

Action Plan & Short-term Work Program

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.

With Action Plan Priorities identified, this Chapter goes on to articulate a Short-term Work Program, which suggests a strategy to implement these priorities through programs and initiatives, leadership and resources.

ACTION PLAN 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. 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 quality of life.

High Quality of Life – building on stable natural systems and economic security, local public policy should pursue land use strategies, transportation improvements, 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. 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 framework developed by the project team, shown below.

Each of the 575 recommendations were evaluated against 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 recommendations was also evaluated based on estimated cost, implementation time, and funding availability.

Each recommendation's score 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 rating scales utilized are 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

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	

- 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

- 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). See **Appendix D** of the Community Agenda for a complete catalogue of the recommendations evaluated and sorted by planning element.

The Project Team made the first cut in populating the matrix to identify recommendations that were the focus of further review by the Master Plan Subcommittees at a series of workshops. The Workshops tested the rankings generated using the matrix, and inform the final draft Action Plan priorities detailed below. Ultimately, the Action Plan Priorities constitute the basis for the Short-term Work Program.

ACTION PLAN PRIORITIES

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. 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 over-arching 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.

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

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 rezonings 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. Bring all areas of the Parish inside the levees to 100 year floodplain standards.** 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.** Although this recommendation did not rise to the top in the prioritization methodology, the Land Development Committee determined it a top priority for the Parish's land use initiatives. Updating these regulations will ensure that what is on the books meets current planning 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 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 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. Preliminary plats to be approved by the Zoning and Development Board, not the Staff or Council.** This recommendation was altered by the Land Development subcommittee to have preliminary plats approved by the Zoning and Development Board instead of Parish staff as initially recommended by the CMP consultant team. Approval by the Zoning and Development Board instead of Council will help ensure that the plat meets parish standards and regulations, although the development approval process will likely not be as quick as would be afforded by staff approving the preliminary plat.

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.

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.

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.

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.

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. **Develop a system for pumping down the canals prior to storms.** This allow for greater storage capacity in the canals during rain events.
5. **Adopt a Stormwater Management Ordinance.** This would provide Plaquemines Parish with the latest means for providing drainage to its citizens.
6. **Improve drainage on the northern bank of the Intracoastal Canal.**

7. **Develop new standards for servitudes and 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.
8. **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.

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 following top priorities were consistently identified as the most strategic to improving the efficiency, efficacy, and accountability of the Plaquemines Parish Government.

A major challenge to implementing most of these recommendations is that they are dependent on an amendment to the Parish Charter, which recent experience has shown will be difficult to achieve. As such, this recommendation is listed first and was discussed as absolutely critical to improved government organization.

1. **Revise the Plaquemines Parish Charter as necessary to accomplish recommendations –** Revising the Plaquemines Parish Charter is required to formally create or change departments and director positions. As such, this action is required for the majority of other Government Organization recommendations to be implemented. The subcommittee overwhelmingly selected this as the #1 priority for the Government Organization element.
2. **Establish Director of Coastal Management & Flood Control –** This was the #1 priority of Parish staff and consultant team and the #2 priority of the subcommittee. This position already exists through the federal coastal management program but it is not a formal position under the Parish Charter.
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 –** This recommendation has combined with the recommendation to establish a Director of Homeland Security – which is believed to have been intended to read as “Director of Emergency Preparedness.” The two recommendations are dependent on each other, if the Department is created, a Director will be required.

- 5. Establish a Chief Financial Officer** – The Chief Financial Officer would report to the Chief of Staff, managing finance, budget, payroll, sales tax, accounts payable and an information technology. The Chief Financial Officer would also provide oversight of the Administrative Director. This recommendation was viewed as non-controversial by staff and the subcommittee and ranked in the top Action Plan recommendations in the consultant methodology.
- 6. Create Department of Economic & Community Development** – This recommendation was discussed in detail by the subcommittee under economic development and is included as an economic development recommendation. It is viewed as a positive change if based on best practices. As recommended herein, it would include creating a Director of Economic and Community Development to oversee the Department.
- 7. Evaluate possibility of privatizing selected services** – Such services include solid waste, boat harbors and marinas, roadside maintenance, grass cutting, and mosquito control. This recommendation rated on the lower end of the top priorities by the consultant, Parish staff, and the subcommittee.
- 8. Develop performance measures for Parish departments to evaluate achievement towards Parish goals** – 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** – A Chief of Staff would free up the President's time to handle other initiatives, such as intergovernmental coordination and pursuit of state and federal funding. It was ranked on the lower end of top priorities by the Parish staff.

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.

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 sewerforce 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.

SHORT TERM WORK PROGRAM

The Short Term Work Program (STWP) is a detailed implementation program for the priorities found in the Action Plan. It covers the first 5-year interval of the 20-year time horizon of the Comprehensive Master Plan, and includes top recommendations for each major element of the Community Agenda. STWP recommendations include major steps to achieve projects, policies, studies, or programs.

The STWP focuses on ordinances, administrative systems, investments, financing arrangements, or programs and initiatives that must be established in order to implement the Action Plan and the Comprehensive Master Plan. The Parish and its partners should use the STWP for budgeting and departmental planning, and can guide Parish leadership in leveraging regional, state and federal resources. If used to its best effect, the STWP can serve as the primary implementation guide for the Comprehensive Master Plan.

The STWP categorizes critical steps going forward, target dates for action, resources required to implement, high level cost estimates, potential funding sources, and identifies leaders and partners who will contribute to implementation, along with issues that must be resolved to achieve success.

Plaquemines Parish Short Term Work Program										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							

The STWP development process consisted of a first effort by the Planning Team to organize Action Plan Priorities into a table format. The STWP was submitted to Subcommittees in advance of a two-day session of workshops, and was revised based on subcommittee member input. The resulting recommendations represent a locally-informed map for the road forward towards implementation. All Action Plan Priorities included in the STWP are considered key near term, components to achieving the community's vision for the future.

Plaquemines Parish Short Term Work Program										
ECONOMIC DEVELOPMENT										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
1. Coastal and Water Management Research and Development Projects	Hold bi-monthly or quarterly meetings between Economic Development staff and Coastal and Water Management staff to identify opportunities for coastal and water management research.			Ongoing	Staff	Staff time	Part of regular business		PABI; Regional educational institutes; State & federal partners	Consider development of incubator to facilitate growth of coastal management research & industry in parish. Doing so will help attract young, fresh minds. Potential space for incubator could be found in community centers or low occupancy office buildings. Parish proceeds from BP spill should be utilized to strategically implement identified opportunities.
	Provide economic development support to implementation of Coastal Management and Restoration STWP items as appropriate.			Ongoing	Economic Development staff	Staff time	Part of regular business; grants; Parish proceeds from BP spill	Slow federal process		Part of this initiative should focus on continuing to pursue programmatic permitting for research and development to expedite processes and provide more freedom to pursue innovative solutions.
	See STWP items for Coastal Protection and Restoration.									
2. Prepare an Economic Growth Plan (EGP)	Scope an RFI and RFP for the EGP, obtaining info on available capabilities, project cost, and yielding a scope of services.			Sep-13	Parish Economic Development staff to draft RFI, RFP; Parish Purchasing staff to administer procurement	Staff time	Parish Operating Budget	Community has mixed opinions on additional retail & other economic growth	PABI for guidance on scope; GNO Inc.; JEDCO for best practices	Coordinate with Parish P ³ Plan and CEDS for Greater New Orleans. Do community members want economic growth? EGP should include education of public on requirements for a balanced tax base. Consider surveying community. The EGP should also address ways to market the parish to potential investors, including enhancing the Parish's online presence.
	Budget and fund the EGP.			Sep-13	Include funding in Parish Budget	TBD in Scoping Process	Parish Operating Budget	availability of funding		
	Partner with area university to survey public on economic growth goals & preferences.			2013-2014	Parish Economic Development Staff	TBD		Finding university partner; time required to carry-out survey		Some question whether surveying should occur prior to the initiation of the EGP. To reach elderly population, must provide alternative to only survey mechanism; Public input should also be obtained via public meetings held for EGP.

