



City of Lufkin

Hurricane Rita

Emergency Management

After Action Review

February 20, 2006

This After Action Review is a follow up to the City of Lufkin's Emergency Operations activities in response to Hurricane Rita. After the Hurricane, meetings were held and information was sought from key personnel as related to mitigation, response and recovery activities during the event. The function of this After Action Report is: (1) document response activities (2) identify problems/successes during emergency operations (3) make recommendations to improve mitigation, response and recovery activities in regards to Hurricane Rita. A plan of action will need developing for implementing recommended improvements.

Hurricane Rita struck the upper Texas coast in the Golden Triangle area near the cities of Orange, Texas and Port Arthur, Texas on September 24, 2005 as a Category 3 Hurricane. In the preceding days Rita had been a Category 5 and the strongest storm ever in the Gulf of Mexico. The path of the storm was ever changing with early predictions ranging from Corpus Christi over to the western Louisiana coast. Things got interesting for Lufkin when landfall projections came into the Houston-Galveston area. This caused hundreds of thousands of people to leave that area even though Rita veered more to the east and hit the Golden Triangle region which caused tens of thousands to leave that area. This was part of the Hurricane Katrina effect, which had just devastated New Orleans and the Mississippi coast causing more people to leave for Rita than during a typical Hurricane.. The Lufkin-Nacogdoches area had been designated as a shelter hub and the people who were leaving the coast headed to East Texas. The City of Lufkin was initially prepared to shelter 10,000 evacuees. Shelters opened on Wednesday afternoon September 21 and were filled by Thursday night September 22. As things became hectic on Friday September 23 the official shelter population swelled to seventeen thousand with thousands more staying in other non Red Cross shelters. By Friday September 23 the City of Lufkin became completely overwhelmed with traffic and the demand for supplies. While preparing for shelter activities the storm tracked moved, so that it came through the Angelina County and Lufkin area. Eventually Lufkin had to deal with thousands of evacuees and a town ravaged by a Category 1 Hurricane. There were 17, 000 people housed in the 35 official shelters in Angelina County. There were thousands more staying in hotels, homes and other shelters.

The objective of this after action review is to evaluate

1. The Emergency Operations Center
2. Shelter Operations
3. Field Operations
4. Communications and Data Management
5. Intergovernmental Cooperation

The scope of the review is for Hurricane Rita on September 24, 2005 and events leading up to and the weeks thereafter.

The methodology used in performing this review is from the actual event.

## **Findings and Recommendations**

### **Emergency Operations Center**

The Emergency Operations Center for the City of Lufkin was located at Lufkin City Hall 300 East Shepherd. This was the first full scale emergency operation carried out in this new EOC. This state of the art EOC which is one of the best in the East Texas area was outfitted with 2004 Homeland Security Grant Funds and reconstruction money was provided by the City of Lufkin. Lufkin's response capability has the processes in place to effectively handle most events. The EOC, Police Department and other city hall offices are provided back up electricity by a natural gas powered generator, which provides power when electricity is out in the area. The EOC is outfitted with Security Devices, Computers, IP phones, Hurrevac 2000 Hurricane Tracking Software, Baron's Satellite Weather Radar, a Stream Level Monitoring System, Flat Screen TV Monitor with Cable TV, Televisions, Weather Station, Copier-Printer, Satellite Phones, Two Way Radios, Computer Aided Dispatch, GPS Units, Ham Radio and many other items making for a full scale EOC.

The functionality of the EOC was outstanding. The design and equipment worked very well. The natural gas generator provided the ability to have a constant fuel supply to the generator without having to refuel or store quantities of gas or diesel. Staffing levels were adequate during the early days of the event. The EOC contained multiple interdepartmental sections, each responsible for functions during activation. The EOC was organized and staffed as follows: Director Emergency Management, Emergency Management Coordinator, Executive Team, Operations, Message Center and a Public Information Officer. Communications with emergency responders was great.

