into that, and it is my understanding, Senator, that we do not have the authority to grant the money to the parish.

Senator LANDRIEU. Would you be willing to ask for such authority?

Mr. LOEW. Right now I am not sure that it would speed things up at all if we did ask for it, but it is certainly something we could consider.

Senator LANDRIEU. OK. Senator Vitter.

Senator VITTER. Thank you. I obviously want to follow up on that.

First of all, the $30.024 million figure did not come out of thin air. It was based on specific priorities and specific plans from levee officials in the parish and at the State level, and those develop plans were given to Congress, and the money was appropriated. And those develop plans were given to the Corps. So why are you essentially putting that on the side and essentially ignoring it to start from scratch?

Mr. LOEW. Sir, I do not believe we are. We have worked with the parish, accepted their plans. Initially, they gave us four reaches to look at. We have since narrowed that down to two that we are actively pursuing now.

Senator VITTER. Well, the plans I am talking about, which were provided to the Subcommittee here and provided to the Corps, were for $30.024 million So obviously there is some miscommunication

because it precisely defined the work and the costs we are talking about. Are you aware of that? And did the Corps consider moving forward with those plans?

Mr. LOEW. Yes, sir, we have. We have been actively working with the parish since the funds were received. We have had multiple meetings with them—again, working with them to decide which are the best reaches to work within the funds available.

Senator VITTER. Why was a study initiated through Southern University?

Mr. LOEW. We did not actually initiate a study, sir. Southern University has a geotechnical lab that is qualified to do geotechnical work for the Corps of Engineers. And the work that they have done for us includes site investigations, borings, technical analysis of the borings, and so forth.

Senator VITTER. But additional funds were funneled through Southern University for other purposes and subcontracted out. And why was that done?

Mr. LOEW. Well, often on our work, multiple contractors will be working on the same piece of work, and in this case there is an additional contractor called Shaw, which is advising Southern University on project management procedures primarily. They are also helping with the engineering investigation.

Senator VITTER. Whose decision was it to structure this way and to involve these entities?

Mr. LOEW. I would have to answer that for the record, sir. I am not sure.

Senator VITTER. OK. If you could please follow up with me, particularly before my meeting tomorrow with General Van Antwerp.

Mr. LOEW. Yes, sir. I certainly will.

Senator VITTER. What amount of money has been expended on all of that? Do you know that answer?

Mr. LOEW. Yes, sir. Approximately $1.2 million has been expended out of the total to date.

Senator VITTER. $1.2 million?

Mr. LOEW. Yes, sir.

Senator VITTER. To the sources we are talking about, Southern and/or Shaw?

Mr. LOEW. A portion of it, most of it to them, and then some for our additional management of the project as well.

Senator VITTER. OK. In my letter, I specifically asked for every scrap of paper which constitutes written work product from that amount of money expended, which in my opinion has been a complete waste. Has that paper been amassed yet?

Mr. LOEW. I do not believe we will have all of it for you tomorrow, sir, but we are working on compiling it, yes.

Senator VITTER. OK. To go back to the request that this essentially be turned over to the parish and the State, I would note that my letter in the third to last paragraph is very specific, and the request it makes is something which is absolutely within the authority of the Corps. And it says, "I want the Corps to enter into a Memorandum of Understanding with State and parish flood control officials so that every cent of the $30.024 million can be essentially transferred to them to start construction based on their fully developed plans."

Doesn't the Corps have authority to enter into a Memorandum of Understanding, not write a check to them and walk away from it, but enter into a very simple document where the Corps has a role but a limited role and allows progress to move forward at a much more rapid pace under the leadership of parish and State officials?

Mr. LOEW. Sir, that is a good question, and, again, I checked into it very briefly since receiving your letter, and it is my understanding that we do not, that we cannot transfer our executive agency authority to execute this work. So I believe the only way we could do it is if we were to basically open it up for a public bid and then let the parish bid on it.

Senator VITTER. You cannot work with partners on projects? Don't you do that all the time with private contractors?

Mr. LOEW. Yes, sir.

Senator VITTER. So why can't you have a Memorandum of Understanding with parish and State officials to move forward based on their developed plans?

Mr. LOEW. Where we do work with partners is generally on cost-shared work where they provide a part of the cost share of the total project and they can provide what are called in-kind services, that is, work they do themselves can be applied against the project. In this particular case, it is 100 percent Federally funded, and that is why I do not think it applies.

Senator VITTER. Well, maybe you missed another part of my letter which noted that the parish and the State have now amassed three to four times the amount of money we are talking about from the Federal Government, which they want to contribute to meeting their own flood control needs. So, in fact, just in dollar terms, not only is this a partnership, but now the Federal Government, because of dragging its feet, are the junior partner in dollar terms. So under this scenario, why can't the Corps enter into a Memorandum of Understanding to allow this to happen on a much quicker pace?

Mr. LOEW. Sir, I think what I would suggest—in a day, I was not able to find a way to do that. But if you will allow us to look into it in more detail, we will investigate that.

Senator VITTER. Well, great. I look forward to you all finding a way in 2 days, and I look forward to meeting with General Van Antwerp tomorrow afternoon.

Senator LANDRIEU. Thank you, Senator Vitter.

Our time is almost concluded, but I do have another question to the Corps, if I may. The Calcasieu River ship channel is a critical channel for the security of this Nation's energy supply. We have been focusing on a problem of deep significance in Terrebonne Parish, but I want to shift your attention to southwest Louisiana, which is sometimes overlooked, and we want to make sure it is not.

How much funding, do you know, will it take to restore the Calcasieu River ship channel to its authorized depth? And what is in the budget today? If it is not sufficient, what is the Corps' position in terms of getting emergency funding to get this channel dredged to its authorized level? Because it is a crucial channel, as you know, between southwest Louisiana and southeast Texas. Mr. Loew.

Mr. LOEW. Yes, ma'am. Actually, I have some good news there. The total cost to repair the damages to the Calcasieu channel and Lake Charles area, the Corps of Engineers projects associated with the channel, is approximately $40 million. That includes not only the channel dredging but also damages to containment areas and to jetties and four shore dikes.

What we have done, we have a contract undergoing now to dredge a portion of the outer bar of—or, excuse me, the inner channel. Today we issued another $4.5 million so that they can award a hopper dredge contract to dredge the outer bar area. We will combine that with another $2 million that we expect to get during the continuing resolution period, and we will be able to clean the outer bar area.

That leaves us short about another $7.5 to $8 million for channel dredging in the Calcasieu and Lake Charles area.

Senator LANDRIEU. Are you prepared to ask for that in this disaster supplemental?

Mr. LOEW. Yes, ma'am. We have identified that requirement.

Senator LANDRIEU. So the total request for the Calcasieu River will be something around $40 million?

Mr. LOEW. Yes, ma'am, that is correct.

Senator LANDRIEU. OK. And, finally, I just want to call attention to something that is very concerning to the Chairman of this full Committee. I have had several hearings on this, as some may know. This is the housing plan that, after Hurricane Katrina, FEMA was required to come up with. There are seven blank pages still in this housing plan, Mr. Johnson. The reason I was pushing very hard for this plan to be finished, which is something that you and the Secretary of HUD must do, is because I was anticipating that there might just be another major disaster on the Gulf Coast. I want to read the titles of these pages:

"Overview of disaster housing programs for Federal, State, tribal, and local governments and nongovernmental organizations. Under development."

"Methods to house disaster victims where employment and the resources they need for living are available. Under development."

"Summary of programs for special needs and low-income populations, including provision of housing units for individuals with disabilities. Under development."

"Disaster housing group sites. Under development."

"Programs to promote the repair or rehabilitation of existing rental housing. Under development."

"Additional authorities necessary to carry out this strategy. Under development."

And, finally, "A summary of guidance on disaster housing assistance available under the Stafford Act Relief and Emergency Assistance Acts, including eligibility criteria and application procedures. Under development."

I most certainly hope this development is going on in the next 24 hours because the mayor of Galveston and the executives of many cities and counties and parishes in Louisiana are hoping that you all have some ideas other than blank pages.

I am going to close this hearing with this comment: We have made significant progress, and I know I offered great leeway here

for people to testify about all the good things that happened. But I will stake my reputation on the fact that before the final story is told, there will be chapter after chapter after chapter of bankruptcies, of people losing their houses, of cities struggling to recover. So I would just caution everybody before we start patting each other on the back about what a good job we have done, let's work harder to get these pages filled, to get a housing plan and a community redevelopment plan, and expedite the protection that people along the Gulf Coast most certainly deserve so they have levees that do not break, they have flood control systems that they can count on, because there have been billions of dollars of damage—in just the last 4 weeks, billions of dollars of damage. And this is not from people's greed like what happened in large measure on Wall Street. These people are innocent victims of a government that will not work hard enough to get a plan to protect them.

The hearing is adjourned. Thank you.

[Whereupon, at 12:06 p.m., the Subcommittee was adjourned.]

APPENDIX

PREPARED STATEMENT OF SENATOR VOINOVICH

Madam Chairman, thank you for calling this hearing to discuss efforts to respond to and recover from Hurricanes Gustav and Ike. I am glad State and local officials from Louisiana and Texas are here today to tell the Subcommittee about their efforts as well as their perception of Federal efforts in response to those hurricanes.

Louisiana and Texas were hit hard by Hurricanes Gustav and Ike, and our thoughts and prayers are with all the people of those States.

But Hurricanes Gustav and Ike did not only impact the Gulf Coast. On Sunday, September 14, the remnants of Hurricane Ike caused a wind storm in Ohio with category one hurricane force winds over a sustained period of time across the State. That storm led to at least seven fatalities, almost 2 million customers without power, and 450 school closures. On Wednesday, September 17, Ohio's Governor asked the President to declare a statewide emergency as a result of the wind storm. The governor's request estimated $7 million in requirements for assistance.

I understand the Federal Emergency Management Agency (FEMA) is working hard right now in the Gulf coast and across the country in response to a number of recent natural disasters, and I appreciate those efforts. But I am told that it is going to take almost a month for FEMA to work with State and local officials in Ohio to complete Preliminary Damage Assessments relating to Ohio's September 14 storm, and I want assurances for my home State that FEMA is going to do everything it can as quickly as it can to help Ohio recover from this wind storm.

Thank you.

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CONGRESSWOMAN SHEILA JACKSON LEE, OF TEXAS

STATEMENT BEFORE SENATE COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS

SUBCOMMITTEE ON DISASTER RECOVERY

SEPTEMBER 23, 2008

I thank Chairwoman Landrieu for convening this extremely timely and important hearing on the issue of the recovery effort thus far to Hurricane Ike. I would also like to thank Chairwoman Landrieu for graciously affording me the opportunity to submit this statement. I have been working diligently and tirelessly to prepare for the devastation wreaked by Hurricane Ike since September 11, and I have been in Houston nearly every day since Hurricane Ike hit

landfall to assist my constituents and my fellow Texans respond to and recover from the widespread impact.

I welcome our distinguished panel, especially Mayor White who has performed exceptionally well under these most trying of times. I look forward to all of the panelists' insightful testimonies. We need to hear from them because we cannot only rely on private solutions to public harms. The government should not abrogate its responsibility over the general welfare of its citizens, and all levels of government (federal, state, and local) must do a better job of coordinating and ensuing that relief is delivered in a timely and efficient manner. I am optimistic that both the House and the Senate will pass sweeping bipartisan legislation appropriating billions of dollars to assist the victims and states affected by Hurricane Ike, especially in Texas, on the road to recovery.

While Hurricane Ike has left an enormous amount of devastation, it has brought out the amazing unity, strength and resilience that Texans and Americans have. Whether rich or poor, black or white, young or old, Democrat or Republican, everyone has

been working together to rebuild and move forward. This is a great testament to the insurmountable American spirit.

More than 60 Americans and over 26 Texans have died as a result of Hurricane Ike. In addition, the hurricane has caused millions of damage in Houston and Galveston and billions of dollars damage throughout the Nation. After touring the devastation throughout the Houston and Galveston area, it is clear that substantial more funds through FEMA and Community Development Block Grants (CDBGs) are needed to help residents with recovery efforts in Houston and throughout Texas.

As a senior Member of the House Homeland Security Committee, which has oversight over FEMA and DHS, I saw firsthand the waste, fraud, and abuse that occurred in the response and recovery effort to Hurricane Katrina. Furthermore, the almost exclusive use of major, national contractors marginalized and excluded small, minority, and local contractors from participating in the cleanup and rebuilding of New Orleans in particular. This exclusion of small, minority, and local contractors cannot be

allowed to occur again in the response and recovery effort in Houston and throughout Texas. I am committed to exercising my oversight over funds appropriated to DHS and FEMA to ensure that they utilize, small, minority, and local businesses that must play an integral role in the recovery and rebuilding of their communities. Only through their participation can the recovery of their communities be guaranteed.

Furthermore, the response efforts to Hurricane Ike in Texas, unfortunately similar to Hurricane Katrina in Louisiana but to a smaller extent, revealed breakdowns in communication between the state and local government on the one hand and FEMA and the federal government on the other hand. These communication failures resulted in unnecessary and avoidable delays in deploying vital resources to individuals and families in need. I look forward to hearing from the panelists on how we can increase the role that FEMA can play in the response and recovery efforts to natural disasters in order to ensure the most expeditious and efficient decision-making process possible. Whether it be through legislation

or simply improved preparation and communication, we must take concrete steps to ensure that in the ongoing recovery effort, bureaucratic barriers are eliminated and minimized and that resources are deployed to individuals and families in need efficaciously.

Nearly 6 million people nationwide and over 2.5 million Texas residents lost electricity and approximately 1/3 Houstonians still have not regained power. This is unacceptable. CenterPoint, and to a smaller extent Entergy, have demonstrated that their utility infrastructure is lacking and insufficient to deal with a disaster of this magnitude. Clearly, we need to invest substantial funds to improve our electric grids to ensure that the disparate impact on vulnerable populations such as the elderly, disabled, and impoverished, are corrected and are never allowed to reoccur.

Also, nearly 1 million people evacuated before Hurricane Ike and tens of thousands of Houstonians and Texans are facing a major housing crisis that must be addressed. The City of Houston will need over $2 billion for emergency shelters, temporary housing,

removal of debris, emergency protective measures, and repairs for infrastructure, schools, and water facilities. The City of Houston also estimates that it will require over $300 million in CDBG grants for permanent housing to address this housing crisis. I am confident that I will have the strong support of my Congressional colleagues in my efforts to ensure that Houston and Texas receives the funds it so desperately needs on the road to recovery.

Also, the procedure for reimbursement of uninsured home damage is extremely cumbersome and slow and must be streamlined to assist families on the path to recovery. The current steps which allow for applicants to be rejected by the Small Business Administration (SBA) after they have registered with FEMA and have had their homes inspected and their losses assessed is broken and must be fixed.

Thank you, Madam Chairwoman. I look forward to the testimony of today's distinguished panel, and I hope to hear of both the successes we have had and the challenges we continue to face. I yield back the balance of my time.

Embargoed Until 10:00am EDT, 9/23/08

Testimony of Bill White
Mayor of Houston
Before the Senate Homeland Security
Subcommittee on Disaster Recovery
The Honorable Mary Landrieu, Chairman
September 23, 2008

Hurricane Ike hit the Houston metropolitan area, one of our nation's largest, with hundred mile an hour winds, a massive storm surge, and left us with the tasks of cleaning up tree-strewn streets and restoring our power and water and wastewater utilities.

With neighbors-helping-neighbors and mobilization of resources at all levels of government, we are coming back. But thousands have been left homeless, over a third of the people in the metropolitan area still do not have power, and our local governments must meet payrolls with massive amounts of needed overtime in the next ten days. Walls of debris line most thoroughfares and streets. The financial and human resources of our local governments have been stretched to the maximum.

A strong Houston region is important for the United States. We produce over fifteen percent of our refined products, and forty percent of our petrochemicals. Houston is home to the nation's largest port by volume.

In Houston, Harris County, Galveston County, Fort Bend County, and many of the smaller municipalities in those counties, we pride ourselves in running government efficiently and with

integrity. We spent money wisely. We neither encourage nor perpetuate policies creating dependency for those capable of working.

We support our fellow Americans when they need our help. As you know, Texas supplies one out of every twelve Americans who have served our nation in combat and the wars of Iraq and Afghanistan. We staff the Johnson Space Center. We train and provide the home for the largest concentration of management and professionals in the worldwide energy industry. Our medical center, our nation's largest, was put at this nation's disposal during hurricanes Katrina and Rita, when we had to provide the basic hospital-based medical care for much of the coastal region of the United States stretching from south Texas to Mississippi with little federal reimbursement.

We worked to provide initial shelter for hundreds of thousands of Americans at the time of Katrina. We received one tenth of one percent of all federal grants made to state and local governments for housing and community development even though we provided apartments to approximately one hundred thousand evacuees in southern Louisiana for more than a year after Katrina. We had to raise private funds to make-up for the many shortfalls. Because federal funds at that time were allocated based on where the storm hit rather than based on where the evacuees lived, our citizens bore much of the burden for policing, uninsured health care, and many other needs of those who still live among us who sought refuge from devastated areas. We were told that those funds were allocated to the places physically damaged by the storm, not where the Americans hurt by the storm chose to live afterwards.

Now we have been hit directly and we need the federal government's financial help.

I have some good news about the federal response. President Bush, Secretary Chertoff, Administrator Paulison, and the most senior members of FEMA and the Corps of Engineers have all been accessible to direct requests made by state and local officials. In the coming days both our residents and local governments will need checks and wire transfers in addition to the phone calls and websites.

We ask you, we beg you, to customize the federal authority for agencies so they can tailor their response to the nature of the disaster, and the capability of our local government. Harris County is home to more people than 23 states and Houston alone is bigger than 16 states. Both the city and county have strong and cohesive local government entities who mange hands-on relief efforts. Please, please, let the City of Houston and Harris County and our school districts receive direct financial and other assistance from FEMA and other agencies. That allows those state emergency professionals to deal with rural areas and those which require more human resources from state government. Congress has recognized some different division between state and local responsibilities in New York than it has in many other states, and we ask that you do so for the nation's fourth largest city and one of its largest counties.

Please allow FEMA to adopt a pilot program embedding FEMA auditors and personnel within the local governments so they can make any review or comments on accounting control and procedures contemporaneously, rather than the enormous burden and uncertainty posed by eight layers of review and second-guessing years afterwards. With respect, it is disrespectful to

suggest that our track record for efficiency or integrity is somehow more suspect than FEMA or HUD or others who may second-guess us after the fact.

Please give the FEMA Administrator the direction and discretion to allow advances in the segregated accounts for funds needed to meet local obligations rather than relying on a cumbersome reimbursement procedure. We did this for part of our locally-administered housing program in the wake of Katrina, and it worked well. Because of the crisis in municipal credit markets and because some of the devastated area, such as Galveston and Jefferson Counties, could have a significant portion of their property tax reduced, these kinds of advances of funds are essential to avoid delays in the recovery efforts.

Advancing the funds early helps us reduce delays. And any delay is very costly. A delay in patching a roof can result in the permanent loss of the structure, raising the federal cost. Please eliminate the requirement that those getting grants for repairs for uninsured losses rendering structures not functional be rejected for loans from the SBA. This requirement, still in place last week, delayed by months disbursements to those whose houses were destroyed following Katrina.

In the City of Houston there are well over some thousands of homeowners and vendors with severe roof and structural damage. Please make available a program of individual assistance in the form of housing vouchers for those whose owner-occupied residents were rendered not functional. We also need a short-term transitional program for those who lost their apartment and all or much of the contents of those apartments. A substantial amount of the more

affordable, but less durable, apartment stock was rendered uninhabitable in the affected Texas counties.

Giving vouchers to both homeowners and apartment dwellers, which could be used for either rent or converted into down payments, will allow the citizens of a free society to determine where they live and how they live and will provide market incentives for new construction.

Please be forewarned that this kind of initiative will be fought by levels of public housing bureaucracies, consultants, and fee-based developers who know how to "work the system" to get federal grants and tax credits. But it is administratively simple and it works. And it is far cheaper for Houston than a system of trailers or hotels for apartment dwellers.
Other devastated areas, such as Galveston and Beaumont, may have different perspectives. But let FEMA craft the program with local authorities who will administer it.

A housing program should also be flexible enough to cover much of our single-family residential stock which is uninsured in our lowest income neighborhoods, where families of individuals who have died without wills or divorced spouses have lived in houses for many, many years, paying property taxes, even though title has never been cleared. The legal process for clearing that title is long and expensive. If somebody had lived in a single-family residence and been paying the property taxes on those residences, they should be able to sign some simple affidavit showing they had been in beneficial possession, and show they have paid property taxes. In that circumstance, we can insist that the money actually be used for the home repair, to avoid blight in some of our neighborhoods if houses need to be abandoned because we can't fix damaged

roofs fast enough. Every week that goes by when we cannot get repairs many thousands of residents with roof damage will condemn those houses which will experience mold damage whenever there are rains coming in.

The Corps of Engineers Blue Roof program should be made more user-friendly. It should apply to both owner-occupied and rental properties. The forms should be available online. People don't put holes in their roof just to get a free government patch. The standing operating procedures for this program require people show up in person at various sites and fill out forms in hard copy.

Please allow the FEMA Administrator to enter into agreements in principle with local government entities concerning the method for calculating payment for incremental expenses of public safety expenditures and debris. Both with Tropical Storm Allison and Hurricane Rita FEMA fought with the City of Houston for reimbursement for much debris removal expenditure because FEMA said we could not identify wooded waste and damaged carpet and other things as being attributable to the disaster, rather than "normal." The fact is that trees and water-damaged household goods don't come with identification numbers and we did not video tape every household in the middle of the hurricane. The principle for debris removal and public safety should very simple: for a period of time after a disaster there should be payments for incremental expenses incurred above budgeted levels and levels before the disaster. In Houston we adopted a budget on July 1 and we stick to that budget. We are fiscally disciplined and believe we are at least as efficient and honest as any federal agency. We know how much heavy waste we ordinarily remove. We can measure the incremental volumes following the storm by

volume. It will not all be cleaned up in 72 hours, or two weeks. We won't try to shift a penny of "normal" budget to the federal government.

The sheer volume of storm debris is extraordinary. The contractors were chosen on a sealed-bid competitive process. Also FEMA should pay local government entities who use public employees and equipment in addition to debris removal contractors. After Hurricane Rita we determined that contractors who were tied up with Katrina-related work would charge far more for debris removal than if it was done by the City of Houston itself. Some FEMA personnel told us that we would be more likely to be reimbursed if we used a contractor charging a high rate rather than City employees using a lower rate. And our claim was repeatedly rejected for that reason.

There are many, many families with citizens who are simply struggling to get by on a low wage or retirement check. Many of those live in residences valued at $50,000 or less. In a number of cases the electric wiring in utility attached to the house connecting to the electrical power and distribution system has been destroyed. FEMA allowed $500 for reimbursement for this property damage for houses in an Oklahoma ice storm. A house without electricity is not functional or habitable in modern America. FEMA rules and regulations concerning home repair should recognize that homes without power are not habitable.