Plaquemines Parish Short Term Work Program										
ECONOMIC DEVELOPMENT										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
3. Port Development	Formalize amendment to Charter (Article 2) to provide for a port commission (in place of Parish Council) to oversee Parish Port, Harbor, and Terminal District.			Sep-13	Staff, Approval by Parish Council	Staff time	Operating Budget			<i>The Port Commission should have the ability to raise funds. Should consider best practices from other area port commissions: St. Mary's (ideal), New Iberia, and Lake Charles are a few to consider. The Port Commission should include professionals with the proper expertise and not include Parish Council members.</i>
	Hold referendum to approve Charter amendment.			Mar-14	staff	Staff time	Operating Budget	Failure of referendum		<i>See STWP for Government Organization (Action Plan item 1) for additional outreach steps.</i>
	Port Improvements			<i>The ports are a critical economic driver for the Plaquemines community and leveraging them as an asset is a top priority.</i>						
	Complete a Master Plan for expansion of the Venice Port.			Jun-14	Venice Port Complex & Plaq Parish Port, Harbor & Terminal District					
	Identify dedicated funding sources for expansion of Venice Port.			May-13 to Jun-14		Staff time	Operating Budget	Funding Shortfall		
	Complete a strategic analysis of proposed port facilities: <ul style="list-style-type: none">• Citrus II Port container concept• Rail extension to Citrus II• AMAX Port terminal concept• Louisiana International Deep Water Gulf Transfer Terminal			May-14	Port Commission to carry-out analysis and move recommendations forward	Staff time	Operating Budget		GNO Inc.	<i>The Port Commission should lead this study.</i>
4. Attract New Industry	Adopt Economic Growth Plan.			Sep-14	Approval by Parish Council	N/A	Part of regular business		PABI, EDB to educate Council	<i>Approval by the Economic Development Board is preferred rather than approval by Parish Council.</i>
	Encourage development of fiber optics and telecommunications.			Ongoing	Parish Economic Development staff to promote parish	Parish Operating Budget	Available staff	Environmental constraints	Telecommuni-cations businesses	<i>This would require private investment. The Parish should facilitate to help attract technology-based industries.</i>

Plaquemines Parish Short Term Work Program										
ECONOMIC DEVELOPMENT										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
	Amend zoning and development regulations to accommodate needs of target industries.			Jan-15	Consultant	TBD in Scoping Process	Operating budget			See STWP for Land Use.
5. Implement Critical Transportation Projects	Widen Woodland Hwy (LA 406) (see STWP for Transportation)									
	Barriere Road Widening and Extension (see STWP for Transportation)									
	Peters Road Extension (see STWP for Transportation)									
	Construct LA 23 traffic improvements (see STWP for Transportation)									
	Implement Belle Chasse Bridge and Tunnel improvements (see STWP for Transportation)									
6. Implement Baptiste Collette Dredging	Begin maintenance dredging of Baptiste Collette Bayou to a depth of -16 feet MSL.			Completed Dec-12	Army Corps of Engineers				Venice Port Complex	
	Obtain Baptiste Collette Deepening feasibility study (Section 203) approval by Assistant Secretary of the Army.			May-13	Presidents Office staff to facilitate approval	None	Operating budget; LA DOTD		Venice Port Complex	
7. Develop a Department of Economic and Community Development for short and long-term planning (coordinate with STWP for Government Organization)	Identify key responsibilities & required resources (including funding needs) of proposed new department.			Sep-13	Human Resources; President's Office; Economic Development & Land Development staff	Staff time	Operating budget			
	Pass ordinance to create a Department of Economic & Community Development.			Dec-13	Referendum passage		Operating Budget			While an amendment to the Parish Charter is preferred, the effort required to pass a referendum is viewed as requiring too much effort.
	Prepare qualifications, pay grade, & search for new Director of Economic & Community Development.			Dec-13	Human Resources	Staff time	Operating Budget		Civil Service Board to approve job descriptions	This signifies a new position. It is possible that the position would be filled with existing staff. Archer Study as a resource. It is recommended that a third party consultant develop overall job description and pay grade.

Plaquemines Parish Short Term Work Program										
ECONOMIC DEVELOPMENT										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
	Fill new position for Director of Economic & Community Development.			Jan-Feb-2014	Human Resources & Parish President		Operating Budget			
8. Strengthen Economic Development Board	Evaluate Economic Development Board's structure and effectiveness at achieving goals and identify improvements. <i>Benchmark against JEDCO as a model.</i>			Sep-13	Consultant to provide 3rd party analysis	TBD - estimate of \$20,000	Parish operating budget, or grant		PABI	
	Give Economic Development Board authority to pursue independent funding.			Jan-14	Legal review					
9. Amend Zoning and Development Regulations to implement vision and recommendations of Master Plan	Scope an RFI and RFP for a Unified Development Ordinance, obtaining info on available capabilities, project cost, and yielding a scope of services			Dec-13	Parish <i>Planning & Zoning</i> staff and President's office to draft RFI, RFP; Parish Purchasing staff to administer procurement		Parish Operating Budget		Plaquemines Parish Development Board	Coordinate with Parish P ³ Plan and CEDS for Greater New Orleans
	Budget and fund the Unified Development Ordinance.			Dec-13	Consultant	\$200,000 to \$350,000; TBD in Scoping Process		availability of funding		Coordinate with STWP item 4 above and Land Use STWP.
10. Align K-12 Curriculum with Target Industries	Establish intergovernmental committee to identify ways to align curriculum and implementation steps; meet monthly.			Dec-13	PP School Board, LA DOE, Economic Development staff	None	staff time	coordination among agencies	PABI; Louisiana Workforce Commission	<i>This responsibility primarily lies outside the role of Plaquemines Parish Government, but there should be ongoing dialogue among agencies to advance the conversation.</i>

Plaquemines Parish Short Term Work Program										
Coastal Protection and Restoration										
Action Plan Element	Critical steps			Target Date	Resources Req'd <small>staff, consultant, agency, legal, etc.</small>	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
1. Advance further development of Plaquemines Parish Strategic Implementation Plan	Comprehensive Implementation Strategy (CIS) - Scope an RFI and RFP for a Comprehensive Implementation Strategy for the CIS, obtaining info on available capabilities, project cost, and yielding a scope of services			Fourth Quarter, 2014	Parish Coastal Restoration Staff work to draft RFI, RFP. Parish Purchasing Staff to administer procurement. Consider staff augmentation through contracted staff - A/E firms - etc.	N/A	Parish Operating Budget or Dedicated Budget	Available staff	LA CRPA for technical assistance	There is recognition at the Parish administration level that the CIS needs to be altered/updated to meet the now current issues.
	Budget and Fund the CIS using Parish funds or provide match to outside funding			Second Quarter, 2013 (or coincident with budget)	Include funding in Parish Budget	TBD in Scoping Process	Parish Operating/Dedicated Budget, or CRPA, USACE	Budget competition	CPRA, USACE	
	Request funding from LA State Coastal Protection and Restoration Fund for the CIS			Third Quarter, 2013	Staff develop Grant Request		LA Coastal Restoration and Preservation Fund, BP fines	Available funds, Potential conflicts between PPSIP and CPRA Coastal Plan	CPRA, USACE	
	Complete CIS			Second Quarter, 2014	PP Department of Coastal Management and Flood Control (DCMFC), Selected Consultant	TBD in Scoping Process	Parish Operating Budget, or CRPA, USACE	Available funds, Potential conflicts between PPSIP and CPRA Coastal Plan	CPRA, USACE	
	Evaluate options and either procure or contract for dedicated dredging capacity			Second Quarter, 2014	Program Management Staff or Outside Program Manager	\$100,000-\$500,000/yr	Parish Operating or Dedicated Budget, Request CPRA Grant			This process is currently underway.

