

Memorandum

To: Plaquemines Parish CMP Steering Committee Members
CC: Plaquemines Parish CMP Subcommittee Members
From: Plaquemines Parish CMP Project Team
Subject: Plaquemines Parish CMP Action Plan Priorities
Date: July 2012

Introduction

Because of its all-inclusive scope, the recommendations of the Comprehensive Master Plan (CMP) are numerous and wide ranging. But, while each recommendation is relevant to the overall picture, all are not of equal priority, or achievable in the same time frame. To attempt to implement the 575 recommendations of the CMP without prioritizing them is like trying to boil the ocean: you can expect to expend a lot of energy and have little effect. The purpose of the CMP Action Plan is to develop a near-term priority list for the recommendations that need to go first, both because they address critical needs, and also because they constitute the foundation for successfully implementing related recommendations.

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Process

The development of an Action Plan requires a rational and transparent analysis, but it also needs the guidance of those knowledgeable about the issues involved, and with the unique organizational, political and cultural circumstances that affect the potential for success. The planning team developed a methodology for Action Plan prioritization that responds to both

imperatives, imposing a numerical ranking system on recommendations included in the Community Agenda, then vetting those prioritized recommendations with Plaquemines Parish Government (PPG) Department Heads and with Subcommittees which include staff, elected and appointed officials, other local content experts, and citizen leaders. The methodology used and subcommittee rosters are documented in the appendix attached to this Action Plan.

The ranking methodology, and ultimately the prioritized Action Plan is organized around the hierarchy of parish priorities that emerged from the parish-wide visioning process, undertaken during the initial stages of the CMP planning process. Results of Visioning Workshops informed the expression of local values as a pyramid, with coastal restoration and storm protection forming a foundation for economic conditions that sustain a high quality of life for Parish residents.



These priorities are further elaborated in the Visioning Workshops Report, and reflect the following goals:

Coastal Restoration and Storm Protection – strengthen natural and man-made systems to protect life and property from storms that periodically threaten Plaquemines Parish.

Job Creation and Healthy Economy – expand the local economy by building on natural assets and those industries expected to grow in a changing global economy. Shape and strengthen local institutions and business to improve competitiveness and QOL.

High Quality of Life – building on stable natural systems and economic security, local public policy should pursue land use strategies, transportation improvement, parks enhancement, educational expansion, housing policy, community service, and governmental organization that is economically sustainable, consistent with the Parish’s established character, and supportive of improved quality of life.

The Goals and Objectives outlined above provide important criteria for prioritizing implementation. In addition, many strategies are dependent upon actions that are beyond

local control (including funding), which necessitates adaptation of the plan to outside influences. The matrix below was used as a starting point to evaluate recommendation presented in the Community Agenda.

Recommendation	Evaluation Criteria						
	Supports Coastal Restoration/Flood Protection? 3-7	Expands Basic Employment? 2-6	Improves QOL? 1-5	Local Implementation? Y/N	Funded? Y/N		Other?
					local	non-local	

The matrix is weighted to reflect fundamental values. Those recommendations with a high numerical score indicate performance in achieving plan goals, while affirmative evaluation on local implementation and funding reflect feasibility.

The process of evaluating each Community Agenda recommendation can be daunting, so the Project Team made the first cut in populating the matrix to identify recommendations that will be the focus of the Subcommittee Action Plan Workshops. The Workshops tested the rankings generated using the matrix, and inform the final draft Action Plan priorities detailed below. Ultimately, the Action Plan constitutes the basis for the Short Term Work Program, to be completed subsequently.

A. Economic Development

The initial list of unabridged economic development recommendations included 63 recommendations. Although Plaquemines Parish has a variety of perceived opportunities for economic growth, there are limited resources to pursue all initiatives. In the process of vetting the top tier of these recommendations, it became evident through work with Parish staff and the Business, Economic Development, and Tourism Subcommittee that certain projects were consistently considered the most critical to facilitate economic growth. The list below reflects those top priorities.

Additionally, in discussions with the Steering Committee, it became evident that some of the initial 63 recommendations should be combined to form a more strategic single recommendation that folded in strategic elements to achieving the overall recommendation. Port Development and Implement Critical Transportation Projects are two recommendations resulting from such consolidation of individual recommendations.

- 1. Coastal and Water Management Research and Development Projects** – All three prioritization groups (consultant, PPG staff, and subcommittee) view coastal restoration activities as a key element to the economic development of the parish, creating jobs and increasing security. These activities overlap with the Coastal Restoration and Protection element of the plan.

- 2. Prepare an Economic Growth Plan** – Establishing a strategic plan for economic growth was also viewed as a top priority. While it is understood that the Parish has a fundamental outline for economic growth, it is believed that a more thorough initiative could be formed. This item has been changed from “Prepare and Economic Recovery Plan” to “Prepare an Economic Growth Plan” to accurately reflect the Parish’s current positive position.
- 3. Port Development** – Port Development is a critical component of the Parish’s economic future. There were several unique port projects initially listed in the Economic Development recommendations. The Parish staff recognized that Venice Port Expansion should be top priority while the Economic Development Subcommittee pointed out that it did not have the expertise to prioritize all over the port projects. Other port projects in the recommendations that should be considered as a part of this recommendation are the following:

 - Citrus II Port container concept
 - Rail extension to Citrus II
 - AMAX Port terminal concept
 - Louisiana International Deep Water Gulf Transfer Terminal
- 4. Attract New Industry** – Attracting new industry is a top, ongoing initiative, ranked as a high priority by all. New industries detailed in the original recommendation included renewable energy, technology, education and services. Additional industries recommended to add are agri-business, telecommunications, transportation, and eco-tourism. The recommendation to encourage development of fiber optics and telecommunications was added as a part of this recommendation.
- 5. Implement Critical Transportation Projects** – There are certain transportation projects that area essential to the parish’s economic growth. While consultant and staff recommendations kept these projects as standalone items, the subcommittee recommended rolling them into one recommendation, particularly since they are addressed in more detail in the Transportation element of the plan. Projects include the following:

 - Widen Belle Chasse Hwy and Woodland Hwy
 - Construct Barriere Road Widening and Extension to Peters Road
 - Construct LA 23 improvements
 - Bridge and Tunnel
- 6. Implement Baptiste Collette Dredging** – This recommendation ranked high individually. Although it could be coordinated with Critical Transportation Projects or Port Development, it appears as such a high priority by staff and consultant ranking that it is recommended to stand alone as its own recommendation.
- 7. Develop a Department of Economic and Community Development for short and long-term planning** – It was communicated to the subcommittee that this is a best practice in many communities that allow the development process and economic growth to work hand-in-

hand. The Parish currently has an Economic Development Department but not a substantial community development office, and the two functions operate separately. Create a Director of Economic Development and Community Development was added to this overarching recommendation during the subcommittee process.

- 8. Strengthen Economic Development Board** – The initial recommendation from the Action Plan was to develop a “Plaquemines Parish Economic Development Council.” Based on input from staff and the subcommittee, it is recommended that rather than create a new organization – the existing Economic Development Board should be strengthened. In particular, the Board should be given authority to pursue independent funding and may require restructuring to improve its effectiveness.
- 9. Amend Zoning and Development Regulations to implement vision and recommendations of Master Plan** – This is a new recommendation coming out of the subcommittee review process. It was discussed that economic development and land use go hand-in-hand. Amending the zoning and development regulations to meet the intent of the Master Plan will be critical to achieving economic development goals.
- 10. Align K-12 Curriculum with Target Industries** – Workforce development is viewed as a core element of the economic development by the Business, Economic Development and Tourism Subcommittee. This was ranked as a high priority by staff and the subcommittee. More than one stakeholder pointed out that this is the primary responsibility of the School Board and Department of Education and that the Parish is a partner rather than the lead.

