



# **Southeast Louisiana Flood Protection Authority - West**

## **Five-Year Strategic Plan**

February 2016

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## 1. INTRODUCTION

### A. Background

As the U.S. Army Corps of Engineers Hurricane Storm Damage Risk Reduction System (HSDRRS) transitioned from construction into operations and maintenance in 2013-2014, the scope and role of the Southeast Louisiana Flood Protection Authority-West (SLFPA-W) began to change greatly. The evolution to a far larger, more complex flood protection infrastructure required that SLFPA-W make a corresponding leap in operational oversight, maintenance and fiscal responsibility. Recognizing the greater responsibilities brought on by an expanded and enhanced infrastructure, the SLFPA-W Board of Commissioners initiated the following actions in 2014:

1. **Commissioned** a study to assist in implementing a new performance evaluation system to ensure compliance with revised Louisiana Civil Service Commission rules.
2. **Employed** a new Regional Director.
3. **Commissioned** a long-range strategic plan highlighting the organization's strengths and weaknesses with the goal of becoming a model flood protection authority. The Board's intention was a 360-degree assessment of SLFPA-W's organization, procedures and processes.

The Authority engaged proposals from two firms to assist in preparing the organizational assessments and strategic plan: Vali Cooper International of New Orleans (VCI) and Advantus Strategies of Richmond, Va. The two firms ultimately combined efforts to satisfy the Authority's planning objectives. Work began in mid-2014 with a team led by Lt. Col. William Fogle, Executive Vice President of VCI, and Daniel "Bud" Oakey, Managing Director of Advantus. The Strategic Plan herein is a direct result of the interviews, document reviews, and budget analyses conducted by the VCI/Advantus team.

### B. Methodology

The team conducted an initial assessment to determine the current status of SLFPA-W as a Board and organization. The process included interviews with commissioners, primary staff, operations employees and external stakeholders. The team also held interviews with other levee districts and similar bodies nationwide to identify relevant benchmarks by which to compare SLFPA-W. Reviews were conducted of existing statutes, by-laws, cooperative endeavor agreements, policies, procedures and guidelines. A fiscal analysis of SLFPA-W's budget was performed using a variety of projections and financial scenarios.

Recommendations in this Plan were derived from those interviews, internal policies, procedures, and best practices. A preliminary report on team findings was first presented to the Board in the fall of 2014.

Throughout the assessment process, the team held discussions with the President and Regional Director to discuss observations and allow the Regional Director and Board to act immediately on recommendations as appropriate. Interviews were conducted with commissioners, staff and appropriate stakeholders to test findings. The interviews formed the basis of an initial strengths, weaknesses, opportunities and threats (SWOT) analysis. The “present state” assessment helped to separate perception from verifiable findings. That assessment detailed the health of the organization regarding finance, organization, human resources, plant and equipment, preparedness and administration.

Many significant changes in Authority operations have taken place since the initial 2014 assessment and start of strategic plan development - and in particular since the hiring of a new Regional Director:

- New lines of internal and external communication have been implemented.
- The organization was restructured.
- The flow of information between the line organization and Authority management was improved, providing a more streamlined decision-making process.
- Communications and outreach with key stakeholders such as the U.S. Army Corps of Engineers (USACE) were improved.
- The Authority began to focus on new, coordinated services and partnerships to address key needs of the Authority
- An ad valorem tax proposal vitally important to Authority funding was defeated by voters in one of two SLFPA-W levee districts

## **2. ORGANIZATIONAL OVERVIEW**

### *A. Statutory Authority*

By statute, the Coastal Protection and Restoration Authority (CPRA) is the non-federal sponsor of the USACE area-wide Hurricane Protection Project.