Plaquemines Parish Short Term Work Program										
Coastal Protection and Restoration										
Action Plan Element	Critical steps			Target Date	Resources Req'd <small>staff, consultant, agency, legal, etc.</small>	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
2. Plan and Fund Coastal Restoration through the Programmatic Dedication of Revenues, Proportional to Need	Develop a Funding Plan consistent with the CIS that estimates resources required for planning, developing, and maintaining Plaquemine's coastal restoration program, and dividing the burden among appropriate stakeholders			Fourth Quarter, 2013	Staff or consultant financial analysis	N/A for Staff, \$50,000 for consultant	Parish Operating Budget			A Parish maintained dedicated funding source may best protect the local interests inside the Parish that may be inconsistent with the State or Federal objectives. The dedicated funding source may also be used to leverage and accelerate the Parish projects contained in the State's Master Plan.
	Dedicate Parish oil severance revenues to Parish led coastal restoration management and capital improvement/maintenance			Second Quarter, 2014 (or coincident with budget)	Staff financial analysis of needs and budgetary impact of dedicating funds	staff time	N/A	Internal competition for funds that currently go into the General fund		Currently, the General Fund is the source to supplement a variety of Enterprise Funds that should be self sustaining, and the General Fund is supported in part by oil severance funds. A portion of those funds may be dedicated to the Coastal Program. BP compensation should also be coordinated with this effort.
	Issue GO bonds for PPSIP capital improvements			Second Quarter, 2014	Bond council, underwriter	included in issuance cost				
	Obtain allocation of Restore Act funds through CPRA			Begin Third Quarter, 2013	Staff grant writing Elected advocacy	N/A	Operating Budget	Competition, CPRA restrictions	CPRA, Legislative Delegation	
	Enact dedication of Federal offshore oil lease revenues to coastal restoration				Elected advocacy, Washington representation	Parish DC Representation Contra				

Plaquemines Parish Short Term Work Program										
Coastal Protection and Restoration										
Action Plan Element	Critical steps			Target Date	Resources Req'd <small>staff, consultant, agency, legal, etc.</small>	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
3. Programmatic Permitting	Complete CIS to describe discrete Coastal Restoration Programs			Jun-14	PP Department of Coastal Management and Flood Control, Selected Consultant	TBD is Scoping Process	Parish Operating Budget, or CRPA, USACE	Available funds, Potential conflicts between PPSIP and CPRA Coastal Plan	CPRA, USACE, EPA, Congress	
	Work with USACE to develop programmatic permit application(s)			Sep-14	PP Department of Coastal Management and Flood Control, Selected Consultant, legislative and Congressional support.	\$100,000-\$200,000	Parish Operating Budget, or CRPA, USACE		CPRA, USACE, EPA, Congress	Long term: support Congressional legislation that would embrace the main goals and objectives of existing environmental Acts while recognizing the pitfalls of existing legislation with respect to the uniqueness and the scale of the work required to restore the Louisiana coast; work with Federal authorities to pursue a revised regulatory scheme.
4. Harmonize Federal, State and Parish Coastal Protection Initiatives	Review PPSIP, USACE Plans and CPRA Coastal Restoration and Preservation plan to identify areas of common focus			Sep-13	PP Department of Coastal Management and Flood Control, Consultant		Parish Operating Budget, or CRPA, USACE	There are competing goals and objectives between the State, Feds, and local government.		Look for areas of common and implementable projects to be addressed first and move to address the competing goals over the long term.
	Integrate harmonization strategies into the CIS scope of work			Jan-14	PP Department of Coastal Management and Flood Control, Consultant		N/A			
	Prioritize consensus projects for implementation			Ongoing	PP Department of Coastal Management and Flood Control, Consultant		N/A			
5. Protect Life and Property through Regulation	Adopt federal ABFEs for new development and substantial real estate improvements				Planning and Development Staff/Parish Council		N/A			Upon adoption, FEMA support will be necessary to help address impacts on at-risk properties.

Plaquemines Parish Short Term Work Program										
Coastal Protection and Restoration										
Action Plan Element	Critical steps			Target Date	Resources Req'd <small>staff, consultant, agency, legal, etc.</small>	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
	Strengthen Plaquemine Parish's Floodplain Management regulations				Planning and Development Staff/Parish Council		N/A			
	Adopt a new Future Land Use Map that reflects up-to-date information on flood risk				Planning and Development Staff/Parish Council		N/A			
6. Protect Life and Property through Capital Improvements	Develop Plan to extend 100 year flood protection throughout Parish			Jun-14	Staff RFP, Consultant	TBD in RFP Process	LA CPRA, USACE, Local Funds	Limited federal interest	LACPRA, USACE, Private land owners	
	Implement Oakville Floodgates Improvements See Transportation #1									
7. Upgrade Parish and Private Levees to qualify them for federalization	Complete NOV non-federal improvements				funded					
	Authorize an East Bank non-federal improvements program				\$200 million +					
	Authorize federalization of NOV and East Bank improvements									
8. Fill Gaps and Upgrade Parish Infrastructure Important to Coastal Protection	Improve levee-top roadways/bike paths to harden defenses and facilitate evacuation				\$20million				Other area parishes	
	Harden drainage pumps and flood gates to achieve 100 year protection				\$30 million					
	Focus on areas imperiled by new levees on east bank									
9. Revamp Coastal Protection and Restoration Management Structure	Revise Parish charter to establish Coastal Management and Flood Control directorate			Second Quarter, 2014	N/A					
	Collaborate with USACE, CPRA, surrounding Parishes to advance PPSIP projects with common support									

Plaquemines Parish Short Term Work Program										
Coastal Protection and Restoration										
Action Plan Element	Critical steps			Target Date	Resources Req'd <small>staff, consultant, agency, legal, etc.</small>	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
	Unify Parish Coastal Protection and Flood Control team for greater efficiency and mutual support									
	Organize PP Department of Coastal Protection and Flood control			Jun-13	Senior Leadership to effect Charter changes,	\$150,000/Yr for new staff	Parish Operating or Dedicated Budget, Request CPRA or USACOE Grant	Consistency with CPRA Plan, Support of Parish Council	CPRA. USACE	Consulting services should be considered as a potential component of reorganization/new structure.

Plaquemines Parish Short Term Work Program										
LAND USE										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
1. Bring all areas of the Parish inside the levees to 100 year floodplain standards.	See Coastal Protection and Restoration STWP.								Without 100 year flood protection, development and continued occupancy of the Parish is impossible, so this priority underpins all others.	
2. Adopt Future Land Use Map and implementation plan including a process for yearly review and update.	Planning and Zoning Board and Parish Council should understand the FLUM as a guide subject to adaptation, not a regulation			Jun-13	PZB and Parish Council to approve; Parish administration develop update process.	Staff and Council time	N/A	Educate public on the role and effect, distinguish from zoning map		The FLUM should be adopted at the same time as the Comprehensive Master Plan adoption.
3. Develop and adopt more comprehensive wetlands conservation ordinances.	These Work Plan Elements should be combined into an initiative to develop a Unified Development Ordinance, which will insure that regulations are made more efficient and less burdensome, while effectively implementing CMP Land Use recommendations. A			Sep-14	Consultant to draft, Parish Council to approve, staff to administer	\$500,000 consultant contract, staff to administer	Parish Operating Budget, grants	Cooperation with development and oil industries	Environmental and business organizations	A Unified Development Ordinance provides an opportunity to rectify regulatory conflicts or inconsistencies, protecting Parish interests while streamlining the development process.
4. Develop standard detail drawings with minimum requirements for streets, curbs and gutter, and other required infrastructure.								May entail reorganization of regulatory process	General Business, community groups	
5. Adopt and implement development design criteria for any new developments.								May be limited in application to special focus areas	General Business, community groups	
6. Revise and update the Parish's zoning and subdivision regulations.								Educational Process	General Business, community groups	
7. Provide for a three step platting process for subdivisions: a concept plan, preliminary plat, and final plat									Development Industry	
8. Preliminary plats to be approved by the Zoning and Development Board, not the Staff or Council	Combine with Unified Development Ordinance as discussed above			Sep-14	Combine with Unified Development Ordinance as discussed above	Combine with Unified Development Ordinance as discussed above	Parish Operating Budget, grants	May unnecessarily impede some proforma developments	Development Industry	Combine with Unified Development Ordinance as discussed above