Public schools, hospitals, police stations, fire stations and a number of other public facilities have been damaged and must be repaired. FEMA personnel, perhaps with the assistance of the General Services Administration, should within <u>one week</u> of today review the competitive

bidding procedures, which are dictated by state law. We also can select design/build teams competitively. FEMA needs to agree to procedures by which disbursements of funds can occur directly to properly selected vendors to insure the rapid recovery of these public facilities. Slow payment narrows the field of contractors and inflates cost estimates.

At the time of Katrina FEMA reimbursed based on Project Work Sheets. There were at least eight levels of review of these worksheets. Then money was disbursed, but not to the local government entity incurring the expense. Since there is extensive legal regulation of municipal contracting procedures, and since fraud or collusion would be a criminal violation, and since the contracts for design or construction are set forth precisely the obligations of each party, including payment by the municipality, there is no need for multiple levels of "review" for federal reimbursements for the reconstruction of public facilities. By eliminating these levels of review we would also eliminate the associated overhead costs of public employees and contractors.

In short, we are asking Congress to act expeditiously to both appropriate money to ensure quick recovery after Hurricane Ike, and to streamline the process for payments due to displaced households, people whose residence have been damaged, and public entities.

We understand the quick actions now contemplated to preserve the integrity of our financial system when major institutions collapsed and risked a large credit contraction. We ask that you act with the same sense of urgency in both making authorizations, appropriations, and allowing FEMA executives to streamline these procedures. Residents in our area feel that the nation may forget the aftermath of Hurricane Ike because governmental response avoided some of the

immediate hardship of Katrina and the Wall Street crisis pushed us out of the headlines. But property damage estimates for Ike may rival. And citizens of Texas and Louisiana whose homes are unlivable should not receive less help because we acted promptly to give them shelter, out of the glare of cameras.

We have confidence that Administrator Paulison and Secretary Chertoff will try to accommodate reasonable local requests if they have support under federal law and needed appropriations. Please help us with language and the appropriate congressional reports or statutory language that would allow federal executives to make decisions based on the circumstances of this hurricane and the individual circumstances of local communities and the governments. We will back them up if some mid-level lawyer or inspector general criticizes them after the fact for departing from some standard operating procedure that does not make sense in context or some dysfunctional interpretation of statute. We need you to back them up too.

REMARKS OF CEDRIC B. GLOVER
MAYOR, CITY OF SHREVEPORT, LOUISIANA
BEFORE THE UNITED STATES SENATE
AD HOC SUBCOMMITTEE ON DISATER RECOVERY
COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS
SEPTEMBER 23, 2008

Thank you for inviting me to testify today on the response to and recovery from Hurricanes Gustav and Ike.

Shreveport, Louisiana, where I serve as Mayor, is more than two hundred miles from the Gulf of Mexico and more than three hundred miles from New Orleans. So why is my viewpoint relevant? It's very simple – when a hurricane threatens the Louisiana or Texas Gulf Coasts, Shreveport and other inland cities are where many of the evacuees seek shelter. During Hurricane Gustav, Shreveport, Bossier City and Northwest Louisiana housed more than 13,000 persons in formal shelters – and more than double that number in hotels, private homes and churches.

I have been asked to address what went well – and what did not – in the aftermath of Gustav and Ike. I would like to share those thoughts with you and to suggest measures that all levels of government, working together, can take to improve our ability to respond to the inevitable next storm.

What went well? Clearly, the evacuation itself went well. State and federal assets were marshaled in unprecedented numbers to assure that most people got out of harm's way, especially in the New Orleans area and the adjacent coastal communities. The effort worked. Had New Orleans been hit with catastrophic flooding, there would have been far fewer people in danger.

Communication between FEMA and the State of Louisiana appeared to be much improved over Katrina and Rita. FEMA did not appear out of touch, as they had three years ago, but rather were on the ground before the storms arrived.

The levee systems in New Orleans, upgraded since Katrina, worked just well enough. The televised scenes of water overtopping the flood walls in New Orleans were frightening, but the levees held – this time. There is still much to do to make New Orleans safer from the next big storm, particularly in rebuilding our coastal barriers, but those efforts will take time.

In the mean time, what can we do to improve our ability to respond to these storms? A look at what did not go so well gives us some ideas.

First, there is much room for improvement in the federal response to requests to commodities, equipment and supplies. Let me give you some examples, from the Shreveport perspective. We ordered cots and towels, through the state EOC, for one of

the state-run shelters in Shreveport on September 1st. The supplies were delivered on September 17th. Another truckload of cots was delivered the next day. We had no way to tell what materials were on their way or when they would arrive. As a result, our city government and numerous community volunteers had to scour the city for towels and other supplies.

Another critical need was for shower facilities. When a single shelter is housing more than 2,500 tired, worried people, basic decency requires that they have something as simple as showers. Our local emergency managers requested that showers be delivered before Hurricane Gustav made landfall. The state did not contact the appropriate contractor until well after landfall, when the shelters were already populated.

When it became apparent that this critical need was not being met, I and our city employees did what had to be done. We built a shower facility – on Labor Day – at one of the state-run shelters. We organized a shuttle bus system, which took thousands of evacuees from other shelters to local schools and our football stadium, so that they could take a shower – three or four days after they arrived in our city. People smiled and thanked us when they emerged – but they should not have had to wait that long! Although the state has taken the responsibility for the lack of showers, FEMA can assist them in seeing that it never happens that way again.

We also believe that federal and state emergency managers should **focus on the people**, not just the storm and where it is going to make landfall. I am extremely thankful to be here discussing a shortage of towels and showers and not a shortage of body bags. However, the system which got the people out of danger did not consider what would happen to them when they reached a safe haven. Several sex offenders and individuals with outstanding warrants were allowed to evacuate on buses with children present. Many evacuees had major medical or mental health issues that had to be addressed by those of us on the receiving end. Our local firefighters and paramedics, aided by an incredible corps of medical volunteers, performed triage as each bus unloaded. Many persons went straight from the bus to the examining room to the hospital.

The experience of those riding buses also needs to be addressed. Many riders talked of buses with overflowing or inoperable bathrooms, making it necessary for them to soil themselves before they ever reached us. It is critical that evacuees be treated humanely throughout this entire process. Evacuation from your home is stressful enough.

Effectively returning evacuees to their home areas also needs to be addressed. As buses prepared to return evacuees to their homes, some persons had medical needs that kept them from being able to ride the bus. Others, persons who had driven their own vehicles to the shelters, did not have the money for food or gas to get home. Some were just plain scared, particularly after Gustav when Ike was headed our way, and just did not want to go home. Volunteers and churches in our community stepped up and purchased gas and fast food cards to allow those in need a way to get home.

We need permanent, well-supplied shelter facilities. This is not just a Louisiana and

Texas problem. When hurricanes threaten, the residents along the Interstate 10 corridor move toward the Interstate 20 corridor for shelter. This includes Dallas, Shreveport, Jackson, Birmingham and Atlanta. This is part of our inherent responsibility due to our geographic location.

These shelters need to be equipped to shelter large numbers of people for both short and long periods of time. They need to have the infrastructure to meet basic human needs – indoor restrooms, showers, water, diapers, eating facilities, places to perform rudimentary medical care and safe, well-organized places to sleep. These hard assets do not need to be on a truck coming from far away and arriving well after landfall. They need to be in place from Day One. These facilities need to have trained managers and have well-coordinated access to all of the wrap-around social services that are needed when large numbers of evacuees are housed together in one place.

Shelters cannot just be big empty boxes, waiting to be filled with people. In addition to the things I just mentioned, shelters need security, medical care, lighting, access to transportation, janitorial services and access to communications and the outside world. All of those arrangements need to be made before the storms come.

One or more of these shelters should be placed in the Shreveport metropolitan area. Each shelter should be located near major highway routes, for ease of access. Many organizations, such as the International Association of Assembly Managers, have developed best practices for how these facilities should be built. We do not need to reinvent the wheel, but we do need to act.

Although not all shelters need to be pre-stocked with supplies, those supplies need to be close at hand. One possibility might be to place some of these supplies at National Guard armories or similar facilities. No matter where they are placed, they should be under State or local control. Give us what we need so that when the next hurricane hits, we will not have to wait for FEMA approval or a truck from wherever.

We need to keep the focus on the people. We need better coordination of volunteers and donations. The 211 system is a valuable tool to connect people to social services. When the 211 systems in south Louisiana shut-down, many of those calls were forwarded to the call center in Shreveport. Listening to those calls, you hear the desperate voices and the unmet needs of our citizens. "We ran out of gas and can't make it to the shelter, what do we do?" "The police told me that it was too late to evacuate. I am scared. Here is my name, address and phone number in case I don't make it." "I am in a wheelchair, they told us to meet at this spot to evacuate, but no one is here, what do I do?" We need to keep the focus on the people.

When the phone rang, our community answered. We opened up and will continue to open up our buildings as well as our hearts and pocketbooks. Shelters were located in churches, schools, vacant buildings, convention centers, arenas and coliseums. We sheltered people and pets. Our volunteers were numerous and diverse. Our community came together and did what needed to be done. I am asking for the federal and state governments to put the critical assets in place to allow us to more effectively and efficiently serve our citizens in their critical time of need. We must keep the focus on the people.

Thank you again for giving me this opportunity to speak to you today. It has been an honor and a privilege.

WRITTEN TESTIMONY
Of
Lyda Ann Thomas, Mayor, City of Galveston, Texas
Before the Ad Hoc Subcommittee on Disaster Recovery of the U.S. Senate Committee on Homeland Security and Governmental Affairs
On Tuesday, September 23, 2008, at 10:00 am, at the Dirksen Senate Office Building, in Washington, D.C.

Senators Landrieu and Domenici and Distinguished members of the Committee:

Thank you for the opportunity to discuss with you Galveston's most immediate needs in response to Hurricane Ike, one of the City's most devastating natural disasters since the 1900 Storm which took 8,000 lives.

The City's structures – it's port, University of Texas Medical Branch, historic downtown business district, and east end, even it's condominiums and second homes built according to our strict building codes -- have withstood a surge equal to a Category 4 hurricane, virtually submerging the entire island in depths ranging from 3 to 18 feet. Although damaged, these structures stand testimony to the fact that Galveston Island is a viable, valuable piece of real estate that proudly, this day, flies the flag of The State of Texas and the United States of America.

The seawall that was built by the United States Corps of Engineers, in 1902, has proven its worth numerous times, and is a constant reminder of the close relationship and deep appreciation Galvestonians feel for the government which came to their rescue at that time.

My grandfather, Issac H. Kempner, served the city's government then and sought federal, state and New York banking assistance for the shattered city. Lessons learned from him and his generation of Galvestonians form the basis of today's hurricane recovery plan.

I must tell you that chills ran up my spine when I saw the name Ike selected for this year's Hit List. The irony, on the one hand, is that I, his granddaughter, might bear the God-awful responsibilities of helping my citizens dig out and bear up against a similar tragic event.

The greater irony is that my grandfather, I. H. Kempner, was commonly called 'Ike'. If I feared before, I instinctively feel now, that Ike symbolizes much more than the destruction of Galveston. Ike represents the rebuilding of our city.

I appear before you to ask your help in giving Galveston and Galvestonians a new beginning, just as the U.S. government did after the 1900 Storm.

We will require billions of dollars to rebuild all our infrastructure which took a terrible beating, strengthen our Port and repair and shore up the University of Texas Medical Branch, its hospital, medical school, research labs, and especially the Galveston National Laboratory.

These are the city's economic engines. Are they worth saving? Is Galveston worth saving? That is the question you must decide. Here are some reasons why Galveston is worth saving:

Our island has a proud record of national security and coastal defense. Pirate Jean Lafitte took advantage of its location. It was part of America's defense system in the Civil War, Spanish American War, World War I and World War II. It possesses a natural deep water harbor closest to open sea lanes. The Pelican Island side provides frontline major offshore Oil rig repair – an invaluable component in the nation's major petrochemical producing and refinery region encompassing the Gulf of Mexico and East Texas.

With adequate rail and bridging, the Port can continue to serve this nation; especially it's exporting and importing of vital materials which will increase when The Panama Canal widening and deepening is complete.

Mr. Gerald Sullivan, Chairman of the Port of Galveston Board of Trustees will be happy to answer any of your questions regarding the port, and Dr.David Callender, President, will stand ready for UTMB.

I want to conclude my remarks with an appeal from my heart to yours. The citizens of Galveston have suffered severe losses. One whole section of town north of Broadway may be uninhabitable. An estimated 10 to 20,000 citizens lost their homes and their possessions.

We need help – lots of it – but, first and foremost, we need you to continue your support and cooperation extended from the President, members of congress,

Homeland Security, FEMA, the Corps of Engineers, HUD, Red Cross, Salvation Army, Small Business Administration, volunteers and many others as well.

Together, taking the comprehensive approach you have taken since Ike appeared in the Gulf, we can address human as well as strategic and economic needs.

Lastly, I want to thank and commend FEMA. Had it not been for FEMA, the city would not have recovered as well as it has to allow me to leave only 10 days after the storm. Our representative, Jaime Forero, was at our side from day one, facilitating our response and recovery. His resourcefulness and ability helped to coordinate men and machinery, secure generators, PODS, DMAT, fuel and a Disaster Recovery Center, to mention a few.

Communication is always a deficit on Galveston Island. We have no radio or TV stations; only a public service channel on cable TV. We had no power, no water, no natural gas, and no sewage. FEMA was our lifeline working synergistically with state emergency management under Jack Colley and Sandy Coachman, the Federal Coordinating Officer. The Governor of Texas, Rick Perry, our senators, our representatives, and all our volunteers have done themselves and our nation proud!

I look forward to having another opportunity to come before you as we continue our recovery efforts and face new challenges that will undoubtedly require your support.

Because of the damage to Galveston's infrastructure -- our water, sewer and electrical systems, roads and bridges, hospital, government buildings, etc. we had to prevent our citizens from returning to the Island until we could bandage and triage our city. Our Island was simply not safe enough to reliably support the basic city services of our 60,000 citizens. We still have serious concerns about the ability of our water and sewer system to support the population, but we could not keep our citizens out of their city and their damaged personal property any longer.

Housing

Fifty percent of Galveston households make less than $50,000 per year. It is estimated that eighty percent of the households in Galveston received some level of damage from the rising water from the storm/bay surge. As a result of the catastrophic damage to the infrastructure, we could not let our citizens into the city for 10 days, because their health, safety and general welfare could not be protected. This unavoidable delay in the beginning of clean- up will add costs to the repairs and increase mold and other health issues. Most insurance companies are claiming that their policies do not cover mold.

In addition to the direct assistance needed for citizens to repair their homes, the city will need funds to clean up and eradicate abandoned and dilapidated homes. **Estimated related costs $200 million**

Water System

Galveston Island gets its fresh water supply from the mainland via the Gulf Coast Water Authority. The water arrives via a pipeline built in 1890. We have 90 miles of water distribution lines. A third of this distribution system is still asbestos cement pipe. We have three main pump stations which need to be elevated and

reconstructed. Our pumps were all overwhelmed with water and the electrical systems were fried with seawater and the pipes were filled with sand. When we started receiving water again after the storm, we had hundreds (and probably eventually thousands) of leaks and we leaked out as much as we were taking in. **Estimated related costs $100 million**

Sewer System

Our sewer system was full of sand and we need to reconstruct the system to prevent this. We have 4 sewer plants, only one is elevated and protected. On the unseawall-protected West End, our water treatment plant was hardened and elevated and protected by a concrete levee. This plant had little damage. However, our other sewer treatment plants were not elevated and protected and suffered significant damage. We have 50 lift stations. One is hardened and lifted. Prior to the storm, city council had authorized a contract to harden and lift eight more. It is now evident that it will take 10 years to complete this phased program, leaving our city too vulnerable. Much of the Island is still on septic tanks. Many of them were destroyed and some found floating in the Bay. This is obviously not environmentally friendly for our bay or beach water quality, and all septic systems need to be replaced and tied into the city sewer system. **Estimated related costs $75 million**

Drainage System

The City of Galveston's Drainage System is antiquated and has been completely clogged by sand and debris from Hurricane Ike. We need help in quickly cleaning and restoring the System to prevent further flooding and subsequent health and safety concerns. **Estimated Related Costs $75 million**

Traffic Controls

We have approximately 130 signalized intersections. After Tropical Storm Allison and Hurricane Rita, we began modernizing to a hardened standard and had reconstructed 30 out of the 130 intersections. All of the upgraded and modernized signals weathered the storm well. The others did not. For the reentry of our citizens, we had to put up over 1,000 temporary stop signs. For public safety, evacuation and traffic flow management, we need to modernize and synchronize all of our traffic signals in the City. **Estimated related costs $50 million**

City Facilities

After Hurricane Ike, the City of Galveston had no city facilities from which to operate. Our Emergency Operations Center had to double as City headquarters. The City had to commandeer and take over a fortified seawall hotel. Like the whole city, firehouses were flooded and little fire protection was available. Before the storm hit, firemen had to watch from the upper stories of the hotel while over 10 homes and businesses could be seen on fire with no protection available. Over 40 structures burned with no fire protection or impaired protection available. All critical city service facilities need to be elevated and hardened. **Estimated related costs $50 million**

Roadways and Bridges

Our roadways and bridges are strategic assets. We have a brand new 8 lane causeway connecting Galveston to the Mainland. The ribbon cutting for the grand opening was scheduled for mid-September.

FM 3005 is the only artery that runs the entire length of the West End with 47% of our tax base. It must be elevated, hardened and (in a few places) relocated further inland.

Harborside Drive is the main route for our industrial, port, educational and medical facilities. This roadway easily floods and needs to be elevated and hardened.

Pelican Island Bridge, built in 1958, connects Galveston to Pelican Island where Texas A&M Galveston is located as well as strategic maritime and offshore support installations. Most, if not all, of the major oil companies have facilities there. The Port of Galveston and the Port of Houston will soon begin developing a 1,100 acre site for the largest container terminal on the Gulf Coast to relive the congestion that is building in the Houston Ship Channel and Port of Houston. The bridge suffered damage in Hurricane Ike. Temporary repairs at the cost of approximately $500,000 has the bridge temporarily back in service.

With the new causeway completed, a second west bay crossing and a 61st street flyover would ease evacuation off the island and relieve traffic congestion to our beaches and tourist sites such as Schliterbahn and Moody Gardens. **Estimated related costs $300 million**

Beach Erosion

Galveston has several of the top ten tourist attractions in the state of Texas. Moody Gardens is the #3 tourist attraction in the state and sustained substantial damage. Schliterbahn Waterpark is the # 7 tourist attraction in the state. The Texas

Aviation Hall of Fame and Flight Museum is the #11 tourist attraction in the state. However, the #1 reason people come to Galveston is for our beaches. As evident from the unprecedented storm surge that hit the Texas coast our beaches suffered significant erosion. Without beach restoration and erosion protection, our economy will suffer greatly. Hotel/Motel taxes contribute significantly to our island's economy. In addition, the beaches protect the integrity of the seawall.
Estimated related costs $100 million

Port of Galveston

The Port of Galveston is an enterprise of the City of Galveston. The Port serves the offshore oil industry and the shipping industry. In 2006, the Port was ranked as the No. 4 Cruise port in North America and No. 10 in the world and is home to both Carnival and Royal Caribbean Cruise Lines.

In 2007 The Port of Galveston provided $1 Billion in economic impact to the State of Texas and created over 13,000 jobs statewide and over 3,000 jobs locally.

The port suffered serious damages as a result of Hurricane Ike. These damages include missing fenders, broken pilings, collapsed wharf decking, warehouse and cruise terminal damages, mud and debris must be cleaned up, perimeter security fencing is compromised and security cameras are missing. The levees located at the dredged material disposal area on Pelican Island have been severely compromised. The port facilities require emergency dredging to return the port to currently authorized depths. The volume of material to be removed is in excess of 2 million cubic yards to restore the channel to pre-hurricane conditions.

The previously mentioned Pelican Island bridge is vital to the Port of Galveston as it provides the connection between the Port's operations on Pelican Island and Galveston Island. In addition to the temporary repairs, the bridge needs to be widened and strengthened. **Estimated related costs $500 million**

University of Texas Medical Branch at Galveston

UTMB is the economic engine for the City of Galveston. UTMB employs 12,500 FTEs throughout Galveston County and the State of Texas. UTMB is home to the new Galveston National Laboratory where critical national security research is conducted. UTMB generates approximately$110 million annually in federal grants. It enrolls approximately 2500 students in critical areas of nursing, medical school and other health care professionals. Additionally, it operates one of the largest medical complexes in the Gulf Coast Region and is the only Level- one Trauma Center serving a 9-county population

Prior to the arrival of Hurricane Ike the patient population was evacuated and placed throughout the State. The loss of revenue and ramping up of population of displaced patients and return of clinic patients is significant. Damage to the buildings, equipment and clean up cost will far exceed the approximate $115 million in insurance coverage. **Estimated related costs of $609 million**

Business/Economic Recovery

Assistance is needed for business recovery. Galveston is home to 2,500-3,000 businesses and 40,000 jobs. Direct assistance, incentives and low interest loans will be necessary for the business community to recover. Flood damage insurance is limited in amount and coverage. **Estimated related costs $350 million**

With 47% of our tax base (but only approximately 10-15% of our population) in the decimated "unseawall protected" West End, our ability to repair the storm damaged infrastructure is severely limited and will depend a great deal on federal help.

One of the first and easiest things that the Federal Government could do to help Galveston recover, without providing direct financial assistance is to release the 600 acres of seawall protected, 20 foot elevation land that the City loaned the Corp of Engineers for dredge spoil deposit in the early 1900s. Galveston has been requesting the remediation and return of this now valuable land for years. This elevated and protected land is exactly what we need to progress through this century.

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STATE OF LOUISIANA
SENATE

COMMITTEES:

Natural Resources, Chairman
Judiciary A
Revenue & Fiscal Affairs
Insurance
Select Committee on Coastal Restoration & Flood Control

September 19, 2008

The Honorable Mary Landrieu, Chairman
The Honorable Pete Domenici, Ranking Member
Ad Hoc Subcommittee on Disaster Recovery
Committee On Homeland Security and Governmental Affairs
United States Senate
Washington, D.C. 20510-6250

Dear Chairman Landrieu and Ranking Member Domenici:

Thank you for the invitation to testify at the September 23d hearing of the subcommittee.

My written statement for the official record is as follows:

- My name is Reggie P. Dupre, Jr. I am the Louisiana state senator for District 20. District 20 is located in south-central coastal Louisiana, and has the highest rate of wetlands loss of any area in the United States. I represent approximately 120,000 citizens in Lafourche and Terrebonne Parishes (counties).

- I was born and raised in this same area. Before serving in the state House of Representatives and now state Senate, I served for eight years on the Terrebonne Parish Council.

- In the last three years, Louisiana has been hit by four major hurricanes. In 2005, Hurricanes Katrina and Rita struck Louisiana within three weeks of each other. This year, within two weeks, Lafourche and Terrebonne parishes were devastated first by the winds of Gustav and then by the water of Ike, with a 9 ½ foot tidal surge inundating much of the coastal area.

