



Southwestern Regional Event

Readiness for Preparedness: The Galveston Model for Evacuation and Recovery

Galveston, TX

January 18, 2007, 8 am - 4 pm

Frierson We are delighted to be here for this meeting on our National Blueprint for Secure Communities. As you'll learn throughout the morning and through a working lunch, there are many reasons for us to be here learning from you. To grace this event and to get us off on the right footing I'd like to ask Reverend Bert Bagley for an invocation. Thank you.

Bagley Let us pray. Lord, you have been our dwelling place throughout all generations and you choose to be here among us now. And how fortunate we are to be your children. And we thank you for our nation and we ask you to bless our leaders. We thank you for your community and bless our leaders there, as well. And we ask that you would continue to give us a servant's heart as we try our best to serve you and all of your people. Bless our gathering today as our prayer in Your Holy name. Amen.

Frierson Would you join me now and stand for the Pledge of Allegiance.

Frierson Thank you. Please be seated. At the meetings we hold under the banner of NCORP, we try to respect the value of the time of the people from the communities that we are in. Today we are going to cover a lot of ground. We appreciate your interest in the subject matter.

It was, as I said earlier, an absolutely logical thing for us to be bringing this meeting to Galveston. Your history and your recent past in dealing with events is the stuff of national stories. And we have been following this story as long as we've been in existence as an organization. The scope of what we cover throughout the morning will become apparent as we go through it. I know each of you have kind of a bare bones agenda in the program.

But to set the tone for what we're doing and for getting us established, I would like to ask our co-host in this event, and someone who has been become a tremendous friend of this organization, your mayor, Lyda Ann Thomas, who I'm proud to also say is Galvestonian of the Year for 2006. So I know you recognize that leadership as we've come to recognize it. Mayor Thomas?

And Governor Gilmore, can I ask you just to come on; if you're ready to come on and take your seat so you'll be up here? Governor Gilmore, who I'll introduce in just a minute. We want to go ahead and get this event started. But we will have

much more to say about his role in founding this organization and his leadership at the national level on these issues. Welcome to you, Governor. Mayor, Thomas, if you would, please, ma'am?

Thomas Thank you, Jim. I often welcome groups to Galveston and generally can say it's a beautiful day on Paradise Island. But can't do that today. This is an opportunity for me, Governor, with great pride to welcome you and our team to our island.

The idea that Galveston and our activities during the Rita event would become a national model is something that we certainly never thought of during the four or five days of the Rita event. And we are most appreciative of the fact that you, Governor, have recognized our efforts and that you think that what we did here in Galveston is something that will be used throughout the country. During our events, the Rita event in particular, we concentrated certainly on our island and on our county and our residents and getting them out of harm's way. I'm going to tell you more about harm's way later on because we, we got all the way to Houston and then we had a little harm there. I will have an opportunity to talk to you a little bit later.

In the meantime, again, Governor Gilmore, we are grateful to you and to NCORP for coming to Galveston, for recognizing us, and especially for your efforts regarding the entire country and your focus on asking the country to be prepared and to be able to respond in the event of a catastrophe, whether it's a storm or fire or, as I said to Dr. Stobo last night, his bugs get loose from the bio-defense laboratory at UTMB.

So before I sit down, though, it's very important that you who are not from Galveston recognize my team. Because without them I could have never done what we did during Rita. So I would ask the members of the City staff, the fire, the police, Sharon Strain who's up here, Steve. Please stand. So as you all go through the morning you will know that it was with the help of my counsel, the City staff, UTMB, the county and many others who are here today who got us through that event. And if you just stand so you can be recognized? Because I'm not going to call your name. Thank you very much.

And Governor, again, welcome to you and to everyone who came with you. I'm just glad you were able to get here through the storm and the ice or whatever Houston said we were going to have. Thanks for being here and we look forward to working with you throughout the day.

Frierson Thank you, Mayor.

Thomas Thank you.

Frierson This conference would not be happening without the hosting and sponsoring involvement of several people. And we hope most of them are now here in the room. And then in recognition of them we might ask Dr. Ben Raimer of UTMB

to come forward just for some recognition of folks who are here and have been so involved in making this event happen in a relatively short period of time. Ben?

Raimer

Thank you, sir. Thank you very much, Mayor Thomas and Governor. Thank you for being here. Thank you for recognizing Galveston. Actually I'm here in a role not just from UTMB, but as the chair of the Chamber of Commerce. And Mayor Thomas, I hope there is a sunny day; that this is not foretelling the future of my term as chair.

There are a lot of really important people here today. All of you. All of you who have an interest in our national security. Being prepared. I'm a Boy Scout. Once you're a Boy Scout you're always a Boy Scout, and an Eagle Scout, and you're always prepared. And so to the ladies who weren't Boy Scouts, thank you for being here and for being prepared. I would like to recognize our Mayor for the incredible job that she did. We have City Councilman Juan Pena, City Councilwoman Patricia Bolton Legg, City Councilman Danny Weber, who are here that I've spotted. Former City Councilman Joe Jaworski. Many of you will note him because Joe was always on the Mayor's right hand for all of the photos. Right? Absolutely. We also have some extremely important people who are concerned about the safety and security and preparedness. Steve Cernak at the Port of Galveston. Steve is an incredibly important individual. Every single cruise ship that leaves here is inspected as it comes in and as it leaves, securing our port and making its vital resources sustainable. From UTMB, my colleague, Dr. Karen Sexton, without whom over 500 patients could not have been evacuated. To see Karen in action is to see a brilliant leader who mobilizes a team of individuals in extraordinary ways. And because of patient confidentiality and privacy, you didn't see a lot of that on TV. But behind the scenes there were some awesome things happening under Karen's leadership and direction. And of course, in the center of all that was Jack Stobo, who made sure those bugs didn't get loose. Made sure that our students knew where to go if there was a storm. And all of those other preparations that, that had to be made. We're, we're very fortunate also to have representative from Representative Ron Paul's office with us today, representing our local Congressmen. We're fortunate to have my friend and former Sunday school student, Judge Jim Yarbrough. I've always looked back at one of my great failures in teaching. But he is here and he's still doing a good job. Jeff Sjostrom with the Galveston Economic Development Foundation, or Partnership, whose help this event could not have been coming to fruition. And who leads us in our economic security on the island.

We have Chief of Police from King's Mountain, North Carolina. I'd like for you to stand. He is over in this far corner, the very handsome man in the incredibly nice suit there with lots of medals on it. He is on the National Taskforce and he attends every single meeting like this. And that's the kind of fellowship that the Governor has brought about throughout the country. Thank you for being here, as well as Colonel Jeff Brady. He is also on the National Taskforce. Colonel, would you please stand and be recognized? We appreciate you being here and your leadership. Bill Woods from the Lyndon B. Johnson Space Center is here. And we are pleased that you are with us. Shrub Kempner, we're always pleased to see

your friendly face around. And know that you are guarding our economic interest and that's, for recovery, one of the great things that needs to occur.

Alot of people, and I'm sure I have missed someone out there; that's, in a crowd this important and this big, that's what happens. But thank you for being here. Thank you for focusing on this as a national model. And Governor, thank you for choosing Galveston. And we knew that we had the best mayor in the world. We're glad that other people outside of Texas know that, too. Thank you.

Frierson That was wonderful. Thank you. Throughout the day there'll be some other acknowledgements of people here who have responded to the call. What you're going to witness throughout today is, is what we think of as, as leadership distributed across an entire community. This model, we didn't put it in place; you've put it in place.

We're here to learn from that model and to take the very best; distil the very points of that experience and put it into something that we are calling the National Blueprint. About which you, you will hear more just, just a little bit later this morning. But it is very much a tool. A set of recommendations, solutions and best practices that we believe have learning value, strong implications for people in other communities. We all like to say; all of us are from somewhere and we like to say, "But my community is unique."

And certainly, Galveston is unique. You're unique because of your history; because of your physical setting. You have a strong identity already in our minds. So we want throughout the day to understand that uniqueness.

But what we want to take away; the take-away lesson for NCORP, for the other communities we work with, with the people who serve on some of these national taskforces that we've put together, we want to take away those things that other communities can do. Even though they are not Galveston.

There are some parts of this lesson that we know are transportable that can be brought into their planning process. So a lot to cover and a lot to learn.

To set the stage for what NCORP is setting out to do, for why it was created and for the national origins of this entire assignment, what brings us here, I'd like to introduce our founder, our chairman and someone who is providing unique national leadership to this issue. Governor Jim Gilmore, the former Governor of Virginia. Governor?

Gilmore Well, good morning ladies and gentlemen. Thank you very much for being here today to participate in this, this next event of the National Council on Readiness and Preparedness. I particularly am pleased to be co-hosted here today by your wonderful mayor of Galveston, Lyda Ann Thomas, and all the Council people and Judge Yarbrough, and all the others who are here today.

We want to thank you very much for making us so welcome here in Galveston on this lovely, sunny, typical Galveston day. Madam Mayor, I keep hearing a lot about this thing about bug laboratories here. I mean, I don't know exactly what this is, but I feel great myself. I hope all of you all do. I'm delighted to have a chance to come and spend some time here.

We know the Mayor's leadership. She has participated with us on a number of occasions and her work and the work of this community and entire community has come to light because of her ability to go and speak on behalf of Galveston in other places. For example, our conference that we did at the Kennedy School. Mayor Thomas was very prominent there in talking about the successes of Galveston and the preparation efforts that have been made and drew our attention to the successes. And that's why we are here. So we're very proud to be here in, in Galveston.

Let me give, if I could, the audience a little bit of an introduction as to how we got here and which will place a little perspective as to what we're going to do day. In 1999, I was approached by the Clinton administration and asked as Governor of Virginia whether I would be willing to chair a national commission on homeland security. In 1999, ladies and gentlemen, there wasn't a lot of discussion going on about terrorism in the homeland. Not a lot of discussion about it at all. But the Congress was uneasy.

So by statute, they established an official commission to address the issue of homeland security and whether or not the country was prepared to respond to an attack by terrorists. We went to work. We set the commission up. The people who were on this commission ended up being the right people. They were people who actually have to deal with catastrophes as they occur. Police, fire, rescue, emergency services, health care people, epidemiologists. There were members of the commission who were also from their intelligence community. Retired people from the military community so we could understand the key issues. And we went to work. Very low profile. Rand Corporation staffed it. It was highly professional. It was intended to be non-partisan. We ran it that way. And I think the work has stood the test of time. It has actually become the bible of homeland security for the United States. We issued three reports. We were supposed to be a three year commission. Three years to take our time and thoroughly assess the potentiality of an attack on the United States by weapons of mass destruction or otherwise.

We immediately understood that if we were going to prepare the United States that it was very productive to address the country in terms of all hazards. What happens if you end up with a terrorist attack. What happens if it's a hurricane or a forest fire? Or an earthquake? Or any other kind of catastrophe? You get a lot of bang for the buck by preparing the country and the homeland for all of these types of events simultaneously.

If you're prepared for a hurricane you're probably prepared for a terrorist attack. As the commission went forward in the first year we assessed the threat. We

concluded in the end of 1999; we issued our first report that the chances of an attack here on the homeland by an external terrorist group were highly probable, and reported that to the Congress and to the President. The second year we pointed out that after a year's work there was still no national strategy for the United States. One was necessary. We explained how that needed to be done. That there needed to be an office in the White House in order to begin to put this type of strategy together in terms of response. Begin to examine what was going on around the country. How we were vulnerable and how we were prepared to address these issues.

And to lay down the principal focus that you cannot protect this nation strictly out of Washington, DC. It cannot be a federal response alone. It must be federal, state and local. And also the communities themselves and the private sector all have to participate in this. The third year and the last year of the commission we said, look, after two more years now there has still be no national strategy.

We're going to suggest how you should do one and we said, here are the key areas. How do you deal with states and locals? How do you fold them into a national strategy when by very definition they are concerned about local activities? What do you do about health care issues? What if the bugs do get loose? What if there is a pandemic? What if there's a terrorist attack on a biological terrorist type of occasion? What do you do about the use of the military in the homeland? How does that square with the traditional values of the people of the United States? What do you do about cyber terrorism? And what do you do about border control? Because we identified that. And then we packed the reports off to the printer.

We were done the first week of September 2001. And then, of course, the attack occurred a week later. I was Governor of the state at the time. Virginia was one of the two states directly attacked that day, because the Pentagon is in Virginia. I took what action was immediately necessary. I notified the State police. We alerted the National Guard. Activated the Emergency Operations Center. All that done prior to the attack on the Pentagon just from the information that we got over the television set as to what was going on at the World Trade Center.

But Virginia was as prepared as it could be. We took the action that was necessary. Well, after this was all done, the Congress extended the commission two additional years. They went back and dusted off all the reports and said, hmm, probably should have read these a couple years ago. They dusted off the reports and asked us to do two more years in which we addressed the issues of intelligence and what we do. And then tried to be visionary about what the country should be like.

But after a period of time it became very clear that this was a real opportunity for private initiative. This was a chance to involve a lot of people in a lot of different kinds of work. This was a chance to really reawaken the notion of public virtue. Our responsibility as citizens, for ourselves in the life of homeland security in the community of the United States.

So we started a private organization, 501(c)(3), dedicated to, to security in the nation. National Council on Readiness and Preparedness. Called NCORP. We have two webpages: ncorp.org. And we also have a blueprint one called nationalblueprint.org.

And this organization, even though it's a young organization, we've been at it about two years. A little less than two years. I think we've accomplished a great deal within that two years to raise up the consciousness of people as to what their role can be in the life of homeland security of the United States. In that period of time we have taken our program and our theme of federal, state, local, private sector partnership into Tennessee and Alabama. We have done a major conference in Washington, DC in which 700 local responders showed up from 40 states across the United States. Surprised us. We have done a conference at the Kennedy School. Your mayor was a leader at that conference in talking about community preparedness. We announced a five city tour. In fact, we've done six cities. We actually did a conference with local responders in Wisconsin. One that drew people in from the entire Midwest. We did a conference in Michigan, Indiana. We've toured the Port of Boston and did a conference in Boston. We toured the Port of Charleston and did a conference in Charleston.

And now here we are in Galveston. For what purpose? To learn what people are doing across the country. Not under direct federal supervision. In partnership with the federal government to be sure. Good partners with the federal government. But the action and the life of the protection of this nation is what you would expect it to be. And that is in the communities, with great community leadership all across this country. All the way from the private sector, the Chamber of Commercences we've already heard from today. All the way particularly to mayors. Like your own great mayor, Mayor Lyda Ann Thomas.

So with this very great success that's under way we now will begin to go to work to build a blueprint of response. In the first 72 hours we have to understand we are probably on our own. We have to be prepared. We have driven ourselves in the last half of the 20th century to just simply believe that, don't worry if there's a catastrophe. Look to Washington. They are going to come and bail us out. Well, ladies and gentlemen, there is no "they." We are "they." And that is the reality that we have seen. That is the reality that we know.

And the truth is that we are prepared because of great leadership like your Mayor Lyda Ann Thomas, your Council, your leadership like the Judge and others. And we see this replicated across the United States of America. We're putting this into a blueprint of response and drawing upon the experience and intellect and leadership and initiative of people such as yourselves all across the United States. So that is why I'm, Madam Mayor, I'm so happy to be here and so honored to be a part of what you're doing.

I'm very proud of our NCORP staff who have worked so well with yours in order to make this come to fruition. We will; you have heard from Jim Frierson today.

Rosalie Wyatt and Matt Boland have done wonderful staff work with your people to bring this together. Jeb Carney has been the president of NCORP and David Anderson is the current president of NCORP. They will participate in this program, also.

We look to draw upon your experience today. To hear from you today. And to make this a part of the life of the National Council on Readiness and Preparedness. And hopefully through our blueprint program, to make it part of the preparedness and life of the nation of the United States of America.

Thank you for the chance to be here with you today, Madam Mayor.

Frierson So what is the National Blueprint? What's it looking like now? What do we hope it, it becomes in the space of these few months? There is real work product on the table and on the Internet already. And we'd like to share with you where we are. A word also on the front end about honesty. We are, we don't think we have all the answers. At the end of the day the blueprint is, is not going to be an exhaustive encyclopedia of everything any community could need to know in response to any threat.

What it is already, though, as you will see, is a compilation of these best practices at individual community levels. Sorted and categorized in an, I think an impressive number of ways already. Accessible already to the general public. These are not state secrets. These are things; this is information with a strong to be shared. Not harbored. The information doesn't need to be secured; it's communities that need to be secured.

My friend and colleague, **Jeb Carney, who really is the, is the founding president of NCORP, has been at this task longer than any of us. He's had ideas that have, that have blazed a trail.** And we have, we have followed that lead. But Jeb had done wonders to put structure around ideas. And to give weight, importance and value to this work product. So for these next few minutes, **Jeb will be giving you kind of a guide visual tour of the blueprint as it exists right now.** And, and just enough of the mechanics of how it works; how you can access it today and how information gleaned from today will in turn go into the blueprint.

And I'd like to ask Jeb to come forward and to begin that guided tour for you. If there are a few questions in the course of it, we're certainly flexible enough to be able to entertain those. Waiting in the wings is a very strong series of presentations on the Galveston model. And at that point we will be off and running. Jeb, if you'd start that tour?

Carney Thank you, Jim. Thank you, Jim and good morning to everybody. I have to say that I have a fond spot in my heart for Galveston. Madam Mayor, thank you very much for your warm reception in October of 2005. We were here not too long after Rita. And I had a wonderful opportunity to meet Steve and some of your other leaders here in the community.

And it was at that point that **we were really responding to the Gilmore Commission's recommendation that there should be a larger role for the private sector and community organizations in homeland security**. And, it was a tall order. But the Governor and I started to discuss how could we do this? And so we decided to adopt the same methodology that was used in the Gilmore Commission, as the Governor said. We would not rely on experts so much from ivory towers and other places. Though we do have one I'll mention in a second.

Instead, we used practitioners. People who actually were out in the field having to deal with this day to day. Many of the people who are here today; some of the leaders that we've been working with over the last couple of months. For instance, Colonel Butler, who is here today, has been a great help. He's with the National Joint Terrorism Taskforce. We work very closely with him. We try to vet our ideas with him. And we're beginning this process in a fairly formal way.

Chief Proctor has also been with us since November of 2005. And we've been working with a variety of other people across the country through a series of regional meetings to get input into the blueprint. So it's starting to take form now. And we're able to discuss it a little bit more with you today because we've just begun the process of putting in information. This afternoon will be one of those processes. And I'll show you just a few things that we have done.

But let me give you a quick introduction about who our partners are. We are working with the Kennedy School of Government to try to blend the corporate and the not-for-profit communities in this process. And as a partner they've been wonderful. They've been working with us through the various regional meetings that we've been going to.

Unfortunately, our representative from the Kennedy School is not here today or else he would be discussing this with you. But I am in his stead. And I'd like to be able to talk a little bit about what it is that we've found in our regional meetings as we've gone across the country. One of our partners is the Battelle Memorial Institute, which the Governor has worked very closely with Battelle Memorial Institute over the years. We asked them to take a look at what they thought might be the first big hurdle to get over, and in terms of a community's ability to prepare for, crisis for the first 72 hours. What they finally came back with was a reasonable observation that anybody could make.

But it was stunning in one way, in that **the very first thing that we as a nation ought to really consider is how can we give back to a community the percentage of responder capability that's pulled away and drawn down by the responders' own needs**. Their own family needs, their responsibilities or the requirement that they have to try to find and care for the vulnerable and special needs community and the sectors that aren't readily identifiable in most communities.

Though I think Galveston has done a remarkable job and we'll talk about that this afternoon. And, and what could we do to help responders in terms of mitigation of volunteers and material at the scene? Battelle did an estimate after they did a study on it, and they figured that **just about 60 percent of every responder force is drawn down for these other purposes. That you and every community is essentially only left with 40 percent of their responder capability.** Well, now if we had to go out as a nation and fund that through taxpayer money, that would be an enormous number to give every community 100 percent of their responder capability back to them during a crisis. There has to be another way to do this.