Plaquemines Parish Short Term Work Program										
LAND USE										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
9. Update development impact fees and dedicate all fees to corresponding infrastructure funds.	Amend Impact Fee Ordinance based on CIP and level of service analysis that documents improvements required to support new development. <i>Coordinate with Government Finance STWP item 4.</i>			Jul-14	Consultant, Staff time, Council Action	\$300,000	Parish Operating Budget	Must demonstrate value to development industry	Community groups, Development Industry	Impact fees are an important tool, but must be understood as an infrastructure assessment, not general revenue
10. Create a Geographic Information System (GIS) (land use database) giving location, land use, zoning, assessed values and ownership, etc.	Assess current system, spec upgrade and data collection, bid upgrade and data collection, supplement staff as required			Jan-14, ongoing	Consultant, staff	\$250,000 plus operating staff	Parish Operating Budget, grants			This investment can lower barriers o development, reduce operating costs, and be a resource to Plaquemines citizens.
11. Use Parish initiated rezonings and incentives to encourage concentrated growth in existing communities.	Following PPCMP adoption and zoning ordinance revision, develop a strategic rezoning plan with citizen participation			Post Sep-14	Parish Council to approve; Parish administration develop process.	Staff and Council time	N/A	Public understanding of process, private owner objections	Business and community organizations	Existing zoning must be "translated" to new zoning code and map prior to this. As zoning map is updated, opportunity exists to consider amendments

Plaquemines Parish Short Term Work Program										
PUBLIC FACILITIES AND SERVICES										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
1. Develop a Capital Improvements Program in accordance with the Comprehensive Plan, funding reviews, prioritization, and implementation	Formalize the process of prioritizing capital improvement projects in a Capital Improvements Plan. <i>(see STWP for Government Finance item 2)</i>			May-14	Parish Council to approve; Parish administration develop process.	Staff and Council time	Parish Operating Budget			
2. Develop financial plan to manage operating costs and efficiency.	Prepare a long-range financial plan for the Parish: initiate RFP for the Financial Plan; hire consultant to develop plan with Parish. <i>(see STWP for Government Finance item 2)</i>			May-14 to Dec-14	Finance Department to draft RFP; Parish Purchasing staff to administer procurement	Staff time; financial plan cost TBD in scoping process	Parish Operating Budget			
3. Ensure that new and existing development is served by necessary infrastructure, fire, public safety and education.	Revise development regulations to ensure that new developments and major renovations are tied to specific infrastructure thresholds. <i>Coordinate with Unified Development Ordinance - (see Economic Development STWP item 9)</i>			Dec-13 to Jun-14	Planning & Zoning staff to coordinate regulations; Parish Council to adopt	TBD in scoping for UDO	Parish Operating Budget	Parish growth is not dynamic, only north is growing.	Consultant	
	Institute development impact fees for new developments exceeding a certain level of impact if determined appropriate. <i>(see STWP for Government Finance item 4)</i>			Dec-13	Planning & Zoning staff to coordinate regulations; Legal to review; Parish Council to adopt		Parish Operating Budget			Ensure fees are consistent with relevant State litigation findings
	Develop formal communication process to inform Fire, Public Safety, and Education about new developments and major renovations that will impact population numbers or community safety.				Planning & Zoning staff to develop & formalize with Sheriff's Office & Fire Departments	Staff time	Parish Operating Budget			Consider practices of benchmark communities
4. Ensure there are no coverage gaps in library services and that such services are up to par with state standards.	Complete strategic plan for Plaquemines library system			Jan-15	Library staff	Staff time	Parish Operating Budget	staff availability	Consultant if determined necessary	May require additional funding if consultant needed. Plan should identify programmatic improvements for modern technology.
	Coordinate with STWP for Public Facilities & Services item 5 - identify opportunities for collaboration				Library staff	Staff time	Parish Operating Budget	staff availability		

Plaquemines Parish Short Term Work Program										
PUBLIC FACILITIES AND SERVICES										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
5. Develop a vocational education system for future labor force needs for target Industries.	Align K-12 Curriculum with Target Industries (<i>see STWP for Economic Development item 10</i>)									
	Meet with area vocational schools to identify potential opportunities for vocational program campuses in parish			Jun-14	Economic Development staff	Staff time	Parish Operating Budget	Interest of educational institutes, Parish BOE focus on college prep	PP School Board; Louisiana Workforce Commission; Area educational institutes;; PP Library	
	<i>Coordinate with Population STWP item 6 (Diversify employment opportunities to retain the Parish's young population)</i>									
6. Finalize and adopt Master Plan for Government complex on F. Hebert Boulevard.	Finalize Master Plan			May-13	Consultant	\$200,000	Parish General Fund	Continued opposition down Parish		Many service requests could be adminisitered on-line, reducing the need to travel to a remote complex
	Approve Master Plan			Jun-13	Parish Council					
7. In coordination with the Future Land Use Plan, cluster public facilities.	Adopt Future Land Use Map (<i>see Land Use STWP item 2</i>)			Jun-13						
	Add strategic location element to formalization of prioritization policy to Capital Improvements Plan (<i>coordinate with Finance STWP item 2</i>)			May-14						
8. Develop a comprehensive solid waste management plan and associated recycling program.	Scope an RFP for the Solid Waste Management Plan, obtaining info on available capabilities, project cost, and yielding a scope of services			Jan-14	Public Service Director to scope RFP with help of SW Depts; Parish Purchasing staff to administer procurement	Staff time	Parish Operating Budget	residents used to status quo, subsidized service		Scope to include atypical issues to be addressed
	Budget and Fund the SWMP			Jan-14	Include funding in Parish Budget	\$100,000 - \$150,000 - TBD in Scoping Process		availability of funding		

Plaquemines Parish Short Term Work Program										
PUBLIC FACILITIES AND SERVICES										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
	Develop recycling ordinance or amend solid waste ordinance to formalize recycling policies based on recommendations of SWMP.				Public Services staff & Planning & zoning staff to draft; Legal Review; Parish Council to adopt ordinance	Staff time	Parish Operating Budget	staff availability; potential new user fees for public		
	Seek BIDsfor recycling contractors			Jul-15	Public Services staff to determine policy; Parish Purchasing staff to administer procurement	Staff time	Parish Operating Budget			
9. Better management of boats harbors and marinas.	Complete external audit of boat harbors and marinas			Jun-14	Consultant;	\$15,000-\$20,000 - TBD		Funding availability		There are concerns about the Parish competing with private providers
	Evaluate potential of privatization of boat harbors and marinas <i>(coordinate with STWP for Government Organization item 7)</i>									
10. Continually evaluate classroom and teacher allocations, educational programs, and community outreach based on population distributions.	Monitor educational administrative and educational program needs			Ongoing	PP School Board	N/A	N/A	Outside PPG responsibility	PPG	
	Assign an existing or new staff person with the responsibility of monitoring and evaluating changing characteristics in the Parish’s population <i>(see STWP for Population item 1)</i>									

Plaquemines Parish Short Term Work Program										
POPULATION										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
1. Assign an existing or new staff person with the responsibility of monitoring and evaluating changing characteristics in the Parish’s population	Develop a Department of Community and Economic Development for short and long-term planning <i>(see Economic Development STWP item 7)</i>									
	Appoint Community and Economic Development staff to demographic analysis			Sep-14	Community and Economic Development Director to identify staff	Staff time	Parish Operating Budget	Staff availability	NO RPC, NAS JRB	May require hiring of additional planner to assist Director
2. Coordinate capital investments and changes to community services with projected population distribution	Formalize process of considering population changes in prioritizing items in the Capital Improvements Program (CIP) <i>(coordinate with Govt Finance STWP item 2)</i>			May-14	Parish Council to approve; Parish administration develop process.	Staff and Council time	Parish Operating Budget	may result in reductions in some areas		Minimum LOS should be maintained, limiting potential efficiency
	As an administrative rule, require budgeting process for Departments to include consideration of population changes in Department service offerings.				President's Office to establish administrative rule	Staff time	Parish Operating Budget			Prioritize service to support the tax base, not just the population
3. Coordinate new housing development with the Future Land Use Plan.	Adopt Future Land Use Map <i>(see Land Use STWP item 2)</i>			Jun-13						
	Amend Zoning and Development Regulations to implement vision and recommendations of Master Plan <i>(see STWP for Economic Development item 9)</i> . Ensure changes to residential zoning reflect identified housing needs.			Jun-15						
4. Develop a housing strategy for sub areas of the Parish	Scope an RFP for the Housing Strategy, obtaining info on available capabilities, project cost, and yielding a scope of services			Jul-14	Parish Land Development staff to draft RFP; Parish Purchasing staff to administer procurement	Staff time	Parish Operating Budget		Parish Community Action Agency; NAS JRB	Housing element of CMP lends helpful information
	Budget and Fund the Housing Strategy			Jul-14	Include funding in Parish Budget	TBD in Scoping Process		availability of funding		