- Hurricane Gustav was a direct hit upon the Lafourche/Terrebonne area, the first time since 1965 (Hurricane Betsy) that the eye of a major hurricane passed through Terrebonne

Parish. And, even though the center of Ike was over two hundred miles away, the flooding from Ike was the worst ever experienced in the area. For the first time ever tidal water covered Main Street in Houma, 35 miles from the coast. You know things are bad when the Weather Channel picks your area to send Jim Cantore for live on-the-spot hurricane broadcasts!

- Over 2,500 homes in Terrebonne Parish alone were flooded and approximately 15 thousand were impacted by Ike's storm surge. Massive power outages and rising water threatened drinking water supplies and sewer systems, causing the loss of water supply to many homes, hospitals and businesses. Mandatory evacuations were necessary. The damages were so extensive that the parishes of Terrebonne and Lafourche are now included by FEMA within the listing of major disaster areas resulting from both Hurricanes Gustav and Hurricane Ike. Damage assessments are ongoing.

- We know that we are not alone in dealing with natural disasters. From America's heartland hard-hit by floods and tornadoes to our fellow citizens on the West Coast battling wildfires and earthquakes, 2008 has been a difficult year for our nation. But I want you to know that when Louisiana's coast is devastated by a natural disaster, when Louisiana is hurting so are you.

- Lafourche and Terrebonne Parishes lie in the middle of the Louisiana energy corridor to the nation. The Louisiana energy corridor is vital to the safety, security, and well-being of our country. 26% of the nation's natural gas supply and 26% of the nation's crude oil supply is either produced in Louisiana, produced in the Louisiana OCS, or moves through Louisiana and its coastal wetlands.

- Additional facts about Louisiana's energy corridor to the nation: Louisiana is second in refining capacity in the U.S. after Texas. It has 70 natural gas processing plants that have the highest gas processing capacity in the United States, and produces 25% of the total U.S. plant capacity. The Louisiana Offshore Oil Port in Louisiana is the only deep water crude oil unloading facility capable of unloading super tankers. 2 of the nation's 4 Strategic Petroleum Reserve storage facilities are located in Louisiana. The state is home to the Henry Hub NYMEX natural gas price base and trading terminal. The Henry Hub is the largest centralized point for natural gas spot and futures trading in the United States, providing access to major markets throughout the country. The liquefied natural gas (LNG) import terminal at Lake Charles is the largest of five existing LNG import sites in the United States. The Excelerate Energy Gulf Gateway Deepwater Port/Energy Bridge, which came online in 2006, is the only offshore LNG terminal in the United States and is the first new LNG import facility constructed in more than 20 years. Over 40,000 miles of large transmission pipelines traverse the state to transport oil and gas from production centers to consumption markets throughout the country. Together with the infrastructure in the rest of the state, this production is connected to nearly 50% of the total refining capacity in the United States.

- Louisiana is also the gateway to federal OCS production. Currently (2007 data), Louisiana OCS territory produces 85.7% of the of the 17.2 billion barrels of oil and condensate, and 81% of the 165 Trillion Cubic Feet of natural gas produced in the entire U.S. OCS since the beginning of time, 89.4 %of the oil, and 73.5% of the natural gas produced in the Gulf of Mexico OCS, and 22.2% of total U.S. domestic oil, and 10.5% of total U.S. domestic natural gas production.

- Here is the simple truth. Based on its energy producing value to the nation, acre for acre, Louisiana is the most valuable real-estate in the nation. But people tend to forget how small Louisiana and this vital energy corridor really is. From the Texas border to the Mississippi line, the coastline of Louisiana is less than 400 miles. For this reason, even catastrophes in Louisiana that are localized in immediate impact can have enormous consequences for the rest of the country.

- For example, just look at gas prices at the pump. Three years ago Hurricane Katrina caused about a $1.00 spike in gas prices. My district includes the only land access to the Port of Fourchon on the gulf, a major deepwater port. This access is by a single highway, Louisiana Highway 1. It has been estimated that catastrophic destruction of Port Fourchon could cause a long-term $2.00 spike in gas prices.

- Since Congress is considering opening up new OCS areas for oil and gas production in an effort to provide stability for energy markets, it would seem to make just as much sense (if not more so) for it to first protect vital resources of existing production and distribution such as the Louisiana energy corridor and its facilities.

- I also need to point out that hurricanes Gustav and Ike devastated important nearby barrier islands, which are critical to the protection of the coastline and inland from storm surges. In less than two weeks, almost half of our barrier islands were destroyed. Given the importance of Louisiana energy's corridor to the nation, any decrease in our efforts or means of protecting the energy corridor will have direct consequences for the rest of the nation.

- In terms of lessons to be learned from what went right and what went wrong, the old adage is always true. The best way to recover from a disaster is to prevent it from happening in the first place. The second best way to recover from a disaster is to take steps in advance to minimize its impact if you can't prevent it. Cleanup and recovery are, in the long run, almost always more costly than prevention.

- In terms of what went right, I should point out the improvements over hurricanes Katrina and Rita. FEMA and Corps officials were embedded in my area early to work with local and state officials. At the state and local level, evacuations and matters such as traffic contraflow also generally succeeded. The conducting of necessary search and rescue operations should also be commended. A major success was implementation at the

parish level of the unified command structure developed after September 11 and implemented at the state level after hurricanes Katrina and Rita.

- In terms of lessons to be learned, I have said before and must repeat that the actions of the Army Corps of Engineers, although well-intentioned, have for my area created a tremendous problem. As a result of Hurricane Katrina, the Corps is now overreacting on design standards that cannot be met at the state and local level for levee protection. In my belief, any levee is better than no levee. Following Hurricanes Katrina and Rita, in 2006 the Louisiana congressional delegation was successful in getting $30 million for nonfederal levees in Terrebonne Parish included in congressional appropriations. However, instead of being provided as a block grant where it could be immediately put to use, it was sent to the Corps, who proceeded to do yet another study rather than take immediate and necessary action. Over two years later and not one penny has been spent on construction!

- My request is simple. Give us the money and let us use it to protect ourselves and the nation's energy corridor. Give my part of the state the same consideration that was given New Orleans after Hurricane Katrina. Give us 100% federal funding for our approved federal hurricane protection projects, such as Morganza to the Gulf.

- We want federal oversight, not federal involvement. Help us help ourselves and you. We have already done our part in Louisiana. The people of Terrebonne and south Lafourche have taxed and tolled themselves for levee projects. Our state government responded promptly after Hurricanes Katrina and Rita. In 2005 and 2006, I authored state legislation, including an amendment to our state constitution which was overwhelmingly approved by our citizens, that mandated the development of a state master plan for hurricane protection and coastal restoration, and dedicated a large state revenue stream, including OCS revenue, for this purpose.

- What we want from the federal government is not a handout, but a helping hand. We have already done the work at the state level. The energy corridor that we protect, and where we live and work, serves the needs of nation, not just Louisiana. Federal funding for levee projects and projects such as the Morganza to the Gulf is not a giveaway but an investment in the nation's energy future. Given the stock market these days, it is one of the best and safest investments around.

- As my friend and levee guru, Windell Curole, says, "Elevation is the salvation from inundation."

Thank you again for the opportunity to testify at this important hearing. I look forward to any questions by the subcommittee.

Sincerely,

Reggie Dupre
State Senator, District 20

Senate Subcommittee on Disaster Recovery
September 23, 2008

Madam Chair / Senators / thank you for the opportunity to speak about the impact of Hurricanes Gustav and Ike / and the performance of federal, state, and local agencies during these disasters.

I'm David Dewhurst / Lt. Governor of Texas / representing Texas/ and Governor Rick Perry, who was unable to be here today.

In hurricanes, the State of Texas plans for the worst and hopes for the best. We assume that every hurricane which enters the Gulf of Mexico makes landfall in Texas. Regarding Hurricane Gustav, tens of millions of dollars in Category B – Emergency Protective Measures were spent before we knew with certainty that Hurricane Gustav would make landfall in Louisiana, at which point we provided personnel, supplies and other resources to help our friends in Louisiana. Our attention almost immediately shifted to preparing for Hurricane Ike and we will provide to your subcommittee detailed cost estimates on Hurricane Gustav.

As you know / Hurricane Ike, which struck the Texas coast near Galveston less than two weeks ago / was one of the worst natural disasters in Texas history.

The area directly impacted by Hurricane Ike includes 22 Texas counties totaling nearly 20,000 square miles / an area larger than the states of Rhode Island, Delaware, Connecticut, and New Jersey combined, larger than the State of New York.

Before Hurricane Ike made landfall / the State of Texas/:

- **Evacuated 1.2 million people / including 12,500 individuals with special needs by ambulances and C-130s;**
- **Pre-positioned equipment, aircraft, supplies, and other assets which had to be moved over 300 miles as we followed the hurricane from Brownsville to Galveston and Beaumont and East Texas;**
- **Conducted the largest search and rescue operation in Texas history which saved more than 3540 lives. For the first time, Texas started flying search and rescue missions before hurricane landfall, in just one example rescuing 120 stranded people on Bolivar Pennisula.**
- **Supported 254 shelters across Texas / which at the height of the evacuation housed up to 40,000 people; and**
- **Coordinated the distribution of food, water, ice and medicine, at 60 Points Of Delivery (POD) sites throughout the affected area. Importantly, the PODs were intended for mass deployment into heavy impact areas, such as the cities of Galveston, Orange, Bridge City, and Chambers County and Southeast Harris County.**

Hurricane Ike made landfall in Texas as a Category 2 hurricane / with a Category 4 surge/ completely washing over low-lying communities such as Galveston and Orange.

The State of Texas has begun estimating the economic impact of Hurricane Ike / asking 770 cities and 22 counties in the storm's path / to submit cost estimates.

Due to the fact that most of the affected communities are still restoring basic services and cleanup efforts / we only have cost estimates from approximately 95 of these 770 cities.

Complicating this process is the fact that many city and county employees needed to assess storm-related damages / were among the 1.2 million people who evacuated.

What we have gathered so far on the economic impact of Hurricane Ike / and which we are providing you in the first preliminary schedule/ is approximately $11.5 billion in direct costs to the State of Texas, the 22 affected counties and the 770 affected cities/ which we believe are eligible for reimbursal. The $11.5 billion estimate does not include any damage estimates from the City of Galveston, which has yet to respond to State's request for information. As an example, Harris County – Houston, lost electricity to 97% of all customers, while Entergy Utility lost electricity to 100% of its customers.

We are providing you a second schedule showing the total economic impact to the State of Texas, with a breakout by county, totaling $27.5 billion. Current estimates are that this number could increase to $35 billion.

We will continue to refine these estimates as our local governments shift from restoring basic services / to assessing the damage caused by Hurricane Ike and forward you our best estimates within the next 15 days.

Madame Chair and Senators, Texas has been granted Category A, Debris Removal, 100% reimbursal for two weeks dating back to the

Disaster Declaration. That is insufficient time. Down debris is huge. I've seen the debris. Governor Perry and I were in Galveston and surveyed the affected area on Sunday/ one day after Ike hit Texas.

The down debris covers an area larger than the State of New York. Down debris reminds me of Katrina, with thousands of homes destroyed by 8 plus feet of water in the houses. Texas needs at least 60 days reimbursal at 100% beginning the date the contract is signed. Treat Texas equally on our damage as you did with Louisiana with Katrina.

I thank you for 100% reimbursal on Category B, Emergency Protective Measures, but we urgently need help with 100% reimbursal on:
Category C – Roads and Bridges
Category D – Water Control Facilities
Category E – Buildings and Equipment
Category F – Utilities, and
Category G – Parks, Recreational Facilities, and other items.

In the heavy impact areas/ thousands of buildings, most water treatment plants and delivery systems, sewage collection systems and treatment plants, and distribution lines, plus pumping plants have all been heavily damaged.

We urgently need help in Categories C – G.

On Individual Assistance reimbursals, Texas was granted 100% federal cost share for evacuees for 30 days.

Senators, 30 days is a real hardship. The city of Galveston with 57,000 inhabitants, the city of Orange with over 18,500 inhabitants, plus other heavy impact areas, are wiped out. Most homes and businesses have been damaged. Most electricity remains out. Most water and treatment facilities are damaged. Most sewage service and treatment facilities are down.

It is estimated to take up to 6 months to make Galveston, Orange and other heavy impact areas totally habitable. Texas respectfully asks that Individual Assistance be extended until the heavy impact areas are rebuilt and totally habitable. Again, treat us as Louisiana was afforded after Katrina.

Texas still has 14,000 evacuees in state-supported shelters, hotels and living night to night with friends and family. Tens of thousands of additional evacuees have moved to hotels, plus the homes of friends and relatives, and other locations.

We also have a critical shortage of housing for workers near the heavy impact areas. Some have recommended the state use stockpiled FEMA trailers, but/ Texas leadership won't accept tainted trailers, and I doubt our friends at FEMA would offer us tainted trailers.

In closing / I want to say a few words about our federal partners / local governments / and the many volunteer and charitable organizations who provided relief. And it is important to specifically point out the good work by the Red Cross and the Salvation Army. Although they have been hamstrung by natural disasters across the country, they have stepped up as a partner with Texas in helping those in the affected areas.

Although no disaster response is perfect / we try to use every occurrence as a learning experience / and along the way, we're getting better at saving lives, assisting victims, and rebuilding communities.

Our partners at FEMA are critical in this endeavor / and Governor Perry and I and our emergency management agencies are pleased with the level of cooperation we've received from FEMA.

While we understand that the State of Texas' role is that of a first-responder -- responsible for pre-planning, evacuation, positioning assets, and conducting search and rescue operations -- we also know that FEMA is best-equipped to lead the recovery process.
The State of Texas will continue to coordinate with FEMA / our other federal partners / and local governments / as we enter the recovery phase of this disaster.

We will rely on FEMA's expertise and, frankly, its resources / to help provide housing, disaster unemployment assistance, crisis counseling, Small Business Administration loans, and other individual assistance.

And finally / we will strive to improve the coordination between federal, state, and local agencies, / to protect our fellow citizens and restore their lives after the next disaster.

On behalf of the State of Texas, Governor Rick Perry and myself/ thank you for your concern / and the opportunity to speak with you today.

Local

	Preliminary Estimated Costs (in millions)	Notes
Care of Displaced and/or Affected Persons	$1.054	
Loss or Repair of County Roads and Bridges	$101.231	
Loss or Repair of Other Infrastructure such as County Buildings, Radio Towers, etc.	$2.662	
Loss or Repair of Other County Property such as Vehicles	$0.442	
Debris Removal	$36.620	
Loss of Other Revenues	$0.881	
Inmate Housing	$0.056	
Overtime for County Employees *Special District*	$ 4.943 $0.052	
Total Other Expenditures *Special District*	$725.881 $1.789	
County/Special District Subtotal	**$875.611**	
City Subtotal	**$2690.613**	
Local Total	**$3566.224**	

State

	Preliminary Estimated Costs	
EDUCATION Public Schools Colleges/Universities *Subtotal*	 1400.0 M 136.3 M *1536.3 M*	
HEALTH CARE Individual Assistance Medicaid/Other Uncompensated Local/Non-Profit Organizations *Subtotal*	 50.0 M 59.2 M 35.0 M 15.1 M *159.3 M*	
WORKFORCE	*TBD*	
TRANSPORTATION National Guard Debris Removal	 77.9 M	
AGRICULTURE	930 M	
HOUSING & CDBG	4963.0 M	
PUBLIC SAFETY	226 M	
INFRASTRUCTURE	33.072 M	
State Government Total	**$7925.572 M**	

Grand Total	**$11491.796 M**	

Attached, divided into state and local sections, you will find damage and cost information attributed to Ike. This first compilation is being made less than 7 days since landfall. The information is very preliminary, especially from the local jurisdictions, many of whom remain closed due to lack of power and/or structural damage.

Key Points:

- State Identifiable/Reimbursable Damages Total **$6.995 B** as of 9.19.08
- Local Identifiable/Reimbursable Damages Total **$3.566 B** as of 9.19.08
- The Governors Division of Emergency Management (GDEM), the Office of Rural Community Affairs (ORCA), and the Texas Department of Housing and Community Affairs (TDHCA) make the following overarching estimates:
    - Public Infrastructure Damages (ORCA): $1.5 B
    - Housing Damages: $4.963 M
    - Division Of Emergency Management: $ TBD
- The Texas Municipal League reports 95 of 770 cities in declared disaster are able to report.
- Texas Windstorm Association has already assessed an additional $200 M, and says final damages won't be known for 60-90 days, but may exceed state coverage by $2.0 B or more.

Lieutenant Governor Mitch Landrieu

September 23, 2008

Testimony before the Ad Hoc Subcommittee on Disaster Recovery

At the request of Governor Bobby Jindal, I have come to Washington, along with a bipartisan delegation from Louisiana, to advocate for a fair disaster recovery package in the aftermath of Hurricanes Ike and Gustav.

When it comes to disaster preparedness and recovery, we can all agree that partisanship and divisive politics have no place in the discussion. We come before this committee unified and speaking with one voice. This is one team, one fight.

For the second time in three years, the State of Louisiana has been devastated by back-to-back natural disasters. As Hurricanes Gustav and Ike struck, our state was still in the midst of ongoing recovery efforts from two of the largest disasters in U.S. history – Hurricanes Katrina and Rita.

Gustav and Ike served as the first real tests of Louisiana's readiness to handle major disasters since the storms of 2005.

Our response to these storms has reflected many of the lessons we learned after Katrina and Rita. Local, state, and federal partners worked closely together to prepare and respond to the challenges of the day.

In the days prior Hurricane Gustav's landfall, the state successfully led the largest evacuation in Louisiana's history. For the first time, the whole of coastal

Louisiana was evacuated. Over 1.9 million people left their homes by car, bus, rail, and air to escape Gustav's wrath. We also managed the largest medical evacuation in U.S. history: over 10,400 patients were moved out of harm's way as the storm approached.

The state worked well with the federal government in three key areas.

First, the FEMA regional office worked well with the state in developing emergency plans over the past three years. The coordination and collaboration here paid off.

Second, FEMA supported our efforts for emergency transportation during Gustav, specifically the AMTRAK rail and contract plane capability that assisted us in evacuating approximately 7500 citizens. We also received great support in transporting the critical medical evacuees.

Third, the on-site event assistance that FEMA and the Incident Management Assistance Team provided for both Gustav and Ike was strong.

There are three key areas that need improvement.

First, the flow of basic commodities, such as water, ice, food and tarps, from FEMA to the ground after landfall was inadequate. I would be happy to expound on this and our issues with generators during the question and answer session.

Second, the delay in approval of our request for a pre-landfall declaration delayed some assistance we wanted to EMAC in because some States would not commit resources until we had that presidential declaration.

Third, the delay in approval of our 100% cost share request has hindered our recovery efforts.

Hurricane Gustav made landfall in Terrebonne Parish, Louisiana on September 1, 2008. Gustav brought high winds and storm surges as high as 20 feet to Louisiana's coast, overtopping levees and knocking out power. The storm caused major wind and flood damage throughout the state, from the southern coastal parishes through central and north Louisiana, prompting all 64 parishes in Louisiana to declare a state of emergency.

Many Louisiana citizens were still without electricity when Hurricane Ike struck south and southwest Louisiana just under two weeks later. On September 12, 2008, Ike made landfall in Galveston County, Texas, sending devastating tidal surges across the southern coastal communities, in some cases exceeding historic storm surges caused by Hurricanes Katrina and Rita.

During these storms, 443 people were pulled from the floodwaters during search and rescue operations. We grieve for the 51 Louisiana citizens who lost their lives during these powerful storms. Our thoughts and prayers are with those who lost loved ones.

Nearly 25,000 homes flooded in Louisiana, and many more suffered severe wind damage.

Between the two storms, over 1.5 million customers - about 70% of Louisiana's homes and businesses - lost power. The electrical infrastructure in the state was heavily damaged, leading to unprecedented outages that hindered recovery.

The economic impact on Louisiana's businesses and industries has been massive – initial estimates are as high as $20 billion. About 80 percent of total employers in the state suffered business losses.

Damage estimates to public infrastructure, including damage to roads, schools and hospitals, are currently at more than $1 billion.

Louisiana produces over 20% of domestic oil and over 10 percent of our country's natural gas. An early analysis estimates that eight to ten billion dollars was lost in gas and oil production in the Gulf of Mexico, and damage to oil and gas infrastructure in Louisiana has further hampered production capacity.

Louisiana's farmers and fishermen put food on the tables of families across our nation. We are one of the top producers of sugarcane and rice in the United States. We grow significant amounts of soybeans and corn. And, we produce over a quarter of our country's seafood harvests. Gustav and Ike crippled all segments of agriculture throughout Louisiana. Many of our farmers sustained uninsured losses and will not be eligible for federal aid. Our state's cattle industry, still recovering from losing over 20,000 head in 2005, suffered major wind and water damage. Our agriculture and fisheries took a major hit from these storms – at the worst time imaginable – at or near harvest for many farmers.

Louisiana's coast has been in danger for years. Between Katrina and Rita, 217 square miles of our coast was lost – an area about three times the size of Washington, DC washed away. Countless more was lost during Ike and Gustav. In addition to the rich natural environment of our wetlands, our coast protects us from the waters of the Gulf. In short, the loss of our wetlands makes us more vulnerable to storm surge.

Based on our experience during Hurricanes Katrina and Rita, the people of Louisiana understand that smart investments on the front end, pay huge dividends on the back end. The basic principle being, "pay me now or pay me later."

This concept comes to life when you compare the cost to shore up our levees versus the cost to repair flood damages when inadequate levees fail. In the aftermath of Katrina and Rita, the federal government reacted by spending billions of dollars responding to these storms. A fraction of that investment in proactive initiatives would have prevented over 80 percent of the loss of life and damages associated with Hurricanes Katrina and Rita. A FEMA study concluded that every one dollar in mitigation provides four dollars in benefits.

Our state has submitted a targeted and conservative request for federal recovery funding, focused on six key areas. I have submitted the details of this request for the record, but here is a summary.

One, declaration of 100% federal cost share of all FEMA categories of assistance.

This is our state's top priority. Collectively, it is clear that costs associated with Hurricanes Gustav and Ike will exceed the 90/10 cost share threshold in Louisiana.

Two, infrastructure repair and coastal restoration.

Funding is needed to repair critical roads and bridges, to dredge navigation channels, to address housing shortages and to fund coastal restoration.

Three, agriculture and fisheries assistance.

Funding is needed to offset agriculture and fisheries products, increased production costs and damage to storage and fishing facilities.

Four, economic recovery.

To prevent long-term economic impact, Louisiana requests business recovery bridge loans; an extension of the existing GO Zone and additional allocation of GO Zone bonds; and an extension of employee retention tax credits.

Five, emergency preparedness and readiness.

To enhance disaster preparedness, local governments have prioritized prisoner transportation and evacuation planning, watercraft accessibility, enhanced mobile generator support and communications. In addition, the state is requesting funding for law enforcement equipment and infrastructure repairs.

Six, healthcare and social services disaster assistance.

Finally, our experience after Katrina and Rita tell us that Gustav and Ike victims will require special medical assistance. Louisiana seeks additional funding for Social Services Block Grants to extend programs developed for victims of the 2005 storms.