B. Coastal Protection and Restoration

As documented in the CMP Visioning Workshops, Plaquemines Parish stakeholders believe that Coastal Protection and Restoration is the foundation upon which the economic future of the Parish and the quality of life enjoyed by Parish residents relies. With Plaquemines Parish consisting of seventy odd miles of subsiding, hurricane-prone deltaic fastlands surrounded by rapidly shrinking coastal wetlands, this foundation is gravely threatened and in immediate need of comprehensive and effective action to reestablish natural protective geophysical features and land-building processes. To protect life and property, and ultimately, to sustain human economic activity, natural protective systems must be reinforced by levees and other infrastructure, and by development and building standards to withstand at a minimum the 100-year storm event, and ultimately the catastrophic storms that have recently confirmed the vulnerability of the American Gulf Coast to the inevitable ravages of nature.

- 1. Advance further development of Plaquemines Parish Strategic Implementation Plan**
While both natural systems and man-made defenses are essential, the efforts of man will ultimately fail without the regeneration of the delta’s natural defenses. However, this imperative must be pursued within the clear-eyed context of irreversible changes wrought in the delta over the past eighty years. This message was clearly articulated by Coastal

Protection and Restoration Subcommittee members drawn from both technical and practical backgrounds. Levees will continue to define the Mississippi River channel, and will continue to limit and direct the discharge of the river's greatly diminished sediment load and relentless fresh water discharge. Attempts envisioned in the Louisiana CPRA Coastal Restoration Plan (State Plan) to imitate natural diffusion of the river's discharge through massive freshwater diversions, while well intentioned, will have devastating impact on the resiliency of the existing brackish and salt marsh, and only minimally contribute to the land-building processes associated with sediment deposition. Plaquemines Parish has invested in the development of the Plaquemines Parish Strategic Implementation Plan (PPSIP) to describe how the river's depositions may be directed and optimized to create an ecological framework for natural land-building activities. To expand the influence of this important document over state and federal policy, the PPSIP should be advanced through the development of a Comprehensive Implementation Strategy. The CIS would detail efforts necessary to make the PPSIP the approach that governs Coastal Restoration efforts by all parties in Plaquemines Parish, including further planning for each recommended restoration project, means to influence the plans of LACPRA and USACE, and an operating plan for Parish-led coastal restoration.

2. Plan and Fund Coastal Restoration through the Programmatic Dedication of Revenues, Proportional to Need

A hallmark of the PPSIP is its cost-effective, focused approach to land-building. The Multiple Lines of Defense strategy that it embraces builds on existing geography to stimulate natural processes which replace lost land and marshes and absorb the energy of storms, reducing the extent of the levees needed to protect life and property. But cost-effective is not cost free, and the small and incremental scale of PPSIP activities is incompatible with the capital-intensive, structurally oriented approach traditionally funded by Congress through the USACE. New financial and permitting approaches to support ongoing small scale improvements are necessary if the PPSIP is to be consistently funded at a level commensurate to its contribution to coastal restoration.

Two important funding innovations should be implemented to underwrite the PPSIP over the long term. First, offshore mineral extraction lease payments made by energy companies to the federal Bureau of Mines and Minerals should be dedicated to coastal local governments responsible for coastal restoration. Second, compensation paid by BP for the economic damage done to Gulf Coast communities by the Deepwater Horizon oil spill should be similarly dedicated to local governments as suggested above. In both cases, the allocation of such funds should be proportional to the exposure to and damage from the processes and occurrences that precipitate the necessity of coastal restoration. In other words, those areas suffering most should receive a higher share of the resources.

New and continuing resources derived from local, private, and state/federal sources should be identified and slotted into a Coastal Restoration Finance Plan. This short term recommendation encompasses both an analysis of Capital Improvement Programming associated with Coastal Restoration and Protection and a gap analysis of available funding

compared to estimated need. The inevitable shortfall in available funding necessitates prioritization of projects and informs a dialog on the allocation of resources.

- Commit parish funds to construct and maintain PPSIP demonstration projects.
- Pursue BP and federal BMM funding allocated to Plaquemines Parish to implement local plans

3. Programmatic Permitting

The PPSIP is characterized by an incremental, multi-site approach to re-establishing the geo-physical framework of natural land-building processes through deposition of dredged sediments and the careful diffusion river diversions into the remaining marsh.

Environmental permitting should also be subject to a programmatic approach. Much of the cost of land-building through the deposition of dredged sediment is expended in the mobilization and demobilization of permit-delimited projects. Because permits are discrete and site-specific, adaptation to field conditions and continuity of effort on an ongoing basis are problematic. Implementation of the PPSIP should be the object of a series of programmatic permits, which describe the process and approach of an ongoing land-building program, but are not narrowly constrained to a single location or narrow situation.

4. Harmonize Federal, State and Parish Coastal Protection Initiatives

The PPSIP is a conservative, well reasoned and incremental plan for restoring protective geo-physical land forms throughout the compromised and vulnerable wetlands of the Parish. State and federal approaches rely more on large-scale capital projects which require substantial funding and lead time. Converging from the ends of the strategic spectrum, these approaches can overlap and have much in common. While pursuing the formal harmonization of the federal, state and Parish strategies, much can be accomplished in the near term to prioritize improvements that are common among them. By doing so, progress is made and equally important, stronger consistency may be fostered. The Parish should identify and prioritize state and federally defined projects consistent with the PPSIP.

5. Protect Life and Property through Regulation

Recent storms and the continuing loss of protective natural systems underscore the vulnerability of human life and activity in Plaquemines Parish. Without reliable security against weather-related catastrophe, population and economic activity will withdraw from much of the Parish, into a few concentrations of activity that are secure from natural threats.

Most immediate are needs for regulatory response to risk. The Parish should resolve and implement regulatory mechanisms to enforce federal Advisory Base Flood Elevations (ABFEs) on new development and improvement of existing places of human occupation. The expense and inconvenience of rigorous adherence notwithstanding, elevation of property and refuges of human habitation is unavoidable within the context of the Parish's impaired defenses, and the inevitability of future storms. Building codes, zoning, and land use regulations are also important tools to mitigate storm related risk.

- Adopt federal ABFEs for new development and substantial real estate improvements

- Strengthen Plaquemine Parish’s Floodplain Management regulations
- Adopt a new Future Land Use Map that reflects up-to-date information on flood risk

6. Protect Life and Property through Capital Improvements

Regulatory imperatives notwithstanding, a strategy to simply restrict and withdraw from risk-prone areas of the Parish would devastate the Parish’s economy and way of life. The standard of 100-year flood protection must be extended deliberately and relentlessly to all areas of the Parish. Coastal Restoration efforts outside the fastlands can make this task more attainable, but nothing short of a steadfast commitment to improving and extending the Parish’s back levee system to achieve the 100-year goal will be sufficient.