Plaquemines Parish Short Term Work Program										
POPULATION										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
5. Develop strategy to attract new employers	Prepare an Economic Growth Plan <i>(see STWP for Economic Development item 2)</i>									
6. Diversify employment opportunities to retain the Parish’s young population	Prepare an Economic Growth Plan <i>(see STWP for Economic Development item 2)</i>									
	Align K-12 Curriculum with Target Industries <i>(see STWP for Economic Development item 10)</i>									
7. On demand transit program	Continue existing program for elderly, disabled, and low income and identify opportunities for enhancement.			Ongoing	Community Action Agency Staff		Grant		NO RPC; Federal partners	The Medical Center in Port Sulphur is a major destination and stakeholder
	Employ Travel Demand Management (TDM) Strategies <i>(see STWP for Transportation item 16)</i>									
8. Establish One stop shop for employment placement and training needed.	Conduct feasibility study for employment resource center in parish.			Jul-204 to Dec-2015	Economic Development staff & Community Action Agency staff	Staff time	Parish Operating Budget; potential grant	Staff availability	Louisiana Workforce Commission	
	Publicize, online and in print, existing employment resource centers in nearby localities, making information readily accessible to Plaquemines residents.			Jun-14	Community Action Agency staff as lead; Economic Development staff as support		Parish Operating Budget; potential grant	Staff availability	Louisiana Workforce Commission	
9. Limit residential development to areas with reasonable protection from storms through appropriate zoning and development regulations	Adopt Future Land Use Map <i>(see Land Use STWP item 2)</i> . Ensure Map is consistent with coastal protection standards for residential development.			Jun-13						
	Amend Zoning and Development Regulations to implement vision and recommendations of Master Plan <i>(see STWP for Economic Development item 9 - assumes process UDO process takes 18 months)</i> . Ensure changes to residential zoning reflect identified housing needs.			Jun-15						
10. Develop strategies designed to mitigate the impacts of the Deepwater Horizon Disaster on residents.	See STWP for Coastal Protection and Restoration.									

Plaquemines Parish Short Term Work Program										
TRANSPORTATION										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
1. Oakville Floodgates Improvements - Ensure safe egress for the residents south of the gates when they are closed	Facilitate outreach efforts to ensure Oakville Community and others in the lower Parish to participate in the project process			Ongoing	Parish Staff		Federal		US Army Corps of Engineers	
2. Peters Road Extension	Ongoing coordination with DOTD and RPC to help identify funding for Phases 2 and 3			Ongoing	Parish Staff	\$15-20 M (Ph. 2) & \$50-70 M (Ph.3) for final design & construction	State/Federal	Funding shortfall	DOTD/RPC	
3. Barriere Road Extension	Need PPG approval for the final report to proceed with design (Initiate RFQ)			2013	Parish Staff/ Consultant			Community concerns for improving access to Barriere Road due to congestion		
	Complete topographic survey			2013						
4. Traffic Improvements on LA 23 in Belle Chasse	Need PPG approval of Belle Chasse Feasibility Traffic Study to proceed with design (Initiate RFQ)			2014	Parish Staff/ Consultant		Parish/State/ Federal	NOGC rail relocation	DOTD/NOGC	
5. Woodland Highway (LA 406) Widening	On-going coordination with DOTD for construction and addressing design issues of LA 406 and General De Gaulle Bridge roundabout and procedural issues with Orleans Parish/State			2014	Parish Staff	\$1.5 Million (Ph. 2) for construction	Federal - STP>200K/ARRA		RPC/DOTD	Currently under construction - TIP (838-03-0024)/ STIP (H.008220)
	Require Plaquemines Parish Sheriff Escort for passage of oversize loads crossing the Belle Chasse Bridge									
6. Environmental Assessment for Belle Chasse Bridge and Tunnel Replacement	Coordinate with DOTD to proceed with the EA			2013	Parish Staff	\$560,000	Congressional High Priority or Demonstration Project		RPC/DOTD	TIP (700-38-0108)
7. Tidewater Road Overpass/Elevated Highway Feasibility Study to achieve a permanent solution to seasonal high tides	Initiate RFQ for the study			2014	Parish Staff/ Consultant	\$700,000	Parish operating budget, or grant			

Plaquemines Parish Short Term Work Program										
POPULATION										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
8. LA 23 Widening between Happy Jack through Port Sulphur	On-going participation and facilitation of public involvement as part of the Environmental Assessment conducted by the RPC and DOTD			Ongoing	Parish Staff	\$283,000	State/Federal STP>200K		RPC/DOTD	
9. Environmental Impact Statement of a centrally located general aviation facility with minimal environmental impacts and airspace restrictions.	Initiate RFQ for the EA			2016/2017	Parish Staff/Consultant	\$500,000 - \$1 million	Parish operating budget, or grant			
10. Central Ferry Feasibility Study to determine the need for new ferry service based on existing and future conditions	Initiate RFQ for the study			2014	Parish Staff/Consultant	\$150,000	Parish operating budget, or grant			
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)	Coordinate with property owners for easement			2014	Parish Staff/Consultant		Parish operating budget, or grant	Potential resistance from property owners	Corp of Engineers/ DOTD	
12. Implement bicycle routes proposed in the RPC’s Rails-to-Trails Conservancy’s 2010 Campaign	Prioritize the bicycle routes based measures proposed in the Land Use and Transportation Plan and Master Plan			2014	Parish Staff		Parish operating budget, or grant		RPC/DOTD	
	Initiate RFQ for design			2017	Parish Staff/Consultant	\$1.2 million for construction	Federal - TE funds			
13. Follow a policy of “Complete Streets” whereby provisions are made for automobiles, bicyclists, transit users, and pedestrians on major transportation projects.	Coordinate with RPC's Complete Streets Advisory Committee to implement policy in the Parish			2014	Parish Staff		Parish operating budget, or grant		RPC	
14. Prioritize sidewalks in accordance with the Parish’s Land Use and Transportation Plan.	Prioritize sidewalk improvements based on measures proposed in the Land Use and Transportation Plan and Master Plan			2014	Parish Staff		Parish operating budget, or grant			
15. Transit Feasibility Study to evaluate the technical and financial viability of transit in the parish.	Initiate RFQ for the study			2015	Parish Staff/Consultant		Parish operating budget, or grant	Some resistance for transit		

Plaquemines Parish Short Term Work Program										
POPULATION										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
16. Employ Travel Demand Management (TDM) Strategies	Partner with RPC's Carpool Marching Service - GreenRide program			2014-2015	Parish Staff		Parish operating budget, or grant		Major employers in the region/RPC	
	Partner with major employers to conduct surveys to determine the level of interest in the usage of alternative modes transportation for commuting.			2015						
	Investigate the potential for Transportation Management Association in Belle Chasse			2015						
17. Ensure appropriate transportation infrastructure is in place to support new port development: - Railroad relocation out of Belle Chasse- Improved access across the river - Extension of rail lines	On-going coordination with NOGC to relocate and expand rail			Ongoing	Parish Staff		Public Private Partnership		NOGC	