It is my hope that our requests for emergency federal assistance will be fulfilled because Americans have a stake in Louisiana's recovery. In a measurable way the strength of our nation's economy depends on it.

Domestic oil and gas that is so critical to America's energy independence is buried deep beneath the surface of the Gulf's waters off the coast of Louisiana. An intricate network of offshore oil rigs, pipelines, and refineries deliver that energy through the soft marshes of Louisiana to the American people. As harbor for three-quarters of American offshore oil and gas production, we contribute more to the nation's energy supply than Saudi Arabia. We keep the lights on across this country.

Louisiana is also home to four of the eleven busiest ports in the United States. We are the gateway -- with America's goods shipped down the Mississippi River to the world and moved up the river into the heartland.

But beyond dollars and cents, Hurricanes Katrina and Rita and now Gustav and Ike provide powerful learning moments for our country. Our message is clear: we ignore these lessons at America's peril.

These storms exposed the greatest challenges our country faces on a wide range of issues.

In Louisiana, we know all too well the catastrophic consequences of neglecting our roads and bridges, coastlines and pipelines. The impact of Katrina led the Army Corps of Engineers to analyze the soundness of our nation's levees. They found that 146 levees were compromised. But they were not in Louisiana. They were all over this country – from California to Connecticut. Louisiana, you see, is the canary in the coalmine.

In a recent analysis, reporter Steven Pearlstein compared Hurricane Katrina with the current financial crisis. He wrote:

> *"When we look back, we may find that this financial crisis, like Katrina, was a turning point in public perceptions and expectations of government -- about its competence in dealing with the inevitable crises that occur and its ability to take steps ahead of time to assure that the damage is limited and the most vulnerable are protected."*

When the next disaster strikes, we must be prepared with strong infrastructure and effective response. The next disaster may strike anywhere in this country.

Thank you.

STATEMENT OF

HARVEY E. JOHNSON
DEPUTY ADMINISTRATOR AND
CHIEF OPERATING OFFICER

FEDERAL EMERGENCY MANAGEMENT AGENCY

DEPARTMENT OF HOMELAND SECURITY

BEFORE THE

SUBCOMMITTEE ON DISASTER RESPONSE
COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS

U.S. SENATE

September 23, 2008

AFTER ACTION: A REVIEW OF THE COMBINED FEDERAL, STATE, AND LOCAL ACTIVITES TO RESPOND TO HURRICANES GUSTAV AND IKE

Good morning Chairman Landrieu, Ranking member Stevens, and members of the Subcommittee. Thank you for the opportunity to appear before you today to discuss the Federal Emergency Management Agency's (FEMA) progress in responding to hurricanes that recently impacted the Gulf Coast.

In the three years since the nation was affected by Hurricanes Katrina and Rita, FEMA has worked diligently with our State and local partners to establish stronger partnerships, a much higher level of preparedness and improved levels of coordination when assisting communities to prepare for, respond to and recover from hurricanes.

We have sent a strong message of personal preparedness, to encourage individuals to prepare themselves for disaster events, recognizing that even when the Federal, tribal, State and local governments work perfectly in sync – it is not enough. At the same time, we have continued to reform the agency and work with our partners in an effort to develop a culture of preparedness in America, such that every level of government is clearer on the roles and responsibilities it has in emergency preparedness and response and can work effectively with the private and non-profit sectors.

The change in FEMA is self evident. This is not just FEMA's view. On September 17, 2008, just four days after Hurricane Ike, Representative David Reichert, in an editorial said the following:

> Today, we see much of the same devastation, heartbreak and tragedy in South Texas. But there is a key difference -- there is not a staggering loss of life, nor are there loads of television images of people begging for help, food and water. The latest hurricanes have shown the lessons learned from 2005. While there is more progress to be made, the coordination between every level of government, and regional FEMA offices has greatly improved, which helped all law enforcement officials and first responders prepare for response and recovery.

This improved level of performance did not just happen by natural evolution. It is the product of experienced leaders, the investment of resources, a renewed focus on partnerships at every level of government and with the private and non-profit sectors, and the dedicated efforts of thousands of FEMA professional men and women. It is also the product of a very clear vision for a "New FEMA" and a commitment to making FEMA the Nation's preeminent Emergency Management and Preparedness Agency. This vision contained two very important elements.

- First, it put forward a new focus on leaning further forward in order to deliver more effective assistance to States, communities and disaster victims more quickly.

- Second, it identified specific objectives to achieve the Vision, including goals to:

  - Coordinate and marshal an effective national response,
  - Speed the recovery of communities,

- Strengthen our partnership at the Federal level, with State and local governments and the private sector; and
- Instill public confidence in the Federal government's ability to respond.

Over the past three years, that vision – driven by FEMA leadership in Washington and in every one of our regional offices – has guided our plans and our actions. We are building a New FEMA which is dedicated to delivering the support and aid necessary without bureaucratic red-tape delaying essential services. We are focusing on partnerships across Federal departments and agencies, with States and local communities, with non-governmental and volunteer agencies, with the private sector, and with individual citizens – all to ensure a more effective national response through cooperation and collaboration,.

Earlier this year, FEMA released the National Response Framework, which provides a clear picture of the resources and assets available through the Federal government and clarifies the agencies and programs that are brought to bear in disaster response and their role in support of State and local officials. After the 2005 hurricane season, there were calls to reform FEMA, and FEMA responded, retooling our response capabilities, housing efforts, and logistics partnerships to ensure that we are able to meet the emergency needs of individuals and communities affected by disasters.

FEMA has worked with vulnerable States to identify gaps, and areas where they will most need support, recognizing that one size does not fit all and any response will be tailored to an individual State's needs. Additionally, we have developed teams that actively exercise and interface with States and local government in advance of disaster events and stand ready to be deployed to the disaster area, arriving on the ground within hours of a storm or other disaster striking. These teams provide real-time situational awareness and visibility on issues and a point of contact for State officials to communicate their need for resources to FEMA.

FEMA has improved its ability to deliver assistance. This is reflected in our alliances with logistics partners within the Federal family and with the private sector, clarified guidance to States on emergency life sustaining needs, and our strengthened ability to manage the logistics pipeline and get needed supplies and resources to a disaster site more quickly and efficiently.

Additionally, on the disaster applicant front, FEMA is focused on providing assistance in an easily accessible and coordinated manner through simple and effective delivery mechanisms. FEMA expanded its capability to register those in need of aid and to have mobile registration centers that can be on hand to help those without access to phones or computers. At the same time, we have strengthened our ability to detect and limit fraud and abuse of the assistance programs. FEMA continues to work with Federal, State, and voluntary partners to build a robust system for evacuation, sheltering and housing, including our collaboration with the American Red Cross to implement the National Shelter System. FEMA established a National Emergency Family Registry and Locator System and a National Emergency Child Locator Center to help those displaced find their loved ones. FEMA instituted a new policy to help those with pets safely evacuate a disaster area.

In striving to achieve the vision for New FEMA, we have been supported by President Bush, by Secretary Chertoff and by you and your colleagues in Congress – all of whom have seen first-hand the needs on the ground and who have provided us with additional authority, people and fiscal resources with which we can better accomplish our mission. The return on this investment in FEMA has been to the benefit of the Nation, in terms of a more effective response to and recovery from disasters.

While this hearing draws focus only on the two most recent storms, it is important to note that beginning with the Midwest floods of May 2008, through the 2008 Hurricane Season, FEMA has responded to thirty-one major disaster declarations affecting 23 States and territories. Additionally, we have responded to nine emergency disaster declarations and provided twenty-one Fire Management Assistance declarations to States to support fire fighting activities.

In every disaster event, we proactively engage and coordinate with the affected States and local jurisdictions and work hard to ensure that Federal assistance is delivered as quickly and as seamlessly as possible. As we move forward, we continue to work to fine tune our operational capabilities and incorporate feedback from all of our stakeholders to ensure that we have a strong working relationship with all States. These improvements can be seen in FEMA's response activities, acquisitions management, staffing, recovery activities, as well as our logistics management.

Response: Life Saving and Life Sustaining Measures

Immediately following a major disaster or emergency that overwhelms communities and States, FEMA coordinates and provides the core Federal disaster response capability needed to save lives, reduce suffering, and protect property.

The responses to the many disasters we have faced over the past couple of years have provided us an opportunity to implement and evaluate many of FEMA's new/enhanced operational capabilities. Upgrades to our national and regional operations centers have increased our operational capability by providing seamless connectivity with other Federal departments and agencies and State governments. This has facilitated our abilities to develop situational awareness and a common operating picture, enabling immediate decision-making. The upgrades to the National Response Coordination Center (NRCC) at FEMA headquarters have given us new and improved abilities to coordinate and exchange information. For example:

- FEMA holds regular and ongoing video teleconferences (VTCs) to synchronize response efforts between Federal responders, States affected by and States supporting those affected by disasters, the Joint Field Offices (JFO), and the Regional Response Coordination Centers (RRCC).
- More than 30 organizations participate by video and often more than 50 participate by audio in daily, national VTCs. This includes substantial and direct involvement of DHS components and other interagency partners. For example, the U.S. Forest Service provided periodic fire weather reports during VTCs convened to respond to California wildfires. This was a first for FEMA and proved to be invaluable in supporting wildfire response efforts. Through improved coordination with our

partners, facilitated by the NRCC, we have also done a better job leveraging existing capabilities and reaching faster consensus on important issues such as:

- using information from the Infrastructure Protection staff to inform critical infrastructure decisions;
- using CBP aerial imagery to assess affected areas;
- requesting transportation weight, motor carrier, fuel, and other waivers to expedite the response.

FEMA manages multiple disaster response teams and assets that can be rapidly deployed to support State and local response operations including Urban Search and Rescue (US&R), Mobile Emergency Response Support (MERS), Emergency Response Teams (ERTs), and Incident Management Assistance Teams (IMATs). Our teams have demonstrated new and improved flexible and scalable response capabilities during the responses to multiple disasters in 2007 and 2008. Our teams have deployed to, and redeployed to, as necessary, States, incident scenes, and Joint Field Offices. In the response to Hurricane Gustav, nine US&R Task Forces were deployed to support Texas and Louisiana and eight Task Forces were deployed to support Georgia, Florida, Alabama, and Mississippi. For Hurricane Ike, nine Task Forces were deployed to Texas and six to Louisiana. The US&R Task Forces supported the States in critical search and rescue operations.

In accordance with the Post Katrina Emergency Management Reform Act (PKEMRA), FEMA has developed and deployed the IMAT, the next generation of rapidly deployable interagency national and regional emergency response "strike" teams that are the first Federal presence on scene, serve as liaisons to State and local officials, and provide situational awareness and needs assessments. One National and three Regional IMATs are operational. A second National and fourth Regional Team will be launched by year's end. FEMA is working toward having three National and ten Regional teams. The National and Regional IMATs were instrumental in providing on-scene situational awareness during recent hurricane responses. All currently existing IMATs were deployed to support the responses in Texas and Louisiana. Critical on-scene command, control, and communications support was provided by IMATs for Houma, Louisiana government officials and the Mayor of Galveston, Texas during the recent hurricanes. US&R Task Forces deployed for hurricane responses and supported Search and Rescue missions -- more than 3,000 rescues in both Louisiana and Texas.

FEMA has instituted operational planning as a core Agency competency. In 2007, 15 operational planners were hired at FEMA headquarters to provide capability to perform sophisticated operational analyses, analyze trends, and improve planning for response to ongoing and future events. We are hiring additional staff this year to meet HSPD-8, Annex 1 requirements to develop interagency plans for prevention, protection, response and recovery activities related to the National Planning Scenarios and to augment capabilities in the FEMA Regions and Area Offices. With new staff, there is now greater depth and capability to prepare operational plans and conduct crisis action planning to lead and support a national all-hazard emergency management response. In 2007 and 2008, the new Operational Planners:

- provided improved planning capability in the areas of current and future planning;
- facilitated extensive evacuation coordination/planning between the Regions and the States;

- synchronized interagency planning with the DHS Incident Management Planning Team and U.S. Northern Command;
- supported responses to the Midwest Floods by projecting population impacts and needs before the flood wave struck;
- provided current and future operational planning analyses to inform decision makers by focusing more closely on performance metrics; and
- developed and implemented innovative planning strategies to address issues such as the Regional Planning Strategy used to respond to Hurricanes Gustav and Hanna concurrently.

FEMA has also greatly improved its evacuation planning capabilities. We have completed a Mass Evacuation Incident Annex to the National Response Framework and a supporting Supplement is under review. There has been greater coordination of medical evacuation and assessment of public health and medical community plans. FEMA is more successfully coordinating medical special needs evacuation planning with DoD, HHS, and the States, as evidenced by the recent large scale medical evacuations from Louisiana and Texas. Through this coordination with our partners, more than 600 pre-arranged ambulances were available to Louisiana for Hurricane Gustav and more than 300 ambulances were made available to support Texas for the Hurricane Ike response. Special DoD aircraft were also deployed to help evacuate critically ill patients.

We have provided more support to the Gulf Coast regional evacuation planning effort, and in the future greater emphasis will be placed on regional evacuation planning for other parts of the country. For Hurricane Gustav, we implemented the Gulf Coast evacuation plan developed over the past two years in coordination with the State of Louisiana and evacuated more than 2 million people in 48 hours to multiple receiving States using multi-modal evacuation sources including air, train, and bus. Approximately 2,025 persons were evacuated from New Orleans to Memphis on three AMTRAK trains. Air evacuation for an additional 6,104 persons was accomplished on 56 flights from New Orleans to Ft. Smith, Arkansas; Knoxville and Nashville, Tennessee; and Louisville, Kentucky.

Another major area of improvement is in Mission Assignments. During response operations, FEMA uses the interagency "Mission Assignment" (MA) process to task and reimburse other Federal Departments and Agencies to provide essential disaster response assistance. Greater emphasis has been placed on the MA process to include development of Pre-Scripted Mission Assignments (PSMAs), a mechanism used to facilitate rapid response. In 2006, FEMA had a total of 44 PSMAs with 2 Federal agencies in place for support for Hurricane Season. Since then, FEMA has increased the number of PSMAs in place to 223 with 31 agencies. This support ranges from heavy-lift helicopters from DoD, to generators from the USACE, to Disaster Medical Assistance Teams from HHS, and Emergency Road Clearing Teams from the U.S. Forest Service.

Working with the States to identify the gap between State resources and needs, the 2008 GAP analysis will focus on all hazards for all States. The Gap Analysis Program was developed using a consistent, national approach to determine asset gaps at the local, State, and National levels. The initial focus in 2007 was on eight areas: debris, interim housing, sheltering, evacuation,

commodity distribution, medical, and communication, and fuel in 18 hurricane-prone States. GAP has now been expanded nationwide to address all-hazards. The 2008 All-Hazards Gap Analysis Template is being applied in all 10 FEMA Regions.

Since the Gap Analysis Program pre-identified State resource shortfalls in each hurricane-prone State, the data and insights provided by the program were critical in enabling a more effective response to this year's hurricane responses on the Atlantic and Gulf Coasts. It saved valuable time in responding because FEMA already knew the States' needs.

Based on the National Planning Scenarios, catastrophic planning initiatives are being implemented in Louisiana, the New Madrid Seismic Zone, Florida, and California. In Louisiana, the substantial post-Hurricane Katrina planning culminated in one of the largest mass evacuations in history (New Orleans). In Florida, while preparing for and responding to Tropical Storm Fay and Hurricane Hanna, the State implemented and used the Lake Okeechobee Plan developed in preparation for and response to a Category 5 Hurricane (CAT5) in Miami. This plan was developed as part of FEMA's Catastrophic Planning Initiative.

FEMA can now rapidly deploy telecommunications assets during disaster response to support communications operability and interoperability. We are upgrading outdated equipment and procuring tactical response vehicles and have also established Regional Emergency Communications Coordination (RECC) Work Groups in a majority of the Regions to facilitate communications planning and response capabilities. We provided direct assistance to Gulf and East Coast States in developing State and regional communications plans for hurricane season. Our MERS assets continued to provide communications support to States/locals, as well as our response teams and other interagency response teams in 2007 and 2008. For example, during Hurricane Ike, MERS:

- Provided mobile emergency communications infrastructure (IRV) to the Mayor of Galveston Island to support continuity of local of government.
- Supported maintenance and repair of communications equipment for local first responders on Galveston Island.
- Repaired a main repeater in Houston Reliance Center to maintain communications capabilities for the Texas Highway Patrol.
- Supported Texas Task Force Ike with land mobile radio communications to link the Task Force with the Interagency.
- Provided command and control support to government of Houma, Louisiana.
- Supported communications capabilities of the Louisiana State Police by providing a 700 MHz radio system.
- Supported Terrebonne Parish in Louisiana with a 800 MHz radio system tower providing communications connection for the Parish.

Disaster Staffing: Creating a Ready Workforce to Meet Disaster Needs

Recognizing that our disaster reservists are the backbone of our agency – routinely accounting for 70 to 90 percent of any disaster response and recovery effort, FEMA created the Disaster Reserve Workforce Directorate in 2008. This Directorate has primary responsibility for the

development, deployment and support of a disaster workforce ready for the national, all-hazard response needs of FEMA program managers and regional leadership. This office is led by a long-time FEMA senior executive and staffed with senior managers with leadership experience in managing other successful reserve programs.

This Division is dedicated to developing and implementing initiatives which will dramatically contribute to the overall disaster response and recovery capability of FEMA. Current initiatives of the office include assisting in the standardization, credentialing and development of uniform guidelines and policy to govern the workforce. FEMA recognizes that its disaster workforce is dedicated and self-sacrificing in its response to the nation's call for help and it is incumbent upon the Agency to provide standardization of administration and formal training that will further prepare and motivate reservists, attract more dedicated individuals to service, and provide a force with consistent and standardized training and credentialing.

The number of disaster reservists in the Disaster Reserve Workforce continues to remain steady. There are currently 3,837 reservists deployed in support of disaster response and recovery throughout the United States. On the Gulf Coast and other hurricane affected areas, there are 1,831 reservists serving in response to the tremendous need. That response includes 673 reservists in support of Hurricane Ike. Of those not presently in the field, over 1,200 have recently returned from disaster operations. As a result of a new initiative implemented by FEMA Regions and Headquarters, our daily number of available reservists for deployment is steadily increasing.

To achieve a ready workforce FEMA will continue to review policies and develop ways to make all components of our workforce more equitable as they serve side by side. Additionally, we have begun the effort to develop standardized training and credentialing which will transform our force into a competent, reliable, and nimble Disaster Reserve Workforce; a national asset ready to deploy as an all-hazard response and recovery team anytime, anywhere.

Acquisition Management: Leaning Forward to Make Better Business Decisions and Partnerships

FEMA's goal is to use competitive strategies while also providing local and small businesses a competitive advantage whenever possible.

To date in FY 08, FEMA has competed approximately 81% of its procurement dollars. FEMA is proud of this accomplishment, and we will strive to uphold our commitment to competitive contracting. In addition, FEMA has awarded an estimated $393 million to small businesses so far this FY.

Moreover, an estimated $940 million in disaster relief funding has been placed on contract by FEMA in FY 08. An estimated $235 million or 25% was provided under contract to small businesses throughout the nation. Please note however that the bulk of the $235 million in disaster relief funds placed on contracts with small businesses in FY 08 (i.e., an estimated $125 million) was in support of recovery efforts related to the Hurricanes Katrina and Rita disasters.

As of September 17, 2008, FEMA has awarded approximately $22.8 million in disaster recovery work for Hurricane Gustav to local vendors and approximately $2 million for Hurricane Ike.

Enhanced Acquisition Capability and Capacity
FEMA's Office of Acquisition Management has grown from a staff of approximately 35 Contracting positions to approximately 235 Acquisition professionals. The office has also matured through the creation of three separate branches that support the acquisition life-cycle and provide the framework for FEMA's acquisition processes and practices. The Acquisition Operations Branch provides pre- and post-award contracting and acquisition support and includes a staff of approximately 180 Contracting Officers, Contract Specialists, Procurement Analysts, and Support Staff.

Pre-Positioned/Pre-Competed Contracts
FEMA has implemented several pre-positioned contracts in response to the need for advance planning and preparation. FEMA currently has approximately 75 pre-positioned contracts in its inventory. For Gustav, FEMA activated its ground and air ambulance evacuation services contract with American Medical Response, Inc.; its rail evacuation services contract with AMTRAK; and its pre-positioned housing inspection services contract with PaRR Inspection Services.

Following Katrina, there was increased focus surrounding FEMA's Individual Assistance-Technical Assistance Contracts (IA-TAC). Recent reports have recognized that FEMA has overcome many of the challenges identified under IA-TAC I. There are currently five IA-TACs that were competed under IA-TAC II in 2006 to support the response to and recovery from disasters. The contractors are able to bring the breadth and depth of response and recovery services disaster victims may require from FEMA, to include: Mass Care/Sheltering support; site assessments; design and development of temporary Group Housing Sites; installation of temporary housing; and general Housing operations support. Task orders are now competed within the five contracts so that the requirements, as they arise, are awarded under fair opportunity procedures. Once the housing mission in response to Hurricanes Gustav and Ike are defined, the scope of any potential IA-TAC II task orders can be developed. The task orders will be for the immediate support needed to establish the housing mission. However, housing operations and long-term support, such as maintenance and deactivation of temporary housing units or group sites, will ultimately transition to local contractors for execution.

Increased Contracting Visibility in the Field
When the scale of a disaster merits increased on-sight oversight of field operations, FEMA designates and deploys an Acquisition Advisor to the JFO. The purpose and role of the Acquisition Advisor is to counsel the Federal Coordinating Officer (FCO) on the acquisition process and regulations, and provide oversight to ensure internal controls are in place and protocols are followed to avoid fraud, waste, abuse, and unauthorized commitments. The advisor also reaches back to the Headquarters office to ensure greater coordination of effort and use of FEMA acquisition staff both from Washington, DC and in the field.

Recently, due to the increased staffing levels, FEMA was able to pre-deploy contracting professionals in advance of declared disasters events. This enabled the acquisition staff to be

prepared to respond and provide immediate support to the field operations staff - while the FEMA contracting staff at Headquarters executed against the pre-positioned contracts for other mission needs.

Enhanced Contract Oversight
FEMA has developed a robust Contracting Officer Technical Representative (COTR) program that tracks and monitors the skill levels of personnel trained as COTRs, enables FEMA's programs and COTRs to quickly identify personnel with the appropriate COTR skills, and provides the necessary support to the COTRs as they perform their job duties. Currently, there are 1,008 certified FEMA COTRs. FEMA is also implementing an initiative to tier the COTR certification process, which recognizes that not all COTRs are alike and that certain contracts require COTRs with higher skill levels and experience to ensure proper contract oversight.

Recovery: Leveraging the Capabilities across all Sectors of Government to Assist Individuals in Recovering

One major shift in our business philosophy is that FEMA recognizes that response and recovery efforts often operate on a continuum. While some believe that there is a clear beginning and end to the response and recovery phases of a disaster, we have come to understand that successful recovery for individuals affected by disasters requires early collaboration between State and local governments, continued planning and evaluation of housing options and needs, and leveraging of a variety of services and programs to move applicants forward in their desire for self-sufficiency and sustainability following a major disaster.