And so what we decided to do is start to investigate that. We had a series of regional meetings across the country and through the work that we've done with not only some of you here but also with others, we came up with what we thought were the challenges like this that every community would face.

And those challenges really fall into three categories. The first is essentially dealing with this one issue that I just discussed. And the second issue was dealing with how the public and the private community can leverage their assets into the public sector response mechanism without inventing anything new. Using just what's there.

And, and **the third challenge is basically being able to integrate at the federal, state and local level, the communications and the capabilities that are already there but there are problems in terms of cross boundary issues. So we have really identified the beginnings of what it could take to improve the quality and the substance of the responder capacity at the local community level. So that's really what our progress is to this date – it's taking those ideas that really refer to those challenges and putting them into the blueprint.**

I think on the screens here you see basically an introduction to the Blueprint. This is - the Governor mentioned this - how you get to this Blueprint through ncorp.org. If you go there you'll see a little spot on the navigation bar that if clicked will bring you to this working diagram here, this working page.

On the challenges side it will take you to the various discussions about what these challenges are that I've just gone over. We've also compiled some recommendations. These recommendations have been coming from our regional meetings and other participants in the process. We have so far developed about 20 recommendations. Nothing like the Gilmore Commission has produced over a five year period.

But as we start down this process, ours are practical recommendations that any community can put into place through a template process that we are developing that will allow a community to copy what another community has done and to modify it for itself. We have also, on the tools section, developed a series of ideas, policy recommendations and actual products in a way that would allow the communities to basically employ the recommendations if they wanted to. It's one thing to basically say this is something that we ought to be able to do as a

community. But it's another thing to really put it into practice. And what we don't want to do is basically tell communities that there is a solution here but that you'd have to pay for some part of the solution or create something on your own.

So what we were trying to do is identify those tools that would make it possible to be able to put this into place. So now this is basically what it is. And then we have a reference index below here which basically puts you into a series of lists of the different public-private partnerships that we have identified across the country, and the national media has reported on, that are good examples.

And so we've put them into one location that might give people some good research capability and be able to look at them. And, and we're building that on a daily basis. **We have about 150 examples of public-private partnerships. And then we have about 250 best practices and reports.** And those best practices and reports are really intended to take whatever is happening around the country, and in different specific communities, and display them in a way that people can go through and take a look and see what other communities are doing. We have one additional thing that we've put up here.

It is one of the best practices from Galveston, which is your fusion center. Last night I was talking to the judge about it. And the Galveston fusion center is the first in the country that really does integrate the National Weather Service into one locale. I think you have your city and your county all working in one location. It's an excellent idea and it's a best practice that we would like to develop so that other communities might do the same. So that is basically the National Blueprint for Security Communities.

If you all will, when we leave here today, you can go through and access it and then you can make recommendations to us. By the way, if you think that it can work a little bit better. But if you go over on the **top of the screen there where it says "Add to the Blueprint", and click on that you can actually go enter your own information.** I can't do that right now because I don't have a mouse. But what you can do is go to a page and then you can actually put in your own information.

We will be able to take that information and put it into the Blueprint. And then it'll become part of this record. So that's basically a discussion of what we have done so far. This afternoon we're going to be working together. Not this afternoon but after about 11:45 as you- as we - have a working lunch here.

We'll be able to develop some of the Galveston model. And then what you'll see on the screen is what we're putting into the National Blueprint. And we will use that as our model for demonstration as we head toward the National Congress later in the year.

So I want to thank you very much. And I would like to turn the program back to Jim Frierson. Later in the afternoon, if you have any questions, I will be here and I'd be happy to answer any question you might have.

Thank you very much.

Frierson A minute ago I mentioned the honesty of what we're trying to do. There; the flip side of what I was saying; we don't have all the answers yet. And we may never have all the answers. We probably won't.

But we're trying to make information accessible. The flip side of that thought is that while we are here in Galveston because you have done so much so well, we want you also to think of this as an occasion, if not to confess mistakes - and we certainly can't find any - to talk about those things that still represent challenges. And, and Lord knows, all communities know they still have their own challenges.

And so in patting each other on the back and ourselves on the back, we want to make sure that we, we give you the opportunity to say what it is you're still struggling with. **Because that represents the next set of great things you still can do together for your community.** And we can all learn from.

We are; this event is open to the news media. And a great number of the news media are here. And, from the region. And we welcome that. That has been the case in just about every conference we've done. There's been some great reporting that has come out of these conferences. So while there may be 200 of us in the room today, there will be thanks to that media coverage, a much wider awareness of what we are all about and, and what you will have done in the course of your time here today.

So the Galveston model. We have asked, in the course of this next 90 minutes, we have - and by the way, I should say that we will not be taking a break in the course of the morning. Please as you need to, feel free to, to get up and take whatever break you need to. But for the sake of coverage we wanted to keep this group together right up until we break for lunch. But don't be at all self-conscious about doing that.

The Galveston model for evacuation, we have come to understand, has many parts to it. It is a coherent plan. It is anything but ad hoc. Our knowledge of it as it's been unveiled to us has occurred in, in waves and in stages. But we, we owe to the Mayor and, and to Steve LeBlanc and Jeff Sjostrom will play a role later; the three who came to the conference at the Kennedy School and at our invitation presented this story, we owe much of our initial understanding to, to them and to their efforts to share with a, a national audience the best parts of that model. I wanted to say at a personal level that my awareness of this begins in real time. I happened to be watch CNN on the night when, Mayor, when you were interviewed. And as I recall, Judge Robert Eckels of Harris County was being interviewed with you. I don't recall if you were in the studio together or separate cameras.

But I heard what she said about the measures that had been put in; been put in place here in anticipation of Hurricane Rita. And I fired off an e-mail to Jeb and a couple of the other NCORP team members. And in that e-mail I said, "I think

I've just seen the Mayor and, and the city who are the embodiment of everything NCORP is all about." We did not know Mayor Thomas at that point; none of us did. We didn't have that pleasure. But I knew for sure that we were seeing leadership in action in real time.

The particular part of the story that caught my eye and my ear that night was the story of the citizen response teams. We will be talking more about that particular effort later. But it was, it was amazing to us to see how quickly you were able to put something in place, how people responded to that leadership, and how creative you were in making decisions really on the fly. Because you had to. You did not have a choice.

But from that moment on we have been aware from that moment in September of 2005, we've certainly be aware of, of this part of the Galveston model. So we first would like to ask on, on the panel, the, the three who are on my left. We've really asked Steve LeBlanc in his role as City Manager to begin this, this series of presentations with a description of the evacuation model as it looks at not only the; internally within the city, but some relationships with other communities and, and other cities that we know are innovative. That are, at this point, unique to Galveston and in the course of this, these next three segments I'll be introducing the others. But this is now intended to be partly presentation from each of them and partly dialog with, with Governor Gilmore and, and Mayor Thomas. And it is from this dialog with about 15 to 20 minutes for each of these topics that we will begin to extract what we hope is the, is the, is the learning that we can take away from this. Steve, if you would begin? Thank you, sir.

LeBlanc Well, thank you, Jim. I really appreciate the opportunity to present this to everyone here and to the nation. And to be a part of the drafting of a Blueprint for response. And just to start off I want to say that I'm quite proud of Galveston. I'm quite proud of our team and certainly as the Mayor said, she couldn't do it without all of us. And I certainly couldn't do it without all of you. So with that introduction let me also start by saying that when I discussed this with Jim the other day I asked him specifically what it was that he thought I should do. And he said, "Steve, just step back and pretend for a minute that you're going to be a teacher. And you're going to teach the other communities who don't have your experience what to do." And in that vein, since I'm going to play the role of a teacher, I thought it would be best to break this lesson up into timeframes relative to the event.

There are concepts here that are best practices that are both simple, complex, short term and long term.

And so I'll start with a reference in relation to the events.

And the first thing that we start off by doing is to **prepare and inform the community at large**. We conduct town hall meetings in early May to refresh memories for those citizens who live here. To remind them about their plans as to what they're supposed to do individually. We also have continuous public

information provided on our public information channel and our city's website. Simple concept but important as far as a concept to pass on. A transportable concept as Jim said. We hold public meetings to sign up for assistance. As Jim referred to and will be talked about later by Stan Blazyk and Jim Hale, we have sign-up meetings for those individuals who need help. I'll talk a little bit about, about the evacuation itself. We keep a watchful eye out at all times during the hurricane season. Charlie Kelly, our emergency management coordinator stays in touch with all his fellow emergency management coordinators throughout the season, attends meetings and keeps a watchful eye on the tropics. We stay in touch with each other. We hold meetings and this was the Mayor's concept. During the hurricane season we hold monthly and sometimes twice a month meetings at City Hall with stakeholders throughout the community, the county, the hospital, the school district, the housing authority, the Coast Guard, the Red Cross, the National Weather Service and all my City department heads. They're all here today. We review our plans. We address concerns that we all have. We decide and discuss how we will coordinate if needed. Each of those entities have their own plans but it's important for us to get together and discuss those and keep reminding ourselves what's going on.

Another concept is practice makes perfect. One of the things that we do, and I know this is something other communities do; we conduct tabletop exercises that are used to again just remind us of the lessons that we need to be aware of. We have our plan of action. Who, what, when, where and how will we do this? Who's going to be in charge? The Mayor. Where are we going to go when this happens? When are we going to go? Where are we going to go, and how we're going to do it. We have to have a timeline.

At least an approximately timeline in order to pull this off. And in order to have a timeline, line or a frame of reference, what we do is we work backwards from the estimated time that the storm would make landfall. That time we call the zero hour, or H-zero. And backing up from that time we set out target times to do specific things. At the H-100 hour, or 100 hours prior to the expected storm landfall on the island we call together; or actually the county judge, Jim Yarbrough, calls together all the regional leaders into a decision maker's conference usually held up in his facilities on the mainland. At that point in time each of the various community leaders talk about when we might call for an evacuation, voluntary, mandatory and in what order we all might leave. Of course, we have dibs on that to leave first since we're on the coast. **Between the H-100 hour and H-72, sometime in that timeframe the City Council turns over control of the City to the Mayor.** She likes that. In fact, she loves that, I know. She becomes solely in charge of the City's operations. And she does a wonderful job when she takes control. And when you get into an emergency mode you need one person in charge. And everybody else needs to support that one person. And that's exactly what we do. In fact, our whole organizational chart immediately changes upon that Council decision to give her the authority. Each of those positions, and I could go into those during the question and answer period. But each of those positions have various responsibilities and tasks and each of those positions have a backup person. The Mayor has a backup; the

Mayor Pro Tem. The City Manager has a backup; the Assistant City Manager. And so forth and so on. **At the H-72 timeframe, the Mayor; or generally right around in there; the Mayor calls for a voluntary evacuation.** That's the time at which we tell the general public it's about time to go. And it's also the timeframe by which we take care of our special needs population that needs help. And I'll talk a little bit more about that later. It's also about the timeframe that we implement the first call system, which is a reverse 911 system. Instead of you calling in for an emergency, we actually call you with a recorded message. And it's a mass call to thousands of people. Thousands of households on the island. Just to make sure that you're aware of what's going on and what the recommendations of the leadership of the community are. At the H-48 timeframe, 48 hours out, a mandatory evacuation could be called by the Mayor if it becomes necessary. The entire population is ordered to leave. This is very significant, obviously; schools, businesses, the hospital. Everybody shuts down. And I'm going to come back to that in a few minutes. **At the H-24 timeframe, it's time for us to, as we say, hunker down.** Or it's time to batten down the hatches. Our team that's remaining on the island, which consists of approximately 200 City staff folks, along with others - county, etc., it's time for us to relocate to our safe haven and batten down the hatches and ride out the storm. And it takes time to coordinate that. And so we give ourselves about 24 hours to reposition police, fire, public works, EMS personnel all relocate. Our plan, although last, last time we had to do this we all hunkered down right here; actually not here in the Convention Center, but in the San Luis Hotel next door. We actually have modified that plan. We're not going to put all our eggs into one basket. We're going to break it up into three baskets. One on the west; one in central; and one on the east end. And we have understandings and agreements with Moody Gardens on the west, the San Luis in the Central, and UTMB on the east end. We make sure that each of those locations have plenty of fuel, excuse me, food, supplies. Because this is going to be our home for awhile, not knowing how long. But a day or two or three or a couple of weeks.

Another best practice is continuity of government. If for some reason we were to lose communication or control or something worse than that disaster, we send our Mayor Pro Tem - in this case it was Joe Jaworski - and the Assistant City Manager, Lloyd Renderer to the mainland to stay in the county's emergency management facility, along with others. We communicate constantly. But they're the backup team in case then the A-team goes down, the B-team is ready to step in. A redundancy. Redundancy is important in any plan. We have agreements with Galveston County to use part of their facilities; their emergency management facilities on the mainland. And we'll have an office, a communications center, information technology if we end up having to operate out of that location after the storm.

I want to go back to the evacuation for just a minute, because one of the things that we experienced during Rita was that when you call a mandatory; or when the Mayor calls for a mandatory evacuation you don't realize; you just say, okay, it's time to go. You must leave. And there is a **segment of the population who cannot do that. And the only humane thing to do is to help them.** In

Galveston's case, it turned out to be about five percent of our population. But even that small percentage becomes a monumental task. These are people who have no cars. They could be bedridden, homebound, street people, people walking on the streets that are drug addicts, people who are on oxygen. People who otherwise don't have family and can't help themselves. Our plan in 2005 did not anticipate dealing with that. But the team quickly responded and put together a plan and found a way to get them off the island. And we used every resource we had. We used our buses. We used GSID's buses. We, I believe, got some buses from Houston Metro. But we quickly found a central location to stage this mass gathering of individuals who needed help and we did that with the help of Sharon Strain, with the Housing Authority. We used her facility centrally located on the island to, to be the staging area for this gathering. Since that time, we have decided that our buses are not capable of long highway trips. City buses designed for city operations. The GSID buses certainly could make those long trips, but we realized that 36 hours on the highway, no restroom facility on a bus, is just not going to work in the future. So we have entered into a local agreement with Houston Metro to provide buses the next time around. These buses have bathrooms. They'll be equipped with drivers. And we will also equip those buses with our own City staff to help assist in the long duration of the ride. The other part of this transportation equation for special needs people came about because, as I mentioned earlier, there are those who cannot; I mean, they can't even get themselves on the bus. They have the oxygen. They're homebound, they're bedridden. And we've entered into agreements with Galveston County Emergency Medical Services to help transport those folks properly. And this is, although we haven't used it, it would be the way; only way to safely move those folks.

The other issue that we had, and we have fixed is once you leave point A, you really need a point B to go to. And we thought that's what would happen once we sent these individuals, these citizens who needed our help, up the road. We thought we were going from Galveston to Huntsville; A to B. But that's not what happened. When we got to B, Huntsville, it was full and there was no place for us to stay. And so we were scattered to C, D, E, F, G, H, I, J; all over the place. So in order to fix that, we have entered into an agreement; in a local agreement with the City of Austin. We will go from point A to point B with no deviation in between. And the City of Austin I must commend for their generosity, their open arms to welcome us to their facilities. They have an excellent emergency management plan. They have facilities that will house our 3500 citizens. They're there to help us. No we're not sending our people off to; and dumping them on somebody else in Austin. We're sending them with our help as best we can.

Another good practice to pass on. About 50 individuals, to be specific, is what the plan calls for that would be sent up with the 3500 citizens. **When you send 50 people up, those people need to have training on giving care.** And Carolyn Cox, part of our team, and others do; have done a great job in training those who will provide care. UTMB has also been a part of that training.

I couldn't go forward without talking about pets. Pets are family members. We have; in my household two additional furry family members that my wife would not leave the island without. So when you plan for and call for a mandatory evacuation you must call for a; or find a way to take care of the little people; the little pets. We had some big ones, but the little ones are, are also a part of this picture. The City of Austin has agreed to provide shelter for pets. Houston Metro won't provide; they don't want pets on their buses so our team will provide City buses and, and school buses to take, take the pets to Austin. The other part of the equation on pets is that there are pets who don't get to make the trip. It's unfortunate. During Hurricane Rita we had about 120 pets that were either dropped off at a vet or just abandoned. And they, they need to be taken care of. And the Council on; at the next Council meeting will consider an agreement with the Houston, the Houston Humane Society who will house, feed and care for these otherwise abandoned pets in the next event for, for a two week period of time.

Another best practice is to have a refuge of last resort. Even though a mandatory evacuation is called, some people just don't want to leave. So we have an inner local agreement to address that. We have an inner local agreement with the school district to use their facilities during the storm. If the individuals who decided or were not smart enough to leave when called for; they must sign waivers that say you enter into this facility on your own; at your own risk. Including death. And that's how serious we are. Another good practice: help your neighbor. We have mutual aid agreements with our neighbors; our neighboring cities that is. And this became critical during Hurricane Rita. Lake City, Friendswood, Houston all came to our beckon and call when we had a fire during the height of the storm in Hurricane Rita. And your neighbor is your true first responder for you. And likewise, you to them.

Another concept to pass on in the Blueprint. **Communication: lots of redundancy is needed here.** Cell phones get clogged or jammed. Or they lose battery power. If you lose power you can't recharge them. Radios; radios. In our case, we - and I'll talk a little bit more about that in just a minute. But those turned out to be our true, true base and standard by which we communicated once we lost power. We also have for the management team, the Mayor, the head, the police chief, the fire chief, the public works director - we have a few satellite phones that are also used in the event. So redundancy in communication is essential.

The next item, a good practice, is, this is going to maybe sound a little funny but it's absolutely true, and for those in the media, please don't take this personally. **But we have to have media management.** During the Rita event you couldn't turn a corner without being - I don't want to use the word attacked. But certainly questioned at every turn from a reporter. "What are you doing?" "What's happening?" And when you're in the mode of trying to manage an emergency, the last thing you really want to deal with is, you know, a push person. So one of the things that; and I'll credit the Mayor with this. I thought it was an excellent idea, was that we gathered all the reporters together and we said, Folks, we, we

need you. We want you to communicate the message, but you're bothering me. So what we're going to do is we're going to have set times that we'll talk to you. We'll talk to you at 10:00 o'clock in the morning and we'll talk to you at 4:00 o'clock in the afternoon. Otherwise, leave me alone. And please, with no disrespect to the media, but just to manage the media is, is an issue when you're in that state and frame. And we need the media because as I said earlier, there is no other way to communicate with the citizens. Many, many of my friends told me they heard me on KTRH. They saw me on Channel 2. They; and they wouldn't have known what to do otherwise. Because I couldn't have e-mailed them all or called them on their cell phone. So there was no other way to, to get the message out. So we need you, media. We just need you when we want you, not when you want us.

The other issue that I think is important to pass on to the rest of the nation is a couple of things. **The water supply in your city; I mean you know, when you come back to town you've gotta have good water.** I mean, you can't go without water. For many reasons, not just to consume it, but to fight fires and, you know, clean yourself, cook food. It's an essential element. You must protect that source of water as best you can. And in Galveston's situation the uniqueness of our island dictated that we, we make us some tough decisions. Even though the storm didn't hit, we cut the west end water supply off. If you were on the west end we just cut you off. You didn't get any water. Because it's not protected by the seawall. And we felt that if we were to get it and we had it still flowing out there, number one it; a line would break, we'd bleed the system and have no water. Number two, it would contaminate the rest of the system. So we said we cut it off. And it took several days to turn it back on. Not that we couldn't just turn the valve and get it back on. But when you cut a water supply off, anybody in the regulatory business will tell you, you don't just turn it back on. You have to make sure it's tested so it, it didn't reverse contaminate itself. Because that can happen.