On the downside access into the EOC was not controlled appropriately. Too many non-essential personnel, citizen volunteers and media were allowed into the room. The access control point will need staffing by personnel other than the ACM/Emergency Coordinator or City Manager Office assistants because they have other duties to take care of during an event. Salvation Army and Red Cross will need to limit their operations within the EOC and base their operations in their offices. Also, the EOC must have better communications with the shelters. Because of the long term damage associated with the event, it was difficult to notify shelters and satellite offices about evacuee details. Communications from the EOC weather station failed and the ability to get wind speeds during the height of the hurricane ceased. The HVAC system is not on generator, so ventilation in the EOC became a problem when electrical power was out for an extended period of time.

## Recommendations

1. **Control access into the EOC. Typically a police officer would be placed at the door. In an event of this magnitude officers had more important duties. Staff people will be appointed to work the EOC entry point to let in only authorized personnel and assist in monitoring staffing levels in the EOC. All people will be required to sign in and wear identification before entering the EOC.**

**Management Response:** Emergency Management concurs with this recommendation. During an actual activation, EOC staff or PD should maintain a sign in sheet and supply authorized individuals with an ID Badge who may have access into the EOC. Because of the pure magnitude of the event and the stress that Rita placed on personnel this was not done effectively.

**Responsible Division:** Emergency Management and PD

**Estimated Completion Date:** March 2006

2. **Explore the possibility of locating volunteer personnel at a satellite location with direct communication to the EOC. Limit all non City of Lufkin entities to a maximum of two essential personnel in the EOC.**

**Management Response:** Emergency Management concurs with this recommendation. Red Cross and Salvation Army have been informed that only one to two essential personnel will be allowed in the City's EOC. Other support groups such as medical, utilities and other governmental entities will be limited to two persons as well. Discussions are taking place with volunteer groups and a possible satellite location.

**Responsible Division:** Executive Staff, Emergency Management

**Estimated Completion Date:** April 2006

3. **Appoint City of Lufkin staff persons as Shelter Liaisons as to assess needs and provide communication between the City of Lufkin and city shelters.**

**Management Response:** Emergency Management concurs that the shelters need more attention and communication during an evacuation. Red Cross cannot provide this service. The City of Lufkin should appoint staff whose role in sheltering is to serve as a shelter liaison.

**Responsible Division:** Executive staff, Emergency Management

**Estimated Completion Date:** March 2006

**4. Reassess the capability of the current city hall weather station.**

**Management Response:** The weather station performed well before high winds arrived. A more dependable system is needed. The receiving unit needs evaluating and the actual station that is located on top of City Hall needs calibrating.

**Responsible Division:** Information Technology, Street Department, Public Works

**Estimated Completion Date:** March 2006

**5. Find a method to provide adequate HVAC capabilities to the EOC when power is out.**

**Management Response:** When power was lost a cumbersome A/C system was installed to try and ventilate the room. This was time consuming and not very effective. The HVAC should be evaluated for possible placement on generator power or a plausible system used during power failure. Portable units might be a solution.

**Responsible Division:** Inspection Services and Engineering

**Estimated Completion Date:** May 2006

### **Shelter Operations**

With shelter capacity of 10,500 and having 6,000 during Hurricane Lili; housing 17,000 evacuees was a difficult proposition and that was the number in official shelters. Lufkin is a shelter hub so tens of thousands of people were sent to this location. The local ISD's and churches went well above of what was expected of them. There should be a long-term shelter solution with expansion of the hub system. Cities north and west such as Tyler, Longview, Bryan, Dallas and Fort Worth should be included in the HUB plan. All existing areas that are a part of the shelter hub system should be activated at the onset of a Category 3 hurricane. Military bases should be a part of the hub concept also.

Pre-Positioning of food, fuel, generators and other supplies should be done in the Angelina County area before the onset of the storm. Supplies such as food and water should be placed on evacuating buses with rest stops along the way for breaks. The Reception Center at Lufkin High School needs constant attention. Additional non-fire personnel should assist for a 24/7 operation. Snacks and bottle water here could have helped to ease tensions. When shelters are full the City of Lufkin will need to decide whether to keep the check in point open for information and supplies for evacuating buses. There were near riot conditions at the Lufkin High School reception center when people arrived and it was closed.