SLFPA-W serves as one of CPRA's local agents for the West Bank and Vicinity portion of the Project. SLFPA-W oversaw all construction activities for the West Bank and Vicinity portion of the HSDRRS system on CPRA's behalf, as well as flood control projects for the Mississippi River and Tributaries (MR&T) Project. These projects extended into St. Charles and Plaquemines Parishes. Following construction completion, SLFPA-W assumed its statutory obligation for operations, maintenance, repair, replacement and rehabilitation (OMRR&R)<sup>1</sup> of the newly upgraded system from the St. Charles Parish line to the Plaquemines Parish line including the West Closure Complex. This area constitutes SLFPA-W's territorial jurisdiction on the West Bank of Jefferson and Orleans Parishes.

SLFPA-W is a regional flood protection authority established as a political subdivision and levee district pursuant to Article VI, Sections 38 and 38.1, of the Louisiana Constitution and Act 1 of the first Extraordinary Session of 2006. The jurisdiction, powers and duties of the Authority are defined in part in Louisiana Revised Statute 38:330, 1-2.

Reform legislation enacted after Hurricane Katrina reorganized and consolidated the governance and structure of seven New Orleans-area levee districts into two new regional flood protection authorities.<sup>2</sup> The purpose of this action was to provide broader autonomy for flood protection and to de-politicize governance. The two new regional levee authorities created were the Southeast Louisiana Flood Protection Authority-East (SLFPA-E) and SLFPA-W. SLFPA-W is responsible for flood protection west of the Mississippi River in all of Orleans Parish and the most populated areas of Jefferson Parish, including 80 miles of levees and floodwalls, sector gates and pump stations. SLFPA-W is also responsible for the West Closure Complex (WCC), which is primarily located in Plaquemines Parish, outside the territorial jurisdiction. Its Board of Commissioners is responsible for management, oversight and control of the West Jefferson Levee District (WJLD) and the Algiers Levee District (ALD).

### *B. Governance*

SLFPA-W is overseen by a seven-member Board of Commissioners appointed by the governor from nominations submitted by a Nominating Committee. Said committee is comprised of members from the National Academy of Engineering, National Society of Black Engineers, National Society of Professional Engineers, American Institute of Hydrology, American Society of Civil Engineers, Association of Flood Plain Managers, University of New Orleans

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<sup>1</sup> As provided for in the West Bank and Vicinity Project Partnering Agreement

<sup>2</sup> R.S. 38:330.1 identified West Jefferson and Algiers Levee Districts as part of the SLFPA-W. It also identified East Jefferson, Orleans, Lake Borgne, Tangipahoa and St. Tammany Levee Districts as part of the SLFPA-E.

College of Engineering, Southern University College of Engineering, Tulane University School of Science and Engineering, Louisiana State University Louisiana Geological Survey, Public Affairs Research Council, Council for a Better Louisiana, Harvey Canal Industrial Association and Our Lady of Holy Cross College. Any citizens meeting the qualifications defined by law may also apply.

The Board is composed of the following:

SUSAN MACLAY, B.A. Political Science & History, M.P.A. – *President (1 of 3 non-technical professionals)*

JIM WILKINSON, P.E. – *Vice President (an engineer and 1 of 4 technical professionals)*

PAUL DAUPHIN, B.A. Communications, M.S. Sports Management – *Secretary/Treasurer (2 of 3 non-technical professionals)*

KENDALL GADDY, P.E. – *Commissioner (a civil engineer and 2 of 4 technical professionals)*

KERWIN JULIEN, P.E. – *Commissioner (a civil engineer and 3 of 4 technical professionals)*

MICHAEL MERRITT, M.S. Geology, M.B.A. – *Commissioner (a geologist and 4 of 4 technical professionals)*

ROBERT THOMAS, B.A. History, – *Commissioner (3 of 3 non-technical professionals)*

#### *C. Personnel*

The Board selects the Regional Director who oversees an authorized staff of up to 55. SLFPA-W's work force is made up of 53 classified positions, while the Regional Director and Infrastructure/Compliance Officer are unclassified positions. Legal services for land acquisition, litigation and Board support are provided by attorneys on a contract basis.