Another best practice is to keep your plan flexible. Once we hunkered down the policy plan says you're not going to leave this safe haven that you're at. And however we, we broke that rule. But only after some, some discussions with the fire chief, Mike Varela. I believe Mike Wisco was a strong part of that. We had the east end of our island on fire. There's lots of; I could go into how that happened, but it's not necessary. But we lost power. We were standing in; the Mayor and I were standing in the tenth floor of the San Luis looking over a dark island and you could see, see the fire burning on the east end of the island. And, but we were hunkered down; we weren't supposed to go anywhere. And the storm was raging. I mean, what we had of it. So we made a decision to break the policy. To go save a valuable, precious thing that's part of Galveston and that's the east end historic district. Which is irreplaceable. So many brave souls, firefighters, went out and fought that fire. There were three structures on fire and we put them out. On, in 90 mile an hour winds. In addition to that, our neighbors, mutual aid agreement, those cities I mentioned earlier all came to the City of Galveston despite the fact that there were 90 mile an hour winds. They came to the island not to help us fight that fire but to protect the rest of the city in

case it caught fire. And remember, there were many lines down, power lines that could have sparked a fire. So we had, we had our stuff together. After the storm, after the storm typically; I mean, if it really had hit hard you worry about recovery of life. Taking care of the injured. You immediately restore order, law enforcement and you start to clean up and to that end one of the lessons we learned from others, and I sent a large contingency of my staff to Biloxi and Gulfport after Katrina; after their devastation to learn what they did wrong.

And one the things they said was, gee whiz, **you, you need to have redundancy in cleanup. And so we have actually three contracts for cleanup. DRC, an emergency services company, one of the hosts of this event** - Tom Combs; great group - is one of those three. We also have an agreement with a company to simply manage the three debris management companies so that we keep the proper paperwork in order so that we can get reimbursed from FEMA after the fact. Another good practice to pass on to the nation.

And that is, in recovery you need to quickly do damage assessments in order to get back on your feet. And in New Orleans they couldn't do that very quickly, I don't believe. But in other communities, Gulfport and Biloxi, they used software, the latest technology. But the concept of having the ability to quickly assess damage is a good concept to pass on. And we've purchased that software to help us do just that. The, the next thing in recovery - and I'm winding this down, so it's almost over.

But the next thing you need to think about is restoration of utilities and power. And one of the things that we did was we worked very closely with Center Point Energy in order to determine who gets power first in priority. I mean, once you come back if that was the case. Obviously the hospital, the command centers, selected grocery stores that are going to feed the rest of us while we're here, gas stations, etc. We have letters of understanding with Wal-Mart and Home Depot and our fuel vendor because those are the things that we're going to need. We need them to be in place. We need the private sector to be there for us.

We have two more, a couple more points. And one of the things that we have done, and I think this was very key and instrumental on the part of our finance committee, and that was a recommendation that every, **every part of the City business have enough in reserves to deal with not having any income during the time after the storm.** And I know that Shrub's going to cover that a little bit. But, but basically what we've done in pretty short order is to make sure we have at least a 90 day reserve in all of our funds, water funds, sewer fund, drainage fund, every enterprise fund. And the general fund. And believe me that's no small task, having; and I'm talking millions of dollars in reserves to carry us for at least 90 days. Because you have to spend money in order to get it reimbursed from FEMA. I'm going to end my discussion with a couple of key points. And that is in being prepared for an emergency and a disaster, everything I talked about was pretty short term. But there are some long term things. *And Galveston, I'm proud to say is a shining example of long term readiness and preparedness.*

And those long terms are things such as we have a water storage supply on our island that is far greater than most communities. Our forefathers were smart enough to have enough volume, ground storage tanks, elevated storage tanks, so that if the island was cut off we could survive for days without water coming to the island. And that has served us very well in, in the past and will serve us well in the future.

One last key point that Galveston has. **And again, long term readiness and preparedness from our forefathers, and that's the seawall.** The seawall was a monumental accomplishment that has survived 100 years in protection of this island. The city of Texas City has a seawall. Most people don't think of that. But they have a levy system that's like a seawall. They call it their seawall. Same concept. Long term readiness and preparedness. And I'll close with this. **The greatest lesson is to share; exactly what you're doing. Share with others, go visit other communities, find out their successes, their failures.** We did just that and will continue to do that.

Frierson Great coverage, Steve. That's; this is exactly what we were looking for. And, and we learn something every time about Galveston. There, there are many good models here. We are in the course of this panel going to be covering two other key components of, of Galveston's model and those involve the medical presence that you have here, the really significant medical presence of UTMB itself as an institution. And then we will turn to, to shelter and housing. When we asked UTMB to join this event as a, as a co-host, we had in mind two different things. And the presentations of Dr. Karen Sexton and then Dr. Joan Richardson later in the morning will show the two parts of this. Any entity in our communities first of all has a fundamental obligation to protect itself. Preparedness starts with taking care of your institution, or in the case of a hospital, your patients and staff. Then there is the larger role of what can that entity do for the larger community? Either in preparedness or in response. UTMB is a significant chunk of your economy through its presence here on the island. I learned last night of, of some other roles it has across the state which we didn't even know about. But first and foremost we'd like Dr. Karen Sexton, who is vice-president and CEO of hospitals and clinics to recount for our, for our benefit the story of UTMB's own incredible actions at the time of Rita. We believe it is one of the very largest if not the largest hospital evacuations in US history. It is certainly a model. It is a starting point for our understanding, and Karen, I believe there's a video that has some interviews of staff members which helps tell that story. And I know that's queued up but you may want to introduce it first. Dr. Karen Sexton?

Sexton Thank you. It really is a pleasure to be here this morning to talk about **UTMB's successful evacuation of its patients.** First I want to thank the Governor for giving us the opportunity to be recognized as a city who responded flawlessly almost. And the Mayor who gave us that opportunity locally to be recognized across the world that we knew how to take care of people. And I'm here then to talk about how UTMB served its patients and its employees well during this time. To put this in context, in September 1900 when the big storm hit Galveston Island, as you know, it's still the largest disaster in loss of lives in our country.

And that still stays with us, you know, it's our history. It's who we are. But at UTMB the then president of UTMB sent a telegraph to UT System in Austin and said there's five feet of water in our basement. We recommend canceling classes. The chancellor sent back a telegraph and said, "UT stops for no storm". And we didn't. And we have yet to stop for a storm. It's who we are. It's, we're not going to do that.

However, in the opportunity to evacuate our hospital during Hurricane Rita, we did change things a little. And I'm going to talk to you just briefly about that.

And then I have a DVD that really is the heart of what happened with our people and I wanted you to hear from them, not really from, from me.

But I will say that on Sunday, as Rita began to form in the gulf, I; never in my wildest imagination would I believe that three weeks after Katrina we would have such a storm. I believed that in my heart so strongly that when Dr. Joan Richardson, who is our emergency preparedness officer, wanted to go to Paris, France after Katrina, I said, sure, go. What are the chances? Well, she left on Saturday. The storm formed on Sunday. I'm not sure exactly why all that happened, but as fate would have it, I ended up being the incident commander for UTMB. This was my first hurricane. And one that I'll never forget.

But the three weeks of Katrina set the stage for us. And I don't want to ever forget that people paid a price for us to really be able to do what we did. We cried as we watched those hospitals and nursing homes deal with their patients. And, and we saw the devastation of that. We experienced that personally because of the patients that we received after that storm and our own commitment to the community in providing medical care in the shelter that was established for patients who came here who were homeless.

We also dealt with the fact that we didn't know anything about these patients. They didn't know anything, they couldn't tell us the medications they were on. They couldn't tell us their medical histories. They were in crisis and really, so were we in trying to provide good medical care. And we were all talking about that in that three weeks. *So we had a good opportunity to think, how would we do it differently?*

We didn't have an evacuation plan for our hospital but we had learned in that three weeks and we had had enough discussion about, well, what would; might we do? So on that Sunday I watched the storm approach. I got a little Blackberry message from Dr. Richardson in Paris and she said, watch TS18. Or something like that. And so I turned on the news and there I saw Tropical Storm Rita and, and then things started happening. Monday morning called the team together. We heard that the Governor was going to declare a state of emergency. The state operations center opened and we began to participate. We were in conversations with our partners in the city. We knew what the Mayor was planning to do on Tuesday.

We were working in collaboration with that and Tuesday around noon or so **we opened our incident command center**. We **declared a state of emergency** and we sent our non-essential individuals home, which means our students, our faculty - people who did not need to be on our campus helping us take care of our patients. We also sent our essential people home to give them the opportunity to take care of their loved ones and their house; do whatever they needed to do and send them on their way and then return by 8:00 o'clock the next morning. We stayed in the hospital on Tuesday evening doing what we needed to do just in case we called for an evacuation.

And I kept **asking the State to give me time, because I did not want to evacuate our hospital and our patients if we didn't need to**. Because in many ways we, that was a life and death situation or call for some of our patients who were on life support. And they gave me the opportunity to wait through Tuesday night as long as I would make the call after the weather report at 7:00 a.m. on Wednesday morning. But we didn't just sit there.

We sent word out to our nurses and our physicians to ready our patients just in case we were going to evacuate. Now, we didn't have a plan. But it occurred to me that with **guiding principles**, they could do what we wanted them to do. And why did I think that? Because I know we have great people. They're committed to our patients. We wanted to tell a better story. We wanted the world to see that hospitals could be held responsible and be trusted to take care of patients. *So we simply said, do what's in the best interest of patients at all times. No patient is going to be lost. We are going to move the sicker of the sick first and then we'll take care of you, our employees, and we'll take care of our facilities.* And that was a very simple message. But people got it. I did not have people calling and saying, well, I don't understand why you want us to do this. They just did it. *They copied medical records. They gathered medications. They identified patients on their bodies and every way they could so in the event that we did have to move our patients they went with what they needed so that somebody receiving them would be able to take care of them.*

And at 8:00 o'clock the next morning we called for the evacuation and we moved our first patient out about 9:00 or 9:30. And we were totally evacuated with the exception of one patient by around 6:00 or 7:00 o'clock that night. So we did this all in about a 10 hour span.

We set up staging areas so that we were moving our transport patients; our ground transport out the front door and we were moving our air lifted patients out the back door.

We were asking people to set up these staging areas, **do checklist**, understand that we're going to do **this at the bedside with the physicians and nurses**, that this was, indeed, the sicker of the sick. And this was the mode of transportation. And this was their medical record and we had notified the families to the degree that we could that we; they were leaving and where we thought they were going to. **And then we also did that at the exit of the hospital.** This is the patient, this is

the mode of transportation, this is the sickest of the sick, this is who should be accompanying them during this transport. And then **we also did it as the patient was put on that transport one more time**. This is the patient, this is the sickest of the sick, this is how they should go and how; who should accompany them.

And I am happy to say that we did not lose one patient. Geographically or otherwise. Thank you. We were commended by the healthcare systems that took our patients of what we sent with them and how prepared they were. And it's just a great story. And there's much too much to tell at this point. But I will say why were we successful? One is that we have great people committed to what they do. We love our institution. We love our patients. We have a strong culture of preparedness. We didn't have an evacuation plan but we had a great plan to be prepared.

We usually hunkered down and, and held in place. And we decided not to do that on that day because we had seen what happened to that hospital; in those hospitals three weeks prior because it wasn't the actual storm that was their problem. It was two or three days later when they had the sickest of the sick patients in their hospital and they lost their infrastructure. That wasn't going to happen to us. We weren't going to do that, and we didn't. But we were prepared in our mental state of being, being ready and able. We had quick and decisive leadership. Dr. Stobo handed over the reins to me and told me to "do what you need to do, I will support any and all decisions." We had the chancellor calling from UT System saying "get out, close the University, do what you need to do, take care of yourself". **And Dr. Stobo said, "it's in the hands of Dr. Sexton, she will make the decisions in the best interests of the institution"**. I can't tell you what that enabled me to do to know that I had that kind of support. So that being said, we had a great evacuation. Thursday morn; Wednesday morn; Wednesday night was a bad night.

And the reason that was is because my hospital was empty now and I had a bunch of employees that were now in harm's way unnecessarily because they had no one to take care of. So we **asked the Governor on Thursday morning if he would assist us and he agreed to send two C-130s down and fly the employees out who wanted to be flown out to shelter** to Fort Worth. And there were about 132 employees who wanted to do that.

The other employees wanted to stay. I asked them to volunteer if they wanted. Many of them did. Because we did want **to keep our emergency room operating at least as an urgent care center because we knew there were people on the island who would need our help** during and after the storm because we were the only healthcare facility between here and Houston that would be open. So we were committed to doing that for our community and we did. And as Steve said, we did have a fire at the height of the storm and we were there to do what we needed to do and save lives. So that's as far as I'm going to talk about. I'm going to show the video now and thank you for your attention.

Frierson ... material from, from other cities and places we've been. And it's eventually designed to be a kind of a mini-documentary about communities. I think it's a safe prediction for us to say that big pieces of this will go into that documentary. It's a no brainer. And I'm good and no brainers, so that's an easy one. Two other things strike me. One is that all tribes have memories, but you, but memories get fragmented over time. Even after an experience such as the one you went through. Kudos to you and UTMB for having put this together in a short video that, that represents a tangible form of tribal memory. You've told the story; people will go on to other parts of their careers. But you've captured that knowledge almost at the time of. It's a great, great learning tool. It's an inspiring story. The second thing that hits me is I believe there are people in this audience, people from Galveston, who haven't heard the full story or, or got through it themselves in their own way but didn't have a chance to figure out what was going on in another part of the island. So I hope this represents some real time learning for you. Thank you again. And thanks to everyone on your team at UTMB. And there will be more later from UTMB with Dr. Joan Richardson. We would like to focus on another component of this Galveston model. And that is housing and shelter. Nobody better positioned to tell that story than Sharon Strain, executive director of the Galveston Housing Authority. Sharon and I were having conversations right through yesterday about her part of the model. Again, things we simply haven't seen from other communities. Going well beyond the bare minimum of what a housing authority should do for its clients. Those people it's directly responsible for and the agencies that you're accountable to. Sharon, if you will tell that story. Sharon Strain.

Strain Earlier the Mayor mentioned, and I think Steve did, that we had town hall meetings at various places in our community after Hurricane Katrina and before we had our Rita evacuation. At the end of one of the meetings there was a young woman who asked a question. And she said, "Well, can't we have a fire drill?" And everyone in there nearly broke up laughing about that. But you know, she was right on. We had a fire drill last year. And we learned so much from it. It was amazing. I think we can proudly say that we passed the fire drill test. And I can tell you that our kind Mayor gave us about 30 seconds rest before she started exhorting us to learn from what happened during Hurricane Rita. And I believe that she has come up with a plan superior to what anyone could have imagined. The partnerships that have been pulled together; it has just been amazing.

And I want to say to many of you who are in here, I haven't had the chance to say that. But the spirit that people to put the well being of others first has been so inspiring to me through this whole process. And I appreciate being able to know many of you. I know that each of us have memories of that time. I will always remember the capable, steady, compassionate faces of Lloyd Renderer and Charlie Kelly. Steve on the ground making decisions when we were trying to get people off of the island. The Mayor's calm presence and the hard work of my staff.

At the housing authority we serve a population of people, the majority of whom are, you know, six or eight thousand dollars in income and under. Well below the very low income mark. And many of them, of course, do not have transportation. In addition to the numbers of citizens who are very low income that we serve, the population for our housing authority right now in public housing is 65 percent elderly, handicapped or disabled. Although we do not have a legal obligation to take people off of the island, the HUD regulations under which we function say that people have to be able to live independently to live in public housing. And although there is no legal responsibility, we know we have a strong moral responsibility to help those who need transportation.

When I first came to Galveston I read all those scary books about the storm. And I'm a coward. And I took those lessons very seriously that people a long time ago learned. And tried to emulate some of their thoughtfulness in the way that they then prepared for the future in dealing with our problems at the housing authority. I just would like to walk you through a little bit of what we do.

Number one, we have the responsibility to relocate our residents to a central area where if we are unable to return to the island, that we have them in one location so we can better deal with getting them re-housed. So at the beginning of every year I call my staff in. **And we review our evacuation plan with a fine toothed comb.** And as my staff reminded me, they say we meet and meet and meet. But that's okay. Because every time another idea comes out. And certainly there are many ideas out there that none of us have, have even touched on. **We revise our MOU's with the City because the City is our good partner in this activity. We revise our contracts with the bus services and we revise our contact with the facility in Brian College Station that accepts all of our residents at a Catholic church there.**

Then we identify essential employees who would need to return to the island when the hurricane is over. We work with the City to find out how we would be able to get those people back onto the island. And then we train our employees and we train and we train and we train.

We do two different kinds of functions. *One part of my staff stays and helps the City with their evacuation. The other part of my staff takes care of the residents for whom we're responsible.* As soon as the emergency manage office advises us - and I want to tell you this is a real plus for us - they let us know ahead of time that there's going to be a mandatory evacuation. *That gives us the opportunity to get our resident services organization functioning.* They leave and go to every single household with a letter to every resident telling them when the buses will be leaving. What they can bring. We've learned to say that when you, when you tell them *one bag*, you need to tell them it should be less than six feet long and three feet in diameter, because, because we got an awful lot of luggage last year. The resident services team after the notification process goes home and takes care of their own needs at home, securing their family situations. Many of them take their families and go with our residents to the shelters where we send them. And

we received a national award from the National Association of Housing and Redevelopment Officials for the evacuation in Galveston.

And one of the questions that people kept asking us, how did you make people leave? How did you make your employees do that? Well, I am of the opinion that in Galveston that the one thing that'll be hard for you to get in your Blueprint is that there is a spirit here of compassion. And also a very developed **sense of responsibility for the well being of other people**. And I think that will be the, the hardest thing for other cities to replicate.

My employees then go with the bus to the shelter and we provide 24 hours a day with someone from my staff on the inside of the facility. We have a lot of people who have medical needs. A lot of people went through trauma when they were up there. And I'm fortunate that I had people who would be with them. I had one housing director who works at one of our elderly complexes who stayed 24 hours a day with her residents. She would not leave their side. She made sure that if someone needed to be shaved, that they'd be shaved. If they needed to be bathed, that they would be bathed. That whatever assistance they needed, they got. And I don't know how you can put that kind of thing in a blueprint. We're fortunate in Galveston.

When my **employees leave to go with the residents** whom; they've been picked up at their sites, this year by the City buses. From now on we'll have different buses do that. *They go with a backpack*, as it were, that is; has *walkie talkies* in it for communication between the buses. We give them *\$300.00 in emergency money*, if anyone needs Advil or gets sick at their stomach. They have lists of all the people who are going with them. They have; I don't know. They took a can of Coke last time because they were afraid someone would have problems with diabetes. So anything you can think of goes into that to help them make that trip with the residents.

Because of the **City giving us the early notification that they did the last time, we were able to get our residents through Houston and to the shelter before the traffic jam stopped.** After our residents came back, some of them came by to thank me for their vacation. It somehow did not feel like a vacation to me, but, but they enjoyed their stay there.

And over, you know, over and above the big getting the, the people out, I think there are some other considerations that when you're running a business, as it were, that there are things that you need to look into. And, and we, for instance, **have our finance director to take** backup computer disks with him; to take a certain number of blank checks; to take \$2,000.00 in cash; to make sure that he has all of our deeds, all of our insurance policies, **everything that we would need to be able to get into another location and set up operations if we were not able to come back.**

In addition to that, the MIS coordinator service in the finance department; we **move our computer server off of the island.** I know that all of you saw what

happened with the Katrina people. And some of the chaos that happened when a lot of the residents got up here. We, along with the Houston Housing Authority and other housing authorities in this area tried to help house people. Well, the impossibility of it was if people have not thought to bring all of their records showing, you know, they're a bona fide housing authority resident and the housing authority there did not get out with this computer server, when it finally got the information out they only had about 50 percent of the information in there that needed to be in there. So you couldn't even verify that anyone was a public housing resident. So we take our server out. We take it to the same town where all of our residents are housed so we can set it up, have our finance person come there, if necessary. And we would be able then to communicate with the other housing authorities and HUD with the correct information to find places to put people if can't bring them back to the island. In addition to that, the; myself, my deputy executive director, Hareesh - are you - you know, I can't see up here. Okay. There he is. There's Hareesh.