Lufkin had hundreds of pets. People and pet supplies such as cages will be needed to handle pets. An animal control attendant should be at the reception center at all times and a second animal shelter should be identified.

Local law enforcement could not cover the needs associated with hurricane response and being a shelter hub. Valuable officers were being pulled off the streets to work at shelters. Evacuating areas or non-affected areas of the state could assist with providing security to the Lufkin area. Staging of additional security in the Lufkin area should be done at a minimum of 48 hours before storm landfall.

Additional medical supplies and personnel will be needed. Medical personnel should consider setting up a triage unit at the Reception center to evaluate special needs patients. Ambulance service was severely short in the area for transfer service. Medical push packs and personnel teams should be situated at 48 hours before landfall also. All of these items need pre-positioning before shelters are full.

The Evacu-Trak internet based software worked well in logging in and tracking evacuees before power was lost at the server host site. The City of Lufkin got the server and hosted on site with things working. Evacu-Trak should be considered by the State of Texas as a method to monitor the movement of evacuees.

Individual shelters that had housed evacuees in the past fared well. The new shelters did not. Churches and ISD's were overwhelmed after three days. The EOC must communicate with shelters on a daily basis. A constant flow of supplies and food are needed in the shelters. Ham radio operations are needed also. Showers are essential for shelter operations with many existing shelters having none; portable showers are a viable option and should be pursued. Although our local chapter of the Red Cross worked as well as possible with limited resources, the organization has to address some response capabilities in the country. Salvation Army's role as providing meals was done well considering the masses; however their coordination with Red Cross and the EOC must be improved.

The Civic Center Special Needs shelter needs additional triage work at the check in center and more medical supplies and personnel to operate on a long term basis. A small phone bank might be considered at the Civic Center and a generator and portable showers would be a priority because of the clientele.

## **RECOMMENDATIONS**

- 1. If the Hub System should continue in Lufkin, expansion of the system should include cities further inland such as Tyler, Longview, Dallas and Fort Worth.**

**Management Response:** Lufkin, College Station and Huntsville can not accommodate the evacuation of the Texas coast. Other solutions will need

considering. This thought has been passed along to the Governor's Taskforce on Hurricane Rita and the State of Texas Division of Emergency Management.

**Responsible Division:** Governor's Division of Emergency Management

**Estimated Completion Date:** May 2006

- 2. Long term solutions such as housing people at old Army and Air Force bases should be considered.**

**Management Response:** Cities such as Lufkin do not have the capability to shelter a large number of people for more than three days. The State and Federal government should consider some of its resources such as these for such an event. Reported to the Governor's Taskforce and the State DEM.

**Responsible Division:** State DEM and FEMA

**Estimated Completion Date:** Undetermined

- 3. Improve the planning and infrastructure requirements of evacuation routes by building highways such as I-69 and Trans-Texas Corridor 69. Completing Highway 69 and other existing evacuation routes to four lane highways.**

**Management Response:** This will relieve the immense traffic congestion associated with hurricane evacuation. Reported to the Governor's Taskforce

**Responsible Division:** State of Texas and Federal Government

**Estimated Completion Date:** Unknown

- 4. Pre-positioning food, gas, medical supplies/personnel/ambulances and other shelter supplies including portable showers and toilets into Hub areas 48 hours before the storm.**

**Management Response:** The successful completion of these items is essential if evacuation is to take place. Reported to the Governor's Taskforce and the State DEM.

**Responsible Division:** State DEM

**Estimated Completion Date:** Before the next hurricane makes landfall.

- 5. Pre-position National Guard, State Guard and DPS along evacuation routes to enhance security requirements.**

**Management Response:** These items are essential if evacuation routes and shelters are to remain secure. Reported to the Governor's Task Force and the State DEM.

**Responsible Division:** State DEM and Federal Government

**Estimated Completion Date:** Before the next hurricane makes landfall.

**5. The State of Texas should implement a web-based evacuee tracking software.**

**Management Response:** The City of Lufkin used the web based Evacu-Trak software program to register and track evacuees. This is a wonderful tool and should be adopted by the State of Texas. Reported to DEM.