An immediate challenge following a major disaster is ensuring that the emergency mass care needs of individuals are met. Since the passage of PKEMRA and the revision of the NRF, the Emergency Support Function (ESF) #6 – Mass Care, Emergency Assistance, Housing, and Human Services Annex has made many improvements. The Federal role in ESF #6 has been expanded, designating FEMA as the sole Primary Agency responsible for mass care and added additional authorities and responsibilities for evacuation; tracking and family relocation; pet rescue and shelter considerations; and medical and specialized accommodations for sheltering. In a large mass care operation requiring Federal support to a State, FEMA will direct and coordinate the provision of necessary support from Federal partner agencies, and others, as well as with our longstanding partner, the American Red Cross.

Our efforts and improvements in service delivery of FEMA's recovery programs on behalf of disaster victims include:

- **Housing Inspections** – Prior to declaration, housing inspectors are mobilized; they arrive in the affected areas immediately after the declaration and inspections began immediately following the disasters.

- **Fraud Controls** – The identity verification controls that FEMA has integrated into the Registration Intake process have proven quite effective. Identity verification controls place authenticated 99% of applicants at the time they registered for assistance.

- **Registration Intake** – Special Needs scenarios were added to FEMA's registration intake script beginning in 2008. The Special Needs questions are designed to obtain information from applicants about any loss of support required for mobility, sight, hearing or taking care of themselves or members of their household as a result of the disaster. The information about applicants' special needs is transmitted to the JFOs for appropriate follow-up.

- **National Processing Servicing Center (NPSC) Operations** – The NPSC have the capability to expand operations to support 24/7 staffing immediately a declaration.

- **Joint Housing Solutions Group and the Development of Comprehensive Housing Plan -** FEMA's Joint Housing Solutions Group partnered with Federal, State and local governments, and voluntary agencies, to develop a comprehensive housing plan that includes identifying the most heavily impacted areas, on-the-spot registration of shelter populations, analyzing shelter and mass care operations, transitioning applicants to temporary housing, individual case management for applicants with major damage to their primary residences, identifying available rental resources, assessing and assisting special need populations, and working with local voluntary agencies to identify additional assistance resources available to residents.

- **National Emergency Family Registry and Locator System (NEFRLS) and the National Emergency Child Locator Center (NECLC)** – These systems are activated immediately following disaster declarations, facilitating the reunification of displaced family members. These services help local and tribal governments and law enforcement agencies track and locate children who have become separated from their parents or guardians.

- **Mass Care Deployment to State Operations Center –** In advance of disaster declarations, FEMA has deployed a mass care staff member to the State Operations Center to promote situational awareness and enhance coordination with the American Red Cross and reporting of shelter statistics. Additionally, FEMA deployed **mass care and donations management specialists** in support of State and local sheltering operations, implementation of the National Shelter System, donations management, and delivery of mass care services.

- One of the most recent initiatives in the Disaster Housing arena is the launch of the **multi-agency National Disaster Housing Task Force (NDHTF).** As members of the NDHTF, the agencies and organizations committed to fully supporting the Unified Recovery Strategy established by the California Housing Task Force. The NDHTF quickly responded to and filled requests for resources, staff, and information; worked to de-conflict any policy, statutory or regulatory issues; and identified housing solutions to fill any gaps in available housing assistance.

- To provide technical assistance to the JFO, FEMA deployed the **FEMA Disabilities Coordinator**. The Disabilities Coordinator has been invaluable advising mass care as

well as DHOPs regarding unique issues and concerns facing those disaster victims with special needs.

- All affected States utilized the web-based volunteer and donations management application that was developed by **Aidmatrix** Foundation. This new resource tool was built to support State emergency management and FEMA's voluntary agency partners. The Aidmatrix system was very instrumental in helping the donations group acquire and disburse items.

Logistics Management: Leaning Forward to Support States' Needs for Emergency Assistance

A key element of FEMA's disaster response and recovery comes in the form of assisting States in meeting their emergency needs for commodities, services and goods.

In April, 2007, as part of the FEMA's reorganization, the Logistics Branch was elevated to Directorate level within the Agency. The Logistics Management Directorate (LMD) is FEMA's major program office responsible for policy, guidance, standards, execution and governance of logistics support, services and operations. Since that time, LMD has strengthened its business practices by enhancing its relationships with logistics partners for a more coordinated logistics response operation.

Responses to declared disasters this year, including Hurricanes Gustav and Ike, have validated the new business processes strategy. FEMA Logistics continually reached out to our partners to assist in the responses. Emergency meals have been sourced and delivered by the Defense Logistics Agency, cots and blankets sourced and delivered by the General Services Administration and water sourced and delivered by the U.S. Army Corps of Engineers. These commodities have been in addition to what is stocked in the FEMA Distribution Centers, strategically located in both the United States and U.S. Territories. The following are examples of how the coordinated logistics response operation has become more efficient and effective.

In September 2007, LMD established a Distribution Management Strategy Working Group, comprised of its Federal, private and non-governmental organizations logistics partners, to conduct a comprehensive analysis and develop a comprehensive distribution and supply chain management strategy. Partners in this group include GSA, DOD (USNORTHCOM)/DLA, HHS, USACE, USDA USFS, and Mass Care (ESF6). The Resource Management Group, a sub-working group, has been established to assist in resourcing disaster requests for Logistics supplies and services.

LMD has established mission-essential standby contracts and Inter-agency Agreements (IAAs) that provide an enhanced logistics readiness capability for contractor support such as: fleet management/driver support; vehicle maintenance contract; supplies and services IAA / General Services Administration; Transportation Services MOA/General Services Administration; National bus, rail, and ambulance evacuation support; Blue Roof Sheeting blanket purchase agreement; supplies and services IAA/Defense Logistics Agency; Asset visibility; Logistics Management Transformation Initiative (LMTI); and base camp support contract.

Overall, the Federal response to the recent disasters has been organized and effective considering the magnitude, timing, and proximity of Hurricanes Gustav and Ike, and the requirement to assist with POD distribution in Louisiana and Texas. The Federal coordination of these events has shown an unprecedented level of collaboration and cooperation between all partners – Federal, State, local, tribal, and voluntary organizations. FEMA begins monitoring an event early on, activates affected Regions and the National Response Coordination Center, hosts daily video teleconference calls with Federal and State interagency partners, reviews and works with States in the formulation of Governors' requests for major disaster declarations, alerts our national response teams, pre-stages resources and commodities, and deploys our housing task force; every effort FEMA makes is strategic, proactive and aimed at anticipating needs of the States and local governments before they arise. In this way, FEMA is moving forward to become the preeminent emergency management agency the American public needs and deserves.

FEMA – with your help and the hard work of thousands – has made significant progress since Hurricane Katrina in building an emergency management system and agency that Americans can rely on and be proud of. There is still much work to be done. Each reform builds the foundation for future reforms and we are committed to ensuring the forward progress of these initiatives. Thank you for the opportunity to testify. I would be pleased to answer any questions you may have.

DEPARTMENT OF THE ARMY
CORPS OF ENGINEERS

COMPLETE STATEMENT

OF

Mr. Ed Hecker
Chief of Homeland Security

BEFORE

COMMITTEE ON HOMELAND SECURITY AND GOVERNMENTAL AFFAIRS
SUBCOMMITTEE ON DISASTER RECOVERY
UNITED STATES SENATE

ON

After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike

September 23, 2008

Good morning Madam Chair and Members of the Subcommittee. I am Ed Hecker, the Chief of Homeland Security, U.S. Army Corps of Engineers (Corps). I welcome the opportunity to present testimony today about lessons learned relative to response to both Hurricanes Gustav and Ike. My testimony will focus on our preparedness and response roles relative to our support of the National Response Framework, as well as responding to the mission requirements that fall under our own authorities. Nearly 1,000 Corps of Engineer employees are currently engaged in hurricane emergency response to support missions in areas recently affected by both Hurricanes Gustav and Ike.

Background

The Corps' top three priorities in any disaster are to:

- Support immediate emergency response priorities;
- Sustain lives with critical commodities, temporary emergency power and other needs; and,
- Set conditions for recovery by assessing and restoring coastal protection and navigation infrastructure.

Under the National Response Framework and in support of the Federal Emergency Management Agency (FEMA) and the impacted States, the Corps has installed over 190 generators in the States of Texas, Louisiana and Mississippi to provide temporary power to critical public facilities such as Police and Fire stations, Medical Centers, Wastewater Treatment Plants, Water Treatment Facilities and Shelters until commercial power is restored. To demonstrate the success of the improvements we have developed with FEMA since 2005, we were able to begin installing these generators the same day that Hurricane Ike made landfall in Texas. This was the result of the cooperative Corps/FEMA effort to have the right generators in place to meet anticipated requirements. A few days prior to landfall there were only 4 generators above 450KW in the state. The FEMA/Corps team looked at the specific threat of this particular storm and pre-staged over 150 generators in the state of Texas before landfall.

The Corps is also working with local, state and federal agencies, particularly FEMA, to develop a phased approach to debris management for rapid cleanup. For example, in support of the Texas Department of Transportation, the Corps' debris mission began with emergency clearance operations on Galveston Island. The Corps has contracted 24 crews to help clear the way for first responders and recovery teams to enter the city to assess impacts to infrastructure and to begin restoring essential public services and facilities.

For both Gustav and Ike, the Corps supplemented the states of Texas' and Louisiana's efforts to provide drinking water and ice. Working with FEMA, sufficient supplies were on hand to initiate provision of life-sustaining commodities such as bottled water very shortly after landfall. The Corps is also supporting important missions to meet the public's needs for temporary roofing and housing in support of FEMA. Roofing is an important mission for FEMA since it protects property and in many cases allows people

to re-enter and live in their homes. In Louisiana alone, we have provided temporary roofing to over 3,000 homes.

One of the Corps' highest priorities following any hurricane landfall is to rapidly survey Federal channels and ports in order to quickly open up the nation's ports and waterways, including the Federal channels. For instance, the Corps worked in partnership with the U.S. Coast Guard (USCG), the National Oceanic and Atmospheric Administration, the Gulf Intracoastal Canal Association, and the shipping industry as part of the Texas Joint Hurricane Response Team to survey and open the ports and coastal waterways. Surveys were performed to determine the channel depth and to locate any sunken objects in the channel. Aerial imagery was also collected to determine the impacts of storm surge and winds on ports. The significance of the navigation restoration effort at the Houston Ship Channel and the Calcasieu River is a key example. In that regard, the closure of Calcasieu had impacts on the oil refinery industry. The Corps and Navy cooperated using six Corps vessels, one Navy vessel and one Navy Helicopter. They began work on September 14, and within three days the waterways were surveyed. This survey data was delivered to the USCG to make decisions on opening the waterways within three days. In addition, channel obstructions, to include sunken vessels, were identified, and marked for removal.

The USCG is the responsible agency for making decisions on whether ports are open or closed, and for establishing channel depth restrictions. The Corps has lead responsibility for conducting and reporting channel condition surveys, removing sunken vessels in Federal channels and performing maintenance dredging. There was seamless coordination between these agencies on survey results enabling the Captain of the Port of the USCG to issue Marine Safety Information Bulletins to reopen the channels and establish depth or other restrictions. The Corps used the Navy's expertise in the removal of sunken objects from the Gulf Intracoastal Waterway and Houston Ship Channel. Corps and Navy collaboration led to the use of a Navy helicopter and equipment to determine the presence of submerged objects that could be hazards to navigation. This equipment, which could operate in sea conditions that were unsafe for traditional survey vessels, allowed critical ships of crude oil to be delivered just ahead of a major refinery shutdown at Lake Charles, Louisiana. Critical surveys and coordination at Pascagoula, Mississippi, resulted in the opening of the deep draft channel and delivery of crude oil to a major refinery in that port facility. Daily (or more frequent) conference calls were conducted with these government agencies and navigation stakeholders, including port officials, bar pilots, refineries, etc. to keep all parties informed of progress and issues. As another focus of our critical infrastructure mission, we partnered with the U.S. Environmental Protection Agency (EPA) in Louisiana following Hurricane Gustav to assess requirements for response to damaged water and wastewater treatment facilities.

Finally, we were fully prepared to address the potential impacts of both Gustav and Ike on the New Orleans Hurricane and Flood Damage Reduction system. As you know, significant improvements have been made to strengthen that system following Katrina. We completed the repair and restoration of 220 miles of floodwalls and levees by June

1, 2006. The New Orleans area now has the best flood protection in its history and with every new improvement, we are working to reduce risk. Significant hurricane protection measures include:

- Floodwalls reinforced at numerous locations.
- I-walls replaced by stronger T-walls at breach sites.
- Floodwalls armored and transition points strengthened between flood walls and levees
- Interior pump stations repaired and improved.

Temporary pumps and flood gates completed at the three outfall canals. Pumps in place at the three outfall canals have a total pumping capacity of about 16,000 cubic feet per second. The Corps is committed to providing 100-year level flood protection to the New Orleans area in 2011. It is noted that the system withstood the surge forces associated with Hurricane Gustav with only minor damage at 26 sites. We were able to complete interim repairs to 22 of those sites prior to Hurricane Ike, and the system was capable of performing to the same level as before Gustav. In both hurricanes, the gates and pumping facilities were put to the test and worked flawlessly. Again, I need to emphasize that we are part of a very effective integrated Federal, State and local Team that knows the emergency procedures and has exercised those procedures frequently. I believe that the performance of both the system and the team during these two events, combined with the highly successful evacuation process, speaks to the success of our efforts to be ready for flood and hurricane events.

I will next address our very essential preparedness program, as this really governs our success in disaster response and recovery missions. Readiness to respond to any natural disaster or terrorist act in support of State and local agencies is always an extremely high priority mission of the Corps. As part of the Federal Response Team carrying out missions under the Department of Homeland Security, National Response Framework, the Corps has been the lead Federal agency for FEMA to provide engineering and public works mission support. Common Corps activities include provisions for temporary emergency power, ice, water, debris removal, temporary housing, infrastructure assessment, and critical public facilities. The Corps also provided structural specialists in support of the urban search and rescue mission. In addition to FEMA assigned missions, the Corps has the authority to provide rapid flood fighting, technical assistance, and rehabilitation activities under Public law 84-99. Further the Corps also provides emergency clearing and dredging of those Federal channels that have been impacted by a disaster.

Lessons Learned

We have continually worked to improve our teams, tools and performance over the past several years. One key point relates to our investment in Readiness and the Remedial Action Program that we have developed over the years with FEMA. This effort has paid huge dividends by improving response operations. In addition, this collaboration has built strong partnerships with FEMA, EPA, the Department of the Interior and the USCG

to mention a few. Further, we have developed pre-scripted mission assignments for all of our primary missions to include mission timelines, etc. To compliment the pre-scripted mission assignments, we have developed standard operating procedures (SOPs) for every mission that can also be used by State and Local agencies. Our response organizations located throughout the country continually emphasize our strong technical assistance and training support to state and local governments. The goal is to enable State and local operations to greatest extent possible.

We have taken advantage of the latest flood fight technologies, as well as technologies developed for our military operations support mission. Working with our local, State and Federal partners we have conducted training sessions and exercises that have focused on utilizing a "unified command" approach to adjudicate resource requirements in a disaster zone. This very concept was used in both Gustav and Ike to distribute food, water and ice to citizens that were impacted by the disasters from points of distribution designated by the local governments. This "intergovernmental/interagency" approach provided for operational adaptability and flexibility which was required in order to alleviate the human suffering and discomfort being experienced by the general populace. As this operation was ongoing, the Corps further supplemented its resources on the ground by providing trained Local Governmental Liaisons (LGL) to assist the local, State and Federal partners. These LGLs assisted FEMA in setting priorities in order to meet the needs of the citizenry. This process helped to reduce the level of stress, while providing for effective management of resources.

Our modeling technology and our Advance Contracting Initiative (ACI) also afforded us the opportunity to have 24 debris teams mobilized and operational within hours to begin emergency debris clearance upon request. Both aerial and ground surveillance of the impacted area was performed by utilizing Automated Route Reconnaissance Kit to provide quick snapshots of damaged areas after both Gustav and Ike. This tool provided an immediate assessment of conditions on the ground which had been missing from previous disasters. Additionally, the Corps utilized the 249th Engineer Prime Power Battalion to assess temporary power requirements, relative to bringing the oil industry back online quickly. Our Field Force Engineering teams, that are typically used to support the global war on terrorism, were also available to supplement our civil resources in infrastructure assessments.

Turning to our flood fight efforts associated with impacts from Gustav, the Corps quickly implemented a temporary levee fix on Grand Isle, Louisiana in preparation for the expected surge from Hurricane Ike. This temporary, sacrificial, levee fix was needed to reduce the impacts from Hurricane Ike and any additional damage to the Grand Isle project. This type of flood fight activity will assist us in future operations while reducing flood damages.

As Hurricane Ike went inland, the Intracoastal Waterway channels as well as the major federal channels to Houston's Ship Channel, Texas City, Galveston's ports and others, had to be quickly surveyed, cleared and opened in order to minimize impacts to the oil

industry. Improved coordination with both the USCG and the Navy enabled the Corps of Engineers to open key channels in three days or less.

Madam Chair, all-in-all, by conducting preparedness training sessions, exercises and other forums and meeting with our local, State and Federal partners there has been a clear improvement in the understanding of the issues, response times and expectations prior to an event. This has helped to achieve accelerated response operations while helping local impacted communities such as Galveston, Texas understand and manage expectations. This concludes my statement. I would be happy to answer any questions you or other members may have.

Declaration Timeline for Hurricane Ike – Louisiana

In a pre-landfall emergency declaration, FEMA-3295-EM, declared September 11, 2008. Calcasieu, Cameron, Jefferson Davis, and Vermilion Parishes became eligible for emergency protective measures (Category B),including direct Federal assistance, under the Public Assistance program.

FEMA-1792-DR was declared on September 13, 2008, making Acadia, Beauregard, Calcasieu, Cameron, Iberia, Jefferson Davis, Sabine, St. Mary, Vermilion, and Vernon Parishes eligible for Individual Assistance. Acadia, Beauregard, Calcasieu, Cameron, Iberia, Jefferson Davis, Sabine, St. Mary, Vermilion, and Vernon Parishes also became eligible for debris removal (Category A), including direct Federal assistance, under the Public Assistance program.

All parishes within the State of Louisiana are eligible to apply for assistance under the Hazard Mitigation Grant Program.

Amendment#1 to FEMA-1792-DR was issued on September 13, 2008, making Jefferson, Lafourche, Plaquemines, and Terrebonne Parishes eligible for Individual Assistance and debris removal (Category A), including direct Federal assistance, under the Public Assistance program.

Amendment#2 to FEMA-1792-DR was issued on September 18, 2008, making Acadia, Beauregard, Calcasieu, Cameron, Iberia, Jefferson, Jefferson Davis, Lafourche, Plaquemines, Sabine, St. Mary, Terrebonne, Vermilion, and Vernon Parishes eligible for emergency protective measures (Category B), including direct Federal assistance, under the Public Assistance program (already designated for Individual Assistance and debris removal [Category A], including direct Federal assistance, under the Public Assistance program).

Amendment#3 to FEMA-1792-DR was issued October 8, 2008, amending the President's declaration of September 13, 2008, and authorize Federal funds for assistance for debris removal and emergency protective measures (Categories A and B), including direct Federal assistance, under the Public Assistance program, at 100 percent of the total eligible costs for a 44-day period retroactive to the date of the major disaster declaration. This cost share became effective as of the date of the President's major disaster declaration.

Amendment#4 to FEMA-1792-DR was issued October 10, 2008, making Livingston, Orleans, St. Martin, and Tangipahoa Parishes for Individual Assistance and Allen and St. Tammany Parishes for Individual Assistance and Public Assistance, as well as making Bienville, Concordia, De Soto, Red River, St. Bernard, St. Charles, St. John the Baptist, and Union Parishes for Public Assistance.

Additionally, Acadia, Beauregard, Calcasieu, Cameron, Iberia, Jefferson, Jefferson Davis, Lafourche, Plaquemines, Sabine, St. Mary, Terrebonne, Vermilion, and Vernon Parishes for Public Assistance [Categories C-G] (already designated for Individual Assistance and debris removal and emergency protective measures [Categories A and B], including direct Federal assistance, under the Public program).

Federal Register Notices for the Declarations and Amendments, can be found at http://www.fema.gov/news/eventdfrns.fema?id=10571

2-1-1 Preparation

Emergency Officials Will Hold Conference Call to Discuss Hurricane Ike – 9/07/08 -*KFDM 6 CBS affiliate for Beaumont, TX.*

Officials from Hardin, Orange and Jefferson Counties will continue to monitor the track of the storm [Ike] and prepare plans should our area become a designated target. This is a prime opportunity for those persons who have not previously registered with 211 to do so now. 211 registration is a database for citizens with medical or physical special needs who will need transportation to a safe shelter should a storm strike. Also, those citizens who simply do not have a ride or the financial means to evacuate on their own can also register for transportation.

City And County Prepare For Hurricane Ike's Arrival
9/09/08 – *KRISTV.com*

CORPUS CHRISTI - Hurricane Ike is moving into the Gulf of Mexico after tearing through Cuba, and city officials are getting ready for the storm. People registered through 211 that do not have medical special needs will be evacuated to San Antonio. "We're going to be asking for people to really talk about [211]. Do you know someone like that? Get them on the list. Does someone out there...feel like they need help? Give the call to 211," Neal said. Neal also said animal care workers will be on hand at the fairgrounds and Oveal Williams Center to help 211 evacuees who do not want to leave their pets behind.

Register special needs for area emergencies
09/04/08 – *The Sealy News online*

Are you a diabetic? Are you on dialysis or oxygen? Do you have heart problems that require daily doses of medicine? Are you confined to a wheelchair? These are questions that the county wants answers to, so it can better prepare for the needs of its residents in case of an emergency situation, such as a hurricane. To collect this information, the county is asking any resident with special needs to submit their information to a special needs registry by calling 2-1-1 and pressing 1 for English or 2 for Spanish. Other residents who need to register include those who: Cannot drive and cannot arrange transportation; Do not have a vehicle and have no one else to help them evacuate; Have a disability or special healthcare need and require assistance to get out.
The special needs registry will help provide one more necessary tool for assessing a situation. The registry also can serve as an information hotline during emergencies, with those who have special needs able to call in and talk to live operators. "When something scary is going on, instead of getting a recording, which causes a lot of frustration, you can talk to a live person," Bilski said. And, dialing 211 can also be used in the aftermath of a disaster, helping residents get the answers they need, with the option of using several different languages.
The county urges residents to sign up with the 211 system. "It's another tool to protect (residents)," Bilski said. "It's another tool to give them information about how to help them get their services that they need and helps them get information about road conditions, weather conditions, available shelters or any other services they might need in the event of an emergency."