And the **maintenance director stays at the island community center to direct employees and to assist people from the City** with their evacuation process. We stay there until the City tells us we can go. And then our buildings there are boarded up.

We learned after Rita when we came back some of the things that, that happened to us that we could not anticipate were, it was difficult about **knowing how to come back**. And I think we all learned something about that. A lot of the buses came back before you were ready for them to come back. And I think that that's probably being planned a little differently next year. It's difficult when the people come back and they go into the houses and there's no electricity and they don't have anything to eat. And then you're kind of standing there saying, okay. Here to my employees; we went to the grocery store. We bought \$10,000.00 worth of groceries. It's close to the end of the month and everybody's food had spoiled and they had no money. We divided that food up so that everybody had three days' worth of food to live on. And distributed all of that, and did it one day's time. When the Red Cross truck came we helped them with the food distribution. We also; I have a daughter-in-law that I call Hurricane Annie who lives in Seattle. And we received boxes and boxes of household goods, Target cards.

She started kind of a campaign out there. And I bring that up to say, you can also **have a sister city; not only one for helping you house your people**, but maybe another city that you could have help you with some of those issues where you can send out a list of things you need. So that you don't get everybody's old handbags and shoes. You know? You get, you get the kind of things that you need to actually get them into the hands of people. It's hard to imagine from our perspective that, hey, someone comes from like Hurricane Katrina. Here's an apartment; it doesn't have a bed in it. It doesn't have a pot in it, you know for you to cook in. But here's a place for you to stay. So we actually looked at, at the needs of the people for after the time that they came back.

We had a lot of trauma. We allowed our children to make a video about what happened to them during that process and that was really good for them. If I had to say what I think our best practice is; I heard Steve say this at the end of his; it bears repeating. You have to have a plan. You have to have one. It's a living, breathing thing. It is not something that you pick up and put on a shelf. You get it out and review it every year. The players change; you have to keep it revised. **Once you have that plan, though, you need to learn to be flexible.** Because not every single thing that you have planned will happen. But what that plan does is give you a framework for decision making and it helps you get through the things that don't work out the way that you anticipated that they would.

The other one is, you have to have partnerships. And I think that, that if that has to be pinged on more than any other thing; the Mayor has brought partnerships together. You see this community working together. It's the backbone of your ability to be able to save peoples' lives during a difficult time. We also had some problems with communications. Those cell phones are not worth a darn when, when all that stuff starts happening. We changed our people to satellite phones. I hope that in the long run that might prove helpful for us.

I think that one of the hardest things for me during this is that we discovered that **we can't make everyone leave.** Public housing is not like an assisted facility; living facility where you can make people leave. And so when we; at the time that we left the island there were a few diehards in our high rises who simply would not budge from their position. I've since spoken with HUD. We're revising our handbooks and our leases right now and we're trying to put some language in there that says that we have the authority to evacuate someone from that property and that they have no choice but to go. That will be difficult, but I think in the long run that is really going to be able to help us.

One thing that I haven't heard; I mean, I've heard brave people talk today. And I know there are brave people sitting out there who are selfless and kind. The one thing that I haven't heard anyone talk out loud about is **being tired.** Now, I know the caregivers; people who are with the hospital understand this maybe better than, than we. But one of the things that I learned is that I need to **double the amount of staff** probably that I have helping me with that and identify more essential employees. Because people worked during this until they almost became ill. We did think of having as part of the motel room in the facility where we took our people; we had motel rooms so that those people who had ridden on the buses and who worked to help care for our residents who were up there, they had a place to come back and rest. But we really didn't think about ourselves in that situation. And, you know, buses are coming back in and 3:00 in the morning and we need to be there to have the building open. So I think that we will have more people involved as essential employees the next time that we do an undertaking like this. That is probably what I have to say about that.

Except I would like for the Mayor to come up just for a minute. I mentioned to you earlier that we received a national award for the evacuation from the National Association of Housing and Redevelopment officials. They were pleased with

what they saw us do, especially after some of the trauma that had been experienced during Katrina. But when I came here a long time ago, I knew that the Housing Authority was not an island within an island and that we could only succeed with partnerships from everyone. We are fully aware of the fact of the help that the City gave us. And the award that was given to us nationally is a 2006 Agency Award of Excellence in Program Innovation and Resident and Client Services. Also to the City of Galveston for going the extra mile during the Hurricane Rita evacuation.

Earlier the Mayor mentioned, and I think Steve did, that we had town hall meetings at various places in our community after Hurricane Katrina and before we had our Rita evacuation. At the end of one of the meetings there was a young woman who asked a question. And she said, "Well, can't we have a fire drill?" And everyone in there nearly broke up laughing about that. But you know, she was right on. We had a fire drill last year. And we learned so much from it. It was amazing. I think we can proudly say that we passed the fire drill test. And I can tell you that our kind Mayor gave us about 30 seconds rest before she started exhorting us to learn from what happened during Hurricane Rita. And I believe that she has come up with a plan superior to what anyone could have imagined. The partnerships that have been pulled together; it has just been amazing.

And I want to say to many of you who are in here, I haven't had the chance to say that. But the spirit that people to put the well being of others first has been so inspiring to me through this whole process. And I appreciate being able to know many of you. I know that each of us have memories of that time. I will always remember the capable, steady, compassionate faces of Lloyd Renderer and Charlie Kelly. Steve on the ground making decisions when we were trying to get people off of the island. The Mayor's calm presence and the hard work of my staff.

At the housing authority we serve a population of people, the majority of whom are, you know, six or eight thousand dollars in income and under. Well below the very low income mark. And many of them, of course, do not have transportation. In addition to the numbers of citizens who are very low income that we serve, the population for our housing authority right now in public housing is 65 percent elderly, handicapped or disabled. Although we do not have a legal obligation to take people off of the island, the HUD regulations under which we function say that people have to be able to live independently to live in public housing. And although there is no legal responsibility, we know we have a strong moral responsibility to help those who need transportation.

When I first came to Galveston I read all those scary books about the storm. And I'm a coward. And I took those lessons very seriously that people a long time ago learned. And tried to emulate some of their thoughtfulness in the way that they then prepared for the future in dealing with our problems at the housing authority. I just would like to walk you through a little bit of what we do.

Number one, we have the responsibility to relocate our residents to a central area where if we are unable to return to the island, that we have them in one location so we can better deal with getting them re-housed. So at the beginning of every year I call my staff in. **And we review our evacuation plan with a fine toothed comb.** And as my staff reminded me, they say we meet and meet and meet. But that's okay. Because every time another idea comes out. And certainly there are many ideas out there that none of us have, have even touched on. **We revise our MOU's with the City because the City is our good partner in this activity. We revise our contracts with the bus services and we revise our contact with the facility in Brian College Station** that accepts all of our residents at a Catholic church there.

Then we identify essential employees who would need to return to the island when the hurricane is over. We work with the City to find out how we would be able to get those people back onto the island. And then we train our employees and we train and we train and we train.

We do two different kinds of functions. **One part of my staff stays and helps the City with their evacuation. The other part of my staff takes care of the residents for whom we're responsible.** As soon as the emergency manage office advises us - and I want to tell you this is a real plus for us - they let us know ahead of time that there's going to be a mandatory evacuation. That gives us the opportunity to get our resident services organization functioning. They leave and go to every single household with a letter to every resident telling them when the buses will be leaving. What they can bring. We've learned to say that when you, when you tell them one bag, you need to tell them it should be less than six feet long and three feet in diameter, because, because we got an awful lot of luggage last year. The resident services team after the notification process goes home and takes care of their own needs at home, securing their family situations. Many of them take their families and go with our residents to the shelters where we send them. And we received a national award from the National Association of Housing and Redevelopment Officials for the evacuation in Galveston.

And one of the questions that people kept asking us, how did you make people leave? How did you make your employees do that? Well, I am of the opinion that in Galveston that the one thing that'll be hard for you to get in your Blueprint is that there is a spirit here of compassion. And also a very developed **sense of responsibility for the well being of other people.** And I think that will be the, the hardest thing for other cities to replicate.

My employees then go with the bus to the shelter and we provide 24 hours a day with someone from my staff on the inside of the facility. We have a lot of people who have medical needs. A lot of people went through trauma when they were up there. And I'm fortunate that I had people who would be with them. I had one housing director who works at one of our elderly complexes who stayed 24 hours a day with her residents. She would not leave their side. She made sure that if someone needed to be shaved, that they'd be shaved. If they needed to be bathed, that they would be bathed. That whatever assistance they needed, they

got. And I don't know how you can put that kind of thing in a blueprint. We're fortunate in Galveston.

When my **employees leave to go with the residents** whom; they've been picked up at their sites, this year by the City buses. From now on we'll have different buses do that. They go with a backpack, as it were, that is; has walkie talkies in it for communication between the buses. We give them \$300.00 in emergency money, if anyone needs Advil or gets sick at their stomach. They have lists of all the people who are going with them. They have; I don't know. They took a can of Coke last time because they were afraid someone would have problems with diabetes. So anything you can think of goes into that to help them make that trip with the residents.

Because of the **City giving us the early notification that they did the last time, we were able to get our residents through Houston and to the shelter before the traffic jam stopped.** After our residents came back, some of them came by to thank me for their vacation. It somehow did not feel like a vacation to me, but, but they enjoyed their stay there.

And over, you know, over and above the big getting the, the people out, I think there are some other considerations that when you're running a business, as it were, that there are things that you need to look into. And, and we, for instance, **have our finance director to take** backup computer disks with him; to take a certain number of blank checks; to take \$2,000.00 in cash; to make sure that he has all of our deeds, all of our insurance policies, **everything that we would need to be able to get into another location and set up operations if we were not able to come back.**

In addition to that, the MIS coordinator service in the finance department; we **move our computer server off of the island.** I know that all of you saw what happened with the Katrina people. And some of the chaos that happened when a lot of the residents got up here. We, along with the Houston Housing Authority and other housing authorities in this area tried to help house people. Well, the impossibility of it was if people have not thought to bring all of their records showing, you know, they're a bona fide housing authority resident and the housing authority there did not get out with this computer server, when it finally go the information out they only had about 50 percent of the information in there that needed to be in there. So you couldn't even verify that anyone was a public housing resident. So we take our server out. We take it to the same town where all of our residents are housed so we can set it up, have our finance person come there, if necessary. And we would be able then to communicate with the other housing authorities and HUD with the correct information to find places to put people if can't bring them back to the island. In addition to that, the; myself, my deputy executive director, Hareesh - are you - you know, I can't see up here. Okay. There he is. There's Hareesh.

And the **maintenance director stays at the island community center to direct employees and to assist people from the City** with their evacuation process. We

stay there until the City tells us we can go. And then our buildings there are boarded up.

We learned after Rita when we came back some of the things that, that happened to us that we could not anticipate were, it was difficult about **knowing how to come back**. And I think we all learned something about that. A lot of the buses came back before you were ready for them to come back. And I think that that's probably being planned a little differently next year. It's difficult when the people come back and they go into the houses and there's no electricity and they don't have anything to eat. And then you're kind of standing there saying, okay. Here to my employees; we went to the grocery store. We bought \$10,000.00 worth of groceries. It's close to the end of the month and everybody's food had spoiled and they had no money. We divided that food up so that everybody had three days' worth of food to live on. And distributed all of that, and did it one day's time. When the Red Cross truck came we helped them with the food distribution. We also; I have a daughter-in-law that I call Hurricane Annie who lives in Seattle. And we received boxes and boxes of household goods, Target cards.

She started kind of a campaign out there. And I bring that up to say, you can also **have a sister city; not only one for helping you house your people**, but maybe another city that you could have help you with some of those issues where you can send out a list of things you need. So that you don't get everybody's old handbags and shoes. You know? You get, you get the kind of things that you need to actually get them into the hands of people. It's hard to imagine from our perspective that, hey, someone comes from like Hurricane Katrina. Here's an apartment; it doesn't have a bed in it. It doesn't have a pot in it, you know for you to cook in. But here's a place for you to stay. So we actually looked at, at the needs of the people for after the time that they came back.

We had a lot of trauma. We allowed our children to make a, a video about what happened to them during that process and that was really good for them. If I had to say what I think our best practice is; I heard Steve say this at the end of his; it bears repeating. You have to have a plan. You have to have one. It's a living, breathing thing. It is not something that you pick up and put on a shelf. You get it out and review it every year. The players change; you have to keep it revised. **Once you have that plan, though, you need to learn to be flexible**. Because not every single thing that you have planned will happen. But what that plan does is give you a framework for decision making and it helps you get through the things that don't work out the way that you anticipated that they would.

The other one is, you have to have partnerships. And I think that, that if that has to be pinged on more than any other thing; the Mayor has brought partnerships together. You see this community working together. It's the backbone of your ability to be able to save peoples' lives during a difficult time. We also had some problems with communications. Those cell phones are not worth a darn when, when all that stuff starts happening. We changed our people to satellite phones. I hope that in the long run that might prove helpful for us.

I think that one of the hardest things for me during this is that we discovered that **we can't make everyone leave**. Public housing is not like an assisted facility; living facility where you can make people leave. And so when we; at the time that we left the island there were a few diehards in our high rises who simply would not budge from their position. I've since spoken with HUD. We're revising our handbooks and our leases right now and we're trying to put some language in there that says that we have the authority to evacuate someone from that property and that they have no choice but to go. That will be difficult, but I think in the long run that is really going to be able to help us.

One thing that I haven't heard; I mean, I've heard brave people talk today. And I know there are brave people sitting out there who are selfless and kind. The one thing that I haven't heard anyone talk out loud about is **being tired**. Now, I know the caregivers; people who are with the hospital understand this maybe better than, than we. But one of the things that I learned is that I need to **double the amount of staff** probably that I have helping me with that and identify more essential employees. Because people worked during this until they almost became ill. We did think of having as part of the motel room in the facility where we took our people; we had motel rooms so that those people who had ridden on the buses and who worked to help care for our residents who were up there, they had a place to come back and rest. But we really didn't think about ourselves in that situation. And, you know, buses are coming back in and 3:00 in the morning and we need to be there to have the building open. So I think that we will have more people involved as essential employees the next time that we do an undertaking like this. That is probably what I have to say about that.

Except I would like for the Mayor to come up just for a minute. I mentioned to you earlier that we received a national award for the evacuation from the National Association of Housing and Redevelopment officials. They were pleased with what they saw us do, especially after some of the trauma that had been experienced during Katrina. But when I came here a long time ago, I knew that the Housing Authority was not an island within an island and that we could only succeed with partnerships from everyone. We are fully aware of the fact of the help that the City gave us. And the award that was given to us nationally is a 2006 Agency Award of Excellence in Program Innovation and Resident and Client Services. Also to the City of Galveston for going the extra mile during the Hurricane Rita evacuation.

Thomas Thank you very much.

Frierson There is much that could be remarked on after these three presentations. A couple things hit me and I just would love the chance to throw these out. And then I might ask, ask the, the Governor if he's got some early observations about this. He'll be back, don't worry. A couple things. One is from, from Karen's presentation the notion that there's the idea of a plan but there's also the notion of preparedness. And preparedness is also a state of mind or a frame of mind. I don't mean that it's a vague notion, but you have to have people who are competent to make decisions in the field, on the fly in real time that go beyond

anything that could ever have been anticipated in the plan. And you certainly had that. It was a radical paradigm shift that you went through in Rita. It was a complete departure from the history of what UTMB had done of hunkering down. That called for a new mindset. And, and I think your comments in the video captured that quite well. Sharon, at the very end you touched on something so human that we forget. People are going to get tired. That's very much in sync with what Jeb Carney was saying this morning about how do we anticipate the fact that whatever our pool of resources of people and talent, it's going to be drawn down by distractions of how's my family doing. We heard some great stuff from, from all of you about that.

Someone does something for you and you either pay for it or there's an exchange of like value. And so I asked the natural layman's question that I'm entitled to ask, what is; what does Austin get out of that agreement? Is there the pretense that you're doing something for Austin or that you're going to reimburse them for, for their efforts and for being prepared to be receiving community? And Steve's answer was, no, that's not really what it's about. It, it is at the end of the day a humanitarian thing on the part of Austin. That's remarkable. We're really struck by that. We have not heard that from any other community. We've heard about general agreements. We've heard about regional planning and training. We've, we've heard about sister city sorts of relationships. But you've taken it to an entirely new level of, of specificity. So while we have the chance for just a little bit of a dialog, I'd, I'd just like to ask, starting with Steve, if, if there's more that you can say; if someone from Austin were here today from your counterpart, from the City of Austin, what would they say this does for them and, and what's their motivation? Because we're trying to, again, to understand if these agreements can be put in place elsewhere.

LeBlanc I'll just; is this on? I'll start - do I need to come up there?

Frierson Sure.

LeBlanc Well, my, thoughts are very simple. You're in the great state of Texas. What else do you expect?

Frierson That will only transport so far nationally.

LeBlanc The folks up there, their city manager, their mayor, were just unbelievably gracious to us. And we went up to Austin with a large team. The only thing they asked, really, in, you know, in reciprocal, as you say, is that we bring as much of our people, staff, to help with the effort, number one. And then number two, to help assist them in their recovery of costs with FEMA. To help document, you know, what will it take? The city of Austin truly has an amazing emergency management setup that they; and, and I was just floored at what they have. And they have a large; they are the emergency responders for the; not just the city of Austin but that entire region. And I think the other thing that helped quite a bit is that we were the first ones to go ask. Because as soon as we went up and asked, could you take 3500 of our people, they said yes. And then all of a sudden

everybody else said that's a great idea, we want to do it, too. And they said, well, there is a limit to what we can do. And, but Galveston's people are first. And I think that was, that was a good move on our part.

Frierson A second question of, of Karen Sexton, you may have said this and I may have missed it. But how; those 400 plus patients ended up in how many different receiving medical institutions, how many different physical places? You can stay there if you want to?

Sexton Well, good question. And I didn't have time in my presentation to talk about that. But let me first say that we were able to do what we did because of those receiving hospitals and physicians and other facilities that were willing to take our patients. And I'll say that I think **having those relationships prior to that kind of emergency event is critical**. You can't be mean spirited in; to your fellow hospitals and other CEOs, other physicians all in the course of business, and then say at the end of the day, oh, by the way, we're in crisis now, can you help us? You need to be in the spirit of taking care of; good care of patients and running good businesses with good business principles every day in every practice. And I'm pleased to say that in Tyler, Texas and in San Antonio and in Dallas and Austin we have those kinds of relationships. We, we are colleagues. A lot of those people are alumni of, of UTMB. We sit on boards with these people. We talk about how do we work as hospitals in good faith. And, and it paid off for us. Because when we started calling on Tuesday night to say, you know, we may be evacuating 400 plus patients. We may need your facility. The, the camaraderie that was on the other end of that phone, I can't tell you how much it meant. And they worked in their institutions during the night to prepare for the possibility of receiving some of our patients. And one health care system, Seaton Health Care in Austin, received about 160 of our patients within that 10 hour time. Now, you can imagine what it's like to have that kind of influx into your system over that kind of timeline. They had to do amazing work to discharge their own patients in order to create that capability. So we're just; you know, we're fortunate that **we are committed to partnerships locally, statewide, nationally and you know, we live those partnerships every day. So I think that's, that's a best practice and a lesson to be learned. Don't wait at a time of crisis to create that. Create it in your everyday work life.**

Frierson One other thing in the video I caught was the short scene of the need to copy the records. The physical paper records of those that were under your care at that point. Most of us are reading of what's been happening with electronic medical records, unrelated to, to emergency situations.

Sexton Right.