**Responsible Division:** State DEM

**Estimated Completion Date:** May 2006

**6. The City of Lufkin should decide whether or not to keep the shelter reception center open at the high school after all local shelters are full as to provide information, water and rest for people who have been on the highways for sixteen to twenty four hours.**

**Management Response:** Closing the shelter reception center in Lufkin created a real dilemma for the City of Lufkin and the State of Texas. This was a missed opportunity to better manage the evacuation route by providing information and a rest stop for food, water and restroom facilities. Keeping the facility open would have helped relieve the city's anxiety.

**Responsible Division:** City of Lufkin

**Estimated Completion Date:** May 2006

**7. Thoroughly triage special needs patients at the reception center with the assistance of doctors and nurses as to assure their proper placement in shelters.**

**Management Response:** Many special needs patients ended up in regular shelters. The Health community believes that better triaging would have helped. They want to work along with Lufkin EMS in triaging. This will provide much needed relief for the strained resources of Lufkin EMS. Place Lufkin EMS at the Reception Center, Civic Center, Dispatch and the United Pentecostal Campground.

**Responsible Division:** Lufkin Fire Department EMS, Angelina County Cities Health District, Local Hospitals, and the Healthcare groups.

**Estimated Completion Date:** May 2006

**8. Get a commitment from the state for assistance in processing and housing pets.**

**Management Response:** Lufkin was overrun with pets during Hurricane Rita. State resources are needed to adequately maintain this part of the evacuation. Reported to State DEM and Governor's Task Force.

**Responsible Division:** Lufkin Animal Shelter and State DEM

**Estimated Completion Date:** May 2006

**9. Continual training of shelter host. There is a high turn over of volunteers in church shelters. The training should be on Red Cross shelter training and Emergency Management classes.**

**Management Response:** The shelter host at the church and local shelters are not properly trained. Part of this is the high turn over rate of shelter managers in churches and other buildings. There must be a constant level of training on Red Cross and Emergency Management procedures.

**Responsible Division:** Lufkin American Red Cross and City of Lufkin Emergency Management

**Estimated Completion Date:** Training to start in March 2006 and continue on a regular basis.

**10. Coordination of volunteer organizations.**

**Management Response:** The City of Lufkin had many volunteer organizations including Red Cross, Salvation Army, Non-profits and Churches assisting during Rita. There should be coordination of these groups as to maximize their abilities. There should also be a coordination center for them to operate.

**Responsible Division:** Lufkin Emergency Management

**Estimated Completion Date:** May 2006

**11. Purchase and install a generator for the Lufkin Civic Center Special Needs Shelter.**

**Management Response:** The Civic Center is a special needs shelter with people who may be very fragile. Having electricity and heat in this building is very important.

**Responsible Division:** City of Lufkin

**Estimated Completion Date:** May 2007

**12. Must have a larger Red Cross presence in the area at the onset of the event.**

**Management Response:** The local Red Cross office has a staff of 2-4 people. This number cannot handle a mass evacuation if Lufkin is to serve as a hub. The Red Cross must be able to get a large staff in place at the onset of a hurricane event.

**Responsible Division:** American Red Cross

**Estimated Completion Date:** May 2007

**13. Improve coordination between the Red Cross and the Salvation Army**

**Management Response:** Many times the organizations did not know the activities of the other. Providing food and shelter is what they do and is the life blood of a sheltering operation.

**Responsible Division:** American Red Cross and the Salvation Army

**Estimated Completion Date:** May 2006

**14. The State of Texas should arrange for shelter security other than LPD officers.**

**Management Response:** Concur. The Lufkin Police Department does not have enough officers to man shelters 24 hours a day and handle all their other duties during an evacuation.

**Responsible Division:** State of Texas, Lufkin Police Department and Emergency Management

**Estimated Completion Date:** May 2006

## **Field Operations**

PD, EMS, and Fire were great at responding to an ever-changing event. They worked the streets, shelters, wherever needed. Public Works implemented a new quadrant response and staging system and was able to respond well before and after the hurricane. The City needs to establish their own warehouse with adequate staffing, before an event starts as not to mix resources with other local, state and federal agencies. Debris removal started as soon as the hurricane left with crews hitting the streets on Saturday afternoon. As far as staffing issues go, Public Works, Information Technology, PD (Command and Dispatch) and the State Regional Liaison Officer need representation in the EOC at all times. Vital information was needed communicating to those departments and no one was available to discuss them with on several occasions.