Governor Jindal's Update on Hurricane Gustav Preparedness Efforts
9/29/08 *Emergency.Louisiana.Gov*

Today, Governor Bobby Jindal held a 5 PM press conference to give an update on state preparedness measures surrounding the possible impact of Hurricane Gustav on Louisiana Governor Jindal also announced today that the 211 information number was activated so people evacuating and in need of a shelter can call the number to get information on what shelter check-in point they should go to. Residents should call 211 today and they will provide a shelter check-in point. North of Alexandria the 211 system can provide shelter locations.

Officials urge early 211 registration
September, 8, 2008- *The Beaumont Enterprise*

With many Southeast Texans facing financial hardship after evacuating for Gustav, Ike's predicted path toward the area looks like a bad dream. Officials are recommending those who cannot afford to evacuate, register with 211 to sign up for assistance evacuating either for financial reasons or because of special medical needs. Registering early is a key to getting this help, according to a press release from the South East Texas Regional Planning Commission. Emergency officials must have enough advance notice to have transportation on hand to accommodate everyone who will need help. Those with special needs who evacuated with family or friends during Gustav but have decided they will need help in the future, should also call 211 now. The evacuation list includes nearly 24,000 registrants in the area, according to the release, and officials expect it to climb. 211 is a free call, available 24 hours a day, seven days a week.

Governor Urges Residents In Ike's Path To Evacuate
9/12/08 *–Tylerpaper.com*

Texas Health and Human Services Commission: The state's 2-1-1 information and referral network responded to more than 17,000 calls Wednesday. The 2-1-1 network provides information on evacuation routes, shelter locations, transportation assistance and other resources.

Now is the Time to Register for 2-1-1
8/27/08-*KFDM 6 CBS affiliate for Beaumont, TX.*

If you or someone you know doesn't have a vehicle, can't afford gas, or has special medical needs and can't evacuate on your own, now is the time to register with the state's 2-1-1 system. You still have time, even if you didn't register at the beginning of hurricane system.
You must call 2-1-1 and get on the list before transportation to a shelter can be arranged. Registering now will help emergency planners coordinate evacuation plans.

Nursing Homes Prepared to Evacuate Patients if Necessary
8/27/08-*KFDM 6 CBS affiliate for Beaumont, TX.*

Emergency planners with the State of Texas say if you or a loved one need transportation to evacuate in the event of a storm, and haven't registered with the 2-1-1 system, now is the time to do so. 2-1-1 is for people without family or friends, without vehicles, or those with special

medical needs who can't leave on their own. Ten thousand people with medical needs ended up at the Southeast Texas Regional Airport, waiting for the military to fly them out of the area

Department of Social Services Urges Evacuees to Use 211 and Toll-Free Number to Find Shelters
8/30/08-PRESS RELEASE *Emergency.Louisiana.Gov*

Department of Social Services Secretary Ann Silverberg Williamson is urging all citizens who are evacuating in advance of Hurricane Gustav to dial 211 if they are seeking a shelter inside Louisiana. "I am grateful for the partnership of both 211 and the Red Cross. They have worked diligently to create systems to help our residents make it to the closest shelter that has vacancies," said Williamson. "I would also urge media outlets across the state to publicize these numbers so that our residents have the latest information about shelter vacancies as they evacuate."

Call 2-1-1 if You Need Help Evacuating
Scott Lawrence September 8, 2008 - *KFDM 6 CBS affiliate for Beaumont, TX.*

On the minds of many Southeast Texans is how to afford yet another evacuation, should it become necessary. There is an answer in three little numbers. 2-1-1 is the link to the evacuation registry for those who simply cannot afford to evacuate as well as those with special medical needs. If you have either of these needs and cannot evacuate with family or friends, you should call 2-1-1 today. If it is finances that would prevent you from evacuating again, you should register now to be transported to the safety of a shelter. Emergency officials must have enough advance notice to have transportation on hand to accommodate everyone who will need help. Those with special needs who evacuated with family or friends during Gustav, but have decided they will need help in the future, should also call 2-1-1 now. The evacuation list has hit a record of nearly 24,000 registrants in our area and is expected to climb.

Thousands of Houston area elderly dial 211
August 29th, 2008 - *KHOU-TV, Inc.*

Thousands of Houston's elderly dialed 211 as they made plans to evacuate should Gustav come here.

Calling 211 to keep Houston's elderly safe
August 29, 2008 Wendell Edwards -*11 News*

TEXAS CITY, Texas—The phone lines at Houston's 211 helpline keep ringing as Gustav gets closer. Those calling are making arrangements for the disabled and elderly to evacuate.
Betty Dean called Friday morning. She uses a walker and her husband has Parkinson's.
So far in Harris County alone, 30,000 people have called 211 to register for transportation assistance said David Joe. Joe is the 211 information director. "This year with the advent of storms in the gulf, people are more concerned how they would get out of town in the event of a hurricane." Our neighbors with special needs arguably suffered the most during the Hurricane Rita evacuation nightmare. And then there was the bus from a Bellaire nursing home which burst into flames.

2-1-1 Assistance

211 Operators Answer More Than 1,000 Gustav-Related Calls
Scores Of Volunteers Man Emergency Line
September 1, 2008
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JACKSON, Miss. -- Volunteers at the United Way in Jackson answered more than 1,000 calls in one day to the 211 hotline. The callers wanted to know about everything from shelter locations to where they can get dialysis treatment, officials said. Since the call center went into disaster mode on Friday, there have been between 30 and 50 people manning the call center at one time. The United Way[2-1-1] is also tracking special needs shelters throughout the state, school closings and medical needs. **"We had a lot of lessons learned from Katrina and one of those lessons was who can remember an 800 number," 211 call center Executive Director Valari Kayzar said. "So we have 211 because it has proven to be an easy number to remember. Children can remember it. The elderly can remember it."** The statewide 211 call center is open 365 days a year, and it's funded completely by United Way donations.

Officials are asking for donations, volunteers
September 2, 2008 – *Shreveporttimes.com*

About 35,000 evacuees are being sheltered through 211 referrals, according to officials manning the Centerpoint and 211 clearinghouse for information, including shelter locations and volunteer opportunities. As of Monday afternoon, the information line was fielding about 100 calls an hour. Evacuees fleeing from Hurricane Gustav continue to fill local shelters.... occupancy numbers from officials manning the 211 information center, as of Monday are...There are additional shelters in the area and the region. Call 211 for the complete list of shelters or for guidance in finding shelters. Those looking to volunteer, call 211

Volunteers help keep relief agencies staffed
September 5, 2008 -*Shreveporttimes.com*

Since Aug. 28 and excluding Monday, the center has taken about 20,000 calls for help. On Monday, when Gustav roared ashore, the 211 office closed and forwarded calls to Shreveport. State 211 centers share information so they will be able to help residents from any parish, Placer said.

New Orange County emergency ops center focuses on resident's safety
September, 1, 2008--*The Beaumont Enterprise*

She was one of the dozens of workers toiling Sunday in Orange County's new Emergency Operations Center. Ashworth's job was calling the people who had registered with the 211 state phone service for help in evacuating. County Judge Carl Thibodeaux said city and count workers were telephoning everyone who had signed up for 211 to make sure they had left or whether they needed special help.

Did Call 211 provide a ride to safety?
SHARON KERR – The Jasper Newsboy

211 is a nationwide network of agencies who provide health and human services referrals. People who need help with food, shelter, housing or rent assistance, counseling, child care and senior services, as well as disaster relief, can call 211 for referral to other programs in the area. As soon as the media began reporting the threat of Hurricane Gustav entering the Gulf of Mexico, calls to 211 spiked. Jack Colley, Texas chief of emergency management, said the registry was up 400 percent in a matter of days. Phones are answered 24/7, but those calls can be transferred to operators anywhere, including places like Houston, San Antonio or even Ohio. By Friday, Aug. 29, county commissioners had copies of the 211 registry and were calling people to alert them that a mandatory evacuation might be called, and what each evacuee would need to bring with them, such as their prescriptions for at least five days, their medical records and their emergency contacts.

Texas to provide food stamps to Ike victims
September 16, 2008 –*Statesman.com*

Texas will provide emergency food stamps to Hurricane Ike victims, the Health and Human Services Commission said today. Residents of 29 counties are eligible if they meet certain requirements. For example, a family of four earning up to $2,915 this month may qualify. Call 211 for more information or visit any of the Commission's benefits offices. Officials said more counties may be added later. Texans who live outside the eligible counties and lost food because of the hurricane should contact their local benefits office or call 211.

Sunday Q&A: Director provides the 411 on 211 help line
9/06/08 -*Houston Chronicle*

For any natural disaster, we [2-1-1] receive information from the Governor's Division of Emergency Management. We supply up-to-date information to people as they are calling. We also offer the transportation assistance registry. People call us, and we ask a few questions. Their answers are then sent to a statewide database. From that database, the local jurisdictions receive a feed, so that they know how many people would not have transportation in the event of a mandatory evacuation. In Harris County, there are 14,400 people who have called us and said they want to be on the registry. It's been about 20,000…calls…during Gustav. During a storm,…other issues..callers inquire about…are the evacuation routes, What would I need to take with me to a shelter? Also, general questions about the speed of the storm. We [2-1-1] dispel rumors that get started. One of the rumors during Gustav was that they were going to shut down I-10 at the Louisiana border and not let anyone from Louisiana come into Texas. Calls during hurricanes Katrina and Rita...That was one of those times where the calls were coming in really quickly, and they seemed to have an element of more danger and crisis. One of the calls that we [2-1-1] got during Katrina was from someone here in Houston who said: "My relatives live in New Orleans and they can't call out, but I got a text message from them saying they're on the roof of their house in New Orleans and here is their address." We were able to pass that information along to the state operations center, who then gave that information to the Coast Guard. "It isn't just for poor people who are looking for food pantries. It is for anyone who needs help". - *David Jobe, Director of the 211 Texas*

2-1-1 National Collaboration

California 2-1-1s aid Hurricane Gustav evacuees
September 5, 2008 *-www.infoline-la.org*

2-1-1 service providers in Los Angeles, San Diego and San Francisco are helping thousands of people affected by Hurricane Gustav, by connecting them with emergency food, shelter and other critical resources and information needed in the recovery process. California 2-1-1s are pitching in to help 2-1-1s in Louisiana who are receiving more calls for help than those centers can handle on their own. Already 4,265 calls from Louisiana evacuees in need of food, shelter, information on evacuation and return routes, social services, and family reunification status, have been fielded by 2-1-1 specialists in California. Louisiana 2-1-1s began to receive call surges beyond their local capacity to handle.211 LA County is able to receive all the overflow calls from Louisiana and route and distribute these calls among the 2-1-1s in Los Angeles, San Diego and San Francisco. Currently, 211 San Diego is fielding 50% of the overflow calls from Louisiana with 211 LA County and 2-1-1 San Francisco handling the other 50% between them. 211 LA County is additionally providing support in maintaining the database of emergency resources that is being used to provide callers with information and referrals in both the Louisiana and California 2-1-1 centers. 211 LA County is able to create a "virtual network" connecting the Louisiana 2-1-1 centers with the California centers, extending the reach of what any single center can accomplish on their own. Helping people in times of greatest need is what 2-1-1s do every day but during disaster, it is critical for 2-1-1s to have the ability to quickly ramp up their capacity to serve impacted populations and support emergency responders. "Because 2-1-1 centers adhere to standardized protocols based on national standards that include emergency response preparedness and because we are working closely with 2-1-1s in Louisiana, we are able to assist Gustav evacuees regardless of where they are calling from, demonstrating the effectiveness of a 2-1-1 system that is connected" said Maribel Marin, Executive Director of 211 LA County and co-chair of the 211 California. Helping people recover from disaster requires rapid mobilization of resources and experienced staff that knows how to provide assistance for a broad range of needs and circumstances.

Bay Area 211 center aiding callers from Louisiana
Times-Herald staff report 9/05/2008

United Way of the Bay Area on Thursday announced that its 211 Bay Area call center in San Francisco is handling hundreds of overflow calls from 211 Louisiana During a disaster, 211 provides critical information about evacuation routes, food and shelter, as well as support with finding new jobs and permanent housing during long-term recovery. Calls to the community information line have surged from Hurricane Gustav evacuees seeking help, as they face numerous challenges while attempting to return home, according to the announcement. "We're taking hundreds of calls from people who need food, shelter, medication and help with transportation," said UWBA 211 Director Ed Schoenberger. "

Debris, lack of power slow region's relief efforts
Sept. 15, 2008--*Houston Chronicle*

The city of Houston was unable to launch its 311 telephone help line, but the statewide 211 network — staffed by operators elsewhere in the state — reported receiving thousands of calls for help. More than 15,500 people called on Saturday alone, and 11,000 more had called by 5:30 p.m. Sunday, said Beth Wick, director of the Texas Information and Referral Network.
The 211 call centers in Houston, Beaumont and Jasper were down, but Wick said the calls rolled over to centers elsewhere.

Shreveport's 211 Call Center needs volunteers
Sep 8, 2008 –*KSLA News 12*

Shreveport's 211 call center is still staying busy answering storm questions from Ark-La-Tex residents. Last week it was Gustav. Now people are concerned about Hurricane Ike and the call center is answering the phone almost non-stop. "They were calling 211 because that was an easy way to remind everyone that 'this is what you can do,' and so then they were sheltered and then there were calls about 'did it happen," where did it hit,' giving directions - literally how to drive out and how to get back." Brock said

211 seeks volunteers to handle calls from around the state
Staff Report • September 2, 2008 – *The newsstar.com*
The Monroe 211 call center is currently taking calls from the Baton Rouge call center and others affected by Hurricane Gustav and is seeking help in answering phones

211 Call Center Seeks Volunteers In Hurricane's Wake
September 2, 2008 – *NBCSandiego.com*

San Diego County's 211 call center began providing assistance Tuesday to victims of Hurricane Gustav. The call center is acting as the overflow call center for the 211s in Louisiana. They can answer questions about food, shelter and recovery assistance. It's the same center that answered nearly 500 calls an hour during the 2007 firestorm. "At 211, you can talk to a live voice and that's really the message we like to get across. During times of personal crisis or widespread disaster people really need a live voice to talk to, to get the information they need," said John O'Hanian of the call center.

Post-Hearing Questions for the Record
Submitted to Senator Reggie Dupre
From Senator Mary L. Landrieu

"After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike"
September 23, 2008

Terrebonne Parish Levees

Hurricane Gustav made landfall in your district and wreaked havoc before tidal surges from Hurricane Ike came ashore a week later and flooded over 11,000 homes in the same area. 2 ½ years ago, Congress appropriated $30 million to the Corps of Engineers for levees and flood protection infrastructure in your district, but the Corps has not expended any of that funding for construction to date. Those levees could have saved thousands of homes from being destroyed.

1. Why is it taking so long to begin this critical flood protection project?
    a. The $30 million project for non federal levees in Terrebonne Parish appropriated by Congress in 2006 began construction on February 6, 2009. This project was put on fast track by the Corps last September after the members of our Congressional delegation insisted they do so. I personally feel that this project was taking so long because we were competing against all the billions of dollars in levee repair work on going since Hurricane Katrina in the Metro New Orleans area.

2. How much funding have the local and state governments obligated toward this project? – (The answer is $125m. Terrebonne has levied a ¼ cent sales tax increase that is providing $6m annually)
    a. The $30 million project was a 100 % federal appropriation which required no local or state match. The local government did provide all the land rights and the borrow material for the Corps on this project. However, it should be noted that the State of Louisiana and local taxpayers of Terrebonne Parish have now raised approximately $150 million for initial work for the Morganza to the Gulf Hurricane Protection Project. The initial study phase of this federally authorized project began in 1992 and we are yet to receive one dollar of construction money towards this project.

3. Is it correct that you have asked the Corps to turn the $30 million dollar federal appropriation over to a local governing body in order to get work underway?
    a. Yes, I have supported a direct appropriation for this work to the local government from day one. The local government could have repaired double the 6 mile existing project in a much shorter period of time.

Post-Hearing Questions for the Record
Submitted to Lt. Gov. Landrieu
From Senator Mary L. Landrieu

"After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike"
September 23, 2008

General Analysis of the State's Response

From your analysis of the State of Louisiana's response -

- What do you believe the State of Louisiana did better in preparation for and response to Hurricanes Gustav and Ike—what improvements have the state made since Hurricanes Katrina and Rita?
- In what areas do you believe the State of Louisiana still needs to make improvements in its capacity to effectively prepare for and respond to disasters?

100% Cost-Share

As you know, Louisiana and Texas both asked the President to authorize a 100% federal cost-share for Public Assistance for these two hurricanes. Texas's request has been approved, but Louisiana's has not.

- What reasons has FEMA provided as to why Louisiana has not been granted the 100% cost share?
- Has FEMA explained the criteria on which they base the decision to adjust the federal cost-share?
- To your knowledge, did FEMA base its decision on a damage assessment for the two states?
- Did FEMA indicate that there was a threshold that Texas met but Louisiana did not? And if so, what is that threshold?

Delay of Pre-Landfall Declarations

In your testimony, you listed among your list of areas where FEMA must improve, the delay in approval for request for pre-landfall declarations.

- Can you describe in detail how such a delay can hinder preparation for a disaster?
- From a state perspective, what do you understand goes into FEMA's decision to grant a pre-landfall declaration?
- Were the criteria for such a declaration made clear to the state?

Flow of Commodities

In your testimony, you highlighted the flow of commodities as a major problem area during response and recovery periods and specifically mentioned generators.

- Can you elaborate on the problems that occurred with flow of commodities?
- Besides generators, what other critical assets failed to arrive when and where they were needed?

Hospital Evacuations

At the height of the Gustav and Ike responses, multiple hospitals were forced to evacuate because generator and generator fuel supplies were insufficient to support them. Most of those evacuations could have been prevented. Hospitals that were evacuated or nearly evacuated included - Lane Memorial in Zachary, Baton Rouge General Medical Center (Mid-City Campus), and Earl K. Long Hospital in Baton Rouge.

- In your estimation, what led to these failures in FEMA's logistics that resulted in the evacuation of these hospitals?
- In your estimation, what could have been done to prevent these hospital evacuations from taking place?
- What steps did the State take to inform FEMA of these evacuations, and what did FEMA do in response to get these hospitals up and running?
- What recommendation would you make to FEMA to improve its capacity to plan for and deliver back-up power to hospitals and prevent these evacuations in the future?

Post-Hearing Questions for the Record
Submitted to Mayor Bill White
From Senator Mary L. Landrieu

"After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike"
September 23, 2008

Host Community Recommendations

In your testimony, you asserted that the City of Houston didn't receive the amount of federal assistance it should have considering the large number of evacuees that you took in as a "host community."

- Can you elaborate on the types of assistance that could have benefited Houston as a host-community? No
- What types of assistance would you suggest that we as policy makers should provide to "host communities" through FEMA? More "impact" funds to cover public safety, employment transition and new housing construction.

FEMA Employee Embedding

Your testimony was filled with a number of excellent recommendations for a FEMA pilot program to embed auditors and personnel within local governments.

- Have you had any discussion with FEMA about the possibility of embedding FEMA officials at the local level? Yes, FEMA Officials who were embedded were frequently rotated, e.g. every two or three weeks. Cities need continuity at this critical time and moving new people in just confuses the process.
- What types of personnel does FEMA currently have working with your city officials in Houston today? FEMA's local field personnel

Request for Individual Assistance in the Form of Vouchers

The City of Houston's humanitarian assistance to victims in the wake of Hurricanes Katrina and Rita has been well documented. As you indicated in your testimony, Houston housed more than 100,000 evacuees from southern Louisiana for more than a year after Hurricane Katrina. In March of 2006, the City was fighting to convince FEMA to honor its signed agreement to compensate the City for assistance provided to hurricane victims. In your testimony today, you call for housing vouchers for homeowners and renters affected by Ike.

- In your experience, were vouchers made enough of an option by FEMA or HUD after Katrina? The City of Houston developed the program. HUD didn't have one even though we asked for one a week after the disaster.
- Why do you feel they are an important form of assistance to help victims of Hurricane Ike? They maximize consumer choice, and can reduce the bureaucracy and cost of "trailer" programs.

Post-Hearing Questions for the Record
Submitted to Lt. Gov. Dewhurst
From Senator Mary L. Landrieu

"After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike"
September 23, 2008

General Analysis of the State's Response

1. From your analysis of the State of Texas's response:
- What do you believe the State of Texas did well in response to Hurricane Ike?
- In what areas do you believe the State of Texas needs to make improvements in its capacity to effectively prepare for and respond to disasters?

1. Answer: Overall, The State of Texas views response in five functional areas: They are; Coordination and Control, Evacuation, Search and Rescue, Sheltering and Re-Entry. Each of these areas has specific goals and objectives. Overall, the State of Texas accomplished all its priorities and critical task and clearly met all mission requirements that were posed by Hurricane Ike. Our After Action Review (AAR) process is focused on two areas. First, what we need to "Sustain", to keep doing well. Second, what we need to "Improve", to make substantive changes in order to respond, "Quicker, Faster, and Smarter". Below is an overview of each of these areas is in the context of "Sustain" and "Improve."

Five Operational Areas:

a. Coordination and Control: (Sustain): Coordination and Control is our ability to stay ahead of the event, not follow it across the full spectrum of operations. Ike presented a tremendous challenge with respect to Coordination and Control. Ike literally moved over 600 miles in 35 hours along the Texas coast, from Brownsville to Beaumont/Port Arthur. There were 5 major impact point changes. The state was very successful in moving over 1200 buses, 500 ambulances, 1500 Search and Rescue personnel with equipment and aircraft ahead of Ike to insure that critical resources were where they needed to be. This required flawless communications, use of the latest technology to track critical resources with satellite based GPS devices and intense movement control of personnel and equipment. Private sector coordination was at its best during Ike. Virtually all members of the private sector who represented not only essential response capability but who also oversee critical infrastructure were present in the state operations center to facilitate operations. Given Ike's impact on the world's largest petro-chemical complex and the fact there were no significant hazards material incidents nor spills was not a function of luck. It was the result of extensive coordination and training to insure that coastal facilities went through systematic and thorough shut down procedures to avert the "Second Disaster". We are satisfied that the overall Coordination and Control operational structure in Texas is sound and has been severely tested and has met the challenge.

Coordination and Control: (Improve): We are going to leverage GPS technology in a more aggressive manner. We intend to now extend this vital capability to all critical personnel and equipment in a much more robust manner. The ability to literally see and speak to critical personnel during chaos is essential.

b. Evacuation: (Sustain): Over 1.9M Texans evacuated during Ike. This operation in our view was superb. Clearly meeting all of our intended objectives. A key to success was the Unified Command Structures that existed in each of the major evacuation zones and their ability to coordinate multiple jurisdiction decision making in critical time windows and to literally, "Speak With One Voice" to citizens with respect to critical information for individuals and families. Without doubt, the ability for Texas along with our private sector partners to move fuel into the evacuation zones and along the key evacuation routes was a key to success. There were no significant fuel shortages during the evacuation phase of Ike. The Texas Special Needs Tracking System (TSNTS) continues to improve and provide tremendous results. TSNTS was developed jointly between the state and the private sector to enable us to place a simple barcode ban on each evacuee that assist us in tracking that individual from point of evacuation to the final shelter destination. This system has also been expanded to track companion animals and special health assistance devices such as wheel chairs, walkers and other devices.