Frierson The electronic medical record initiative has been gathering steam. Can you imagine that if it happened today or two years from now, that that scene could come out of the video? There wouldn't be the need to be copying paper files?

Sexton Absolutely. And at UTMB we are in; about halfway in our adoption of a complete electronic medical record. So we will be able to retrieve it. However, the issue is that we're not, we're not plugged into; our system's not plugged into other receiving institutions and that's what we have to work and be committed to across the country, is to make that happen so that it is effortless in receiving information such as that. If that happened, that's, that was a year or so; year and a half ago. Now we could probably almost just at the push of a button print it off rather than having to create it and, and copy it. So we're there. We just have to have our sister institutions prepared to be able to tap into that.

Frierson Yeah, there's a question of interoperability there, too.

Sexton Exactly.

Frierson Communications comes up everywhere we go. A question that's really kind of a jump ball for all of you. With your own citizens, with your patients and with your residents and clients scattered across perhaps one receiving community but inevitably lots of other places. And with the staff who are assigned to them trying as best they can to cover those citizens, patients and clients, residents; was there anything you learned about trying to communicate with this now disbursed group of, of people you were responsible for? Your staff and those that they're responsible for? Any lessons learned about how, in the next period of days to communicate; physically to communicate and coordinate with that group? That had to have been a challenge. I didn't hear anyone quite nail that question. And it's a struggle everywhere. So don't worry if you don't have a perfect answer?

Sexton Well, first let me tell you, we thought we had a great system. But at one point I threw my walkie talkie to the wall and, and cracked it. And I said the rest of them are going, as well. So now we have a great system. After Dr. Richardson returned from Paris, France. We went into a, a mode of recovery. We now have a great; and I'm sure she'll talk about it later. But we have a, our own satellite system that; and satellite phones that will work no matter what is; else is going on around us. So we'll be able to communicate from the tenth floor of the hospital down to the exit of the hospital so that people know what patients are on the way and what we're; I mean, we just had; we didn't really have a good plan for that. And, and thank goodness that we did not lose our phone service but we didn't have phones always in the place we needed them. So we've learned from that. But let me just tell this little, brief story about how important it is. And I appreciated your comment, Sharon, about making sure that your folks had the right communication so you could be in touch with them. When we put our employees on; and by the way, Steve, that bus never did come that you promised me. That was the one time I yelled at Steve, it's like, where is the bus? Because we had to transport 132 employees to the airport. And, you know, we had sent all of our vehicles with patients and, and whatever. So we were kind of stuck trying to make that happen because, because of the winds we were given a small amount of time to make it happen for those C130s. But anyway when they got on; I got on the bus to say goodbye and, you know, they were crying because they didn't really want to leave but they knew they should. And I didn't want to have to send

them. But I remember making eye contact with somebody on the bus and I; anyway, I got off and they left. And then almost immediately we got a call that says they're not going to be landing at Shoal's Field. They're going to be landing at Ellington. Well, our people were on the way to Shoal's Field. So we have no way of communicating with them. They're in transit. And, and I remembered making eye contact with that person on the bus and thinking, I think I know his cell phone number, for whatever reason. And that he had called me and I had it on; in my cell phone. So I called him and I said, is Andy Deyoung, who is part of my executive team; I said, is he on your bus? And he said yes. And I said, put him on the phone. So he put Andy on the phone. I said, Andy, you've got to go to Ellington Field, not Shoal's Field. And I could hear the silence because we knew the traffic was backlogged. How that bus was going to get to Ellington Field in the timeframe we had, we really weren't sure. But anyway, so they got to where they needed to go. And, and then I get a call on that same cell phone hours later, and, and it's the person who owns the phone. And he says, somebody needs to; who did you designate to be in charge? And I said, I didn't. And he said, somebody needs to be. We've got 132 people here who are hungry. They're tired. The shelter is not exactly what we expected. And somebody's got to take control. And I said, well, that'd be you. And so from that point on, we realized; and then, of course, his battery was dying. So train; communication is, is a big deal. And, and we have worked tirelessly since then to make sure that doesn't happen to us.

Thomas Okay. Jim, I might say to you that ---

Frierson Sure, very quickly. And then Governor Gilmore's ---

Thomas Okay.

Frierson --- got a burning question.

Thomas Okay. Burning question. **One of the things that we do is we send with each one of our employees a total list of everybody's telephone numbers.** Their home telephone numbers. Because a lot of you are outside of the area where the service is going to go down. And of places where they may be going. In addition; you know, a, a place where we might be able to locate them. In addition, because we have the server out, we would have the names of the next of kin for all of the people, or the in case of emergency notify for all of the people who are with us.

Frierson Thank you. Governor Gilmore?

Gilmore Well, I don't think I have a burning question. I have a burning observation.

Frierson That's just as good.

Gilmore Well, what I've been focusing on here is, is the lessons we're learning here from Galveston with respect to evacuation. This can be universally applicable to a lot

of different issues. What happens if you get into a major metropolitan area and you end up with a dirty bomb? Something that's very imaginable. That somebody out there might decide that they want to set off a dirty bomb or even say they set off a dirty bomb. What do you; what happens then? If there's going to have to be an evacuation? What happens should someone through a bio attack; been able; someone actually be able to achieve that, that highly technical thing that, that has to be done. A bio attack? There'll have to be an evacuation. Evacuations in; historically in the United States have been thought of as a panicky, emergency, head over heels tumble over activity that has to be done. It's something that you would never want to do and all of a sudden you're forced into it because of some storm or catastrophe or enemy attack.

We have to get the United States prepared for the fact that this could occur. And that we don't have to panic or be excited about it or anything except simply tolerate it as part of what we have to do to deal with the issue. And so that's why the Galveston experience is useful. Because we, we need to have this imaginable for people across the United States. And they understand that if this event occurs we have to communicate with the public as to what is happening and why it is necessary. So you take away that uncertainty and that fear of the unknown and say, this is the issue. This is what you have to do.

You have to preplan it all. And you have to have a living breathing plan. You have to have an evacuation plan. You would think, by the way, that every medical center in America would have an evacuation plan. You would think it would be a routine. But they have so many other things to do that they don't have time to put the finishing touches on that and exercise it necessarily.

The Galveston experience is that you have to have such a plan and it has to be something that you're ready to do. And then other than that, I just enjoyed the, the detail that is coming out in this meeting.

The five percent that can't or won't go. The people who are on oxygen. The people - which by the way Americans saw all this in the Rita and Katrina experiences and, and understood this. And these are the challenges that have to be done.

And you know, I don't at all minimize this petty issue. You know? It's easy, I think, for us to, to think of all these serious issues and so on. And then you; and then the issue of pets comes up. And we, we tend to, to discount that. But the truth it, it really isn't so much about the pet as it is about our own humanity. It's what we believe as, as human beings with respect to the family members that we have, both human, and pets. So it's not that you; it's not really about the pet. It's about what you think of yourself and your responsibilities you have to people who; and, and animals that are dependent upon you. So this really affects people. You know, in a way you have to think about the fact that it, you know, it isn't so much about the pet. It's about the responsibilities we have to incorporate in an evacuation plan people who are taking that into consideration. So I think this is

extremely valuable and comprehensive and very useful. I'm looking forward to the rest of the meeting, Jim.

Frierson Terrific. We, we promised in each of these areas that we would go deep. That's exactly what we're trying to do. And I think the Governor's captured that depth. It's a depth we haven't heard elsewhere. I really want to thank all three of you for everything you've done. You, you've given us great insight. We're going to ask Stan Blazyk and Jim Hale to come forward and talk about citizen response teams. But to Steve, to Sharon and to Karen, I just thank you so much for giving us that insight. Thank you. As they are coming forward, I want to tell you that there is so much about the citizen response team experience that, that did capture our attention. As I said earlier, it was the first thing we really understood. I heard Mayor Lyda Ann Thomas in that famous CNN interview say something that caught my attention in another way.

It was clear to me that the citizen response teams were put together really post, post-Katrina and pre-Rita. And that's not a long interval of time, number one. Second, one part of me has been a political animal before. And, and when I heard her say that in trying to canvas the neighborhoods and figure out who the special needs folks were, you turned to precinct officials. And I thought, that's wonderful. It is brilliant in its simplicity.

Because in, in a moment, when you don't have more than a moment, who can you turn to that's likely to know their neighborhood, precinct, part of the island, whatever it is. And that's an awfully smart place to start. So there was a genius but there was common sense to this. And, and from the beginning we've wanted to understand what citizen response teams were all about. Something else; these two are volunteers, as we understand, in this capacity. They're carrying out a civic responsibility. And this morning, if you haven't figured out the organizing logic, it's really about the role of the public sector. The City Manager, head of the Housing Authority and the representative of UTMB, which is really State government in, in your midst. They're an arm of government but stop and think. They, they aren't full-time employees. They're unpaid volunteers. And yet the citizen response teams have continued to meet. This was not an episode in your history. It is a continuing chapter in your history. And we've asked them, Stan Blazyk and Jim Hale, to explain to, to us for our benefit, but again perhaps to some of you, what it is you've learned since September of 2005.

Blazyk Jim and I are going to share the podium. And basically we've divided our remarks this morning into two segments. First we're going to go back over actually the events that occurred at the time of the Rita evacuation. Because it's really a very remarkable story. And I think it in itself has some lessons that would be applicable to other cities.

And the second part of our presentation we'll talk about some of the issues, conflicts, problems that we're still struggling with and that any city that develops an evacuation plan would face.

Before we begin, I know there are some volunteers here from the citizen response team. And I would like to ask them to stand up and be recognized by the audience. So please, those of you who are here, please stand up and receive the recognition. We couldn't have done this without the volunteers, as well as the support of the City and Mayor Thomas. As Jim mentioned, this was actually a fairly late development. Now, I know the City had had its hurricane planning meeting back in May of 2005. And that the City emergency management people had been meeting regularly. But basically, Jim and I got pulled into this fairly late. And I think part of the story is how this came together.

So I'm going to start off with a brief chronology. And then Jim is going to share some of the events of that crucial evening when the plan really was implemented. So we'll start out, August 29th, 2005. Hurricane Katrina made landfall at Buras, Louisiana at 11:00 p.m. that evening. And, of course, that was capturing the attention of everybody in Galveston as well as along the Gulf coast.

Around that same time Jim Hale and I were contacted by Mayor Thomas. And she asked if we could co-lead a Citizens Response Team of local volunteers to help with evacuation plans in case of a hurricane emergency. Four days later, on September 2nd, Jim and I met with Mayor Thomas and an aide and we discussed a little bit in more detail **the role of the Citizens Response Team as well as identifying volunteers and how we would identify potential evacuees and what kind of process** we would set into place.

Between September 2nd and September 13th, a two week period, Jim and I began contacting potential volunteers. We **identified a core group that could help us expand our volunteer base**. And this was very important because between us and the people at the City, we knew a number of people who might be good volunteers. But there were also a lot of other volunteers who stepped forward during the Rita emergency that we got through volunteers that we had already identified. We also worked in that period on **developing initial protocols and forms**. We needed volunteer registration forms. We needed to know who our volunteers were. We needed evacuee registration forms so that we could document people who were requesting assistance with evacuation. And we also needed a telephone script for volunteers to use in contacting those who had signed up for evacuation.

The City also began publicizing the citizen response team and they set up a designated telephone number at City Hall for citizens who were needing assistance with evacuation to; or had questions about the program to contact. On September 13th, 2005, the citizen response team met with the City of Galveston Emergency Management Advisory Committee. We updated the committee on the status of the response team and also learned what other people in the City were doing in terms of planning for an evacuation. That evening the City, even though they had held a hurricane planning meeting in May, held another hurricane planning meeting at the island community center. At this meeting we discussed the goals of the response team and we had volunteers there already to sign up potential evacuees.

Four days later Tropical Depression Rita formed in the southeastern Bahamas. Two days after that, September 19th, the City of Galveston put on hurricane status as Rita strengthens and headed into the Gulf of Mexico. We began contacting identified CRT volunteers and got ready to identify and contact current and new evacuees. On September 20th the **CRT volunteers, working from City Hall, and also some worked from their homes, began contacting enrolled evacuees,** registering new evacuees because the telephones were ringing off the walls literally. And began responding to these telephone calls regarding the evacuation process. And with this going on, I'm going to turn it over to Jim who will explain what was going on in detail at the City Hall with the Citizens Response Team.

Hale

Thank you. Thank you, Stan. You're probably wondering why we're both standing up here together. Well, we're a team. Stan and I have done everything together on the Citizens Response Team since the very beginning. And we decided we would share together on this.

One of the things that we wanted to point out, there are a lot of other groups and organizations that really participated that came up to the forefront and said, how can we help? How can we help with the Citizens Response Team? What can we do to help? And I wanted to mention just quickly some of those. There was the Red Cross. The Gulf Coast MHMR Center, Saint Vincent's. Many, many church leaders throughout the island. The Salvation Army. Jesse Tree. And at the actual point of evaluation at the community center, **Anheuser Busch came up with truckloads of beer cans full of water.** Cases of beer cans full of water. And I have a six pack at home of that I saved. I won't let anybody drink it.

Following the mandatory evacuation given by the Mayor, the decision was made to call in the volunteers and they began contacting the residents that requested transportation to the shelter. These residents had been calling in. The call to the volunteers went out. Telephone shifts were assigned. And data information forms that we'd already collected and filled out were distributed to the volunteers to begin calling. They begin calling. **They begin contacting the residents, obtaining more specific information from them about the size of the household, the members of the family, children, the ages of the children, any pets, how many pets, what kind of pets, and then advice on what to bring with them.** And the size of the luggage; like bring one bag. Some of them brought everything they owned. But we asked to; we told them what to bring. Stan and I walked the phone banks. We were fielding; many questions came up we hadn't even anticipated. We were fielding the caller questions to City staff. To the county staff. To UTMB staff. And then when we couldn't get any answers, we just made decisions on the spot. And then those answers were conveyed back to them.

Our biggest problem that we experienced at that time, which has since been worked out, but at that time it was, it **was how were we going to transport those patients, those residents with very special needs that could not be transported on a regular City bus or school bus.** We needed a way to organize the data in

such a manner; it was piling up. We had to organize it in such a manner as to reduce the time required of the transit department of the City. Once it was given to them, they needed to move rather than just sort through a bunch of forms.

Well, as always happens when an emergency comes up and a problem comes up, people rise to the occasion. And at this time it was a man named Joe Hicks that came up and he said, if the City can provide a computer, I'll get out a spread; an Excel spreadsheet on all of this information and we can massage it anyway you want. And so the computer; the City did. A computer was provided, and he did. And he designed a system right there on the spot. And, and then we needed someone to input it. And a secretary that works for the City volunteered to do it. She was very adept at keyboarding. She began keyboarding the information from the data sheets as fast as they came in. Throughout the night she did this. Slowly through the night the list grew. The data was entered. And finally by midnight the number of calls began to recede. They didn't stop but they began to slow down.

Then our volunteers began to go home themselves and prepare for the emergency, the evacuation themselves. At five the next morning I picked up the spreadsheets and the final data sheets that were received after midnight that had been organized and; after midnight, and then delivered them to the City Transit office. **These data sheets had; the information had been organized where; geographically, where the residents live. So that there was a list by sections of the City so the buses could be assigned** to them. The transit director was waiting. The buses, the engines were running. The drivers were on standby. They were waiting for that information. Presented that to the director and he passed it out; made the assignments and the buses went on. Throughout the morning buses arrived at the community center. Dropped off a load and then returned for another load of pickup. People kept coming; kept calling. Had not called earlier. Had not responded to our pleas for them to get us the information. They began calling then. They were really getting concerned as Rita began nearing closer and closer to the coast.

There was one lady, she said, I can't get on a bus. I'm too large. I weigh 350 pounds. And so I went out there in my Land Cruiser to try to pick her; she couldn't fit in the car. And she had a large family. They, they hadn't been reported. So I reported that back and then the word got around. The fire department went out there with a lift. And lifted that lady with her wheelchair, got her on. And then a special bus with a lift enabled her to get on with all of her possessions and with her family.

Meanwhile, Lynn Hale, the former superintendent of schools, responded to the Mayor's call for backup transportation. Don Roy, director of GISD Transportation, assigned the school buses and volunteer bus drivers. These bus drivers actually volunteered to do this. And their families to assist in transporting the residents. The City of Galveston and the Galveston Independent School District worked as a team in getting the citizens and their pets off the island. What was delivered to the transportation director was the following.

There were 541 were the number that had been; that had called in to be picked up by island transport. This was the number we thought we were going to be picking up. There were another 740 who said that they would go to the community center when we contacted them. There were another 666 who had called so late we told them we couldn't get the information **to the transit center, and to get up there as best they can.** And that came to a total of 1947 people. So that many had been identified. They kept coming in. They call on their telephone; they were calling on cell phones. We were sending out vehicles to pick them up. At the very end, by noon on the day of departure, as, as Steve had said, approximately 3500 island residents and their pets had been evacuated off the island.

Blazyk

Thank you, Jim. Jim and I have spent a lot of time identifying some of the problems, issues and challenges that not only we continue to face with the Citizen Response Team, but we think that any community looking at this model will encounter. And some of them are, are fairly easy to address. And some of them are, are quite difficult. And so what I would like to do is read this list. Now, it's not prioritized in any particular order. This was kind of Jim and I free associating. So if you'll bear with us. One thing that I think any city can anticipate is, we; when Jim and I got involved in this; one of the reasons I got involved is that I felt like there was going to be a much larger number of people needing the service than I had heard estimated previously.

But the number one issue is the number of potential evacuees can be much larger than estimated by your emergency management personnel. And I think any city has to be prepared for that.

Second, and this is kind of related to it, more people may appear at the collection centers as well as there may be more people at the houses where you go to pick up people than are anticipated. I know there were some houses where we went to pick up a couple of people and there were 11 people there waiting to get on the buses. Which plays havoc a little bit with how many people can you put on a bus when you're running a route.

Third; and this is a big issue, families, sometimes quite extended families, very large families, want to stay together. And this can be a particular problem when you're dealing with medical or special needs evacuees. Because of many reasons. Sometimes the medical and, and special need evacuees have to go on different transportation than the other family members. There are some family members that get very upset about being separated. That's an issue you need to anticipate and look forward to. Evacuees, no matter how much you talk to them and remind them, may forget or may not have needed medications, medical equipment, bedding or clothing when they either show up at the collection center or are picked up. And this has been addressed.

People will not leave without their pets. Some may resist even being temporarily separated from their pets. Some people kind of have the image that maybe they could ride with their pet rotweiler on their lap while they were leaving

the city, but obvious there's, there's good reason for trying to separate the pets out during the transportation process. But nonetheless, there will be people who are unhappy with that.

Evacuees with mental health problems or other behavioral disorders may prove disruptive and difficult to manage during the chaos of an evacuation.

And we've been working very closely with MHMR on this issue to try to prevent that. But that was an issue that came up during the Rita evacuation. And again, this is another issue that should be addressed in any city across the country due to federal guidelines. But it wasn't necessarily true during the Rita evacuation for us.

Some residential care facilities may not have proper plans for evacuation and may suddenly request to use the city's transportation means. And so that's something that cities should anticipate when they're planning these programs.

Another issue is volunteer availability. With more and more stress on early evacuation and certainly with the experience of Rita, I've heard many people including some volunteers say, I'm leaving way ahead of time. You may lose some volunteers that you're counting on because they're getting a mixed message in one sense. They're, they're being told to leave as early as possible. On the other hand you're asking them to stay as long as they can to help with this process. That's an issue that needs to be dealt with and each city needs to be aware of that. Another one, and, and this goes back very early in Galveston's history, is apathy.

It is more difficult to enroll potential evacuees after a quiet year or after a difficult evacuation experience. In 1980, we had a very difficult evacuation from Galveston with Hurricane Allen. Well, in 1983 when Hurricane Alicia appeared, a lot of people said, I'm not going to evacuate because of what happened during Allen. This is a problem; public relations can help with it. And we need to constantly reinforce that it's better to have a bad evacuation than not evacuate at all and wish you had.