Fuel was a major problem. Polk Oil Company provided fuel for the City of Lufkin emergency vehicles even though they had no agreement to do so. The City will need better emergency agreements in place for fuel. Getting the city's own storage tank is a possibility. Pre-positioning is essential along the evacuation route and in the City of Lufkin. Generators are essential for key gas stations. The city had generators at the water plant, a water well and many small generators for other equipment, but there was a shortage of generators needed to pump an adequate water supply. The City of Lufkin almost ran out of water. Additional generators are needed in the well fields and other key infrastructure sites to make sure that this does not happen.

Departments such as Parks and Recreation had no experience in emergency management. Training in Incident Command and National Incident Management should be offered for city departments. Although response was good, better communication with TXU Electric would have been a great benefit. If TXU can not spare a person in our EOC (per the plan) then some type of e-mail protocol system may be examined. Commodity distribution got off to a rocky start but improved.

## **RECOMMENDATIONS**

- 1. Identify and establish a City of Lufkin warehouse where goods may be received for storage and distribution from the State of Texas, Red Cross, Salvation Army and other entities.**

**Management Response:** Emergency Management concurs with this recommendation. Many goods were lost in transition to the State and other cities.

**Responsible Division:** Public Works and Solid Waste

**Estimated Completion Date:** April 2006

- 2. The Police Department should have a representative in the EOC at all times who is knowledgeable of the department and capable of making administrative decisions for LPD.**

**Management Response:** PD resource person needed in EOC at all times.

**Responsible Division:** Lufkin Police Department

**Estimated Completion Date:** April 2006

- 3. The Public Works Department should have a representative in the EOC at all times who is knowledgeable of the department and capable of making administrative decisions for the Public Works Department.**

**Management Response:** Public Works needs a resource person in the EOC at all times.

**Responsible Division:** Public Works

**Estimated Completion Date:** April 2006

- 4. The City of Lufkin should establish agreements with fuel providers to supply and pump fuel in emergency situations; with at least one site having emergency generator power.**

**Management Response:** Emergency Management concurs. The City of Lufkin might have run out of fuel if other entities had not stepped in and provided fuel. These items should be provided in our fuel contract.

**Responsible Division:** Purchasing

**Estimated Completion Date:** When next fuel contract is negotiated.

- 5. City of Lufkin may consider having a fuel storage site of its own.**

**Management Response:** Concur.

**Responsible Division:** Public Works and Purchasing

**Estimated Completion Date:** May 2007

- 6. Install generators at all water wells and key infrastructure sites like Animal Control, Solid Waste and the Public Works Service Center.**

**Management Response:** Concur. The City of Lufkin almost ran out of water because of electricity loss at the water well sites. Key infrastructure sites need generators also.

**Responsible Division:** Public Works

**Estimated Completion Date:** April 2007

**7. Better communication with TXU.**

**Management Response:** Although establishment of priorities in restoring power went well with TXU, there was a loss of communication after the second day.

**Responsible Division:** Emergency Management and Public Works

**Estimated Completion Date:** April 2006

**8. Establish protocol in commodity distribution.**

**Management Response:** Concur. Whether with shelters, points of distribution, fuel or warehouse protocol needs establishing.

**Responsible Division:** Emergency Management, Public Works, Public Safety, Red Cross, Salvation Army

**Estimated Completion Date:** April 2006

**9. Regular emergency management training for all city supervisory staff.**

**Management Response:** Concur. Conduct classes and exercises for city staff.

**Responsible Division:** Emergency Management

**Estimated Completion Date:** Continuing

## **Communications and Data Management**

The City established a phone bank system for the first time in conjunction with the EOC. This worked well; however, communicating messages between the EOC and phone bank to the appropriate person or agency must be improved. Daily briefings were held with essential personnel locally and the State of Texas held daily conference calls so the different responders could communicate.

