



CASE STUDY

City Of New Orleans: Emergency Management

Organization Profile City of New Orleans, Louisiana

Located in the heart of the world's busiest port complex, New Orleans lies below sea level in a high-risk hurricane zone, and is currently home to 275,000 people, approx. 60% of its pre-Katrina population.

After Katrina struck, New Orleans' critical infrastructure, government facilities, schools, medical systems, and economic foundation were devastated. The City hired CIBER to design an emergency management plan to recover and to prepare for future crises.

Solution Profile

- Emergency Management Concept of Operations
- Emergency Operations Plan
- Emergency Operations Center (EOC) Structure
- NIMS and ICS training
- Crisis Information Management System Implementation
- Emergency Notification System Implementation
- Communications Infrastructure
- Health Department Integration
- Evacuation Process Support
- DHS Grant Management
- GIS Applications

SUMMARY: CIBER Helps City of New Orleans Build Foundation for Emergency Operations

During Hurricane Katrina and subsequent flooding, the City of New Orleans determined that its organizational structure, concept of operations, and emergency preparedness plans were inadequate to handle a disaster of this complexity and magnitude.

CIBER was engaged to work with the City's Office of Emergency Preparedness to provide emergency management consultation, including designing and documenting the City's emergency operations plans and assessing and identifying critical gaps in information technology (IT) support for emergency operations.

CIBER's solution included the resilient IT infrastructure necessary to ensure reliable and redundant crisis communications to support emergency operations, even under the most catastrophic circumstances.

CHALLENGE: Inadequate Emergency Management Plan Leaves City Vulnerable

In 2005, Hurricane Katrina struck New Orleans. During the storm and its aftermath, the City's Emergency Operations Center was relocated three times, critical communications were disabled, sheltering and evacuation plans collapsed, and residents were relocated around the country because of the complete destruction of their neighborhoods. The City's vulnerability to catastrophic disaster was clearly illustrated in the wake of Katrina.

As New Orleans started on the road to recovery, it had to wrestle with rebuilding its emergency management structure and communications architecture to handle complex emergencies, managing Department of Homeland Security (DHS) mitigation grant applications and funding, and implementing the requirements of the National Incident Management System (NIMS).

Since hurricane season runs from June through November, it is by far the biggest factor in prioritizing programs and activities. But residents are also at risk from tornadoes, river flooding, levee breaches, mass casualty transportation accidents, hazardous materials releases, marsh fires, and terrorist attacks. As the levee system protecting the region will not be rebuilt to more robust safety standards for several more years, the threat of another catastrophic levee breach still looms. Yet after Katrina, there is no tolerance for further failures in command and control, communications, evacuation, and sheltering.

SOLUTION: CIBER Builds Emergency Communications Concept of Operations

Originally, CIBER was contracted to manage the City's servers, mainframes, networks, and applications, arriving to assume these responsibilities just weeks prior to Katrina. Post-Katrina, the project scope changed. CIBER was asked to help rebuild the infrastructure and full range of IT services required by city agencies.

As part of this effort, CIBER provided emergency management consultation, at first working to build the emergency communications concept of operations and writing the City's Communications Annex for their emergency operations. CIBER then identified the critical gaps in IT support, proposing and implementing solutions to close those gaps.

Working for the city's Office of Emergency Preparedness (OEP), CIBER facilitated emergency planning, first defining short-term operational objectives to prepare for the upcoming hurricane season, as well as long-term strategic goals. CIBER built the emergency management concept of operations, helped restructure the City's Emergency Operations Center (EOC) to better comply with NIMS requirements, provided NIMS training to key agency officials, and wrote the city's Emergency Operations Plan, the foundational document for emergency operations.

To fully implement these changes, the Mayor and 70 top city officials attended the FEMA Integrated Emergency Management Course. CIBER provided the exercise objectives for this 3-day course, as well as a senior controller to assist FEMA with the exercises.

CIBER also assisted the Urban Area Security Initiative (UASI) Region 1 by evaluating a Crisis Information Management System for this four-parish region that included New Orleans. CIBER determined that the IT support requirements necessary to share the selected product across all four parishes and to integrate geographical information systems (GIS) in Orleans and Jefferson Parishes would require two separate applications. CIBER then worked with the vendor to tailor the total package for complete integration across the UASI region.

When the City implemented its City-Assisted Evacuation Plan (CAEP) for the



2007 hurricane season, CIBER provided the IT expertise to design the communications support for command, control, and evacuee registration and tracking at all processing locations.

Because the City had little experience with FEMA Hazard Mitigation Grant Programs (HMGP) grant funding, it asked CIBER to develop its grant application process, including accepting homeowners' applications and verifying property. CIBER completed \$37 million in applications, which are proceeding through the federal review, approval, and funding processes.

BENEFIT: Resilient IT Infrastructure and In-Depth GIS Support for Emergency Operations

CIBER's emergency management solutions leveraged lessons learned from Katrina to establish the critical foundation for the City's emergency operations and to set strategic direction for the Office of Emergency Preparedness.

CIBER's resilient IT infrastructure ensures reliable and redundant crisis communications to support emergency operations even during catastrophic events.

By leveraging CIBER's robust GIS capabilities already in place for city business processes, CIBER also provided in-depth GIS support to the central EOC, improving the Common Operating Picture (COP) that is the heart of informed and coordinated emergency response operations.

Learn More

To learn more about CIBER's emergency management services and solutions, call us at **800-242-3799** and ask for the Global Security Practice, or visit us at www.ciber.com/services/security.

Photo of Hurricane Katrina, from NOAA.

About CIBER, Inc.

CIBER, Inc. (NYSE: CBR) is a pure-play international system integration consultancy with superior value-priced services and reliable delivery for both private and government sector clients. CIBER's services are offered globally on a project- or strategic-staffing basis, in both custom and enterprise resource planning (ERP) package environments, and across all technology platforms, operating systems and infrastructures.

Founded in 1974 and headquartered in Greenwood Village, Colo., CIBER now serves client businesses from over 60 U.S. offices, 25 European offices and seven offices in Asia/Pacific. CIBER operates in 18 countries, with more than 8,500 employees and annual revenue of approximately \$1.2 billion.

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