Volunteers need to be trained and certified. We went to using background checks. Because they're dealing with confidential information. For one thing, somebody is finding out who is leaving their home and leaving the city. And so if you had someone wishing to take advantage of that situation, they would have a very good list of who was gone. So we, we try to be careful about making sure that the people who we enroll in the volunteer program are, are trustworthy.

And also we also have to be careful to **protect the rights of evacuees**, particularly those with medical issues. As you know, medical information is confidential. So you have to really walk a very tight rope between getting enough information that you can direct the evacuees to the proper means of evacuation but not get so much information that we're really violating peoples' rights.

As Jim mentioned, **coordination with a wide range of public and private agencies are absolutely necessary for a successful evacuation to occur.**

Another **one is you need a good database.** And on top of that, the database must be constantly updated. With much of the population we are dealing with, if you have a database that's three weeks old you're probably going to lose 10 to 20 percent of those people. So it's an ongoing process. It's not something you can set up at the beginning of the summer and in September assume that your database is going to bear any relation to reality. And again, that's where volunteers come in. And also the city. We need to keep updating these databases. Fourteen, Jim and I and Mayor Thomas and Steve and Charlie Kelly and everybody learned this lesson.

Improvisation is a must. No matter how good your plans are, you're going to run into some issues that you simply can't anticipate. And that's where communication and the ability to be flexible comes in. I don't know how you transfer that to other settings but it's an absolute essential. Related to all these, you need to have continual communication with your volunteers. You need to keep them involved and motivated. If you're having a quiet summer and nothing much is going on, some of your volunteers are going to get involved in other things. And not be available.

And then finally, and this was a key issue, and a credit to the city government and Mayor Thomas' - **you need strong city commitment.**

Galveston has had evacuation plans ever since I've been here. Which is a very long time now. A lot of those plans weren't really very effective. And part of it was the long term determined commitment and planning was not there. You need to really have your city, your county and all the responsible governmental bodies very committed to the plan. But at any rate, these are some of the issues we feel like are essential for any city attempting to look at our model and use it, as well as things that we deal with all the time.

- Hale Thank you. One final thing that I just wanted to add is Dr. Sexton said; referenced earlier about how she felt empowered by Dr. Stobo's support. The same thing, the same thing is true with us. The City staff, through, through Mayor Thomas' leadership and direction, anything we needed they provided. If we needed space; if we needed telephone use; if we needed secretarial assistance; anything we needed they provided. We really worked as a team - the City and the citizens of this island.
- Frierson You know, these two individuals had, had careers before they were thrown into this leadership role. And Mayor Thomas obviously chose well. I did read and find out anecdotally, Stan, it's your expertise in weather?
- Blazyk Well, not initially. Social work, actually.
- Frierson No, excuse me. But you; hurricane prediction later ---

- Frierson That's what I meant.
- Blazyk Yes, yes, later on.
- Frierson Almost as an avocation. He, he became a resident expert on weather patterns, weather prediction, weather history. You have a book?
- Blazyk Yes.
- Frierson In that area?
- Blazyk I do have a book, yes.
- Frierson He's happy to autograph copies of it. This is a great example of where you find expertise and where you find the, the passion of commitment. To serve in this kind of volunteer role. We would like to thank the two of you for what you're doing.

And I guess the symbolic capstone of this morning is what we're about to do now. In the form of an award from NCORP. Only the second one we have given as an organization. The first went to another Mayor and another community just a few months ago. And that was Mayor Joe Riley of Charleston. Charleston, during his time as, as mayor - which is a long time, by the way - has had the largest evacuation that we know of in American history: 2.5 million people in the face of Hurricane Hugo in 1989, I believe. An extraordinary accomplishment. But they would be the first to say, as many of you have said, it's never a pretty pictures. We got it done. We got through it. But if we ever have to do anything like this again, boy will there be lessons learned. We get the same message from you.

And therefore, I would like to ask David Anderson, who is now president of NCORP, to come forward for this part of the, of the morning. Just one announcement. We have an evaluation form in your packet. Ideally, we want you to fill that out after you've had a chance to go through the entire program. So I'm not asking you to fill it out now if you're able to stay through the working session over lunch. Which will end at 1:00 o'clock. If, however, you know you have to leave sooner, please do go ahead and fill that out based on what you've heard already and give us your comments. And pass that to your right, wherever you are, just pass it to the right and we'll come around and collect those. Again, if you can stay through lunch we'll do this again for the others. David Anderson of NCORP.

- Anderson Thank you, Jim. It's really a great privilege as president of NCORP to be able to travel around the country and attend these conferences, help put them on. We've worked; Governor Gilmore in his earlier remarks I think recounted the various cities we've been to and you've seen from Jeb, the the Blueprint that we're putting together. And the comment and the information and the learning we're gathering from around the country. It's really a privilege to be a part of that, and,

and we've learned so much. We've learned a lot about what's right and what's going well. We've learned a lot about failures and lessons learned from around the country. And there are times, right after Katrina, in our November conference in Washington we felt the anger and the frustration of first responders who had to deal with impossible circumstances. And as time has gone by and we've, we've continued these conversations whether through the Blueprint or over a quiet breakfast or in a court or at a conference like this, we've oftentimes heard the quiet anxiety of first responders who understand what it is they face. The threats, both manmade and natural. And also understand that their communities are not ready. But then we also come across something else occasionally; a real gem. Something that shines out as an example for the country.

And here in Galveston we've come across a real 10 carat diamond, perfectly cut, right there in the sand. And that, of course, when, when I refer to that I refer to your wonderful mayor, Mayor Thomas. And to the Mayor's Citizen Response Teams.

Now, you've heard in detail from Stan and from Jim how those response teams were created and the good work they do. I won't repeat that here again except to point out that this wonderful program that was created in response to a crisis has now become part; a working part of this community. Complete with databases concerning the volunteers that are there and databases, the people who need help and how to get them help. And this is a tremendous asset to your community. And I believe it's a tremendous example for the nation and one they can learn from. And so with that, I'd like to ask Governor Gilmore now to come forward and present the award to Mayor Thomas?

Gilmore Thank you, David. Mayor Thomas, if you'd come forward, please? I have a presentation to, to make to you. Ladies and gentlemen, I don't want to in any way minimize anything. But I've often thought of a better sports analogy. You know, there are times when you see a basketball game and you know somebody who's a really great player because when the game's on the line they want the ball. Well, we have emphasized today that the entire team of Galveston works together in order to make this community a success and to be a leader in the nation as an example for the nation, which we will be incorporating into everything that we're doing with NCORP. But it doesn't in any way minimize the leadership that is necessary and called for when the crisis comes. When the crisis comes and the challenge is there, great leaders step up and they want to be there. That's the place they have lived their lives to be. They want to be there. Your mayor, Mayor Lyda Ann Thomas, is one of those people. And so we want to recognize not just you and everybody here, but specifically her. Or her leadership that she has done. And I want to now read this in special recognition of the honorable Lyda Ann Thomas and her leadership of the Mayor's Citizen Response Teams, Galveston, Texas 2007, National Blueprint Best Practice Award. Mayor Thomas, thank you very much for everything that you're doing for your community.

Thomas Thank you. Thank you, Governor. Thank you. Thank you very much. It's a - thank you. Thank you. Thank you, Governor. Is this on? Yes. The Rita event

has lots of stories. And I can take more time and keep all of you from having lunch and maybe even going to the ladies' room or the men's room. So I'm not going to, I'm not going to speak very long.

But I do want you to know that we have precedent in Galveston for what we did and what we're going to do. **After the 1900 storm, the leadership of this city, which included Shrub Kempner and my grandfather, I.H. Kempner, the Moodys, the Sealys, the rabbis, the priests, the ministers, black, white, Jew, came together in the middle of this wreckage and went to work. They were all volunteers. And with that model in my mind, because I.H. Kempner left us a record of what he did with others to bring the city back, to rebuild it, to go and find the finances that we needed to make Galveston whole again.**

When Rita was coming dead on I knew that this city could come together and take care of its citizens. And the most important thing that I needed to do was get people out of harm's way. We were able to do that because I have a council who said to me, "It's okay, Lyda Ann. We'll give you full authority." And it's true; I like authority. And I enjoyed the idea of being able to tell Mr. LeBlanc who to hire, who to fire, what we needed to do, go to Wal-Mart and get food.

And, I mean it really was a team effort. But down at the bottom of the well was my confidence that the citizens of this island could come together one more time. Because after all, what I saw in New Orleans after Katrina, the only picture I had in my mind was Galveston in 1900. So based on my own family's history and its involvement in this island, I was able to pick up the phone. And the cell phones did work. And I had a whole lot of numbers beginning with UTMB. Without them, I really don't know that I would have been able to do what I did because I knew that that emergency room one way or the other was going to stay open. At the end of Rita, when the causeway was blocked and people were banging to get back in and screaming and yelling to come home because the storm hadn't come; they didn't know why they couldn't come in; we didn't have any power in certain places but everything else was kind of okay. I forgot to call Judge Yarborough and Dr. Stobo and say, hey, I'm going to open the gates and let everybody come home. And out of; nine out ten people, of course, headed to UTMB because they'd had a terrible time on the roads. I'm not going to go into all that.

But again, I'm accepting this award on behalf of the citizens of Galveston island. Thank you.

Gilmore ... walk down that way. We're going to go that way.

Thomas Oh.

Anderson Well, I'd like to thank both Governor Gilmore and Mayor Thomas for being so generous with us with their time this morning. I know that it's been a valuable experience for all of us and I know they'll look forward to receiving and reviewing the work product from our afternoon session. I'd also like to emphasize the importance of, of those little yellow evaluation sheets. We, we've

talked about what works and what doesn't work as we've gone around and talked with folks around the country. And we need that same kind of input, as well. So I'd encourage you to please, please go ahead and fill those out.

I'd also like to thank our sponsors, without whose help and support events like this simply couldn't happen. And that would be American National, DRC Emergency Services and Kempner Capital Management. We're truly grateful and appreciative for, for their support here today. And before; I know I'm in the most dangerous spot of all, standing between you and lunch.

But before we get there, I think it's highly appropriate that we have a blessing before lunch. And I'd like to call to the podium the Reverend Nathaniel Brown of the Gospel Missionary Baptist Church. Reverend Brown is also a member of the Citizen Response Team. He's a volunteer. So it's highly appropriate that he be here and I'd ask him to come forward now.

Brown Thank you, sir. Every head bow, please? Father, God, we thank thee for this gathering. We thank thee for your concern and your comfort. We thank thee for the guidance of these leaders. Pray for the food, for the nourishment of our physical bodies. And it is your holy name we ask it all. Amen.

Anderson With that, I believe lunch is served. Thank you so much.

Frierson If I could have your attention just one second. If you all could come back with your lunches into this room we'll start our session in about 15 to 20 minutes, when you all can gather back here. Thank you.

Lunch

Frierson ... response. And by that we mean things like transportation in, in the entire county. And outlying jurisdictions within that county. We mean the finance and economics of recovery. We mean a focus on the port as now an essential part of your economic lifeblood in this community and all the operations of the port. And, and, and finally the UTMB role in the larger medical issues. What I would call really public health and response. This morning was about UTMB as an institution. Throughout this process, my colleague, Jeb Carney, is going to be doing what he promised to do. Which is to start using the Blueprint as the backboard that we're hitting things up against. We're starting to track this information. We're starting to trap the comments that we believe are most important. This is, this is just raw feed in a way. It'll all be refined. But the good news is that the learning started this morning and the capture has been started thanks to Jeb working in real time. So first, I would like to introduce county Judge Jim Yarbrough, who has been a great friend of this of this process. Another essential party, the county, as we've said earlier, is a co-host of this, of this event. And we've asked Judge Yarborough to focus on exactly those issues of the, the wider jurisdiction, the other communities and of transportation. And of his role in both preparedness and response. Judge Yarbrough?

Yarbrough Thank you. I don't know if it was by accident they put Sjostrom on one side of the room and me on the other. Kind of a balance. If I'd known I was going to be on the screen, I'd done something better with my hair. But anyway, I do appreciate very much the opportunity to be a part of this afternoon's luncheon discussion. You know, the success that the City of Galveston and that Galveston County enjoyed during the Rita environment absolutely comes as no surprise. I would expect nothing less. In this particular cycle of events the City of Galveston and the Mayor stepped up and provided the leadership and did what it took to take care of the people they serve. Had the event happened in Texas City or League City or Friendswood or Santa Fe, I am equally confident that the leadership in those communities would have done the same thing.

In my mind, it happened for three simple reasons. One, back in 1995 the **elected leadership collectively in this county decided to put emergency management as a high priority**. Long before Rita. Long before 9/11/2001, emergency management became a priority for the entities within this county. Number two, from that day forward we put planning on a **continuous program**. You know, we were fortunate last summer to have kind of a little lull in the hurricane season. The beauty about this conference and this forum is this kind of gives us a kick start. Because right before you know it, we're going to be the first of June and we're going to be back at hurricane season. So this kind of gives us a little bit of momentum to get ready for the next hurricane season. The third reason I would say that I wasn't surprised and I would expect nothing less was besides being a high priority, besides doing the planning on a year round basis, is that an old football coach of mine; I know my Sunday School teacher Benny Raimer is here. But an old football coach of mine told me one time that perfect **practice makes perfect**. And every exercise we have, we try to emulate and, and do things as real as you can on a tabletop or on an exercise basis.

And we have 13 cities within this county. And we work as one. We evacuated Galveston County and the City of Galveston in particular, with relative ease. All the boys and girls in our Galveston County plan did exactly what they were supposed to do. They were where they were supposed to be. And the public responded and they moved forward.

All of a sudden we end up with less than adequate, less than acceptable outcomes when we interfaced with the region. A lot of reasons for that. Yeah. Was that a tactful way to say that, Sally? Well, I wasn't that tactful with a few of the mayors and county judges in the region a year and a half ago. But the time has allowed me to be more tactful. You know, there's always circumstances that are going to create the environment that don't make it easy to move all of our people. And this one was no exception.

We thought it was going to hit Corpus and it just kept moving on up the coast. And as it kept moving people in Corpus and people in Matagorda and people in Brazoria County were evacuating. And our people really didn't have much way to go. And so what we; we don't ever expect to run these type of operations just picture perfect and real smooth because we don't have real tests that often.

What we do expect is to learn, **make incremental progress, do it better than next time, learn some things, try to put protocols and communication in place to make sure that we are more successful the next time** we have to have an evacuation. We think we've done that. You know, for years, to me it starts with internal communications and teamwork and to me internal is Galveston County. Bar none, you ask Jack Colley at the State, there's none better than Galveston County and our 13 cities and school districts and major employees and the whole, the whole package. We gave lip service to try and to reach out to our regional partners. Harris County, city of Houston, Brazoria County. We gave lip service to getting help from the State.

Now that we've been through Rita, that lip service is going to start turning into some real action. And we want to thank; obviously, the Governor stepped up and appointed a task force. Local county judges in the region did the same. Some of the things we've learned as we began to talk about **evacuation is our people can use any route they choose** to. They're not going to be forced to go up I45 or Highway 6 or 146. Yeah. We've got, we've got major money invested in this state with a wonderful farm-to-market lateral road system. We need to take advantage of it.

One of the things we learned, obviously, was that **if you can leave early. There's no substitute for individual plans.** Government can't do it for you. You've got to have your own plan. Your family's plan; your neighbor's plan. Help your neighbor. Move; get out early.

Not all of us are in a position to leave early. They work for somebody else; they've got responsibilities. And so we've got to deal with that. You know, 2005 the State government gave us mandatory evacuation authority. Before that it was always, we strongly encourage, we suggest you leave.

Now we have mandatory authority. I can promise you at the county government level and certainly I think I'm speaking for the cities. We're not going to have the sheriff or Chief Mack over here going door to door arresting people or writing tickets because they didn't evacuate. We don't have the time; we don't have the desire to do that. But the mandatory mantra has a gravitas that carries more weight to it. And so we think people have responded to that. With that mandatory authority comes responsibility.

Before we gave again, lip service to trying to move special needs. And we define special needs at the county as anybody who can't leave on their own will. If they need any type of assistance, whether it be economic, the medical or whatever other reason, they're special needs. And so now we come in to have a whole other host of issues trying to do and move special needs. We've learned; and at the county level we learned from the City of Galveston. We're **not going to reinvent the wheel.** We don't have near the; Galveston by far has the largest special needs population, probably more so than all the rest of the county combined. We estimate probably double of the rest of the county.

And we've made plans with our emergency management coordinator, John Simpson. We will coordinate our activity at the Doyle Center in the middle of the county. We will pick up at various locations across the mainland and Bolivar Peninsula part of the county, move them to the Doyle Center. We will triage them there trying to get compatible populations and deal with the various issues that we've learned from the City of Galveston right there at the Doyle Center and headquarter out of there. We've got buses coming from the State of Texas. Our backup plan; we have private sector contracts. Our backup plan; we've got contracts with Clear Creek Independent School District. Great resource not only to move people but to move public assets out of harm's way. We will continue to work that plan.

Our problem as Stan and Jim talked about earlier, identification. The 2-1-1 system the State's put in place is a step in the right direction. Little activity; not many people are calling. We're using our senior citizens. We're using people like Ivan Arseno. We're using people across the county trying to continuously update our database to make sure we know where the people are. We will automatically go into our first call. Automated phone calling to every resident in the county, giving them phone numbers and instructions on how to and where to call. We can customize those messages for Santa Fe and Hitchcock and Friendswood and Bolivar.

We're working with the State. Jack Colley and they have finally stepped up to the table. **We'll have a contra flow as part of the evacuation equation on the highway system. From the beginning of the operation;** not in the middle of the operation. **The toll way systems; once the evacuation calls become free highways.** The State's committed to have **trucks with fuel bladders that will help give you a couple gallons of gas to get you to the next exit.** The State's working with the major oil companies; not the little mom and pops, because there's too many of them. But the Valeros, the Exxons, the Gulf Chevrons. All the big boys. To make sure that they are opened and available to service the needs of the evacuating population and then provide their employees security during the event. Those steps have been taken. We'll see how they work. Those are lessons learned from our last cycle.

We're beginning to put CERT teams together. Volunteers much like they have in Galveston. CERT teams across this county to help us serve at each gathering post of people to help them evacuate. To begin to register, take the information.

We, too, have an agreement with the City of Austin. You know, the true heroes in the last cycle were those bus drivers. We put those bus drivers out there and said, go to Hodsoll. We hope there's a place for you when you get there. Look for the signs. We gave them no security. We gave them a mix of population that maybe sometimes weren't compatible. You know. They did a great job of putting that together. Now that we've; can sit back and learn from it we can triage and we can move things more orderly. So we have contract with the city of Austin for evacuation. You know, like I tell people, you know, you had to make College

Station and evacuation site to get people to go there. You know? And did you see how fast they left when you gave them the opportunity. You know? Sorry about that. You know, my Aggie brethren have been giving me a lot of trouble since Thanksgiving, you know? We have made strides.

A good part of this job is managing expectations. You know, I go to; I go; and I know some of you get tired me hearing me talk because you see me at Rotaries and all these Chamber functions. But I go to these Rotaries and Chamber functions and I get tired of hearing you talk, too, so don't say anything. We go to these functions. And it's amazing when you have the little question session, there are, there are people who seriously have expectations that they're going to evacuate during a hurricane going 50 miles; 55 miles an hour through Houston. Now you can't get through Houston at 55 miles an hour at 1:00 o'clock on today. Much less when you're putting all these folks on the highway. So you got to understand; you got to make sure you, you go into this with the expectations that it's not going to be a pleasure trip. It's going to take time and it's going to take patience and you're going to have supplies and all the things you got to do in your own personal plan.