Plaquemines Parish Short Term Work Program										
PARKS AND RECREATION										
Action Plan Element	Critical steps			Target Date	Resources Req'd	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action		staff, consultant, agency, legal, etc.					
1. Develop a plan to meet NRPA guidelines for park requirements based on population projections	Commission Parks Master Plan			Jun-15	Staff time for RFP, consultant to complete plan	Plan cost TBD in scoping process. Staff time to pursue easements and fee interest in corridors, capital expenditures for improvements	Parish General Fund, state grants	Little awareness of formal parks planning processes within the Parish. Parks development is the province of individual initiative by elected officials and community leaders whose perspective may be limited. Current properties' suitability has been affected by storms, etc. and need to be reevaluated. New Schools and storm replacement facilities have not been subject to co-locational consideration.	Parks advisors appointed by Parish Council members, State Parks and Rec planners, staff from other Parishes with strong programs, local businesses, congregations, youth sports groups, social service agencies, NO Council On Aging	Subcommittee members believe that decision makers and stakeholders must be educated on the utility of a Parks Master Plan to advance this strategy. The impact of recent changes in the Parish (new replacement facilities, population shifts, etc.) have not been fully recognized. Parks and Rec is currently focused on youth athletic constituency and needs to broaden to include other users.
2. Identify ways to interconnect parks, with schools, neighborhoods, and natural features										
4. Identify future park locations that allow safe access for children and elderly										
5. Design and plan a broad selection of park facilities and recreation programs that are appropriate for all ages										
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										
7. Seek public-private partnership opportunities in order to reduce public costs	Convene YMCA, Boys and Girls Clubs, youth sports associations and other youth service agencies for a dialog on collaboration. Follow up with an RFP for management of Parish facilities			Dec-13	Staff time to facilitate dialog, legal and purchasing expertise to structure agreements	N/A; should save money		Organizational capacity, fundraising	non-profits, youth sports associations, community institutions	This is a new model, currently defined by YMCA management of lower Parish community centers. Work must be done to identify opportunities and partners
8. Construct bicycle trails on levees	Integrate trails into NOV scope, or develop a follow on project to implement trails there.			Dec-13	Staff time, political investment	TBD	USACE, BP fines			This improvement supports tourism development and could comprise a unique element of the Parish's QOL
	Work with USACE to incorporate trails into the scope of Mississippi River and back levee			Dec-14	Staff time, political investment	TBD	USACE, BP fines			

Plaquemines Parish Short Term Work Program										
PARKS AND RECREATION										
Action Plan Element	Critical steps			Target Date	Resources Req'd <small>staff, consultant, agency, legal, etc.</small>	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
8. Construct sidewalks and bicycle/multipurpose trails to provide connections to parks from schools and neighborhoods	Implement Complete Streets policy for new construction.			Jun-14	Ordinance, Development Regs, Council support	N/A, included in infrastructure	Project funds, New development	Incremental project costs	PTAs, neighborhood groups, merchants	Appreciation for this strategy will grow with the completion of the Parks Master Plan
	Work with State DOTD to obtain safe routes to schools grants			Jun-14	Staff time for Grant application	matching funds	SRTS Program funds, local for matching funds	Competitive program, school locations are detached from neighborhoods	PTAs, neighborhood groups	
9. Maximize potential of existing attractions as resident and visitor destinations, for example establish Fort Jackson and Fort St. Philip National Park or Monument site	Work with USNPS to develop a National Heritage Area designation as a first step to Monument or Park designation			Jun-17	staff, consultant, heritage non-profit	\$50,000	Historic preservation programs, tourism agency grants	competitive process, large consensus building process	Tourism industry, Louisiana Department of Culture, Recreation & Tourism	Atchafalaya National Heritage Area is a good nearby model. PPG should reach out to them.
	Expand interpretive activities at history parks.			Jun-14	volunteers, local historians, academic advisors	small, event oriented costs	in-kind, event sponsorships	organization, civic capacity	Tourism industry, Louisiana Department of Culture, Recreation & Tourism	
10. Provide adequate funding and staffing for the ongoing maintenance of the parks	Evaluate options for dedicated funding, including a special parks district or hotel-motel tax			Jun-13	staff time, political will	N/A		competing budget priorities		
	Form a friends of parks organization to help neighborhoods adopt and care for parks, and advocate for greater funding			Dec-13	community support, staff organizational capacity			communications	Local community organizations, congregations, neighborhood groups	
	Form partnerships with local businesses or industries to adopt local parks, with recognition through signage and special activities			Dec-13	political will, Parish staff support, legal support to draft agreements	N/A			Harvey Canal Assoc, Business Alliances, Tourism Industry	

Plaquemines Parish Short Term Work Program										
STORMWATER & DRAINAGE										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
1. Develop a comprehensive stormwater and master drainage plan to pinpoint necessary improvements to civil and mechanical drainage infrastructure	Identify Potential Funding Source and begin to seek funding. Begin dialogue with U.S. Army Corps of Engineers			2015	Parish Staff/Consultant/USACE	\$500,000 - 1 Million	CDBG, HMGP	Funding Shortfall	USACE, Governor's Office of Homeland Security and Emergency Preparedness	This plan is a top priority and should be expedited if possible. New and expanded canals and pump-station upgrades should be incorporated in plan.
2. Harden or storm-proof the 21 drainage pump stations operated in Plaquemines Parish.	Identify Potential Funding Source and begin to seek funding. Begin dialogue with U.S. Army Corps of Engineers			2017	Parish Staff/Consultant/USACE	\$1-5 Million	HMGP	Funding Shortfall	USACE, Governor's Office of Homeland Security and Emergency Preparedness	This proposed hardening program would be similar to the hardening programs in Jefferson and Orleans Parishes. Effort should focus on backflow prevention to reduce risk in the event of a pump failure.
3. Construct improvements to private levees to bring them to federal standards.	Identify Potential Funding Source and begin to seek funding. Begin dialogue with U.S. Army Corps of Engineers			under-way and ongoing through 2022	Parish Staff/Consultant/Legal/U SACE	Over \$25 Million	HMGP, CDBG	Funding Shortfall, lack of Partnering Agency Support, Lack of Public Support	USACE, Governor's Office of Homeland Security and Emergency Preparedness	This would include inventory of the private levees, identification and remediation of deficiencies, and federalization of the levees.
4. Develop a system for pumping down of drainage canals to low water levels in advance of storm events.	Begin internal preparations			2015	Parish Staff	\$250,000 - \$500,000			Drainage Department	
5. Adopt a Stormwater Management Ordinance.	Begin internal preparations			2013-2014	Parish Staff/Legal	\$250,000 - \$500,000			Drainage Department, Parish Council	This would provide Plaquemines Parish with the latest means for providing drainage to its citizens. Effort should be coordinated with Parish’s MS4 program.
6. Improve drainage on the northern bank of the Intracoastal Canal.	Identify Potential Funding Source and begin to seek funding. Begin dialogue with U.S. Army Corps of Engineers			2017	Parish Staff/Consultant/USACE	\$5-10 Million	HMGP, CDBG	Funding Shortfall	USACE, Governor's Office of Homeland Security and Emergency Preparedness	

Plaquemines Parish Short Term Work Program										
STORMWATER & DRAINAGE										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
7. Develop new standards for servitudes and acquire servitudes to the minor drainage ditches.	Begin internal preparations			2016	Parish Staff/Legal	\$0-\$250,000		Funding Shortfall, Lack of Public Support	Drainage Department, Parish Council	This would allow Plaquemines Parish to properly maintain the ditches, which would prevent them from clogging or backing up during rain events.
8. Construct a "pump to the river" project in Belle Chasse.	Identify Potential Funding Source and begin to seek funding. Begin dialogue with U.S. Army Corps of Engineers			2022	Parish Staff/Consultant/USACE	\$10 - 25 Million	HMGP	Funding Shortfall	USACE, Governor's Office of Homeland Security and Emergency Preparedness	