SLFPA-W employees are responsible for operation and maintenance (O&M) and emergency operations for 47 miles of the newly constructed Hurricane Storm Damage Risk Reduction System (HSDRRS) and 33 miles of Mississippi River levees. This system protects approximately 250,000 residents and 8,300 businesses.

#### *D. Operating Budget*

SLFPA-W's FY2014 budget was \$5,510,050. The FY2015 budget was \$7,104,453 including \$800,000 for the West Closure Complex (WCC). This figure excludes the added expense of levee lifts that will eventually be needed to maintain FEMA standards. Revenues for FY2014 and 2015 were \$8,865,547 and \$8,682,066, respectively. Revenues are collected from a number of sources, including ad valorem taxes, revenue sharing, permit fees, royalties and appropriations from local, state and/or federal government.

At the end of FY2015, the WJLD and ALD had a combined fund balance of \$21.7 million dedicated to operations, emergency funds, and levee lifts. However, without additional new revenue sources this amount will be insufficient to fund capital outlays needed to maintain FEMA certifications.

Financial uncertainties exist regarding the local financial share for maintaining the flood protection system. O&M costs will increase as SLFPA-W assumes responsibility for all HSDRRS WBV projects, which is expected to occur by 2017. While prepared to take responsibility for O&M, SLFPA-W is not prepared for the unknown debt service associated with any local share the state does not assume. Financial and human capital requirements for the O&M of the WCC continue to remain unclear pending federal guidance and state interpretation of the federal directive in the Water Resources Reform and Development Act of 2014 (WRRDA-2014). While the 35%/65% cost share distribution is known, it is unclear whether SLFPA-W will be reimbursed for 65% of the state estimate or whether SLFPA-W must reimburse the USACE for 35% of the federal estimate.

While the HSDRRS WBV project cost sharing arrangement has not been fully determined, it could be as high as \$1.470 billion (65% federal, 35% state) including principal and interest on the 30-year payback to the federal government to cover the state share. SLFPA-W has not yet received guidance from the state regarding the local share, although CPRA has verbally indicated it will not assume responsibility for the total state share.

Construction of levee lifts by SLFPA-W to compensate for ongoing natural subsidence will begin in 2016. This will also have a direct financial impact on the Authority with SLFPA-W responsible for planning<sup>3</sup>, procurement<sup>4</sup> and construction of the lifts at a cost that may be as high as \$26 million. Levee lifts will be immediately followed by a USACE levee armoring effort.

### *E. Operational Responsibilities*

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<sup>3</sup> Includes geology and geophysics

<sup>4</sup> In cooperation with CPRA

SLFPA-W is responsible for the operation and maintenance of the WBV-HSDRRS infrastructure, plus levee lifts and armoring<sup>5</sup>, as well as emergency operations<sup>6</sup> within its territorial jurisdiction. The scope of responsibility for SLFPA-W continues to grow as the state improves its flood protection system.

It is also unclear when the USACE will decide its O&M cost share responsibility for the WCC facility, or whether the USACE will reimburse the non-federal sponsor or its local agent, provide the in-house labor, or contract for the work. All local flood authorities are awaiting USACE interpretation of the WRRDA-2014 with respect to the scope of local O&M responsibilities. SLFPA-W's responsibilities have increased without a commitment of additional financial support from the USACE to cover OMRR&R costs. Such was the case in 2015 for the O&M of the WCC.

Furthermore, it is not anticipated that any action establishing the state and local cost sharing responsibilities will be decided before conclusion of the 2016 legislative session.

#### *F. Vision and Mission Statements*

**Previous Mission Statement:** “To protect life and property for those who call the west bank of Orleans and Jefferson parishes home by providing effective, efficient protection from the risk of storm surge and high river entering our perimeter defense system.”

**Current Mission Statement:** “To protect the citizens and businesses of the West Bank of the New Orleans area in Jefferson and Orleans Parishes from hurricanes and riverine flooding by inspecting, operating and maintaining the integrity of our levees, floodwalls and floodgates.”