7. Upgrade Parish and Private Levees to qualify them for federalization

An essential step in the process is sufficiently improving private and Parish levees to meet federal standards for acceptance to federal maintenance, or “federalization”. Private levees are by definition discontinuous and non-uniform. Parish levees have been built to varying standards and are in different states of repair. Consequently, these structures often do not perform their designed function, and are less capable of meeting their potential for providing security against most storms. Making private and Parish levees eligible for federal takeover provides a mechanism for achieving uniform performance, greatly enhancing their function. Federalization also carries the prospect of transferring maintenance obligations to a level of government with the capacity to make ongoing investment to preserving these critical structures.

8. Fill Gaps and Upgrade Parish Infrastructure Important to Coastal Protection

Other life-sustaining capital improvements can be accomplished that fill critical gaps in the Parish’s defenses. Parish roadways should be elevated in low areas to prevent spot-flooding from severing lifelines of mobility and evacuation. Pump-stations and other flood-control structures and operating systems should be hardened against inundation and the failure of supporting energy and communications infrastructure. With an eye toward key chokepoints and vulnerable infrastructure, the Parish’s capital improvement program should prioritize eliminating such deficiencies in the near term.

- Prioritize projects consistent with the PPSIP, and the recommended Comprehensive Implementation Plan.

9. Revamp Coastal Protection and Restoration Management Structure to Encompass a Broader Portfolio, and to Project Parish Priorities More Effectively to External Partners

Management structures and lines of responsibility for Coastal Protection and Restoration have remained relatively static over time, even as the nature and approach of the Parish and its partners to these risks has evolved. Parish management of coastal-protection infrastructure maintenance and improvement reflects a competent but localized, independently oriented system evolving from levee boards and dependence on locally raised resources. The federal Coastal Zone Management program has likewise influenced the structure and focus of the office which ably administers that program, and the Parish’s

Coastal Restoration office has worked to influence coastal restoration efforts by the numerous federal, state, and other stakeholders, but none of these separate entities has the capacity or authority to manage across the portfolio, or to project a sufficient presence on State and Federal processes to make the PPSIP and its implementing strategies the focus of a multi-lateral partnership.

To update and optimize management of this important portfolio, the following responsibilities should be unified under a new office of Coastal Protection and Flood Control, including responsibility for the CZM program, floodplain management, permitting, regulation, mapping and NFIP, Parish levees, drainage systems, pumping infrastructure, data acquisition, drainage, flood control and coastal restoration planning, reports, and coordination with other Parish activities, outside governments and entities. While this structure should be incorporated into an updated Parish Charter, the PPG should move legislation and administrative reorganization to affect these changes in the short term.

- Unify coastal protection and restoration, drainage and flood control under a Parish Director of Coastal Management and Flood Control

C. Land Use

The top land use priorities, like the top Action Plan priorities for other elements, resulted from application of a prioritization methodology to all land use recommendations and then additional adjustments to the resulting top tier list based on practical feedback and knowledge provided by the Parish staff and Land Development Committee. It is valuable to note that the Land Development Committee consists of members of the Plaquemines Parish Zoning and Development Board, the Superintendent of the Planning and Zoning Department and a small contingent of other community members. Those contributing to the prioritization of recommendations are well-versed in the challenges and opportunities for improving land use policy in the parish. Many of the land use priorities described below could be jointly accomplished in the completion of a unified development ordinance, an approach which many communities have taken to jointly update and coordinate their zoning, subdivision, development, and related environmental regulations in one new ordinance.

- 1. Use Parish initiated rezoning and incentives to encourage concentrated growth in existing communities.** Encouraging concentrated growth will facilitate more efficient provision of services, including water and sewer, telecommunications resources, public services, and emergency response. This recommendation offers a market-oriented approach to driving smart growth decisions. Parish initiated rezoning would permit certain areas to develop at higher density, while incentives would encourage developers to provide certain amenities or other desirable elements as a part of their development in exchange for increased density. Associated benefits could include increased walkability, reduction in service provision costs, and greater sense of community.
- 2. Implement 100 year floodplain standards for all areas of the Parish inside the levees.** As indicated by past storms, lands within parish levees are still susceptible to flooding.

Requiring adherence to 100 year floodplain standards will ensure that developments in the parish are built to withstand 100 year floods, preserving safety of the residents and property investments.

- 3. Adopt Future Land Use Map and implementation plan including a process for yearly review and update.** Maintaining and regularly updating a Future Land Use map is a critical element to communicate the community's vision for the future and serve as a guide for future development and zoning requests. A yearly update will add certainty to the Parish's land use policy for potential investors and also will help provide PPG with a stronger, more transparent, and more legally defensible land use policy.
- 4. Develop and adopt more comprehensive wetlands conservation ordinances.** Leaders agree that the parish's wetlands play a critically important role in the ecological system of both the parish and region, preventing flooding of developed areas and promoting diversity of animal and plant life. Updating the wetlands conservation ordinances will ensure that these vital areas are protected from future development.
- 5. Develop standard detail drawings with minimum requirements for streets, curbs and gutter, and other required infrastructure.** Standard drawings will help make the development and development review process easier for both public and developers investing in the parish by facilitating uniform development of streets, curbs, and other infrastructures. The drawings will help eliminate any ambiguity in the public improvement standards. Consistent and quality infrastructure design can potentially save the PPG and public money by reducing maintenance costs once the parish accepts the infrastructure into the public system.
- 6. Adopt and implement development design criteria for any new developments.** Development design criteria will help preserve the unique culture of Plaquemines Parish as it grows over time. Formalizing such items will help preserve existing property values and promote the community's vision for the future.
- 7. Revise and update the Parish's zoning and subdivision regulations.** Updating these regulations will ensure that the regulatory framework meets current best practices. Additionally, their update is important to making sure that zoning and subdivision policies reflect and implement the vision for the parish as shown in the Community Agenda and Future Land Use Map. Revising and updating the zoning and subdivision regulations as a part of a unified development ordinance initiative would be most efficient.
- 8. Create a Geographic Information System (GIS) (land use database) giving location, land use, zoning, assessed values and ownership, etc.** Currently, PPG has very limited geographic-based data. Creating a robust GIS for the parish's land use will remove a major handicap in making planning decisions (both collectively as a Parish and as individual property owners) as well as otherwise inventorying property for tax and legal purposes. The Parish is currently working to complete a GIS that will provide detailed and accurate land use, zoning, and key environmental features. In the future, Plaquemines Parish

Government should consider providing planning documents, maps, and tax assessment information via the internet. Doing so will increase public access to these documents and thereby facilitate public and private land use decision making, economic development and related initiatives.

- 9. Update development impact fees and dedicate all fees to corresponding infrastructure funds.** The Parish's development impact fees have not been updated recently. Updating them is important to ensuring that the fees that are applied adequately match the impact of new development on the parish's infrastructure. This recommendation was added to the top priority list by the Land Development Committee.
- 10. Provide for a three step platting process for subdivisions: a concept plan, preliminary plat, and final plat.** This three step process would help expedite the review process, ensure that new subdivisions are built to community standards, and provide a means for addressing any issues or unique considerations before the platting process is underway. Formalizing this process should make the subdividing process more efficient and cost effective.
- 11. Place more responsibility in the hands of a well trained and professionally supported Planning Board.** Zoning, variances and subdivision plat review are functions that require the undivided attention of a dedicated board that is close to the public. Such expertise and judgment is invaluable to the more broadly responsible Parish Council, and to the Parish Staff that administers land use regulations. Over time, and with specialized training, the Zoning and Development Board can grow into a more effective role in Parish land use decision making. Investments in time, training, and staff support can make this possible, and many resources are available from the state and private sector.