Plaquemines Parish Short Term Work Program										
GOVERNMENT ORGANIZATION										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
1. Amend Article 2 of the Plaquemines Parish Charter to make Port Commission independent of the Parish Council.	Formalize amendment to Charter (Article 2) to provide for a port commission (in place of Parish Council) to oversee Parish Port, Harbor, and Terminal District.			Sep-13	Staff, Approval by Parish Council	Staff time	Parish Operating Budget	Potential referendum failure		<i>Port Commission independence should be the number one organizational priority as effective port management is critical to the parish's livelihood.</i>
	Scope an RFP to conduct public outreach & education campaign, and hire consultant to lead campaign.			Sep-Oct-13	President's Office; <i>Parish Purchasing staff to administer procurement</i>	Staff time	Parish Operating Budget			
	Conduct public outreach and education campaign.			Jan-Mar-13	consultant	TBD in scoping process	Parish Operating Budget	Participation levels; opposition		
	Hold referendum to approve Charter amendment.			Apr-14	staff	Staff time	Parish Operating Budget	Failure of referendum		
2. Implement Parish organizational structure changes.	Adopt ordinance to establish the following departments as well as associated responsibilities and support structure: • Department of Emergency Preparedness • Department of Economic and Community Development • Office of Coastal Zone Management, Levees, & Flood Protection • Office of Procurement			Dec-13	Presidents Office, Parish Council to adopt	Staff time	Parish Operating Budget			<i>Ordinance development should demonstrate its direct linkage to the CMP.</i>
	Prepare qualifications, pay grades, & search for following leadership positions. • Director of Emergency Preparedness • Director of Economic and Community Development • Director of Coastal Zone Management, Levees, & Flood Protection • Director of Procurement			Jan-Feb-14	Civil Service Board to approve job descriptions; Human Resources, Finance Department & President's office staff to facilitate other aspects	Staff time	Parish Operating Budget		DNR Office of Coastal Management	<i>Archer Study as a resource. It is recommended that a third party consultant develop overall job descriptions and pay grades.</i>
	Fill new positions.			Mar-May-14	Human Resources; Presidents Office	TBD	Parish Operating Budget	Funding shortfall		

Plaquemines Parish Short Term Work Program										
GOVERNMENT ORGANIZATION										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
3. Reorganize Office of Parish President to establish Chief of Staff & Chief Financial Officer positions.	Adopt ordinance to establish the following positions and associated responsibilities in the Office of the President:			Dec-13	President's Office to draft ordinance, Parish Council to adopt	Staff time	Parish Operating Budget			Ordinance development should demonstrate direct linkage to the CMP. Ideally, this initiative should be coordinated and adopted at the same time as STWP Action Plan item #2, above.
	• Chief Financial Officer • Chief of Staff									
	Prepare qualifications, pay grades, & search for Chief Financial Officer and Chief of Staff.			Jan-14	Civil Service Board to approve job descriptions; Human Resources, Finance Department, & President's Office staff to facilitate other aspects	Staff time	Parish Operating Budget			Archer Study as a resource. It is recommended that a third party consultant develop overall job descriptions and pay grades.
	Fill new positions.			Feb-Apr-14	Human Resources; President's Office	TBD	Parish Operating Budget	Funding shortfall		
4. Pursue Plaquemines Parish Charter amendment to institutionalize new organizational structure formalized in STWP items 2 & 3 above.	Formalize list of Charter changes to articles 3 and 5 with expressed connections to CMP implementation.			Jul-14	Staff, Approval by Parish Council	Staff time	Parish Operating Budget			See Section J of the Community agenda for explanation of specific Charter changes recommended.
	Scope an RFP to conduct public outreach & education campaign.			Aug-14	President's Office; Parish Purchasing staff to administer procurement	Staff time	Parish Operating Budget			
	Conduct public outreach and education campaign.			Aug-Oct-14	consultant	TBD in scoping process	Parish Operating Budget	Participation levels; opposition		
	Hold referendum to formalize Charter amendment.			Nov-14	Staff			Failure of referendum; conflict with general election cycle		Should ensure have built strong new government structure under ordinances in STWP items 2 & 3 as well as community support for new structure prior to pursuing referendum.

Plaquemines Parish Short Term Work Program										
GOVERNMENT ORGANIZATION										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
5. Increase the capacity of Parish Government to support long-term economic growth	Create Chief Financial Officer position (see Action Plan items 3 & 4 above).			Dec-13						
	Implement Government Finance STWP items (see Government Finance STWP).									
	Implement Economic Development STWP items (see Economic Devt STWP).									
6. Evaluate possibility of privatizing selected services	Scope an RFI and RFP for a Feasibility Study of Privatizing Selected Services, obtaining info on available capabilities, project cost, and yielding a scope of services: include solid waste, boat harbors and marinas, roadside maintenance, grass cutting, and mosquito control.			2015	Parish Purchasing staff to administer procurement, Finance Department staff, Consultant	Staff time	Parish Operating budget	Funding shortfall		Consider previous studies recently completed. Should occur after government structure is reorganized. Changes to government structure will help provide the right capacity to address these issues and identify specific opportunity areas.
	Budget and fund feasibility study.			2015	Finance Department	TBD during scoping process	TBD			
7. Develop performance measures for Parish departments to evaluate achievement towards Parish goals	Establish performance measures by Department.			2013-2014	Department Heads, President's Office	Staff time	Parish Operating Budget	Staff time; agreement on measures		Utilize examples from benchmark communities. Performance measures are critical to public accountability and should be streamlined to make easy for the public to follow. Coordinate development of performance measures with restructuring efforts (Action Plan items 2 & 3 above)
	Create online accountability for performance measures.			Dec-14	Data Processing Department; President's Office			Flexibility of website		The Parish has IT staff that should make doing this easy and minimally time consuming.
8. Identify effective public-private partnerships for economic development and tourism	Maintain existing relationships with industries and economic development partners.			Ongoing	Economic Development Staff	Staff time	Parish Operating Budget		PABI, Businesses, GNO Inc; State	Coordinate with STWP for Economic Development.
	Establish bi-monthly or quarterly meetings with businesses to identify opportunities.			Sep-13	Economic Development Staff	Staff time	Parish Operating Budget		Businesses, PABI	Include outcomes as part of performance measures

Plaquemines Parish Short Term Work Program										
GOVERNMENT FINANCE										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
1. Adopt Plaquemines Parish Comprehensive Master Plan	Educate Council & constituents on final recommendations of CMP.			Apr-Jul-13	Parish Department heads	Already funded	N/A		Plaquemines CMP Steering Committee; consultant	Important to note that eligibility for federal coastal restoration money and other federal funding requires communities have a comprehensive plan in place. Part of the message to facilitate community approval and adoption should be that until now "we have never had a vision."
	Council adoption of CMP			Jul-13	Parish Council	Parish Operating Budget	Parish Operating Budget			See above comments
2. Develop a Stable Long-Run Financial Structure	Formalize the process of prioritizing capital improvement projects in a Capital Improvements Plan.			Apr-14	Parish Council to approve; Parish administration develop process	Staff and Council time	Parish Operating Budget			
	Prepare a long-range financial plan for the Parish: initiate RFP for the Financial Plan; hire consultant to develop plan with Parish.			Apr-14 to Oct-14	Finance Department to draft RFP; Parish Purchasing staff to administer procurement	Staff time; financial plan cost TBD in scoping process	Parish Operating Budget			It is important that the Parish invest in its future.
	Adopt long-term budget plan.			Jan-15	Parish Council	none				
	Realign fee structures to achieve cost recovery in Enterprise Funds: (1) Complete study of to examine existing fees and identify needed changes; (2) develop new fee structure.				Council to approve; Finance Department to develop study & new fee structure	Staff time	Parish Operating Budget	Opposition to potential fee increases		
3. Prepare an Economic Growth Plan (EGP)	Scope an RFI and RFP for the EGP, obtaining info on available capabilities, project cost, and yielding a scope of svcs.			Sep-13	Parish Economic Development staff to draft RFI, RFP; Parish Purchasing staff to administer procurement	Available staff	Parish Operating Budget		PABI for guidance on scope; GNO Inc.	Coordinate with Parish P ³ Plan and CEDS for Greater New Orleans
	Budget and Fund the EGP.			Sep-13	Include funding if Parish Budget	TBD in Scoping Process		availability of funding		
	See also STWP for Economic Development, item 2.									