And so, the biggest lesson we've learned is just reiterated some of the things we already new. And that's make our personal plans; let's be ready. When the hurricane came last we had a meeting at City Hall. There wasn't panic in the air. There wasn't panic in the air when we had our decision making meeting in League City to call for the evacuation. Those are things we had talked about. We had planned. We had protocols in place and our elected leadership did a good job.

But again, the folks that are there when the rubber hits the road are people like John Simpson and Charlie and Terry Bird and Bruce Claussen and all our coordinators across; we've got a group of professional folks and the politicians understand to turn it over to the folks who know what they're doing; who are professional in what they're doing. And take a back seat sometime, we'll be better served. And that's the case we found ourselves in Galveston County. The other thing that we've; and one final comment.

One of the other things that we've learned and we think we will successfully implement is again, out of the Governor's task force came the **recommendation that we needed a coordinating; they wanted a coordinating person**. We've got kind of a coordinating entity. Councilman Weber's on that committee. Terry Bird sitting over here represents Galveston County at that conversation to make sure that the communication lines are open **between the 13 counties and the two major cities in this region; the City of Houston and the City of Galveston** are at the table making sure that we have direct communication links where one of us don't make a decision that is contrary to somebody else with at least not knowing about it. And so we think progress is made. We hope we don't have roll back into action for many years to come. But when we do have to roll into action I can assure you that your communities are well prepared and we'll handle it just equally as good or better than we did last time.

Thank you.

Frierson Thank you, Judge Yarbrough. We are; in, in learning about a community we are always impressed; there are people who are looking at the economic and the financial picture. And often when they talk about preparedness or especially recovery, you know in their mind they have this first 48 hours, first 72 hours, depending on the type of catastrophe that might have happened. Things might go on for a period of, of weeks or months and we certainly saw; we, we are continuing to see that with Katrina and all the damage that was done in the Gulf Coast area and in New Orleans. But one thing that struck us about Galveston - one of now many things - was that you were playing with; seriously playing with scenarios that went much farther out in time and assumed a much greater hit to your economy than what most communities talk about when they talk about getting back to business or getting back on your feet. And we quickly learned in preparation for this, for this conference that the two people who are the heart of that planning exercise were Shrub Kempner and Jeff Sodstrom. We had met Jeff already because he had been up at our conference at, at the Kennedy School. Shrub was very much invited to be there and just couldn't be there. But we knew he was the other piece of this, this part of your puzzle. So as a duet, again, I'd like to ask the two of them to come forward on this piece about the finance and the economics of recovery. Getting back on your feet. Shrub and Jeff, in whatever order you want to take it? Shrub first?

Kempner Jeff and I together could not fit at the same podium. So we'll do it one at a time. I'm told that what we're doing is quite unusual. You just heard it from Jim. So a little bit about how we got there. It really sort of began in the fall of 2005(sic) when we were all inundated by pictures and stories of the ongoing problems of Katrina; that Katrina caused and Rita caused in Louisiana and in Mississippi. And we were quivering here and remembering 1900 because of our near miss from Rita.

And then there was another much more elemental force in the; alive in the land. And that was the Mayor, who was on everybody to consider what we needed to consider in terms of recovery. She mentioned the family history in that. And it was; I was very alive to the concept and she hooked me in rather quickly. She, however, is a fine one to be talking about other peoples' bugs. Because she is the most effective one I know when she starts bugging you about something. She simply never stops until it's done.

We sat down, a group of us, in October of 2005 to begin discussing what would be needed for hurricane recovery in Galveston. From the very outset this was a group representing both the City as an institution and many of the other institutions in the City, public institutions but also private enterprise. A lot of business interests. This process is ongoing. We're still learning. And sadly, the ongoing difficulties of our fellow coastal dwellers are the most educational. However, we can share some of our approaches and conclusions with you.

You'll see right at the outset that the time spent is a heck of a lot longer than 72 hours, we're talking about. In fact, for effective recovery you need to do a lot of things, we think, before a hurricane or another disaster hits. And then a number of things after.

First we did develop a scenario, as Jim referred to. We felt that we needed; we call it a scenario of destruction. We felt we needed to in order to frame the kind of steps we'd need and to look out about five years. Our selected scenario was a 50 percent destruction of all property in the City and all income sources for the City. Which means to us that we're right at the edge of whether recovery is possible but we're there. We didn't spend any time fussing about the scenario; we just took a tough one. We felt that would be a waste of our time. Once this was done we started to conjure up the needs. And when you do this, they fall into some specific categories. But as we considered the categories, there was one consistent mantra.

And this mantra was, what can we do ahead of time to make the recovery process more possible. Ahead of time? You'll hear it over and over in what I talk about. And we; by the way, we defined a successful recovery as getting people back to live and back to work. Another way to put this is, the recovery of the economic drivers of a community is the recovery of the community.

And my basis, and with that kind of background thinking, some of the **most pressing needs were; became pretty clear. One is housing.** Getting people back to live. In the short term we think that we **need a cruise ship or two for Galveston** and, and we need to do; to work on it; we had needed to select that and try to explain that to our clients ahead of time. The City has indeed negotiated with at least one of our cruise ship customers for at least one ship. It's not a firm negotiation, you understand, but they understand what we're going to need. We're on their list. This is all a part of this mantra of doing what you can ahead of time before an event strikes. Now the City has to determine - this is probably a Council matter - before next season who will have slots on those ships? Our model of our committee is that in addition to City workers, who obviously have slots on that ship, some places must be held for people who might not have their houses still here but who work for economic; major economic players. So that you know and we know that the essentials, some essentials defined by whomever, are going to actually be able to have a place to live after a storm to try to get their businesses or their institutions up and going.

The New Orleans model, as I understood it, was only city employees. And I think that model has to be expanded for us. Longer term, we need some work on permitting ordinances to make temporary and permanent housing easier to build. The Council needs to talk about whether, if we're **going to use trailers**, a large piece of property is available and can be designated as a place to put those trailers.

One of the lessons learned from New Orleans in the earliest days was that they tried several times to put trailers for a lot of housing on golf courses but the private memberships and even the public memberships certainly didn't want the

trailers on. Those kind of problems need to be faced ahead of time if that's what we're going to do. And the Council needs to grapple with it and not put it off, Council.

We also think that modular housing and the possibilities of modular housing and where that might be needs to be scouted and analyzed ahead of time. And again, a question of permitting and what the possibilities are. You don't suspend the laws of the city for very long during an emergency.

But we're now talking about a disaster which could be five years, not just an emergency circumstances. And as Jim pointed out, you have to think that way. FEMA has been contacted ahead of time to determine what paperwork will be needed to facilitate the flow.

Another area of major need is finance. And we kept in mind one, one thing. That after a disaster both in a city and private enterprise has; have to deal with the cost of your present obligations as well as your future obligations. A city's bonded indebtedness, for example, continues to run and is out there and has to be; it has to be dealt with in some way or fashion or form along with the future obligations. They're going to contract to rebuild their infrastructure. This has paralyzed some of the cities that we've been watching after Katrina. Until some very, very interesting sort of creative financing took place. We should be at least discussing these kind of problems ahead and time. And indeed, we have been. This, this is; I'm sort of in this case preaching to the converted. Because this; a lot of this has been going on.

As Steve LeBlanc mentioned, reserves are crucial. Cities actually need; as he put it, very nicely, you have to spend money in order to buy time really. To get all the activities going. Even if you try to; even if you try to do things ahead of time you still are going to have to have some kind of reserves.

And our picked target is three months of operating reserves for all the different department in the City. Now these reserves can be called emergency reserves and untouchable. That's up to about two million dollars, I think; one-nine at the City now. But six; but three months of city operating budget for the general fund, which is; that refers to, is about 12 million dollars. So - I'm sorry, it's nine million dollars. Because it's a 36 million dollar budget and that's a quarter of a year. So other reserves that the City has will have to be dedicated to it. And now we're talking about **budgeting, management**. And how high a priority is this. Because that little item really does mean that if you follow it, awful lot of programs and things that a lot of citizens want may not happen. Because of the need to keep the reserves.

It's relatively easier in the, in the enterprise funds with the water, sewer and so forth to do. But this thing in the general fund is really a serious matter of city policy. We determined that under certain circumstances it might be possible to use CDBG funds that are devoted to one things, to other things for; and that's, that's sort of an intelligent pre-planning. I think that some of the language in the

CDBG application may have to be changed or modified to do that. But at least we know that. That's two and a half million dollars a year, which come in handy in the case of the kind of disaster that I'm talking about. We're working on getting bridge loans for the City lined up ahead of time to the extent possible. Part of the problem is you don't know how much collateral you have.

But the other problem is Texas law. Which presently has to be modified if cities are going to be able to do this simply. Susie Green's here, our City attorney, and can answer any questions about that that anybody has. Please don't ask me. I just know it has to be done. And again, we pre-plan. We started asking questions about it; now we know this. In fact, we're trying - well, I'll get to that in a minute.

We are also beginning to **discuss tax incentives which might be needed to attract back businesses and attract new ones**. Another aspect of all this that cuts across some of these functional lines like housing and finance is cooperation. With the State; with the federals; with private entities. Most particularly this means FEMA. We have invited them into our discussions and they have come. We have talked to them of what our needs might be and they have said, we can do this. We can't do this and we can't do that, but we can tell you what kind of forms you may need. We can tell you we now understand your circumstances and what you'll be asking for. You can pre-apply in some cases and leave it; basically leave it blank.

In other words, that bottleneck that you saw after, after Katrina particularly can be worked on ahead of time to free up the flow faster. So if the city has already got these reserves in, on hand and is freeing up the flow, then we should be able to execute whatever is needed via FEMA in our plan of recovery more easily than has been evident in a lot of other places since Katrina and Rita. We're **working with the State to create a lending pool for cities ahead of time**, as was created in Louisiana only after Katrina.

As Steve mentioned, discussions have been held with Wal-Mart, Target and other major businesses here about doing their logistic magic in the early days to help the city recover. And we've had negotiations with fuel suppliers which, as you'll recall, was a really serious problem in New Orleans right afterwards. I mean, they, they didn't have gasoline or diesel for anything, really. For quite a while. And finally, all this has led us at the moment to be working on new laws. We will need some charter changes here which will take place in May. And that election, is it this May? Next May? November, sorry. She's not quite ready to write them yet, I guess.

The; we're; I mentioned the State legislations we're trying to get to do bridge loans. And we need; the bridge; and this will require indebtedness without a vote of the people under certain circumstances, which is against the Texas Constitution. And which we'd have to change if we're going to get bridge loans. Some of this will be done this year. I've been talking pretty much about the City

and what it needs. Jeff is here to talk about how far we've got in this kind of planning as far as businesses are concerned and what we've done.

Sjostrom Careful, Judge. Stay still; I'm moving. You know, I'm a bit offended at the trend that's developed as it relates to my petite nature and the comments that have been made by our prior speakers. I appreciate the opportunity to be here; I appreciate everything that Jim has done and what NCORP has done in terms of bringing this issue forward and giving us an opportunity to talk.

What I'd like to do as it relates to the business recovery aspect of what the economic development partnership has been involved with is relate back first to a couple of key points in terms of where this started and how we embarked on looking at business recovery. And then specifically going to a few areas that we've identified, both in terms of additional resources for the business community to assist them and areas that, frankly, we haven't found the solutions to but things that we continue to work on. In the hope of **creating additional tools and resources for the business community**.

Back when Rita came on shore and was in play, I was afforded the opportunity to ride out the storm, if you will, with the City of Galveston. And Gary Coffman, who's in the back who is the chair of our business recovery committee, did that with me. And in doing that, frankly, the first reason why I wanted to do it was because I didn't know what the role of an economic developer would be. In hurricane preparedness, hurricane response, or hurricane recovery. As we went through the process it became clear. The expert were doing what they needed to do. The elected officials were doing what they needed to do. And we just needed to stay out of the way. As the storm came and went, the image that, that has stayed with me throughout the last year and a half is the Saturday morning after the storm came and, and went by. And waking up that, that morning and looking at the leaders of Galveston as they contemplated from a city perspective, what do we do next.

It became very clear that the **City of Galveston had three primary functions in terms of what their responsibilities were and what their priorities were. Public safety, infrastructure and communications, both internally and externally as it related to the health and, and welfare of Galveston.**

What became clear at that point was that there was not the opportunity for the business community; if our business community is waiting or is going to wait for the City of Galveston to solve the problems that they've encountered as the result of a catastrophic event, they are going to be waiting a long time. The City does not have the resources or the capabilities to solve all the issues.

And I think taking that lesson is what we've attempted to do in terms of going out and communicating with our business partners within our community that there is an opportunity to pre-plan. And it's incumbent on our **business owners to be prepared before the event in order to mitigate both the financial hardships that they're going to encounter after a storm** and the period of down time that

they basically have to handle between when the storm hits and when the resources become available to expedite their reopening of their individual establishments.

After the storm season, as Shrub said, Mayor Thomas came to the Economic Development Partnership and said, we need to do something. And the genesis of the hurricane recovery taskforce came into being.

Shrub chaired the City financial issues committee and has done a excellent job. And appreciation to Shrub. All of the management team of the City and a number of folks that have put a lot of time into looking at these issues and coming up with ideas. On the business recovery side we have Dr. Barbara Thompson, who's here from UTMB. Gary Coffman did a stellar job in leading this committee.

But we engaged business owners in looking at the issues that needed to be addressed in terms of what are we going to do after the fact? In order to help get our business community back up as soon as possible. Part of this process, first, was a learning experience.

And what we literally did is we took the time and we started to go traveling to see some of our allies up and down the coast. We went to Beaumont and Port Arthur. We went to New Orleans. We went throughout Louisiana. We went to Gulfport. We talked with folks. We did a number of things.

Greg Harrington, who's here with the Chamber of Commerce, went with me to New Orleans and participated essentially; I guess that was probably February and March. Six months after the storm. In a recovery conference that was being held in New Orleans to talk about the status of where the business communities were and what the updates were with regards to how these communities were recovering after the storm.

In the process of getting educated the numbers is what came out and really hit us between the eyes. Six months after the storm we were still hearing numbers that 50 percent of the business community was still inoperable. Fifty percent of all small businesses were wiped out. As you started to look at businesses that were reopening, we heard statistics that there were as many as 90 percent businesses still closed in certain communities, to a tops of maybe 50 or 60 percent businesses open as best cases in these communities that were impacted.

As we talked about resources and started to think about what's going to be there to support our business community, we started looking at some of the federal statistics. And frankly, it scared the hell out of us. We started looking at the primary agencies that we frankly anticipated ahead of time that we would be going to as our go-to agencies to help us get dollars, available capital, back into the hands of our business owners. And SBA was throwing numbers around. Over the first six months they had a 50 percent decline rate. On all applications that went into the Small Business Administration for loans. Six months after the storm, and the numbers really haven't changed that much, unfortunately.

But the numbers that we were looking at six months after the storm, SBA had approved over six billion dollars in loan approvals. Six months after, they had only authorized half a billion dollars. Less than ten percent of the dollars that had been approved had actually gotten into the hands of the small business owners that were trying to restart their business lives, their employee lives and get the fabric of the business community for their area back up and running. So as we started this process we started to look at all of these things. And we actually had some unbelievable support from allies up and down the coast. And specifically with the chambers and the ED groups over in Beaumont and Port Arthur. Folks were willing. Frankly, I think some of it; Sharon Strain talked about being tired.

There's a psychological strain that we all have to account for after an event of these magnitudes. But I think in many cases these folks just wanted the opportunity to vent what they've been going through and talk about it. So we were beneficiaries of that information and what they were willing to give to us. So taking what we've learned, what we have embarked on is probably our primary mission as it relates to the business community is to educate them that pre-planning will mitigate financial hardships and down time. Period.

And there are ways to improve your efforts ahead of time in order to be better prepared in the event that something does happen. Our, our biggest activity; and we worked and actually partnered with the Charlotte County Economic Development Corporation out of Florida. They had put together a wonderful document and Florida in many ways is leaders; our leaders in hurricane impacts and hurricane recovery issues. But Charlotte County very freely gave us permission to use a recover guide that they had put together as a template in creating a hurricane business recovery guide for Galveston that we were able to mold and adapt to the issues that are important; that we thought were important to the Galveston business community. And we've; most of you in the audience have seen this. This is available on our website. But this is essentially kind of a hurricane prep 101. And what we've encouraged our business owners to do is to pull this document out and fill it out.

And by doing that and going through the actual thought process of thinking about 300 different contingencies that the business owners in New Orleans didn't think about, we sat; I had the opportunity to sit in a room with about 12 folks of a insurance company that had a local office here in Galveston. And I sat and talked to these folks. And one after another, 50 percent of them lost everything they own. Everything gone. And one after another, what they said was, we left planning for two to three days to be gone. We had no idea that we could be gone two or three months.

And in taking those types of stories, we've adapted that into things that, frankly, I think a lot of us have taken for granted in the past. And are things that we now know that if we implement ahead of time will help us unbelievably, after the fact, in recreating both our business and our lives as employers, employees and tax contributors to Galveston, to your own local economy.

We're doing a number of other things and for time purposes, I'm not going to go through details. But everything from websites for communication, to looking at issues; Wendy O'Donohue's here with the planning department. We've talked with her about **permitting processes and how do we work to expedite businesses' ability to rebuild**. We've talked about with the City Manager things about how do we use local businesses. How do we ensure that as we come back and get into operation we don't become victims of federal contracts and things coming and happening that are happening to us instead of us making them happen for us. And so how do we use local businesses? How do we use local contractors? And how do we make sure that they're benefiting as a result of the rebuilding as much as they're benefiting in just re-establishing their company. So I look forward to the question and answer period. But it's a pleasure to be here, and I appreciate your time.

Frierson Thank you, both of you. In introducing them, I should also have given credit that, as you know, the Galveston Economic Development Partnership is, is one of our co-hosts of this organization. And Kempner Capital Management is a, is a co-sponsor. We mentioned that earlier but I just want to thank those two individuals.

It's really true what Jeff is saying, that people in the world of economic development aren't, aren't typically trained and, and their job descriptions don't normally contemplate the kinds of things he's talking about. I bet there's not a course given in the role of economic developers in emergency preparedness.

Of if there is, it's, it's a very brand new thing and he's out on the cutting edge of it. And it's also true that, in Shrub's case, his interest is, is civic and, and public spirited. He knows a lot about finance, and you know, I think we all have a new appreciation for the financial ingredient in, in a recovery plan. So thanks for your leadership on that, Shrub. Another thing that we would have guessed wrong about, those of us who; since we're outside of Texas, I guess we're all Yankees. Even if I'm from Tennessee, I'm still a Yankee if I'm not from here. About a month ago, or two months ago we sat in Charleston and talked about what we thought the Port of Galveston was all about. And our initial guess was wrong. You know, we, we envisioned oil and gas. We envisioned probably some commodities imported and exported. We really didn't know what had happened in these last; in this last decade to cause the cruise ship industry to become such an important part of the operations of the port. But very quickly we got on top of that lesson. We get; we've been in touch with Steve ever since before Christmas. And Steve Cernak will now come forward with a look at the role of the Port of Galveston in this picture of preparedness, response and maybe recovery. Steve Cernak?

Cernak Thank you. I guess I'm going to start with some basic comments. It's true I'm here to talk about what the role of the Port of Galveston was in a potential recovery effort. But, you know, there were some lessons learned during the Rita evacuation and bringing the Port back online. And, but before I go there, there are some basic comments in order.

There are 361 public ports in this country of which there are approximately half that are deep water; what I would call deep water ports on the coastline. And what I would say here could apply to any one of them at any given point in time. And while I'm saying this, it's also important to keep in mind that no two ports are alike. We all have different governance structures. Different financing mechanisms. We all operate slightly differently, handle different commodities. Generally speaking, though, we're all economic development engines for our community. And they look for; look to us to generate jobs.