D. Public Facilities and Services

Many of the priorities listed under Public Facilities and Services Element were not so much priorities as specific strategies or actions that really should be part of the next phase of the Master Planning process. As a result, several of the priorities derived from the assessment were reorganized and grouped together.

- 1. Develop a Capital Improvements Program in accordance with the Comprehensive Plan, funding reviews, prioritization, and implementation** – In many ways this is a top priority for the whole Master Planning effort, and to a degree it is already being done. The Parish needs to adopt formal procedures and methods to ensure that capital investment decisions are done within the context of an ongoing planning effort.
- 2. Develop financial plan to manage operating costs and efficiency** – This is an on-going effort, and high priority for the parish government.
- 3. Ensure that new and existing development is served by necessary infrastructure, fire, public safety and education** – again this is an ongoing effort that points to a number of specific facility improvements that grouped under.

4. **Ensure there are no coverage gaps in library services and that such services are up to par with state standards** – An important component of quality of life, it was recognized that libraries can do more to assist in continuing education and training, particularly in remote areas of the Parish. As part of this the library system should investigate how library services might be coordinated with the development of a vocational educational center
5. **Develop a vocational education system for future labor force needs for target Industries** – This is primarily an Economic Development priority, but one that is critical to overall quality of life. Opportunities for vocation education need to be offered and actively promoted.
6. **Finalize and adopt Master Plan for Government complex on F. Hebert Boulevard** – this should be a high priority for the Parish, and will go a long way toward developing a one-stop shop for citizens in need of government services.
7. **In coordination with the Future Land Use Plan, cluster public facilities** – to a degree this is already being done, but it recognized that more consolidation of services would be beneficial and more efficient.
8. **Develop a comprehensive solid waste management plan and associated recycling program** – a recycling program could help generate revenue for the Parish, and help increase the longevity of local landfills, by helping to reduce per capita volume rates of solid waste.
9. **Better management of boats harbors and marinas** – The current harbor and marina system is not self-sufficient. More effort needs to be made to more efficiently operate these public assets. The harbors and marinas could also play a more important role in promoting tourism.
10. **Continually evaluate classroom and teacher allocations, educational programs, and community outreach based on population distributions** – education is vital to the overall quality of life of the Parish, but it was recognized that this is really a school board issue, and one that they are continually working on. The Parish government has some influence on this issue, but not much.

E. Population/Demographics

Most of the priorities listed under Population and Demographics Element were also listed under priorities of other elements, the areas that emerged as unique to this element related to housing to the tracking of the Parish's very mobile population. As a result these housing and tracking priorities rose to the top of the list.

1. **Assign an existing or new staff person with the responsibility of monitoring and evaluating changing characteristics in the Parish's population** – The Parish needs an Urban Planner on staff that can assist with monitoring data on current and projected population, employment and development activity. Some members of the subcommittee felt that such

a position could be paid for through grants, in fact it was stated that a good planner/grant writer could pay for themselves.

- 2. Coordinate capital investments and changes to community services with projected population distribution** – Members of the subcommittee see the need for mobile offices for parish services and offices in parish district offices. The south end of the Parish feels left out, but on a per capita basis it actually is well serviced. The Parish again needs to track demographic shifts and adjust accordingly.
- 3. Coordinate new housing development with the Future Land Use Plan** – This could also be considered a Land Use priority, though it was recognized that housing will follow utilities, and that planning appropriate utility service areas are the most effective key to controlling the location of housing, not the land use plan. So in some respects this priority also overlaps Public Facilities and Services.
- 4. Develop a housing strategy for sub areas of the Parish** – The subcommittee recognized that quality housing is very expensive to built and insure in the Parish. Each unique area of the Parish has its own housing demands and requirements.
- 5. Develop strategy to attract new employers** – Many on the subcommittee recognized that a lot of potential tax revenue was leaving the Parish to shop in Jefferson Parish. It was cited that in the past, new businesses have not been allowed to develop in the Parish in an effort to protect local businesses. They felt that new businesses should be accepted and allowed to grow in the Parish. It was felt that this should be in the Economic Development TOP priority list, and that the offering of possible tax incentives to attract industry should be considered.
- 6. Diversify employment opportunities to retain the Parish's young population** - Partner schools, government, and businesses to integrate training for trades. College degreed youth leave the Parish and most do not return. Education and job training are very important.
- 7. On demand transit program** - This is included in the top priorities of the Transportation group, but the QOL subcommittee felt that it was very important to the overall quality of life in the parish. The parish's unique geography makes transportation difficult for the elderly.
- 8. One stop shop for employment placement and training needed-** Members of the subcommittee have seen this work in other parishes, and see the need for assisting the unemployed.
- 9. Limit residential development to areas with reasonable protection from storms through appropriate zoning and development regulations** – The subcommittee recognize that the permitting of new development is government controlled to an extent, but ultimately it really is a property rights issue. This really was viewed more as Land Use issue.

- 10. Develop strategies designed to mitigate the impacts of the Deepwater Horizon Disaster on residents** - Overlaps with the efforts of the Coastal Restoration group. The Parish needs to continue to press with the federal government and BP for assistance.

F. Transportation

Many of the transportation priorities listed herein have been revised to reflect input from the transportation subcommittee meeting held in June of 2012. Recommendations from the subcommittee led to the inclusion of smaller-scale projects that are implementable in the near-term as well as the consolidation of similar or interrelated projects.

Disaster Responsiveness

1. **Oakville Floodgates Improvements** – Ensure that the floodgates across LA 23 at Oakville provide a means for safe egress for the residents south of the gates when they are closed. These floodgates are part of the Eastern Tie-in project, located on the west bank of the Mississippi River in the vicinity of Oakville, they tie into the Hero Canal levee, cross LA 23, and link to the Mississippi River Levee system.

Roadway Capacity Improvements

Many of these roadway capacity improvements are currently underway and in varying phases of implementation. It is crucial that funding continue for these projects so that they may provide mobility and economic benefits to Plaquemines Parish and the state of Louisiana.

2. **Peters Road Extension** - This project will provide a direct connection between Jefferson and Plaquemines Parishes with an elevated crossing over the Gulf Intracoastal Waterway (GIWW). This project is planned in three phases. Phase 1 connects LA 23 and Walker Road to the GIWW in Plaquemines Parish. This \$15M phase began in January 2012 and is expected to be complete in late 2013. Phase 2 includes the interchange modifications to Peters Road and Engineers Road in Jefferson Parish. Phase 3 is a new high rise bridge that would cross the canal. Next steps for Phase 2 (\$15-20M) and Phase 3 (\$50-70M) are to identify funding sources for final design and construction.
3. **Barriere Road Extension** – This project would widen and extend Barriere Road from its current terminus west of the naval base rear gate to the proposed Peters Road Extension including signalization at the Peters Road Extension. The new Navy Exchange (NEX) and Commissary planned by the Naval Air Station/Joint Reserve Base (NAS/JRB) would have significant traffic impacts on Barriere Road. A left-turn only provision is also recommended at the rear gate onto Barriere Road to redirect traffic away from the congested Belle Chasse area.
4. **Traffic Improvements on LA 23 in Belle Chasse** – Traffic improvements are needed on LA 23 to provide much-needed congestion relief in Belle Chasse. These improvements

would include additional through-capacity, turn lanes and/or center turn lanes, where appropriate. Operational improvements are also needed at major intersections on LA 23, at LA 3017, LA 406, Barriere Road, and Main Street, to enhance safety and reduce delays. It is important to note that, due to its current proximity to the railroad right-of-way, the relocation of the NOGC railroad is a critical piece in implementing any significant improvements on LA 23.