Evacuation: (Improve): We must continue to improve our ability to Identify, Evacuate and Care For During Evacuation our Medical Special Needs citizens. We accomplished this task, but one of our major goals going into the 2009 Hurricane Season is to focus on how to accomplish this vital mission in a more systematic manner. The key is "Identification" of medical special needs citizens. We are working with our local jurisdictions now to develop new and innovative ways to communicate to those who cannot evacuate themselves who are outside of the traditional health care structure. This is critical.

c. Search and Rescue: (Sustain): The SAR Operations associated with Ike were simply, outstanding. The numbers speak for themselves. During Ike there were 3,540 rescues of citizens who if they had not been rescued would have faced serious injury or even death. 634 of those were pre-landfall in the most perilous conditions. An additional 5,798 were assisted without evacuation. Those that may have been stranded in homes and other conditions. 28,592 structures and homes were searched and cleared for survivors. Lastly, an intense and massive "Search" operation was conducted to locate those citizens who were reported missing by their families.

Search and Rescue: (Improve). Add more GIS tracking technology to enhance the movement of personnel and equipment.

d. Sheltering: (Sustain): Texas has developed what we term, the Texas Shelter Network. This is a truly statewide network involving over 1600 shelters with the capacity to shelter over 400,000 citizens. It has both ground and air evacuation centers and is fully integrated into our five functional area approach to response operations. During Ike we sheltered over 50,000 citizens in approximately 300 shelters. We have for the past three years totally integrated our private sector partners to support shelter operations with all logistics to support shelter needs. This has worked tremendously well for us.

Sheltering: (Improve): We are making a major effort to improve our ability to shelter Medical Special Needs citizens. This effort is directly related to our renewed efforts to more completely "Identify" those citizens who are outside existing medical systems to insure that they are taken care of upon arrival at shelter locations. We are very confident that we will succeed with this effort.

e. Re-Entry: (Sustain): The goal of Re-Entry is to first and foremost enhance Continuity of Government at the local level. Jurisdictions are victims. It is critical that they never lose the ability to provide essential services, provide security, assess critical infrastructure and provide for those victims remaining in the impacted area and additionally provide for responders who are operating within their jurisdictions. Our Re-Entry Operational planning is based on these objectives. Based on previous lessons learned from other events we created Public Works Strike Teams (PWSTs). During this storm season was the first time we were able to implement this new concept and it was a tremendous success. These teams provided rapid and orderly support to local jurisdictions to assist them in gaining the initiative over the many critical task associate with a storm such as Ike. We are satisfied that we met all objectives that we outlined for Re-Entry Operations.

Re-Entry (Improve). Given the scope of Ike. An area of over 24,000 square miles, impacting over 5.6 M people with extended power outages in densely populated areas, the demands for basic commodities of food, water and ice were tremendous. We have a response logistics technique we term Points of Distribution (PODs). We had over 70 PODs operating at the peak of Ike. Our goal for the future is to redesign our POD support network by establishing two permanent Resource Staging Areas (RSAs). The role of the RSAs will be to sustain POD operations.

2. General Analysis of FEMA's Response

You highlighted some areas where FEMA's coordinated response to Ike produced good results.

- In what three areas did you believe FEMA's response was either lacking or inadequate?

In viewing the damage that Ike inflicted upon Galveston, Houston, Beaumont, Sabine Pass, and other parts of Texas, it is clear that there will be a need for a substantial disaster housing mission going forward.

- Does the State of Texas have a good estimate on the number of people it will need to house over the long-term?
- Has the State conducted an assessment of the available rental stock in cities surrounding heavily impacted areas?
- Has the State submitted any requests to the federal government for transitional housing assistance?
- Has FEMA discussed the type of options available to you, be they Katrina Cottages, Mississippi Park Models, or other mobile homes used by FEMA in the past?
- Has the State of Texas done any planning in preparation for a disaster housing mission of this magnitude?

- In your testimony you addressed the shortage of housing for emergency workers. How are they currently being housed, and what is the State currently doing to meet the housing needs of both workers and evacuees?

2. Answer: The overall fundamental lacking of the Federal Response not just FEMA can be summarized in two areas: Unity of Effort, the lack of a true Unified Command Structure and second, Centralized Planning and Centralized Execution of plans and decision making.

Centralized Planning and Centralized Execution of plans and decision making. The essence of response operations is to be quick and decisive. Currently FEMA makes all operational decision with respect to response operations in Washington. No significant operational decisions are made forward. This is fact. FEMA has Regions with staffs and an appointed Region Director. There are Federal Coordinating Officers (FCOs) who are deployed to impact areas. Neither has any operational decision making authority. This would be the equivalent of the state directing aircraft in a Search and Rescue Operation form Austin. It is a guarantee for failure. Until this is changed, FEMA will never be able to respond rapidly and decisively.

Lack of Federal Unified Command Structure: The Federal government does not adhere to its own directed doctrine of establishing a Unified Command approach to incident response. A VTC with all federal agencies responding to a structured briefing agenda is not functional operational response. There is no "tasking" authority for FEMA over other Federal organizations to "direct" them to accomplish task. Clear and decisive coordination and control is essential to effective response. Does not exist at the Federal level.

Question#:	1
Topic:	buses
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Post-Hearing Questions and Answers for the Record
Submitted to Admiral Johnson

Question: FEMA bus contractors didn't have enough buses available to transport residents without the resources or means to self-evacuate. So school buses without air conditioning or bathrooms had to be brought in at the last minute to move people out of harm's way. Some of these people spent twelve hours under these severe conditions before they arrived at shelters in North Louisiana and elsewhere.

Why didn't FEMA have enough buses with these basic amenities available for the evacuation of South Louisiana prior to Hurricane Gustav?

Has FEMA cancelled the contract with the bus company that failed to perform its obligations under the pre-existing agreement? If not, why not? Who is the contractor?

What other penalties have been levied against the contractor responsible for this mission failure?

Answer:

The contract in question is not a FEMA bus contract. It is a direct contract between the State of Louisiana and Landstar to supply up to 700 buses directly to the State.

During the pre-hurricane season planning process, FEMA offered the State of Louisiana support elements such as equipment, tracking and electronic support as well as tactical operational support for execution of their bus evacuation plans. Throughout the planning efforts over the last two years, Louisiana has continually expressed confidence in their bus vendor to execute in accordance with the State's evacuation plans.

We have no knowledge of the actions or remedy, if any, the State of Louisiana will take against Landstar.

Question#:	2
Topic:	commodity distribution
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Question: Weeks passed before FEMA was able to fulfill parishes' requests for ice, water, MREs, and tarps for citizens to pick up at fixed distribution sites. Based on the fact that there wasn't a single parish satisfied with the pace of supply delivery, I have to conclude that there were some major logistical failures after these hurricanes that aren't being reported in the press. FEMA has touted the new professionalized Logistics Management Directorate established after Katrina as a bright spot in its improved operational capacity, but the agency's failure across the board to get local jurisdictions the supplies they needed and fulfill state resource requests in a timely fashion indicates to me that we still have a long way to go.

Do you agree that there were not enough pre-staged assets or trucks to rush in aid after the storms?

Why did this fundamental mission failure occur?

How did FEMA utilize food banks and nonprofits to distribute commodities?

Were any private sector resources used to assist the National Guard in delivering supplies?

Answer:

The FEMA Logistics Management Directorate (LMD) did not fail in its effort to provide commodity support to the State of Louisiana. A one day shortage of supplies at the outset of the incident did occur because of a planning oversight on part of both the State and FEMA. Pre-positioning plans agreed upon by the State of Louisiana called for 50% of the first 72 hours post impact commodities to be prepositioned at various sites in Louisiana of which FEMA LMD provided 25% and the State provided 25% of the total. The evacuation and shelter missions consumed the 50% pre-staged commodities before landfall. Neither the State nor FEMA foresaw the extended requirement to support the State's evacuation effort as well as two mass shelters opened to house citizens who elected to shelter in place. Due to the exit or contra-flow for evacuation, neither FEMA nor the State were able to resupply at a sufficient level to meet the immediate post landfall requirements.

Question#:	2
Topic:	commodity distribution
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

FEMA LMD provided the following commodities to the State of Louisiana: 11.4M (636 trucks) liters of water; 13M (656 trucks) meals; 680K (238 trucks) tarps; 91K (41 trucks) cots; 138K (31 trucks) blankets; 4.4M lbs (111 trucks) of ice; 271 generators (37 trucks) and; 23K (38 trucks) rolls of plastic sheeting.

A misconception exists concerning the responsibility to distribute supplies and services to disaster survivors. That responsibility rests with the State/Parish/local officials. FEMA LMD delivers commodities to its forward distribution points called National Logistics Staging Areas (NLSA). From there FEMA delivers to State designated/owned Resource Staging Areas (RSA), which in this case were managed by the Louisiana National Guard (LANG), which then delivers to the specified Parish/local Points of Distribution that, again, were managed by the LANG. On a daily basis, the State prioritizes which PODS will receive shipments of commodities to fulfill its requirements. Further, it is a State/local responsibility to determine the method they will use to distribute commodities to disaster survivors – whether they will utilize food banks, nonprofits, or private sector resources.

Question#:	3
Topic:	process
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Question: The day after Gustav made landfall, Governor Jindal asked the President to provide debris removal assistance to the entire state and Individual Assistance to 54 parishes. FEMA excluded 30 parishes from its disaster declaration for debris removal and 18 parishes from its declaration for Individual Assistance. Additional parishes have been added to the list of those eligible, but the prerequisite damage assessments have taken far too long to complete.

How is it possible that FEMA declared some parishes eligible within 24 hours of the Governor's original request but took weeks to add other parishes to the list?

What criteria does FEMA consider during the Preliminary Damage Assessment (PDA) to determine if a local jurisdiction will be eligible for different types of federal assistance?

Answer: Just one day after Gustav made landfall, on September 2, 2008, the President declared a major disaster in Louisiana as a result of Hurricane Gustav for those parishes that were being impacted most immediately and severely by Hurricane Gustav. As per 44 C.F.R.§ 206.33(d) and § 206.36(d), the requirement for joint Preliminary Damage Assessments (PDAs) may be waived for those incidents of such unusual severity and magnitude that formal field damage assessments are not required to establish the need for supplemental Federal assistance under the Stafford Act. Based on the severity and magnitude of the event, the need for PDAs was waived for the 34 parishes authorized in the initial declaration. Subsequent to the declaration, additional parishes and forms of assistance were authorized as joint Federal, State, and local damage assessment information was reported and reviewed. As of October 20, 2008, Individual Assistance is authorized for 53 parishes, Public Assistance is authorized for all 64 parishes, and all parishes in the State are eligible to apply for assistance under the Hazard Mitigation Grant Program under FEMA-1786-DR.

While some impacted areas are obviously eligible for IA and can be declared quickly, it sometimes takes weeks to determine other county or parish eligibility because of the criteria used in the determination of eligibility for different types of Federal assistance is outlined in 44 C.F.R. §206.48. The federal disaster law restricts the use of arithmetical formulas or other objective standards as the sole basis for determining the need for federal supplemental aid. As a result, FEMA assesses a number of factors to determine the severity, magnitude, and impact of a disaster event. In evaluating a Governor's

Question#:	3
Topic:	process
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

request for a major disaster declaration, a number of primary factors, along with other relevant information, are considered in developing a recommendation to the President for supplemental disaster assistance. Primary factors considered include:

- Amount and type of damage (number of homes destroyed or with major damage);
- Impact on the infrastructure of affected areas or critical facilities;
- Imminent threats to public health and safety;
- Impacts to essential government services and functions;
- Unique capability of Federal government;
- Dispersion or concentration of damage;
- Level of insurance coverage in place for homeowners and public facilities;
- Assistance available from other sources (Federal, State, local, voluntary organizations);
- State and local resource commitments from previous, undeclared events; and
- Frequency of disaster events over recent time period.

The very nature of disasters—their unique circumstances, the unexpected timing, and varied impacts—precludes a complete listing of factors considered when evaluating disaster declaration requests. The PDA process provides FEMA, State and local officials with information on the impact and magnitude of damage and the resulting needs of individuals, businesses, public sector, and community as a whole.

Question#:	4
Topic:	declarations
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Question: Before Gustav made landfall, FEMA authorized Category B assistance for Emergency Protective Measures to every parish in Louisiana and every county in Mississippi. That triggered federal funding for evacuation, sheltering, search and rescue, and other critical lifesaving activities. But as Ike made its approach several days later, FEMA only declared an emergency in 4 Southwest Louisiana parishes. The entire coast in the Southeastern and South Central part of the state was left out. Over 11,000 homes flooded in those excluded parishes like Terrebonne, Lafourche, and Jefferson. FEMA realized the entire coast was hit hard by Ike's storm surge and declared a major disaster in 10 additional parishes. But FEMA still hasn't declared those 10 additional parishes eligible for Category B assistance to cover Emergency Protective Measures.

Why didn't FEMA declare an emergency in coastal Louisiana parishes that were clearly at risk of massive tidal flooding from Ike's storm surge?

Why hasn't FEMA revised its disaster declaration for coastal parishes to authorize Category B Assistance?

Will you commit to including these parishes in the disaster declaration for Category B assistance?

Answer: On September 11, 2008, the President declared an emergency for Louisiana due to Hurricane Ike. FEMA-3295-EM authorized emergency protective measures (Category B) under the Public Assistance program for the four southwestern parishes determined to be in the potential cone of threat as Hurricane Ike approached the Gulf Coast.

On September 13, 2008, the President declared a major disaster declaration due to Hurricane Ike. FEMA-1792-DR authorized 10 parishes for Individual Assistance and debris removal (Category A) under the Public Assistance program. Subsequent to the declaration, additional parishes and forms of assistance have been authorized. Specifically under the major disaster declaration, as of October 20, 2008, 10 coastal parishes have been designated for Public Assistance (all categories), which includes emergency protective measures (Category B).

Question#:	5
Topic:	100%
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Question: The President authorized 100% federal funding for Category A and B assistance for a 14-day period following Hurricane Ike in Texas, but has not approved multiple requests from Governor Jindal and the Louisiana Congressional delegation for the same cost-share adjustment in Louisiana.

Why the double-standard?

Answer

Both Texas and Louisiana received 100 percent Federal funding for Categories A and B for 44 days. FEMA is still reviewing Governor Jindal's request for additional Federal funding for the declarations granted in response to Hurricanes Gustav and Ike and is closely monitoring the expenditures related to these events.

Pursuant to 44 CFR §206.47, for catastrophic situations, the President may authorize up to 100% Federal funding for emergency work – debris removal (Category A) and/or emergency protective measures (Category B), including direct Federal assistance for a limited period in the initial days of the disaster. FEMA may also recommend to the President an increase in the Federal cost share to not more than 90 % for Public Assistance (all categories) when the disaster is so extraordinary that the Federal program obligations under the Stafford Act, less FEMA administrative costs, meet or exceed a qualifying threshold. For calendar year 2008, the threshold is $122 per capita.

Question#:	6
Topic:	gererator policy
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Question: FEMA only reimburses people for generators if they purchase them after a disaster has occurred and for medical use only. Congressman Cazayoux wrote to FEMA on September 10th to request that FEMA change its policy to also reimburse people that are without power for more than 7 days. Governor Jindal sent a separate letter two days later in support of the Congressman's request. I am submitting copies of those two letters and FEMA's written policy on generator reimbursement to the hearing record. Nearly two weeks have passed since your agency received this request from Congressman Cazayoux, and our Congressional delegation, our Governor, and the people of Louisiana have still not received your answer.

Why hasn't FEMA responded to this request by modifying its policy on generator reimbursement?

We saw the same type of dragged-out decision making cycle after Katrina and Rita. Requests for Gustav and Ike cost-share adjustments and disaster declarations have been similarly delayed. Do we need to embed senior decision-makers at the Joint Field Offices in Baton Rouge and Austin, since your agency is having so much trouble addressing policy problems in a timely fashion?

Answer:

FEMA responded to Rep. Cazayoux's letter on October 15, 2008 advising him that the waiver request was denied.

In June 2006, FEMA issued the "Generator Reimbursement" policy that included the requirement that the applicant proves that the generator was needed to "power a medically-required appliance or piece of equipment" and that "the appliance or equipment is required for medical purposes (e.g., letter from physician that the applicant/occupant has a medical need for the appliance or equipment). Through this policy, FEMA establishes what constitutes a serious need for a generator, what is a reasonable timeframe for the acquisition of a generator, and identifies what, if anything, must be verified prior to reimbursement of the cost for the generator. As with all FEMA policies, we give a significant amount of consideration to whether providing or not providing the item will interfere with the applicant's ability to prevent or overcome a disaster-related hardship, injury, or adverse condition.

Question#:	6
Topic:	gererator policy
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Prior to responding to requests to provide waivers under existing policies, FEMA needs to carefully evaluate the need for the request as well as the potential impact to FEMA's program as a whole and ensure equity and consistency in providing assistance across all disasters. In evaluating this request, FEMA is considering the other assistance that FEMA has already implemented to support the same needs. FEMA has implemented a number of protocols and made available other assistance to address the needs of applicants displaced from their homes due to damages, power outages, and/or home inaccessibility caused by Hurricanes Gustav and Ike. This assistance includes:

1. Rental Assistance under the Individuals and Households Program
2. For DR-1786-LA, FEMA authorized Critical Needs Assistance (CNA), $500 to eligible applicants whose primary residences were made inaccessible (including power outage) or uninhabitable due to disaster damage caused by the disaster. CNA was provided to eligible applicants to assist with critical needs they had as a result of being displaced from their homes.
3. Transitional Sheltering Assistance (TSA) - For all three states in which disasters were declared for Hurricanes Gustav and Ike, FEMA implemented Transitional Sheltering Assistance. Under TSA, evacuees who are displaced from their primary residences and cannot return to their homes for an extended period of time because their community is either uninhabitable or inaccessible due to disaster-related damages are eligible for short-term lodging in a hotel/motel. The initial periods of assistance for TSA for all disasters were 30 days and have since been extended for these disasters.

Question#:	7
Topic:	reimbursement
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Question: FEMA issues Emergency Declarations in certain parishes and counties and asks people to follow local mandatory evacuation orders. Yet evacuation costs are not usually reimbursed. Lodging assistance is provided if your home is deemed uninhabitable after an event, but if you leave town and your home survives the storm without damage, you're responsible for your evacuation costs. I have heard from many constituents who say they are determined to ride out the next hurricane because they cannot afford to evacuate again. They followed the advice of their government, and thank God, they are alive because they did, but they are also struggling to repay bills for hundreds, sometimes thousands, of dollars in gas and hotel costs.

How would you respond to these people?

Do you agree that financial disincentives to evacuation should be eliminated?

Answer: State and local governments issue evacuation notices and orders to protect the lives of their citizens from imminent danger. In response to such emergencies, States and local governments open congregate shelters so that people have a safe place to stay and they provide transportation to those shelters for those who cannot evacuate on their own. These services are provided at no cost to evacuees, should they choose to participate. Individuals and families have a significant responsibility for their own safety and well being, whether they evacuate to a congregate shelter provided by State and local governments or they find a safe place to stay on their own in a hotel or with friends or family. Having a family preparedness plan, heeding emergency warnings and information issued by local authorities, and making sure one has necessary resources on hand are all important parts of being prepared for disasters and emergencies.

Question#:	8
Topic:	EOCs
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Question: Multiple parish EOCs lost power and communications during the storm, including the federal Joint Field Office (JFO) in Baton Rouge. We need additional funding for EOC grants and better plans to ensure their survivability during an event. If we can't ensure the survival of local command and control centers, emergency situations have the potential to deteriorate quickly.

Has the federal government established standards for local EOCs to ensure that they remain operational during an emergency?

Answer: FEMA is currently developing planning guidance for the Design and Management of Emergency Operations Centers. The materials are undergoing validation through the Technical Assistance program, and are being used in support of the EOC grant program. The planning guide is expected to be released by December 31, 2008.

It should also be noted that for the period Fiscal Year 2004 and Fiscal Year 2007, a total of $364,294,410 in homeland security grant funds have been used by State and local jurisdictions to support emergency operations centers. This includes support for increased interoperable communications capabilities, training for personnel and the purchase of equipment. In addition, in Fiscal Year 2008, the Department distributed over $14 million to support State and local operation center construction and renovation. In addition, for Fiscal Year 2009, $35 million has been appropriated to continue the Emergency Operation Center Grant Program.

Question#:	9
Topic:	delays
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Question: It took the federal government several days to establish a handful of disaster assistance programs – 4 days for the Corps of Engineers' Blue Roof Program, 4 days for FEMA's Transitional Sheltering Assistance program, and 8 days for USDA's disaster food stamp program. Locations weren't pre-arranged for federal Disaster Recovery Centers (DRCs), food stamp distribution sites, or right-of-entry paperwork collection sites. We knew Gustav and Ike were going to be big storms that would likely require these programs to be launched, but a significant amount of localized planning was left undone by federal program managers.

Why didn't FEMA conduct planning before the hurricane made landfall to stand up these federal assistance programs right after the storm had passed?

Answer:

1. Emergency Residential Roof Covering Policy (referred to as - Corps of Engineers' Blue Roof Program): FEMA, in coordination with State and local governments, makes the decision to implement emergency residential roof covering based on the following considerations: 1) Is the event of such a magnitude that it is obvious local roof covering supplies in the area are insufficient; 2) Is the event of such a magnitude that it is obvious that local roofing contractors do not have the capacity to make repairs within a reasonable amount of time; and 3) Is there is a lack of space at traditional shelters and other short term lodging resources (such as motels and hotels). FEMA was able to determine that emergency residential roof covering was needed following Hurricane Ike and Hurricane Gustav. It is important to note that emergency residential roof covering is intended to provide individuals and household's protection from the elements, i.e., allows them to shelter in place.

2. Transitional Sheltering Assistance (TSA) is a new FEMA protocol that is available upon a Presidential declaration of a major disaster or emergency involving mass evacuation. To initiate TSA, FEMA in conjunction with the State and local emergency management officials have to evaluate the scale and projected duration of the evacuation or sheltering operation to determine if the incident causes or is expected to cause extended displacements of evacuees, i.e., 5 - 14 days or longer. FEMA was able to determine that Hurricane Ike and

Question#:	9
Topic:	delays
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
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Hurricane Gustav would result in extended displacements, as such, the TSA protocol was activated. As with any evacuation, individuals should take shelter in congregate shelters or with friends and families.

3. Disaster Recovery Centers (DRC) are established at the direction of the Federal Coordinating Officer (FCO) in coordination with State and local officials. Following Hurricanes, FEMA must first determine if the area is able to support a fixed DRC site; if communication, transportation, or other essentials are lacking in the area, a fixed DRC site will not be able to operate efficiently. To mitigate delays in opening a DRC, FEMA has a fleet of 60 recreational vehicles, staged throughout the US, which are available for use and support following a disaster. The Mobile Disaster Recovery Center (MDRC) is a recreational vehicle that has been modified with 8-9 work stations and retrofitted with satellite communications to provide voice and data connectivity to the FEMA network. FEMA may also use an MDRC as a Mobile Registration Intake Centers (MRIC), which includes a telecommunications package and are used by the National Processing Service Center to support registration via web and phone at major evacuation centers.

