

Hurricane Katrina: A Nation Still Unprepared

Contents

Page

Preliminaries

Committee Members and Staff List	ii
Note to Readers	iii
Executive Summary	1

Narrative

Chapter 1	Introduction	21
Chapter 2	Hurricane Katrina: Indicators of Impact	37
Chapter 3	Hurricanes and the Gulf Coast	41
Chapter 4	Katrina Strikes	51
Chapter 5	Hurricane Katrina: Timeline of Key Events	67

Analysis

Chapter 6	Emergency Management: Louisiana	77
Chapter 7	Emergency Management: Mississippi	99
Chapter 8	“Hurricane Pam”: Warning Flag for Katrina	109
Chapter 9	Effects of Environmental and Engineering Changes	121
Chapter 10	Levees: Who’s in Charge?	129
Chapter 11	“The New Orleans Scenario”: State and Local Preparations	149
Chapter 12	Federal Preparations	163
Chapter 13	Department of Homeland Security.	203
Chapter 14	The Federal Emergency Management Agency	211
Chapter 15	Government Response: The Role of the White House	233
Chapter 16	Pre-Storm Evacuations	243
Chapter 17	Why the New Orleans Levees Failed	275
Chapter 18	Communication Voids	287
Chapter 19	Lack of Situational Awareness	303
Chapter 20	Protecting Infrastructure; Public Communication; Role of the Media.	321
Chapter 21	Search and Rescue	331
Chapter 22	Post-Landfall Evacuation	359

Chapter 23	Logistics	375
Chapter 24	Medical Assistance	399
Chapter 25	Public Safety and Security	439
Chapter 26	Military Operations	467
Chapter 27	Failures in National Response Plan: Unified Command.	551
Chapter 28	FEMA Waste and Fraud.	577

Results

Overview: Conclusions and Findings	585
Findings.	589
Recommendations	607

Appendices

Appendix 1	Common Acronyms	631
Appendix 2	Emergency Support Functions (ESFs)	635
Appendix 3	Committee Hearings on Hurricane Katrina.	637
Appendix 4	HSGAC Interviews.	643
Appendix 5	Members' Additional Views	
	Senators Collins, Stevens, Coleman, Coburn, Bennett, and Domenici	665
	Senators Lieberman, Levin, Akaka, Carper, Lautenberg, and Pryor	667
	Senator Voinovich	701
	Senator Coburn.	705
	Senator Domenici	709
	Senator Warner.	713
	Senator Levin	717
	Senators Akaka, Lautenberg, and Pryor	721
	Senator Dayton	725
	Senator Lautenberg	729