5. **Woodland Highway (LA 406) Widening** – The widening of Woodland Highway to four lanes with a major intersection upgrade at LA 23 is designed to improve safety and facilitate heavy turning movements. The capacity improvements on LA 406 would provide a viable alternative to the congested LA 23 in Belle Chasse. Phase 1, completed in 2009, includes additional turn lanes. Phase 2 calls for the addition of a fourth lane from Industry Canal to LA 23 and is currently under construction. The current roundabout at LA 406 and General De Gaulle Bridge cannot adequately accommodate oversized load tractor-trailer movement. To this end, the improvements planned for the Woodland Highway corridor need to address the roundabout, procedural issues with Orleans Parish/ State, and require Plaquemines Parish Sheriff Escort for passage of oversize loads crossing the Belle Chasse Bridge.
6. **Belle Chasse Bridge and Tunnel Replacement** – Conduct an **Environmental Assessment** for detailed analysis of potential environmental impacts from a new Belle Chasse Bridge and Tunnel. The existing tunnel and bridge are subject to frequent, costly, and unpredictable operational breakdowns for repair and maintenance. Excessive roadway delays occur when the existing bridge opens, which occurs an average of ten to twelve times a day. A feasibility study was completed in July 2009 that developed conceptual alternatives for further consideration and identified environmental concerns that may be of consequence later in the process. (Programmed in the long range MTP (Fiscal Years 2015-2024)).
7. **Widen and Raise Tidewater Road – A Feasibility Study** for a potential overpass or elevated highway in this location is recommended to achieve a permanent solution to seasonal high tides. Construction of Phase 1 improvements on Tidewater Road, from LA 23 to Coast Guard Road, was completed in fall of 2009. Phase 2, from Coast Guard Road to Marina Road is currently under construction but flooding still occurs during high tides.
8. **LA 23 Widening between Happy Jack through Port Sulphur** – This four-mile section of LA 23 is the only section of LA 23 that has two lanes of travel. The widening of this segment of LA 23 has been identified as a crucial infrastructure improvement in south Plaquemines Parish to improve safety and operations for all travelers. The Environmental Clearance Report by the RPC is currently underway. A public meeting was recently held to obtain public input on the project purpose and need and the final alternatives.

Airport

9. Conduct an **Environmental Assessment (EA)** of a general aviation facility in the Parish that is centrally located with minimal environmental impacts and airspace restrictions. The EA would be a follow-up to the feasibility study, completed in 2009, that recommended a 4,200 ft. runway near West Pointe a la Hache as the preferred site. An Environmental Assessment is recommended to reconsider all the potential sites in much greater detail, including a new airport near Walker Road for better access to New Orleans and to better serve corporate aircraft and seaplanes.

Ferry

10. Conduct a **Central Ferry Feasibility Study** to determine the need for new ferry service based on existing and future conditions including long range ridership forecasts, detailed cost estimates and identification of potential funding to ensure ferry service for the next 30 years. A traffic study conducted in 2010 recommended significant traffic improvements to mitigate impacts to roadways in the vicinity of Belle Chasse-Scarsdale Ferry service. As part of the Comprehensive Master Plan effort, a new consolidated ferry location at Jesuit Bend is recommended which would improve safety, operations, reduce costs, and ensure ferry service to the citizens of Plaquemines Parish.

Pedestrian and Bicycle Improvements

The following policy measures are recommended to improve the pedestrian and bicyclist environment in the parish:

11. Construct a multi-use trail along the Maintenance Road on the back side of the Plaquemines Parish Non-Federal Levee project (complete in 2017).
12. Implement bicycle routes proposed in the RPC's Rails-to-Trails Conservancy's 2010 Campaign.
13. Follow a policy of "Complete Streets" whereby provisions are made for automobiles, bicyclists, transit users, and pedestrians on major transportation projects. If it is not feasible to construct multi-modal facilities due to lack of current need or financial resources, right-of-way should be preserved for their future construction.
14. Prioritize sidewalks in accordance with the Parish's *Land Use and Transportation Plan*.

Transit and Transportation Demand Management

15. Conduct a **Transit Feasibility Study** to evaluate the technical and financial viability of transit in the parish. Parish currently cannot support a fixed route transit system due to lack of support and funding. Coordination with JeT is needed to reinstate fixed route service to Jefferson Parish based on need.
16. Employ **Travel Demand Management (TDM) Strategies** to increase roadway efficiency by lessening the number of vehicles using the transportation network, particularly those roadways that are already strained beyond their capacity. TDM tactics include programs

to increase usage of travel modes other than single occupant vehicles, employer-based programs such as flex-time or telecommuting, carpools, vanpools, and economic incentives.

Port

17. Ensure that the appropriate transportation infrastructure is in place to support new port development, including railroad relocation out of Belle Chasse, improved access across the river and extension of the rail lines. Evaluation and studies of rail service demonstrate that the existing rail network is insufficient to meet anticipated intermodal demand. Furthermore, it will be critical to coordinate and support intermodal connections among water, rail, and highway transportation to provide safe and efficient access to the new port.

G. Parks and Recreation

Recreational opportunities are abundant in the Parish, thanks to its unique geography at the mouth of the Mississippi River, and thanks in part to the numerous programs offered by the Parish Parks and Recreation Department. It was noted, however, that there are few passive recreation facilities, such as walking trails, bicycle facilities within Parish parks, and there was a general concern for the funding for the parks program.

- 1. Develop a plan to meet NRPA guidelines for park requirements based on population projections** – This should address the long list of project recommendations, and should include expanded capability to maintain and upkeep the park sites. Key to this will be to develop a strategy for improving funding sources for capital improvements and on-going maintenance. More neighborhood parks need to be part of the Parish system.
- 2. Seek public-private partnership opportunities in order to reduce public costs** – Members of the subcommittee noted that there are many good examples of how this has been used in other parishes. Some suggested charging a park fee on the water bill or property tax as done in other parishes.
- 3. Identify ways to interconnect parks, with schools, neighborhoods, and natural features** - Most schools are not in the neighborhoods.
- 4. Identify future park locations that allow safe access for children and elderly** – existing parks are not located in the neighborhoods. People have to generally travel by car.
- 5. Design and plan a broad selection of park facilities and recreation programs that are appropriate for all ages** - The current Parish Park facilities place emphasis on traditional sports such as baseball and football. Arts which would appeal to both children and elderly need support through Parks and Recreation, like it used to be.