   Prior to Hurricane Ike, FEMA had deployed MDRC's for use in Florida following Tropical Storm Fay. With the on-set of Hurricane Ike, FEMA re-evaluated the operational status of the MDRC resources (in the field and in staging). MDRC's were deployed to the Gulf Coast region to be used following Hurricane Ike.

Question#:	10
Topic:	contract ambulances
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Question: Section 403 of the Stafford Act authorizes FEMA to "provide assistance essential to meeting immediate threats to life and property resulting from a major disaster" including "search and rescue, emergency medical care, emergency mass care, emergency shelter...medicine, durable medical equipment, and other essential needs, including movement of supplies or persons." But FEMA has somehow interpreted this statute to prohibit reimbursement for ambulance service providers who evacuated patients to safety from nursing homes and hospitals in the direct path of the storm.

Why won't FEMA compensate private ambulance providers whose services are requested during an emergency evacuation by health care facilities in a disaster area?

Why is it that FEMA has decided to contract with and pay full rates to smaller ambulance providers that don't have a significant footprint along the Gulf Coast when it could contract with larger fleets that are better incorporated into the local disaster response network?

Answer:

Operators of private non-profit custodial care and health care facilities can request reimbursement from FEMA for evacuation costs, but FEMA may provide funding directly to private for profit ambulance providers only through a contract.

FEMA's Public Assistance Program is oriented to public entities and can fund the repair, restoration, reconstruction, or replacement of a public facility or infrastructure that is damaged or destroyed by a disaster. Eligible applicants include State governments, local governments and any other political subdivision of the State, Native American tribes, and Alaska Native Villages. Certain private nonprofit (PNP) organizations may also receive assistance. Private for profit ambulance providers are not eligible applicants and cannot request reimbursement directly from FEMA.

FEMA uses an existing National Ambulance Contract (NAC) that provides medical and mobility-challenged evacuation transport during times of disaster activation. The contract includes transport by way of ambulance (ALS & BLS), para-transit vehicles and both fixed and rotary wing aircraft. The contract vendor is American Medical Response (AMR) which is the largest or one of the largest medical transport companies in the country. The contractor is free to subcontract as they deem appropriate with smaller

Question#:	10
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vendors throughout the country. However, AMR is solely responsible for meeting the requirements within the contract.

The construct of the contract is such that it supports the Stafford Act by not having the Federal government competing with the affected State for in-state resources. The contract prohibits the vendor from utilizing affected state medical transport resources. Moreover, the contractor is further precluded from subcontracting with perimeter state medical transport resources that are subject to an EMAC agreement.

While the FEMA NAC is designed to support medical transport during times of evacuation, it provides adequate flexibility to provide a capability in support of any type of disaster support event. The NAC is primarily designed to provide evacuation support and is not intended to provide "re-patriot" support. Therefore, the NAC program management moves to demobilize the NAC as soon after an evacuation as possible and transition the return transportation to a State managed support contract that provides for the State the opportunity to contract local vendors.

Question#:	11
Topic:	power lines
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Question: Gustav left 1.5 million Entergy customers without power, and Ike knocked out power for over 5 million people.

What program funding does FEMA offer to utility providers to undertake mitigation measures such as rebuilding critical infrastructure like electric and gas transmission and distribution lines underground after they have been significantly damaged during a major disaster?

Is "undergrounding" power lines an eligible activity under the Hazard Mitigation Grant Program?

Answer:

Through the Hazard Mitigation Grant Program (HMGP), FEMA provides funds to states and communities to help them implement long-term cost effective hazard mitigation measures following a major disaster declaration. Measures funded through the HMGP are intended to reduce the loss of life and property in future disaster events, and reduce the costs to citizens, communities, states and the federal government in responding to and recovering from future events. This funding is above and beyond funding provided for the repair and recovery of damaged facilities or infrastructure. By statute, FEMA may contribute up to 75 percent of the costs of these measures; 25 percent of the funding must be provided by a non-federal source. The amount of the HMGP funding available to the State is determined by a percentage of the total Federal disaster assistance made available following a disaster declaration.

Eligible applicants under the HMGP must be a State, Tribal, and local government, or certain private non-profit organizations, and must have an approved Hazard Mitigation Plan (HMP). Given these criteria, Entergy itself is not an eligible applicant under the HMGP. However, another applicant that is eligible, such as a State agency or local government, may submit an application proposing work to mitigate hazards to Entergy's property including the utility lines. The application must show how the proposed work will reduce the future risk of damage, hardship, loss or suffering from disasters and meet all other eligibility criteria.

Question#:	11
Topic:	power lines
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

The retrofit of existing infrastructure, including the "undergrounding" utility lines, is eligible for consideration under the HMGP. The submitted scope of work must conform with the HMGP minimum eligibility criteria which are the proposed mitigation measure must be identified in the State and local hazard mitigation plan, be shown to solve a problem or be an integral portion of an overall solution, and be cost effective. Please note that submitting an application that meets the minimum eligibility criteria is not a guarantee of project approval nor does it constitute a commitment of federal funds.

Question#:	12
Topic:	housing
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable Mary L. Landrieu
Committee:	HOMELAND SECURITY (SENATE)

Question: After Katrina and Rita, FEMA established the timeframe and maximum level of available housing assistance without considering victims' needs or the scale of the disaster. Last-minute program extensions and bridge funding became necessary on a recurring basis. Anxiety accompanied the various countdowns, and victims and projects fell through the cracks as a result of the rolling transitions and constant uncertainty. This led to long delays and a fragmented, piecemeal pattern of aid which still stifles some communities' rebuilding efforts. Lieutenant Governor Dewhurst has stated that Texas communities will need debris removal assistance at full federal cost for 60 days, not just the two weeks allotted by FEMA, and that Texas residents will need Individual Assistance at full federal cost for 90 days, not just the 30 days granted by FEMA.

Will FEMA agree to extend the assistance periods as requested by Lt. Gov. Dewhurst? If not, why not?

How can you assure Texas and Louisiana residents that that FEMA's housing assistance programs will work better now than they did after Katrina?

Answer: First, with regard to debris removal, under a presidentially declared major disaster or emergency, FEMA may provide supplementary assistance to State and local governments for eligible costs for the removal of debris resulting from the impact of the declared incident. The standard cost-sharing arrangement for such assistance is 75% federal and 25% non-federal funding. The President declared a major disaster for the State of Texas on September 13, 2008, as a result of the impact of Hurricane Ike. Because the damage in certain areas of Texas resulting from Hurricane Ike was of sufficient severity and magnitude, and at the request of the Governor of Texas, the President determined that special conditions were warranted regarding the cost-sharing arrangement and authorized 100% Federal funding for debris removal and emergency protective measures (Categories A and B under FEMA's Public Assistance Program) for a period totaling 44 days.

Second, with regard to assistance for those affected by the disaster, FEMA activated Transitional Sheltering Assistance (TSA) to enable disaster victims who could not return to their homes because of the disaster to stay in hotels and motels. The initial period of assistance was from September 14, 2008, through October 14, 2008. The overall period of assistance for TSA has been extended until November 30, 2008. This extension allows FEMA and the State to meet the needs of those who continue to require this help and are

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applicants who have been determined eligible for FEMA housing assistance under the Individuals and Households Program or have not yet received a FEMA inspection of their damaged home. All applicants have been initially extended until Tuesday, October 28, 2008. FEMA may authorize additional extension for these applicants beyond October 28, 2008, as needed (up until November 30, 2008) and will notify those applicants individually. Applicants who are deemed ineligible for TSA are being notified that FEMA will no longer pay for their hotel beyond October 28, 2008. These applicants will not be granted a further extension and applicants who choose to remain in hotels the night of October 28, 2008, and beyond will do so at their own expense. The intent of transitional sheltering assistance is to provide shelter alternatives to evacuees who need a place to stay because they are unable to live in their homes due to damage caused by Hurricane Ike.

After carefully evaluating the request from the State of Texas for an extension to TSA and the circumstances, FEMA determined that it was necessary to provide an extension. FEMA has begun implementing its regular recovery assistance programs e.g. rental assistance, temporary housing units, etc) as well as other recovery programs such as the Disaster Housing Assistance Program (DHAP). FEMA anticipates that the extension approved for TSA will adequately support the sheltering needs of evacuees who are waiting for their eligibility determination for assistance under the Individuals and Households Program.

Transitional Sheltering Assistance is a form of emergency assistance that allows eligible individuals or families to stay in a hotel or motel for a limited time and have the cost of the room paid directly to the hotel by FEMA.

Transitional Sheltering Assistance also ensures that disaster victims have a safe place to stay while they apply for housing assistance from FEMA under the Individuals and Households Program (IHP). As part of the IHP program, FEMA can provide housing assistance to eligible applicants for a period of up to 18 months. FEMA can also provide assistance for home repairs for disaster related damages. Additionally, U.S. Department of Housing and Urban Development is implementing the Disaster Housing Assistance Program (DHAP) that will provide temporary rental payments and case management services to help those in Texas who were displaced by Hurricane Ike. The new program, slated to begin November 1, 2008, will help these families find intermediate housing as they rebuild their lives.

Question#:	13
Topic:	Ohio
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable George V. Voinovich
Committee:	HOMELAND SECURITY (SENATE)

Question: Admiral Johnson, I appreciate the work the Federal Emergency Management Agency (FEMA) is doing right now in the Gulf Coast and across the country in response to a number of recent natural disasters. One of those disasters occurred September 14 in my home state of Ohio. Please tell me about FEMA's efforts in Ohio as a result of those storms.

Answer: At the request of the State, joint Federal, State, and local Public Assistance Preliminary Damage Assessment (PDAs) were conducted during the period of October 6-10, 2008, in the 33 areas requested by the State. FEMA worked diligently with State and local officials to gather an in depth and thorough analysis of all of the damage information gathered during the PDA. On October 14, 2008, Governor Strickland requested a major disaster declaration for Public Assistance for 33 counties and Hazard Mitigation statewide, the declaration was made on October 24, 2008.

Public Assistance is oriented to public entities and can fund the repair, restoration, reconstruction, or replacement of a public facility or infrastructure, which is damaged or destroyed by a disaster.

Eligible applicants include State governments, local governments and any other political subdivision of the State, Native American tribes, and Alaska Native Villages. Certain private nonprofit (PNP) organizations may also receive assistance. Eligible PNPs include educational, utility, irrigation, emergency, medical, rehabilitation, and temporary or permanent custodial care facilities (including those for the aged and disabled), and other PNP facilities that provide essential services of a governmental nature to the general public.

Question#:	14
Topic:	wind storm
Hearing:	After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike
Primary:	The Honorable George V. Voinovich
Committee:	HOMELAND SECURITY (SENATE)

Question: I am told that it is going to take almost a month for FEMA, with state and local officials, to complete Preliminary Damage Assessments relating to Ohio's September 14 storm. What assurances can you give me that FEMA will do everything it can as quickly as it can to help Ohio recover from this wind storm?

Answer: At the request of the State, joint Federal, State, and local Public Assistance Preliminary Damage Assessment (PDAs) were conducted during the period of October 6-10, 2008, in the 33 areas requested by the State. FEMA worked diligently with State and local officials to gather an in depth and thorough analysis of all of the damage information gathered during the PDA. On October 14, 2008, Governor Strickland requested a major disaster declaration for Public Assistance for 33 counties and Hazard Mitigation statewide, the declaration was made on October 24, 2008.

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Post-Hearing Questions for the Record
Submitted to Ed Hecker
From Senator Mary L. Landrieu

"After Action: A Review of the Combined Federal, State, and Local Activities to Respond and Recover from Hurricanes Gustav and Ike"
September 23, 2008

Terrebonne Parish Levees & Morganza to the Gulf

A picture shown at the hearing was of an area in Terrebonne Parish that would be protected by Morganza to the Gulf. Instead, the local residents and volunteer firefighters shown here are sandbagging the non-federal levee to provide incremental protection during Hurricane Ike. The Corps continues to delay construction of Morganza and leaves these citizens perilously exposed to flooding.

- **What is the Corps' plan to expedite construction of flood protection in Terrebonne Parish?**

CORPS: Due to changed hydrology and lessons learned from Hurricanes Katrina and Rita, Corps of Engineers design criteria for the project has changed. In view of these changes and lessons learned the Corps is working to expedite completion of a Post Authorization Report for the Morganza to the Gulf project by moving forward with an ambitious plan of obtaining additional soil borings and surveys for each reach along the authorized project alignment, and while closely coordinating with the sponsor, use this information to identify a National Economic Development (NED) plan that incorporates new post-Katrina design criteria for the project. We expect to present the results of this analysis in a Post Authorization Change Report to be completed in 2011. Before the Corps could deal with the issue of expediting project construction we must reaffirm project justification given the above referenced changes.

- **Why did Congress bother to provide legislative authority for your agency to carry out this project in the 2007 WRDA bill if you are not going to utilize it?**

CORPS: The 2007 WRDA authority for Morganza to the Gulf was based on a feasibility study submitted prior to Hurricanes Katrina and Rita. In the interest of public safety, the Corps is bound to incorporate lessons learned from Katrina and Rita, and to develop more robust design criteria for Morganza and for all hurricane storm damage risk reduction projects. As soon as preliminary post-Katrina design criteria became available for this project (March 2008), the Corps moved quickly to determine the extent of new levee footprints, and to develop a Revised Project Cost Estimate.

- **Why hasn't the Corps spent any of the $30 million allocated to levee protection in Terrebonne Parish two years ago?**

CORPS: The Corps is committed to an aggressive schedule of having the levee construction completed by next hurricane season, 1 June 2009. To accomplish this action the Corps needed to prepare a decision document and execute a cooperation agreement with the sponsor.

Realizing that the $30 million authorized would be insufficient to address all 100 miles of non-Federal levees and in order to give the citizens of Terrebonne Parish the maximum protection achievable within the $30 million cap, the Corps closely coordinated with Terrebonne Parish to formulate a plan that maximized the funding available and document how the appropriated funds are to be spent. Consequently, only about $1,300,000 has been expended through September 2008. However, we are on track to complete the project by June 2009 to provide hurricane protection by the 2009 hurricane season.

Calcasieu River and Ship Channel

The Calcasieu River and Ship Channel is a critical channel for the security of this country's energy supply. Its draft has been restricted after several years of inadequate maintenance, however the latest impediment to navigation in the channel has resulted from Hurricane Ike.

- **How much funding will it take to restore the Calcasieu River and Ship Channel to its authorized depth?**

CORPS: It is estimated that a total of $40 million will be required to restore the Calcasieu River and Pass Navigation Project to authorized project dimensions.

The Corps of Engineers was tasked by FEMA to supply generators during the response to Gustav and Ike. After Gustav, patients had to be evacuated from the Mid-City campus of Baton Rouge General Hospital because power ran out, and federal response agencies did not have any large generators available to sustain power to the hospital. The Corps had to scramble to find some by going all the way to Texas, leasing the equipment, and shipping them east to the disaster area. Without power, a hospital cannot operate its oxygen machines, air conditioning, or other critical systems that patients need to survive. Generator fuel deliveries were sporadic and often late, which forced additional evacuations. And hospitals weren't the only type of critical facility that had to shut down because they couldn't get federal generator support. Water and wastewater treatment facilities had to shut down, too. After Katrina knocked out the power grid in Southeast Louisiana, dozens of patients died at Memorial Hospital in New Orleans and nursing homes throughout the region. It is inexcusable that three years later, federal response agencies still lack the generator supplies necessary to keep hospitals and critical facilities online after a power outage.

- **Why did it take the Corps of Engineers 4 days to authorize the Blue Roof program after Gustav, and why didn't the Corps identify locations for residents to fill out right-of-entry forms before the hurricane hit?**

CORPS: Although the Corps manages the Blue Roof Program, it is not performed under Corps authority. The Corps initiates the blue roof program only upon receiving a mission assignment from FEMA under the National Response Framework. For Hurricane Gustav, the Corps did receive pre-declaration and emergency declaration mission assignments to deploy roofing assets such as Subject Matter Experts and Planning and Response Team Components. These assets

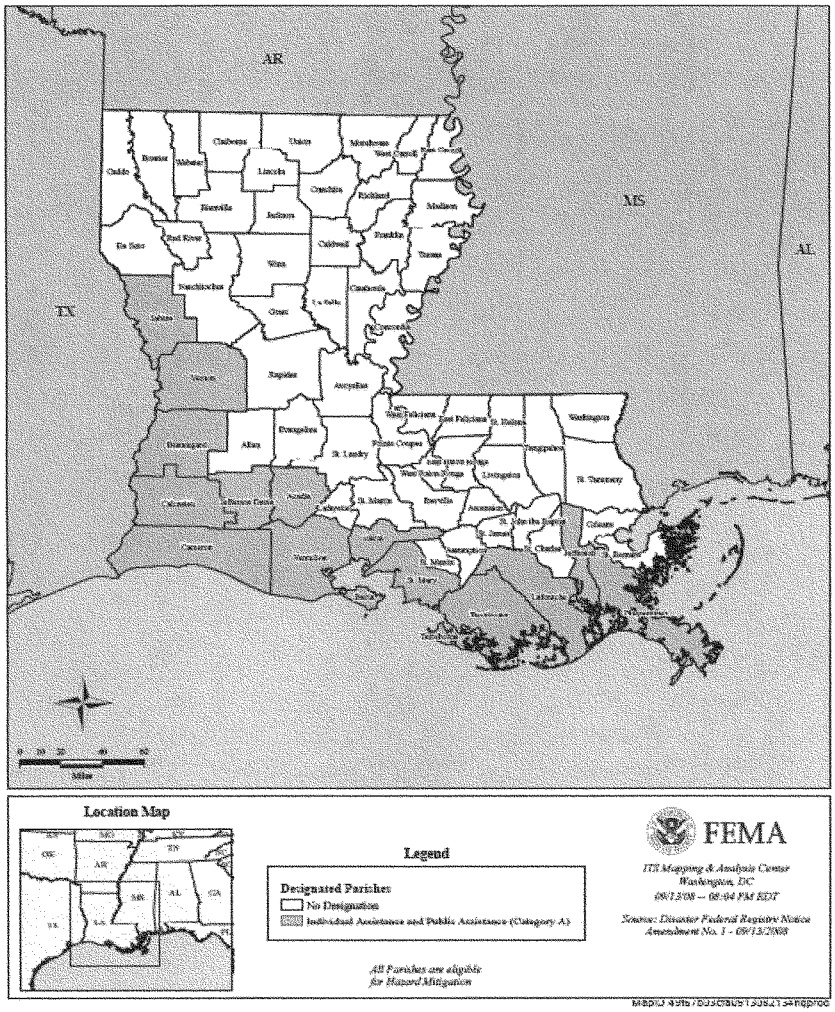
were deployed prior to landfall and began developing plans based on forecasted damages from computer models.

On September 3, 2008, the Corps received a post-declaration Direct Federal Assistance (DFA) mission assignment for roofing. The mission is cost shared (75% Federal and 25% state) and the final request to get this program started will come from a county or parish official. In this particular situation, the state would not commit to paying the cost share; therefore, the 25% cost would be the responsibility of the local Government. Most parishes were not willing or finically able to agree to pay the 25% share. The question of who would be responsible for the cost-share delayed the decision to mission assign the Corps.

On September 4, 2008, the Corps received verbal authorization from the Federal Coordinating Officer and FEMA Operations Chief to initiate the Blue Roof Program as part of the post-declaration mission assignment. By this time the Corps had identified Port Authority near Port Allen Lock as the staging area for Plastic; received one truckload of plastic, with three more en route; obtained 15,000 Rights-of-Entry (ROE) forms; had ten Quality Assurance (QA) personnel enroute; requested 30 additional QA personnel; identified many ROE Collection Sites; identified possible site for an Emergency Field Office in Houma; initiated two roofing contracts (8A and HUB zone) for planning purposes; and met with the Advanced Contract Initiative (ACI) contractor to develop specific roofing plan.

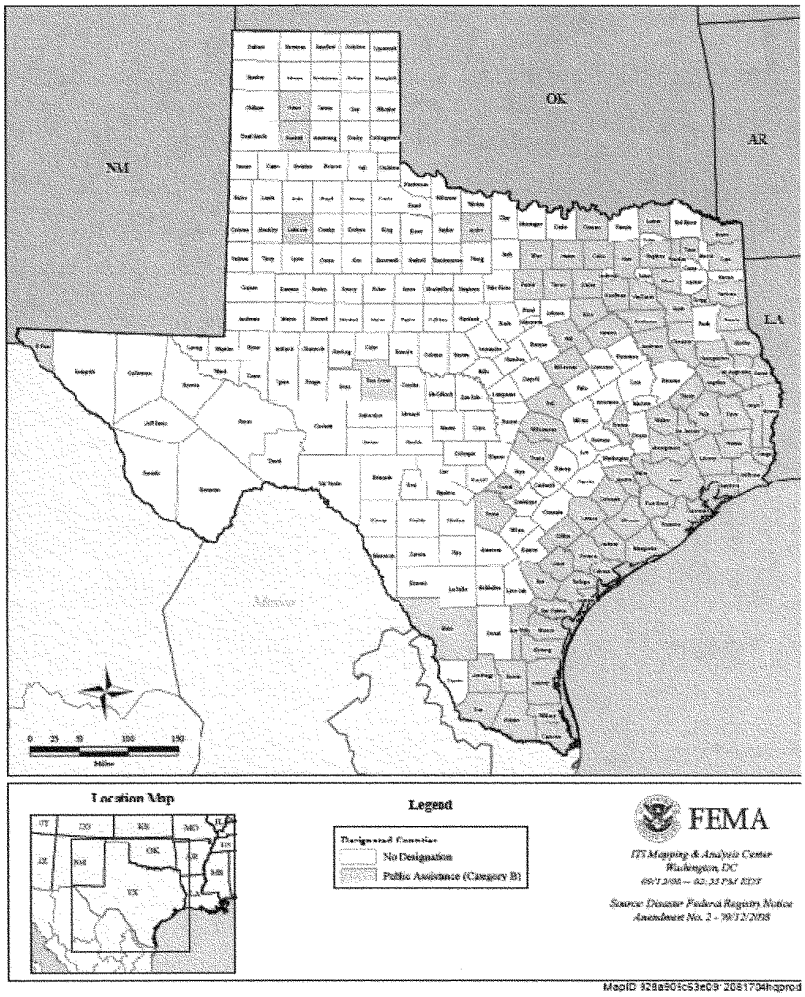
Local Governments identify ROE collection center locations. After Gustav, the Corps had a team at each location within 24 hours of receiving the information from parish leadership. Additionally, the Corps provided daily news releases of collection points and also provided the information through its "1-888-roofblu" toll- free number which was updated as collection points were added or changed.

FEMA-1792-DR, Louisiana
Disaster Declaration as of 09/13/2008



Hurricane Ike

FEMA-3294-EM, Texas
Emergency Declaration as of 09/12/2008



Hurricane Ike

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