The City appointed a Public Information Officer who worked well in setting up interviews and dispersing information to the national media. However, the PIO was privy to too much information and was releasing some things to the press that were not ready to be released. The PIO should be kept out of the EOC as much as possible. The PIO thinks that the City of Lufkin should continue media operations after the EOC closes. Ham Radio operations were important but they ran short of operators during the extended operation and were not available at some key locations when needed. Rumor control was

a full time job. Issues took on a life of their own after someone spoke them, whether they were true or not. Staff must learn to verify facts before passing information along. NOAA weather radio needs a back up generator at their tower site in Lufkin; the broadcast was lost when power failed at the site. Communications should be improved with the EOC, DPS, Red Cross, Salvation Army, City-County, and the shelters. Verifications are needed from the State when items are requested, shipped and received. The City of Lufkin's internet provider went down during the storm. The system in notifying IT that the system is down and converting to the backup provider will be worked on as for timely conversion to the backup internet provider. Backup generators were in place at key links of the IP phone system as to minimize disruptions but key satellite offices such as Animal Control and Solid Waste lost communications because there was no power at their locations.

A bank of cell phones on a low traffic plan is a consideration for upper management.

Information Technology did an outstanding job of supporting the operation with phones, computers and EOC support. Again the Evacu-Trak software is ideal for tracking evacuees.

## **RECOMMENDATIONS**

- 1. Exercise the phone bank system. Perfect methods of communication between the General Public, Phone Bank and the EOC. Appoint a phone bank manager.**

**Management Response:** The phone bank was a new system that was created during Hurricane Rita. The general operation and links between the EOC and the public need perfecting. This can be done through planning and exercise. There should be a person directly responsible for this operation.

**Responsible Division:** Emergency Management

**Estimated Completion Date:** May 2006

- 2. Identify and train a City of Lufkin employee to serve as the Public Information Officer. Limit the PIO's access to sensitive information and the release of such to the media. The PIO should continue to handle media relations for a reasonable time period after the EOC ceases to operate.**

**Management Response:** Concur. There is value in having an in house person as they may be used in a variety of situations. Also, giving them access to sensitive information is not a problem and less likely to be leaked to the media. This function could exist a couple of days longer as to provide the media and citizenry easier access to information.

**Responsible Division:** City Manager

**Estimated Completion Date:** October 2006

- 3. Identify more Ham Radio Operators and better utilization of them as not to run out of operators.**

**Management Response:** Concur. The Ham's had a lot of locations to staff for several days and could not provide enough operators for the duration of the event.

**Responsible Division:** Ham Operators

**Estimated Completion Date:** May 2006

- 4. Verification of facts to limit the spread of rumors.**

**Management Response:** Concur. The spoken word took on a life of its own during Rita; whether true or not. Staff simply cannot repeat information if there is no verification.

**Responsible Division:** Emergency Management

**Estimated Completion Date:** May 2006

- 5. NOAA Weather radio must insure the installation of a backup generator at their tower site in Lufkin to provide weather alert broadcasting capabilities during power losses.**

**Management Response:** Concur. This is a most critical element of emergency management, with key weather and other information being broadcast over this network.

**Responsible Division:** National Weather Service

**Estimated Completion Date:** June 2006

- 6. Verification needed from the DDC (State) when requested items are shipped.**

**Management Response:** Essential. Tracking of request were very difficult to do. No one knew the status of items. The State EOC or DDC should verify.

**Responsible Division:** State DEM Operations

**Estimated Completion Date:** May 2006

- 7. Provide a smoother transition to back up internet provider during loss of main provider's service.**

**Management Response:** Failure of the internet could cause a serious flaw in EOC Operations.

**Responsible Division:** Information Technology

**Estimated Completion Date:** May 2006

**8. Provide backup generator power at the Fire Department, Animal Control and Solid Waste communications towers.**

**Management Response:** Concur. These are essential communication links. One generator has been placed at the Solid Waste location. Need one at the Fire Department Communications Tower, Animal Control and the Expo site.