6. **Design and plan for neighborhood parks in convenient locations that are within a 10 minute travel time of the majority of the existing and planned population** – Members of the subcommittee stated that none of the current Parish parks are true neighborhood parks. There is a real need for this.
7. **Construct bicycle trails on levees** – There was universal approval of this idea among the subcommittee, and they wonder why it has not been done already.
8. **Construct sidewalks and bicycle/multipurpose trails to provide connections to parks from schools and neighborhoods** – Again there is a real need for the development of a trail system throughout the Parish.
9. **Maximize potential of existing attractions as resident and visitor destinations, for example establish Fort Jackson and Fort St. Philip as a National Park or Monument site** – There is a great untapped potential for more tourism in the Parish.
10. **Provide adequate funding and staffing for the ongoing maintenance of the parks** – more parish resources need to be directed toward parks and recreation. This is simply a matter of priorities, and in the past, parks and recreation has not been a high priority.

H. Stormwater & Drainage

Many of the Stormwater and Drainage priorities listed herein have been revised to reflect input from the Stormwater and Drainage subcommittee meeting held in June of 2012. Recommendations from the subcommittee led to the inclusion of smaller-scale projects that are implementable in the near-term as well as the consolidation of similar or interrelated projects.

1. **Develop a Comprehensive Stormwater and Master Drainage Plan.** This will pinpoint the needed improvements to the Plaquemines Parish Drainage System.
2. **Harden or stormproof the drainage pump stations** One of the most pressing needs as identified by the Plaquemines Parish Drainage Department is the “hardening”, or storm-proofing of the twenty-one (21) drainage pump stations operated by the Drainage Department. This proposed hardening program would be similar to the program in place in Jefferson and Orleans Parishes.
3. **Construct improvements to the private levees to bring them up to federal standards.** This would be a three step process:
 - Assess and inventory the existing back levees
 - Identify, evaluate and repair areas along the back levees damaged by borrow or erosion

- Federalize the private and parish owned back levees
4. **Construct a “Pump to the River” project in Belle Chasse.** This project would be similar to ones performed by the Corps of Engineers in Jefferson Parish. Project would include installing a large pump station that would pump the rainwater to the Mississippi River.
 5. **Develop a system for pumping down the canals prior to storms.** This allow for greater storage capacity in the canals during rain events.
 6. **Adopt a Stormwater Management Ordinance.** This would provide Plaquemines Parish with the latest means for providing drainage to its citizens.
 7. **Study Canal and Pump Station Improvements.** The Corps of Engineers has improved the Grand Liard , Diamond, Gainard Woods, and Sunrise Drainage pumping stations since Hurricane Katrina.
 8. **Acquire servitudes to the minor drainage ditches.** This would allow Plaquemines Parish to properly maintain the ditches, which would prevent them from clogging or backing up during rain events.
 9. **Improve drainage on the northern bank of the Intracoastal Canal.**

I. Government Organization

The Action Plan for Government Organization identifies improvements to the operations and structure of the Plaquemines Parish Government based on best practices in other communities, research on organizational structure, and the input received from stakeholders throughout the planning process. The top priorities listed below were consistently identified as the most strategic to improving the efficiency, efficacy, and accountability of the Plaquemines Parish Government. Specifically, reducing the number of direct reports or “span of control” of supervisors, improved functional grouping, and establishing key new functional activities are top priorities for Government Organization.

Fundamental restructuring of the Parish requires a referendum, and recent recommendations of a Charter Committee failed when placed on the ballot. Ultimately, this process must be reinitiated to fully realize the CMP’s recommended reorganization. That notwithstanding, the Parish Charter does permit the President and Council to “...provide by Ordinance for distribution among the Departments of any duties and functions not provided for... and may transfer duties and functions...from one Department to another or may consolidate Departments, (to) make for a more orderly and successful operation of Parish Government...Other departments, offices and agencies may be established by Ordinance of the Parish Council.” (Article 5 of the Parish Charter). This mechanism may be used to substantially accomplish many of the Master Plan recommendations, within the constraints of the current Charter.

- 1. Revise the Plaquemines Parish Charter as necessary to accomplish recommendations –** Revising the Plaquemines Parish Charter is required to formally reorganize the Parish’s administrative structure, and to reallocate authority between the branches of government.
- 2. Establish a Department of Coastal Management & Flood Control –** Unify responsibility for related activities currently under President’s Office and Operations Department under a common directorate.
- 3. Increase the capacity of Parish Government to support long-term economic growth –** This was identified as a top priority by all parties. The original recommendation said “economic recovery” instead of “economic growth.” The recommendation was changed to reflect the current economic status of the parish and to be consistent with economic development recommendations.
- 4. Create Department for Emergency Preparedness –** While the Sheriff’s office is responsible for law enforcement, the Parish government is responsible for fire protection, emergency medical response, disaster and homeland security preparedness, FEMA coordination, hazardous materials response, emergency telecommunications and 911 services. Currently responsibility for these activities are divided between the Office of the Parish President, the Operations Department and the Public Service Department. Organizing these functions under common management would improve span of control and coordination for these activities, and potentially enhance the unified department’s capacity to coordinate and partner with stakeholders and outside agencies, attracting additional financial support.
- 5. Establish a Chief Financial Officer –** Financial responsibility is now divided between the office of the President and the Administration Department. A unified portfolio of financial functions including accounting, purchasing, grants management, payroll, sales tax administration, disbursements, and auditing will work more efficiently together. Additional functions like risk management (insurance) could also be added to this portfolio.
- 6. Create Department of Economic & Community Development –** The important responsibility for administering the regulation of land use and development in the parish, stimulating economic development, building and housing code enforcement, improving the workforce, protecting and exploiting parish land, are divided between the Office of the President and the Operations and Administration Departments. Long range planning and a unified development strategy are not supported by dedicated staff. By unifying these activities in one department, the Parish can expect to see increased coordination, better decision making, and improved customer service for parish residents and businesses making investments and creating jobs.
- 7. Evaluate possibility of privatizing selected services –** Many Parish services include solid waste, boat harbors and marinas, roadside maintenance, grass cutting, and mosquito control function either as publicly owned enterprises, or are subject to seasonal fluctuations

in service demand. Already, water and sewer operations are outsourced to a third party, and garbage collected by Parish workforce is deposited in a privately owned landfill. As an element of the recommended review of Parish owned enterprises, appropriate activities should be evaluated for transition to more efficient and cost effective service delivery. If changes are implemented, transition can be accomplished gradually, using natural attrition to open positions that would be replaced by the new provider.

- 8. Develop performance measures for Parish departments to evaluate achievement towards Parish goals** – Performance evaluation is a specialized and perpetual imperative for any effective organization. In governments, which have the power to tax, and which must protect members of the Parish workforce from political influences, merit system rules can reduce innovation and accountability. In many cases, managers who are expert in their field have little expertise in formal performance evaluation. By formalizing a process and supporting it with expertise from within the Parish, or an outside expert, achievement can be more clearly defined and evaluated. This is a new recommendation that was added to the top priorities by the subcommittee. It is believed that this is a critical component to making sure parish government is accountable and will lend itself to highlighting needed improvements.
- 9. Identify effective public-private partnerships for economic development and tourism** – Little to no debate occurred regarding this recommendation. Public-private partnerships would alleviate some of the Parish’s responsibilities and promote a more efficient process for certain initiatives.
- 10. Establish a Chief of Staff** –As both an elected official and chief administrator, the Parish President is engaged in wide-ranging activities that require very diverse skills. Demands overlap, and the necessity to maintain inter-jurisdictional relations at every level and respond to the public priorities can cause daily operational responsibilities to suffer. As many of the activities currently housed in the Office of the President become functionally allocated to specialized departments, the President needs to retain a point person on staff to evaluate progress, insure follow through, and manage implementation. As the President’s Right Hand, a Chief of Staff can optimize administration and free the elected President for unique responsibilities in internal and external relations, strategy, and representation. The reorganization suggested above should retain a Chief of Staff within a streamlined President’s office, providing consistent management to achieve the Parish’s operational objectives.