Plaquemines Parish Short Term Work Program										
GOVERNMENT FINANCE										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
4. Evaluate use of Special Assessment Districts and <i>fees</i> to maintain investments after federal funds have diminished	Complete analysis of Special Assessment Districts and Parish fees.			Dec-13	Historic budget records; federal contracts; <i>local ordinances</i>	Staff time	Parish Operating Budget		Consultant if assistance determined necessary	<i>Fee analysis should comprehensively review all current Parish fees and should include a special analysis of impact fees. Fee system should standardize fee process and ensure equitable and consistent fee policies for all applicants and users.</i>
	Identify critical steps to implement new fees and districts if determined appropriate.			<i>Feb-14</i>	State & local regulatory requirements	Staff time	Parish Operating Budget			
	Implement new policy.			<i>Mar-Jun-2014</i>	Parish Council to pass needed ordinances	Staff time to educate Council	N/A			
5. Identify and Develop Alternative Funding Sources	Sustain state and federal grant application efforts.			Ongoing	Parish Administration; President's Office		State & Federal Government	Availability of grants	Federal & State Partners, US Senators & state legislators	<i>Continued support and partnership with elected officials, at both state and federal level, will be essential to obtaining grants. Adopting the CMP is another critical step in ensuring eligibility for certain grants.</i>
	Complete analysis of likely oil/gas revenue over 10 year period.			Dec-13	Finance Department	Staff time	Parish Operating Budget		Oil & gas industry	
	Implement Economic Growth Plan to grow industry presence.			Sep-14	Economic Development staff as lead	Staff time	Parish Operating Budget		Other departments; PABI; LA DOE	
6. Create a Chief Financial Officer position	Prepare qualifications, pay grade, & search for new Chief Financial Officer.			Sep-13	President's Office & Finance Department to prepare qualifications with Human Resources	Staff time	Parish Operating Budget			
	Fill Chief Financial Officer position.			Jan-14	Human Resources, Finance & President's Office	\$500,000 to \$700,000 for 5 years	Parish Operating Budget			
	See also STWP for Government Organization.									

Plaquemines Parish Short Term Work Program										
GOVERNMENT FINANCE										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
7. Perform a comprehensive audit of department budgets and operations	Scope an RFI and RFP for the audit, obtaining info on available capabilities, project cost, and yielding a scope of svcs.			Feb-14	Parish President Office staff to draft RFI, RFP; Parish Purchasing staff to administer procurement	TBD in scoping process	Parish Operating Budget		Finance Department for guidance on scope	
	Budget and Fund the audit.			Feb-14	Include funding if Parish Budget	TBD in Scoping Process		availability of funding		
8. Set targets for improving financial performance	Adopt specific targets for cost recovery from Enterprise Funds.			Jun-14	CFO, Finance Department					
	Establish policy to prioritize capital improvements based on CMP.			May-14	Requires Council approval					Coordinate with STWP, item 2 above.
	Privatize services based on Feasibility Study of Privatizing Selected Services (see Government Organization STWP item 7).									
9. Prepare for increased maintenance and operating expenses	Complete inventory of Parish Owned Properties.			Sep-13	Land Development staff	Staff time	Parish Operating Budget		Consultant	
	Develop long-term financial plan. (see STWP item 2 above)									

Plaquemines Parish Short Term Work Program										
WATER & WASTEWATER										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
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.	Identify Potential Funding Source and begin to seek funding. Coordinate with the Parish's Contract Operator to implement operational measures and develop requirements for improvements to facilities if required			2013	Parish Staff, Contract Operator	\$1-5 million	LDEQ Loans, CDBG	Funding shortfall, condition of overall plants	LDEQ, Office of Community Development	
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.	Develop rehabilitation plan based upon previous studies performed for Parish. Coordinate with Parish's Contract Operator to determine areas in need of most immediate attention. Identify potential funding source and begin to seek funding.			2017	Parish Staff, Consultant	\$5-10 Million	LDEQ Loans, CDBG	Funding shortfall	LDEQ, Office of Community Development	
3. Upgrade intake structures at Belle Chase Water Treatment Plant, Boothville Water Treatment Plant, Dalcour Water Treatment Plant, Pointe a la Hache Treatment Plant	Coordinate with Parish Contract Operator to determine operational requirements. Identify potential funding source and begin to seek funding.			2013	Parish Staff/ Contract Operator/ Consultant	\$5-10 Million	CDBG	Funding Shortfall	Office of Community Development	Belle Chasse intake will be upgraded by PPG when levee is raised there.
4. Upgrade capacities of the Ironton Wastewater Treatment Plant, Boothville Wastewater Treatment Plant, and Phoenix Wastewater Treatment Plant	Coordinate with Parish Contract Operator to determine operational requirements. Identify potential funding source and begin to seek funding.			2022	Parish Staff/ Contract Operator/ Consultant	\$5-10 Million	LDEQ Loans, CDBG	Funding Shortfall	LDEQ, Office of Community Development	Opening of the prison (scheduled for November 2013) will require more immediate capacity increases at the Phoenix Wastewater Treatment Plant.
5. Upgrade Capacities of the Pointe a la Hache and Dalcour Water Treatment Plants	Coordinate with Parish Contract Operator to determine operational requirements. Identify potential funding source and begin to seek funding.			2022	Parish Staff/ Contract Operator/ Consultant	\$1-5 million	LDEQ Loans, CDBG	Funding Shortfall	LDEQ, Office of Community Development	Opening of the prison (scheduled for November 2013) will require more immediate capacity increases at the Dalcour Water Treatment Plant.

Plaquemines Parish Short Term Work Program										
WATER & WASTEWATER										
Action Plan Element	Critical steps			Target Date	Resources Req'd staff, consultant, agency, legal, etc.	Cost Estimate	Funding Source	Impediments	Partners	Comments, Examples
	Legislation	PPG Admin Action	Others Admin Action							
6. Provide sewerage to unsewered areas on the East and West Bank of the Parish	Coordinate with Parish Contract Operator to determine operational requirements. Identify potential funding source and begin to seek funding.			2022	Parish Staff/ Contract Operator/ Consultant	\$5-10 Million	LDEQ Loans, CDBG	Funding Shortfall, Property Acquisition	LDEQ, Office of Community Development	
7. Create a Water Master Plan for the Parish, including creation of a computerized hydraulic model of the water system, incorporation of the model into the Parish GIS system, and upgrade areas with pressure problems or cast iron pipes	Identify funding source. Coordinate with Parish Contract Operator to determine areas in most need of immediate attention.			2022	Parish Staff/ Contract Operator/ Consultant	\$500,000- \$1,000,000	LDEQ Loans, CDBG	Funding shortfall	LDEQ, Office of Community Development	
8. Conduct infrastructure upgrades for the sewerage and water systems, including repair of leaking sewer force mains, replacement of leaking fire hydrants, replacement of the secondary clarifier at Buras Wastewater Treatment Plant, and implementation of a sewerage lift station rehabilitation program	Identify funding source. Coordinate with Parish Contract Operator to determine areas in most need of immediate attention.			2022 - later	Parish Staff/ Contract Operator/ Consultant	\$10-25 Million	LDEQ Loans, CDBG	Funding Shortfall	LDEQ, Office of Community Development	
9. Construct two water pipeline crossings of the Mississippi River to provide redundancy to the water systems of the East and West Bank of Plaquemines Parish.	Identify funding source.			2022	Parish Staff/ Contract Operator/ Consultant	\$1,000,000- \$5,000,000	CDBG	Funding shortfall	Office of Community Development	
10. Institute a Water and Sewerage rate increase to compensate for the increasing expenses of maintaining the sewerage and water systems	Conduct a rate study in which rates of surrounding Parishes and other similar sized municipalities within the state and the country are compared. Perform economic analysis of operational costs, tax revenue, loan and bonding status, and immediate infrastructure needs. Coordinate with Parish Contract Operator.			2016	Parish Staff/ Contract Operator/ Consultant	\$250,000 - \$500,000	CDBG	Lack of Public Support, Funding Shortfall	Office of Community Development	

This page was left blank for two-sided printing.