**Responsible Division:** Information Technology

**Estimated Completion Date:** October 2006

**9. Provide a bank of cell phones for administrative staff on a low traffic plan as to assure that calls will go through during peak usage times.**

**Management Response:** During the peak response period cell phone lines became jammed and administrative staff had problems getting and receiving calls. Low traffic plans assure the ability to receive and make calls.

**Responsible Division:** Information Technology

**Estimated Completion Date:** May 2006

### **Intergovernmental Cooperation**

Communication and cooperation items should be discussed with the city and county. The City of Lufkin loaned equipment such as generators to outlying counties who needed them to run their water systems. The DDC and SOC were cooperative with the City of Lufkin during the event when requests for supplies and equipment were made. Many of the agencies that came in to assist were very helpful. The Texas State Guard, TXDOT, LISD, Angelina Counties Cities Health District, DPS and others were very helpful. Traffic flow along US 59 and US 69 was a problem and there was no plan on how to handle traffic in contra flow situations when it got to Lufkin. The State of Texas needs to complete the build out of Highway 69 as an evacuation route; in fact the development of Interstate 69 which would serve as a traffic bypass for Lufkin should be a priority for future State and Federal Funding.

## RECOMMENDATIONS

1. **Angelina County to make their resources available to the cities during major emergencies.**

**Management Response:** The County should have more of a presence with the cities during emergency management situations. Getting resources from the county was difficult.

**Responsible Division:** City Elected Officials, City Management, Emergency Management

**Estimated Completion Date:** May 2006

2. **Communication between the City of Lufkin and Angelina County needs improving during major emergencies.**

**Management Response:** Interaction and talking was almost none existent. The effectiveness of response would be greatly enhanced if regular discussions were held between the entities.

**Responsible Division:** Elected Officials, City Management, Emergency Management

**Estimated Completion Date:** April 2006

3. **The DDC and SOC needs to verify receipt of request and their disposition.**

**Management Response:** Again, no verification on receipt and disposition of request. Communicated to the State by the City of Lufkin.

**Responsible Division:** State DEM

**Estimated Completion Date:** May 2006

4. **The State should install additional rest stops on evacuation routes.**

**Management Response:** Evacuees were exhausted and dehydrated after being on the highway for over twenty four hours without proper facilities to stop for restrooms and water. Portable toilets should be placed along the evacuation route.

**Responsible Division:** State DEM and FEMA

**Estimated Completion Date:** Unknown

5. **DPS should stage 50 troopers to assist LPD in calls for service.**

**Management Response:** LPD does not have enough manpower to operate an evacuation operation and handle the regular calls for service on a twenty four hours a day basis.

**Responsible Division:** DPS and LPD

**Estimated Completion Date:** May 2006

6. **The staffing of the traffic management plan should be adjusted to the following numbers of officers including types and number of units at the following locations. (1) US 59 South @ Loop 287 2/1 man LPD units and 2/1 man DPS units (2) US 59 South @ FM 819 1/1 man LPD unit and 1/1 man DPS unit. (3) US 69 South @ Loop 287 1/1 man LPD unit and 2/1 man DPS units**

**Management Response:** Again LPD does not have enough officers to handle an evacuation over a twenty four hour period for an extended time.

**Responsible Division:** DPS and LPD

**Estimated Completion Date:** May 2006

7. **Encourage service stations on evacuation routes to install generators with incentives provided by the State.**

**Management Response:** When power failed, even though service stations had fuel they could not pump. When evacuees tried to go back home they could not get fuel due to stations having no power. Communicated this info to the Governor's Taskforce and the State DEM.

**Responsible Division:** State DEM and Fuel Industry

**Estimated Completion Date:** Unknown

## **Conclusions**

There are many items in this report that will need individual committee attention before the report is closed. Recommendations outlined in this report may need groups formed or individual recommendations with timelines developed in getting solutions to problems incurred during Hurricane Rita. Overall the City of Lufkin did a very good job in planning, responding and recovering from a worst case scenario of sheltering thousands of people while experiencing a direct hit from a Category one hurricane. Their remains many things to be done before we may feel comfortable with responding to an event such as Hurricane Rita. This report was completed by Kenneth Williams, Emergency

Management Coordinator with input from all agencies involved in the response to Hurricane Rita in our area.