J. Government Finance

Plaquemines Parish has a somewhat unique revenue stream, stemming from traditional sources but also from distinctive channels such as oil and gas royalties and, over recent years, federal grants to address Hurricane Katrina and Deepwater Horizon issues. The Government Finance

Action Plan recommendations focus on establishing a more predictable and solid financial footing moving forward.

It was determined that all Government Finance recommendations in the Action Plan are appropriate for the top priorities list. Some recommendations were combined due to their interrelatedness.

- 1. Adopt a Parish Comprehensive Master Plan** – Adopting the Master Plan would set a formal policy direction for the Plaquemines Parish Government and formalize the prioritization of action items for government funding and investment decisions. The subcommittee overwhelmingly selected this as the number one priority for Government Finance.
- 2. Develop a Stable Long-Run Financial Structure** – The Subcommittee combined this recommendation with three additional recommendations to make them one strategic recommendation. The three other recommendations now included under this recommendation are:
 - Formalize the process of prioritizing capital improvement projects in a Capital Improvements Plan.
 - Prepare a long-range financial plan for the Parish.
 - Realign fee structures to achieve cost recovery in Enterprise Funds.
- 3. Prepare an Economic Growth Plan** – This item is included herein as it will be essential to the Plaquemine Parish Government’s long-term financial success. It is also included in the top recommendations for the Economic Development. The recommendation originally said “recovery” rather than “growth” plan.
- 4. Evaluate use of Special Assessment Districts and Impact Fees to maintain investments after federal funds have diminished** – The consultant and Parish staff identified this recommendation as a medium priority in the top recommendation list. The subcommittee also identified this initiative as important.
- 5. Identify and Develop Alternative Funding Sources** – This recommendation was identified as medium level top priority by the subcommittee and Parish staff. The subcommittee combined the following two recommendations as a subcomponent of this recommendation, which the consultant agreed with:
 - Reduce Dependency on Oil and Gas Revenues
 - Reduce Dependency on Federal Grants
- 6. Create a Chief Financial Officer position** – This recommendation was also included in the Government Organization top recommendation list. All parties believe the Plaquemines Parish Government would benefit from the addition of this new position.

7. **Perform a comprehensive audit of department budgets and operations** - It was discussed by the subcommittee that an audit of Parish budgets is already required by the State of Louisiana. The subcommittee agreed that an additional audit of the Parish based on parish goals and objectives would be a valuable endeavor.
8. **Set targets for improving financial performance** – This recommendation includes adopting specific targets for cost recovery as it applies to Enterprise Funds, prioritization of capital improvements based on the Comprehensive Master Plan, and monitoring and closely evaluating the performance of services that are privatized. This fell near the bottom of the Parish staff ranking list of recommendations as well as that of the consultant staff; however, the subcommittee believed it was a valuable enough to include in the top recommendation list.
9. **Prepare for increased maintenance and operating expenses** – This item ranked near the bottom on the Parish staff and consultant recommendations list; however, the subcommittee believed it was important enough to include in the top recommendations.

K. Water and Waste Water

Many of the Water and Waste Water priorities listed herein have been revised to reflect input from the Water and Waste Water subcommittee meeting held in June of 2012. Recommendations from the subcommittee led to the inclusion of smaller-scale projects that are implementable in the near-term as well as the consolidation of similar or interrelated projects.

1. **Meeting water quality requirements at the Water Treatment Plants.** New criteria and guidelines are being implemented by the Louisiana Department of Environmental Quality which are more stringent than previous criteria. For example, the maximum allowable turbidity level dropped from 1.0 to 0.3.
2. **Implement rehabilitation from previous SSES studies to address Infiltration and Inflow (I/I).** Plaquemines Parish has performed several Sanitary Sewer Evaluation Surveys (SSES) which identify sources of I/I. Rehabilitation based on the outcome of these SSES should be implemented to reduce the I/I which overwhelm the sewer system during elevated wet weather flows.
3. **Upgrade intake structures at Water Treatment Plants.** The intake structures need to be upgraded at the following water treatment plants:
 - Belle Chasse WTP
 - Boothville WTP
 - Dalcour WTP
 - Pointe a la Hache WTP

- 4. Upgrade capacities at three Waste Water Treatment Plants.** Three of the waste water treatment plants are in dire need of capacity upgrades:
- The Boothville WWTP has a design capacity of 500,000 gallons per day. It has an average daily flow (ADF) of 400,000 gallons per day. However, during wet weather events, the flow greatly exceeds the plant capacity causing the plant to exceed its limits.
 - The Phoenix Oxidation Pond has a design capacity of 182,000 gallons per day. It has an average daily flow (ADF) of 160,000 gallons per day. However, a new prison in the area will cause the flow to exceed the capacity of the plant. A capacity of 250,000 will be required due to the new prison.
 - The Ironton Oxidation Pond has a design capacity of 40,000 gallons per day. It has an average daily flow (ADF) of 55,000 gallons per day. The ADF is already exceeding the design capacity causing the pond to have issues meeting its discharge limits.
- 5. Upgrade capacities at two East Bank Water Treatment Plants.** A new prison facility is being installed on the East Bank of Plaquemines Parish. The capacities of the two water treatment plants on the East Bank (Dalcour and Pointe a la Hache) need to be upgraded to meet this new increased demand. Another benefit of these increases would be to eliminate the low pressure areas between the two plants.
- 6. Putting Sewerage in currently unsewered areas.** The East Bank and West Bank of Plaquemines Parish currently have areas that are not provided with sewer service. The existing sewer systems should be extended to provide service to these areas.
- 7. Create a Water Masterplan.** The Water Masterplan would include a Program that includes several facets:
- Create a model of the existing water systems throughout Plaquemines Parish. This model would identify areas that are in the most need of improvement.
 - The data from the water model could then be incorporated with the existing Parish GIS. The current GIS data does not include the water system.
 - Based on the results of the model, areas with low water pressure causing fire protection issues, could be upgraded to provide adequate water pressure.
 - Areas that still have cast iron water mains could be replaced with new pipes.
- 8. Infrastructure upgrades to the water and waste water systems.**
- Currently, there are several sewer force mains throughout Plaquemines Parish that are leaking. These force mains need to be repaired or replaced as soon as possible.
 - Numerous fire hydrants throughout the Parish are in need of being replaced.

- The secondary clarifier at the Buras WWTP needs to be replaced.
- Sewer lift stations should be rehabilitated on a regular basis.

9. Two river crossings for the water system. Numerous parishes in Southeastern Louisiana are divided geographically by the Mississippi River just as Plaquemines Parish is. Several of these parishes have installed water lines across the Mississippi River to provide redundancy for their water systems.

10. Water and Sewer Rate Increase. Most areas across the country are increasing the rates for water and sewer service to meet the increasing demands of providing water and sewer.

Appendix

Methodology

To create the Action Plan, approximately 575 recommendations were compiled from each chapter of the Community Assessment and Community Agenda. This exhaustive list of recommendations was categorized into policies, programs, projects, and studies and then evaluated according to the action plan evaluation matrix developed by the project team.