Now, there was a comment made earlier, I believe, by the Judge that, you know, it's all about managing expectations. I would; that's true, but I would like to say that it's also about leadership. Now, I had a different perspective going into Rita. I had a chance a few weeks earlier to go into New Orleans. Literally, a day after the last resident was rescued from the Convention Center, I was there. I was bringing some supplies into my counterpart at the Port of New Orleans. I had a chance to talk with him. I had a chance to look around and see firsthand what they were going through. And it was rather sobering and rather eye opening.

So as I was getting ready to have to deal with what didn't look too good for the City of Galveston, at least at the time that I went through the steps to shut the Port down, at least I; you know, I had a little guidance from him. But there's one thing about that visit that I remember. And I was just as guilty as he was. We all went through our exercises of hurricane preparedness planning. And we all published these really nice books that we all have bound and we keep on the shelf so when it comes time we can pull it out and refer to it. And what I remember him looking at me, he said, I thought; "I was so proud of this when I did this. I thought it was the greatest thing that we had ever done." And he said, "This is all it was worth." And he just tossed it in the garbage in front of me.

And I came back from that I started talking to staff. I said, you know, we've got to review this, we've got to do this. So that process was already underway when Rita showed itself on the weather screens. And it, you know, it was one of these things where I had to sort of design it as I went along. Now, when it; when I saw that weather map and I saw the potential tracks it was probably four or five days before the evacuation was ordered by the Mayor.

I went to my staff, and I said, "Let's shut it down." And if you can see the debate that I had with my staff, "Oh, Steve, it's not going to happen. It's not going to come anywhere near Galveston. It's going to bypass us like it always does." And I had to negotiate with my staff. And finally I just said, "No, amuse me. It's time we practice."

Now, what I remember the most about that was, we had it done fairly quick. Everything; **we have to look for projectiles**; we have to make sure **we can reopen**. We want to make sure that the **Port is not damaged**. So if something happens we can come back and be the first lifeline for the community. When the evacuation was ordered and I took a look around the Port and I saw that everything was in order, and I could go to the staff now, "Okay. Now you can go

home and take care of your houses and your families and get out of here.” I think they had a different perspective on my order to shut the Port down a little prematurely. And I think that that was a lesson learned for all of them.

But one thing I learned was **communication was one of the biggest problems** we had and we're still working on that today. Cell phones certainly weren't working afterwards. I had heard the stories from New Orleans about how they communicated. I knew there was a big problem there.

And looking at the military, if something really bad happened and the military had to bring supplies in, they would bring it in by; most likely by water and most likely we'd have to use the Port facilities to do that. Much like I was delivering supplies to New Orleans, when I evacuated I stayed relatively close by. I didn't go as far as anybody; everybody else did. But I found that other ports were helpful.

Once Corpus Christi was sure that they were out of harm's way, they actually sent their police up to me. And I was in Houston. And brought satellite phones. They; you know, so we tend to help each other as this all goes through. But it led to a **bigger dialog with all the neighboring ports in the area, how we would work cooperatively**.

And I think that we're making strides in that area but we certainly have a long way to go. But what's involved, really, from me in the role of shutting the Port down? Now what were the steps that we had to go through? Who did we have to interface with? And what are we faced with really when we're reopening because that's something we all have to keep in mind.

Post-Katrina there were four cruise ships out in the Gulf. They were all circling around looking for a place to come and discharge those passengers. So there were about 12,000 people out there just going in circles out in the Gulf wondering what happened. Two of the ships were from New Orleans. Two of them from; were from Galveston. And we had to step up to the plate and take the **role as the point of disembarkation for the people that had to get**; that didn't know what was happening to the; to their property in New Orleans, whether it be a car, a home or in their region. So we had to pick up that role.

And then there was the role of how do we **house people that are displaced**? Which led to the discussions where they were actually going to put the two New Orleans cruise ships in Galveston. We were going to berth them and provide basically a floating hotel.

But what they didn't contemplate was that the people that had spent all that time trying to escape the water wanted no part of living anywhere near the water at that moment. So ultimately they went back and they housed the emergency workers in New Orleans. And that's probably the role for the cruise ship, much like I heard earlier. But who do I have to interface with? All the negotiations. I had a daughter that was in Tulane. Here am I dealing with her displacement, getting her

set up and I'm on the cell phone while my wife's taking care of it, negotiating with all the federal agents on how we're going to handle the cruise ships.

So FEMA was involved, FAA was involved, the Maritime Administration, TSA, the Security Administration was involved, the Coast Guard, the Corps of Engineers and the list goes on. And my role certainly through that period was to act as the interface to all these agencies and to the outside world. I had to provide the information. I didn't know where my staff was necessarily.

We'd heard all the horrors of how everybody evacuated and they were hours on the road. So it was one of those things where I had certain key staff that remained on the island. Predominantly my police officers on the police force and we were able to communicate and keep things moving. But certainly there's a lot more to be done. I think the community here would look to the port of the; if a disaster were to hit us here to be a point of first recovery.

They want us to preserve or protect the public health and safety of the residents for both the Port property and adjacent property owners. But we also have to have a way of recovering and rebuilding and coming up to operation real quick.

As I learned post-Rita, I had to deal with the, with the Coast Guard. They had to give an all clear on the channel. The Army Corps of Engineers had to do a survey of the channel. They wanted to **make sure that nothing blew into the channel for obstruction**. Certainly, that's all related to what we do in advance, though.

We have to make sure we **secure everything; the container cranes** that are at Pier 10, for example. If they were not fastened and secured, if we had a high wind situation they could blow into the channel and that would hinder our operations. And when I go through the list here, because I've taken; what I'm speaking from, I've taken a manual that's floating around on how we should handle these things. And I started looking at all the elements of what we have to do and; as we prepare for this. I mean, you have the cranes. But we have lots of other equipment around the, around the Port property. It's an industrial operation. Lighting, security cameras, you know, that was something new to us. What do we do?

We wound up going around and **we took all the security cameras down**. We went back to our **old way of manual patrols through this area**. The island was evacuated. We knew that we could keep an eye on it that way. But the **last thing we wanted was all these high tech cameras becoming missiles**, around the community and doing other damage.

But really it came down to just, you know, establishing our communications, having good housekeeping practices, securing all of our equipment because; and it went beyond that. I started thinking I had to **secure railroad cars**. I had to make sure all railroad cars were removed from the island. It went beyond my normal purview here that I had to make sure that everything was okay.

And then we had to provide **safe haven for smaller vessels**. So we would do that; construction equipment. Actually, the causeway construction equipment was all housed in the Port facilities. We put them into some of the slips and they put barges across the faces of the slips to keep them from breaking loose. And so we had a role in the community of that role. We had to protect those types of things.

Generally speaking the big; and the last thing that I didn't contemplate was this whole security issue. Not only were we securing from a hurricane; now we were shutting down our primary mechanism for security in the post-9/11 world.

And in order to reopen we had to ensure that we had facilities that remained secure even though technically there was nobody on the island and technically that; it should really be secure other than any damage that may have occurred. And that became an interesting set of circumstances. So, going through that, I mean, there was a lot of elements that went into this. And then bringing it back to life certainly was the reverse steps. But I think we were all well served at the Port in learning a lesson how we would do this. I'm hopeful that we don't have to do it very often. And I'm hopeful that the community doesn't have to evacuate very often. I'm going to cut it short here at this point for the sake of time. But I want; I would encourage you to ask me questions when we have the question and answer session. Thank you very much.

Frierson Dr. Joan Richardson of UTMB is a professor in the Department of Pediatrics. But with a special responsibility in her role as medical director for the hospital with special responsibility for the emergency preparedness office. What I asked Joan to focus on, as I said earlier, is that larger role with the community at large rather than inside the institution.

Communicating, the quality of information. And as soon as we got into the conversation, Joan said, well, in my case, the nature of the threat matters a lot on which way we're pointing and, and what we're communicating. And that is so true. So this is a great example, that one size will not fit all. You need a spectrum of plans. I also asked her to focus on something that's kind of a segue to the world of, of the Port. And that is the likelihood that any catastrophe that occurs will occur at a time when you've got hundreds and maybe thousands of visitors to this island. Some of them because of the Port, some of them just because of tourism in general. You are a destination. So more so than some other communities, but like other destinations you have a great number of people that you know even less about than you know about with your residents. And they know less about the availability of emergency medical facilities. Dr. Joan Richardson?

Richardson Well, I guess that I'll always be known for all of my life as the person who was in Paris during Hurricane Rita. How many of you are from Galveston? So a lot of you are not from Galveston. Well, let me tell you just a little bit about UTMB.

Because what I want to do is talk about emergency preparedness from the medical standpoint. And I want to do it from the perspective of UTMB.

UTMB is a large academic health science center, probably the fifth or sixth largest academic health science center in the country. It happens to be located in this wonderful community of 55,000 people on an island off the coast of Texas. We have a medical school; we have a nursing school; we have a graduate school; we have a school of allied health sciences; we have a hospital with about 800 beds; we admit about 45,000 patients a year. We have clinics throughout the state that probably take care of about 800,000 patient visits a year. We have an emergency room that sees probably over 60,000 patient visits a year. We have about 1,000 physicians on our faculty. We have 800 medical students, a couple hundred nursing students, a number of Allied Health students, graduate students. We have a lot of people out there. Around about 14,000 people work at UTMB. It's a huge, it's a huge place.

We're the major healthcare center and have a very, very special responsibility to this community. Where we; most of us live and where we've grown up.

We also have a responsibility to take care of people who come in on our cruise boats. They may come in with various kinds of infectious disease.

The cruise boat may hit an iceberg as it's coming in and we may have to take care of people who are injured in that disaster. And of course, we have to make; account for; any evacuations have to account for people who are here who don't really live here.

And any day there are a lot of people who don't live in Galveston who, who are here. Every year at UTMB we do what we call **a hazard vulnerability analysis**. And I would suggest that those of you who have an opportunity to do this in your own communities, every year do a hazard vulnerability analysis. That's just a big word for **listing all the potential disasters. All the potential events that are going to happen or might happen that you're going to have to deal with**. And we use that analysis every year to set the agenda for preparing UTMB for emergencies and for our disaster preparedness.

Well, we have a long list in our hazard vulnerability analysis. The top three items are the ones that I want to spend just a little bit of time on today. The first one, of course, always at the top of the list, are **weather emergencies**. Hurricanes, tropical storms, etc. etc. And we spent a lot of time developing, updating, revising a very detailed plan for dealing with weather emergencies. **A detailed plan for dealing with weather emergencies as it impacts our clinical enterprise, our research enterprise and our educational enterprise**.

In the case of a major disaster we got to figure out a place **where** we're going to **train our medical students**. And it may not be on the island for awhile. We've got to figure out what we're going to do with all these **valuable research**

specimens and all this valuable research data that our scientists have spent their entire lives gathering; to make that safe.

And, and then we've also got to have a plan in place that takes care of our patients but also a lot of our responsibility is **to take care of the people who take care of the patients at UTMB**. I have been particularly honored and pleased to be able to work with the City of Galveston in developing an emergency plan, particularly for the evacuation.

And she's not here right now, but Dr. Barbara Thompson has taken the lead on our, on our HEAT project - H-E-A-T - **Hurricane Evacuation Assistance Team**. We anticipate that there will be 3,500 or so special needs people in Galveston who need to be evacuated by bus. Many of those people have special needs in that they don't have an automobile or are not able to get out of town. But many of those people have special needs from the standpoint of medical issues. They're sick; they need some attention; they have all kinds of issues. And so what we have done is we have our HEAT team. This is about not 50 people, but about 140 people. We have about 90 people who include nursing students and, and medical students. Plus we have about 60 physicians. Now all of these people are going to go either on the buses or by car to our shelter. Our shelters in Austin. We anticipate that there'll be about 90 buses and we're going to have about four or five of these people on each bus to help people. Once we get to the, to our shelter in Austin - and there'll be about 12 shelters - we'll have teams. We plan to have people on 12 hour shifts. We don't plan to have people working 24/7. But we'll have physicians and other healthcare providers who can assist in making sure that people get the kind of healthcare they need and the attention they need while they're, while they're in Austin and while they're away. Even though we may evacuate and even though the hospital may evacuate - and **we plan to evacuate if we're looking at a category 4 or category 5 storm - we're not going to close UTMB**.

Karen Sexton said that UTMB stops for no storm, and she's absolutely right. **UTMB stops for no storm. We will leave behind a group of about 50 people for; physicians and nurses who are going to man the emergency room.** Because during the storm and immediately after the storm we're going to have to be available to take care of casualties of the storm and certainly take care of first responders who get injured. We also know that there will be a couple of shelters of last resort on the island. And we need to provide the medical backup for those shelters of last resort. So that's our; just in a nutshell, that's our plan for, for hurricanes. As I said, we keep revising this plan. You'd think after 100 years we'd finally get the plan developed. But we keep having to work on it. The next thing on the list in terms of our hazards doesn't have anything to do with hurricanes. As a matter of fact, that's why it's so important to think about this. Because there's a lot more that can happen to people in this city just as there are a lot more that can happen to people in where you live than, that a hurricane. Of course, it only takes one hurricane to cause a lot of trouble. But there are a lot of things that can get you besides hurricanes.

And **next on our list of hazards is; relates to the petrochemical injury;** industry that's right across the bay in Texas City. There are large capabilities for refineries. There well may be explosions. When there are explosions or, or emergencies you can be dealing with toxic chemicals, trauma and severe burns. And we drill constantly in order to be able to take care of, of those kinds of catastrophes. Our drills and our planning paid off a couple of years ago when there was an explosion at the British Petroleum Refinery just across the way in Texas City. And in the space of about two hours UTMB received over 30 critically injured patients, burns, trauma and the like. And within a, just a very short period of time we were able to ramp up and, and take patients and provide care for them. And we did have a lot of help from area hospitals who also took people who were injured in that explosion. However, though, because we have a burn unit; because we have a trauma center; because we have a lot of intensive care beds; the sickest patients were preferentially triaged to UTMB.

Finally, the **third hazard that we prepare for is biological.** And I would suggest that we all need to prepare for that. Bioterrorism is one thing, but also mother nature can be pretty harsh. And natural biological disasters are on the horizon. And it's not a matter of, of if they're going to occur; it's when they're going to occur. We are particularly concerned about our capability of dealing with a pandemic flu, avian flu and, and SARS. And over the last year and a half we have done some extensive renovations to our facilities. And even with all those extensive renovations we only have the capability to take care of probably 30 severely ill people with these highly contagious communicable diseases. We've also spent a great deal of time training our, our personnel to be able to take care of these people using special protective equipment so that they can **care for people with severely; who are severely ill with communicable diseases.** And, and not expose themselves so they can continue to take care of people. But I think this is; we consider this a major concern and one that we want to stay prepared for. It's; as I said, it's not a matter of, of if it's going to occur. It, it's a matter of when it's going to occur.

And I'm terribly concerned about surge capacity throughout this region and throughout the United States to take care of people who are stricken with pandemic flu if it should occur. Well, what we've learned about emergency preparedness is that you're never really prepared. That there's always something you can do better. We do tabletop exercises. We drill; sometimes our drills are real. After every drill or ever event we have an extensive debriefing session. What did we do well; what did we do badly; how can we improve. And we use that information to beef up our plans and beef up our response.

Then if I could leave you with a couple of lessons that I learned; and one of the lessons is have a plan. Look at it. Revise it. And once the event occurs, be flexible. What you find that you have to do in these disasters is ad lib quite a lot. And some of the things that you have to do is not; are not in the plan. The other thing that is so critically important is redundancy. The reason why I could head for Paris was because there are plenty of people who could take my place as; and, and again I really feel strongly that the worth of a plan or the worth of the

program or the worth of someone who's **in a leadership position is that they have a system in place that can operate even if they're present or not.** And certainly I got to feel like Bill Belichick, standing on the sidelines watching some fantastic quarterbacks. Or at least one fantastic quarterback and a great team perform beautifully during the, the Rita event.

Thank you for your time. I'm just honored to be here and be pleased to answer any questions.

Frierson

We will, in keeping with our commitments to be running up to 1:00 o'clock, we've made that commitment and then some. We're past it. So we, we probably will not be able to do an extended Q&A. One observation I, I just want to throw out.

Special needs has been mentioned a little bit here. I want to tell you that at our last conference in Charleston, it was a dominant topic. So dominant that we had an entire breakout track on just the issues of special needs. And we were defining it, Joan, very broadly. Communities know best what they need, but you've done an extraordinary job in addressing it here. And, and it is an; a fact of life in every community of any size in America. It's not unique to certain communities. What is unique is how they respond to it. And that's what sets communities apart.

The second thing is some legal issues have been talked about. Last night Suzie Green was with us at dinner. And we talked about the legal authority to do things. And then areas where there's simply a lack of legal authority. Or no clear guidelines.

And Shrub talked about some things where new legislation is needed. This is a great topic, also. And our colleague from the Kennedy School who couldn't be here today for family reasons is very interested in issues where you have clear legal authority such as Mayor Thomas referred to earlier. And it's just a question of exercising it. And there's another set of issue where, where people probably have; they're breaking some new ground but they don't need new legislation to do it. They, they need to be somewhat creative. They need to ad lib in legal terms. And then there's that third set of issues where you simply don't have that authority. And Shrub touched on some of those. And NCORP is trying to identify those in communities all the way up to the federal level. And there are many issues in that category. We tried to coin a term last night of extralegal. It's not clear that you have legal authority to do something. No one would call it illegal. It's not explicitly illegal; it's simply in that gray zone.

But in an emergency situation we all know that extraordinary things have to be done. NCORP is trying to identify those things. Jeb Carney has been working throughout this process to capture it. We, we're not projecting what, what's up there.

But as we end this with a little bit of an invitation for you to join this effort going forward, and I don't mean in a membership sense. I, I mean to continue working with us.

Jeb probably now will put up on the screen just a little bit of a preview of what has been captured today. And then, Jeb, if you would on behalf of NCORP, end with a, just a little bit of a look ahead to the next few months and what we're going to be doing and where any of the folks here today might have a chance to join is in Washington in a few months down the road. Does that work okay for you?

Carney Well, it does if you'll give me just about a second?

Frierson Okay.

Carney Sing that song you said you sang this morning.

Frierson Yeah, I love that song. You don't, you don't want to hear the song. I will take a; if there's a question from the floor. We've been terrible. Yes, ma'am?

Question1 Well, it's not a question as much as it is a comment. You've been dealing today with the problems of people leaving this island or the county _____ in a flood. We have not talked about encouraging; at least not to the extent I think we should emphasize; encouraging those who are self-sufficient and capable of leaving early, to leave early and get out of the way unless they plan on helping. And I think this is something that really needs to be emphasized. I think it needs to be emphasized in the literature leading up to the hurricane season. It needs to be emphasized at any time people talk about what's going to happen or what's going to be done. And they need to be informed that they are expected to be independent. They are expected to make their own plans. And they are expected to get out of the way so that people who are assigned duties, like the 132 at the hospital ---

Frierson Right.

Question1 Will indeed find the road clear so they can get to Ellington and catch that airplane.

Frierson Great point.

Question1 We also need to let the National Guard know that they can land on the island somehow or other. But I do think we need to emphasize that people need to take responsibility for themselves to the extent that they are capable of doing it. Government cannot do everything. And particularly the situation _____.

Frierson Thank you. That, that is, that's a very good reminder that there's a flip side to all these messages. And the flip side is, those people who don't have special needs; those people who are not under the care of some institution at that time, and those

people who do not have either a volunteer, as in the CRTs, or a professional duty to be on hand. Absolutely great point.

Single best thing an individual, a family or that whole segment of the population can do is move and move early when, when encouraged to do so or mandated to do so. Thank you. Great reminder; probably hasn't been coming through. I know that there are some other partner organizations that have messages that reinforce this. The American Red Cross is certainly one. The Department of Homeland Security is another. They are out there at the national level. You've seen some of these ad campaigns. There, there are billboards that say, "Does your family have a plan?" And, and those are directed at average families.