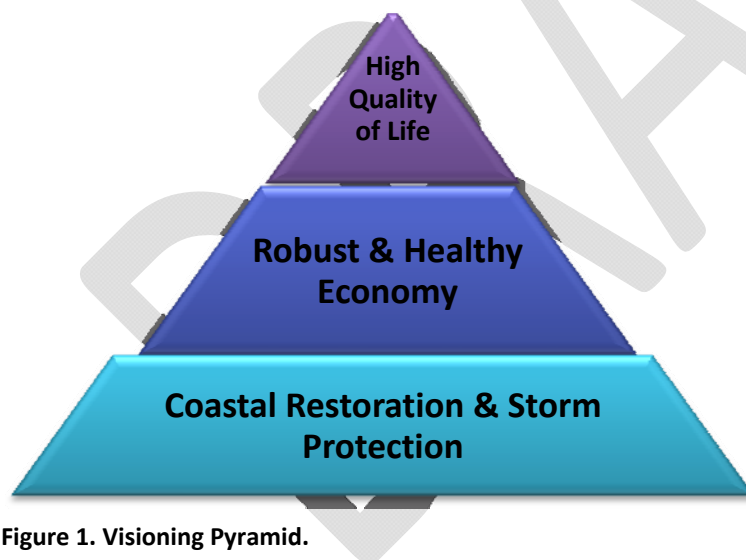


Figure 1. Visioning Pyramid.

The top three priorities illustrated in the Visioning pyramid informed the evaluation criteria, resulting in a matrix wherein recommendations and activities were ranked based on the degree to which they 1) support coastal restoration and storm protection; 2) support a robust and healthy economy; and 3) support the highest possible quality of life. In addition to these three rankings, each of the 575 recommendations was also evaluated based on estimated cost, implementation time, and funding availability. The list of recommendations were ranked and prioritized based on the scale outlined below.

- Supports Coastal Restoration & Storm Protection

Scale = 0 – 7

0 = No real connection

1 = Smarter planning

2 = Education, helps avoid related issues

3 = Simple project

4 = Project

5 = Important project

6 = Very important project

7 = Critical activity

- Expands Basic Employment

Scale = 0 – 6

0 = No real connection between employment and jobs

1 = Creates a more favorable business climate but no direct jobs

2 = Creates a more favorable business climate or creates temporary jobs

3 = Creates a more favorable business climate and should lead to permanent jobs

4 = Critical infrastructure investment or policy

5 = Immediate impact on jobs, creating 10+ permanent jobs

6 = Immediate impact on jobs, creating 30+ permanent jobs

- Improves Quality of Life

Scale = 0 – 5

0 = No QOL benefits

1 = Benefits a few, hurts some

2 = Benefits some

3 = Benefits many

4 = Improvement (benefits all)

5 = Major improvement (benefits all)

- Composite Score =

Supports Coastal Restoration/Storm Protection

+ *Expands Basic Employment*

+ *Improves Quality of Life*

- Cost

Scale 7-1

7 = 0-\$250,000

6 = \$250,000-500,000

5 = \$500,000-1 million

4 = \$1-5 million

3 = \$5-10 million

2 = \$10-25 million
1 = > \$25 million

DRAFT

- Implementation Time
 - Short = 1-2 years
 - Medium = 2-5 years
 - Long = > 5 years
 - Ongoing
- Funding
 - Local - Yes / No
 - Federal - Yes / No

The recommendations were then ranked and sorted first by total composite score (supports coastal restoration + expands basic employment + improves quality of life), then by estimated cost, and then by project type (policy, program, project, or study). Next, the top 10 recommendations were compiled across all planning elements, yielding 110 recommendations, which were then organized under the three Visioning pyramid categories. See **Appendix D** of the Community Agenda for a complete catalogue of the recommendations evaluated and sorted by planning element.

Subcommittee Rosters

Transportation, Infrastructure & Utilities Committee	
<i>CMP Element Assignments: Transportation & Water and Waste Water</i>	
Byron Williams, Jr.	PPG Director Public Service
Ken Dugas	PPG Engineering
Dr. Stuart Guey, Jr.	CMP Steering Committee
Benny Bacas	CMP Steering Committee
Keith Hinkley	CMP Steering Committee
Michael Callegari	Severn Trent Environmental Services
Coastal Restoration, Levees, Natural Resources, & Environment Committee	
<i>CMP Element Assignments: Coastal Protection and Restoration & Stormwater and Drainage</i>	
P.J. Hahn	PPG Director Coastal Restoration
Fran Martinez	PPG Soil and Water Conservation
Blair Rittiner	PPG Land Superintendent, Land Dept.
Marla Cooper	PPG Council
Dr. Joseph N. Suhayda	LA Water Resources Research Institute
Jack Bohannon	Delta National Wildlife Refuge
Kerry St. Pe'	Barataria-Terrebonne National Estuary Program
D. Scott Lott	PPG Director Operations
John Tesvich	AmeriPure Oysters
Todd Baker	Wildlife and Fisheries
Business, Economic Development, and Tourism Committee	
<i>CMP Element Assignments: Economic Development, Government Organization & Government Finance</i>	
Stan Mathes	PPG Director of Economic Development
Benny Puckett	PPG
Janice Acosta	PPG Director of Administration
Diana Alfortish	CMP Steering Committee
Jim Woodard	CMP Steering Committee
Bobby Thomas	Exec Director PABI
Bruce Keller	Naval Air Station, Joint Reserve Base,
George Pivach II	Venice Port (Shipping Rep.)
Melissa Kirsch	LA Workforce Comm. (Workforce Training
Allen Hero	Harvey Canal Industrial Association

Quality of Life Committee (Housing, Aging, Health, Education, Parks & Recreation)	
<i>CMP Element Assignments: Public Facilities and Services, Population/Demographics, & Parks & Recreation</i>	
Hilda Lott	PPG
Corey Buie	PPG Superintendent Recreation
Guy Laigast	PPG Office of Emergency Preparedness
Othella Hughes	PPG Superintendent of Comm. Action agency
Laurie Soileau	CMP Steering Committee & Homeowners Rep.
Rev. Theodore Turner	CMP Steering Committee
Bonnie Buras	CMP Steering Committee
Stanley Gaudet	CMP Steering Committee
Yvette Glass	Director, Council on Aging
Rev. Tyronne Edwards	Zion Travelers
Mena Marinovich	Citizen Representative
Bonnie Thomas	School Representative
Brenda Puckett	Citizen Representative
Burghart Turner	PPG Council
Land Development Committee	
<i>CMP Element Assignments: Land Use</i>	
Phyllis DiFebbo	Superintendent of Planning & Zoning Department
Allen Hero	Harvey Canal Industrial Association
Jody Coyne Sr.	Byou Road Civic Association
Steve Bledsoe	Development and Zoning Board
Rodney Gunnell	Development and Zoning Board
John Lacour	Development and Zoning Board
James "Sonny" Honea	Development and Zoning Board
Jeff DiMarco	Development and Zoning Board
Nerissa Antoine Miller	Development and Zoning Board
Frank Frelich	Development and Zoning Board
Mike Damico	Development and Zoning Board
Bernard (Benny) Bacas	Development and Zoning Board
Leo Palazzo	Development and Zoning Board
Todd Eppley	Development and Zoning Board