A best practice is to obtain Board approval anytime the mission statement changes.

### **3. Five-Year Strategic Plan**

#### **Governance**

A principle role of corporate governance is to ensure that strategic decisions are made in the interest of those who have a stake in the Authority's success. Louisiana citizens, property and business owners, elected and

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<sup>5</sup> With oversight from CPRA and the USACE

<sup>6</sup> During a state of emergency the Authority coordinates with CPRA and GOHSEP

appointed leadership at all levels of government, as well as SLFPA-W employees, are all directly impacted by decisions made by the Board.

Along with its duty to provide oversight and accountability, the SLFPA-W Board must establish clear strategies and desired outcomes. The Board establishes, and the Regional Director enforces, policies necessary for the organization to operate effectively. Such policies include those associated with internal operations and services, functional positions and responsibilities, code of conduct, and relationships with government officials and stakeholders. Critical governance responsibilities include:

- Infrastructure investment, facility retooling, workplace safety and disaster planning.
- Review of the Authority's financial statements and guidance for the budgeting and expenditure process. That review includes understanding the organization's asset portfolio and offering strategic oversight of staff responsibilities or shifting financial resources.
- Implementing new requirements for internal controls.
- Tracking major agency decisions and their implementation and impact on the agency's goals, with the involvement of Board committees and/or the full Board.

*Objectives (Refer to Appendix B for target schedule):*

1. **Produce a standardized Board Orientation Manual.** It should be amended as needed to reflect any changes made by the Board and/or required by policy, regulations, code, or infrastructure operations and maintenance changes at the local, state or federal level. Such amendments to the manual will be approved by the President and presented at the annual Board briefing. *Completed.*
2. **Current and new members of the Board should participate** in a joint, comprehensive Board Orientation and Facility tour or within 60 days of the seating of a new member and/or members. *In progress.*
3. **Convene an annual Special Board Meeting** to fully inform Commissioners of all relevant information needed prior to adopting the forthcoming fiscal year budget. An annual briefing should be conducted with updates in legal or regulatory policy, internal organizational operations, and flood protection maintenance and amendments to the Authority's strategic plan. *Scheduled.*

4. **Proactively identify** individuals qualified to become members of the Board and then solicit applications for appointment to the Board. *Ongoing.*

## **Operations**

To best manage costs, the Regional Director will utilize a “life-cycle” approach to operations and maintenance. Such a program will consider acquisition, installation, maintenance, upgrade, residual value and useful life costs combined. The Regional Director will consistently report to the Board critical current and future needs for the facility and within the organization.

The Regional Director will work with senior management to develop reporting tools that ensure a steady flow of data. The data will provide relevant information from and for staff, management and the Board so they can carry out their individual responsibilities. Data must be consistently analyzed for the optimal maintenance and operation of the facility and to ensure the facility can operate safely during adverse conditions. The Authority’s technology must have the capacity and functionality to efficiently accomplish goals established by the Board.

*Objectives (refer also to Appendix B):*

1. **Complete organizational restructuring** in preparation for additional demands placed on the organization as a result of the USACE’s transfer of infrastructure maintenance. Continuously evaluate organizational structure to ensure the demands of the Authority are met. *Completed.*
2. **Implement a Comprehensive Safety Program** that includes best work place practices, a comprehensive training and documentation program for operation of all Authority equipment, and ongoing internal evaluation of best practices to ensure compliance with the latest safety standards. *In progress.*
3. **Identify operational best practices and map them.** Refine employee position descriptions such that each employee fully understands his duty and can perform it efficiently. *Ongoing.*
4. **Identify and map equipment maintenance and management guidelines.** *In progress.*
5. **Investigate various standards certification** that provide ongoing accountability for long-term consistency and adherence to service delivery and management. A recommendation concerning potential

program benefits and economics should be made to the Board at its annual meeting<sup>7</sup>. *In progress.*

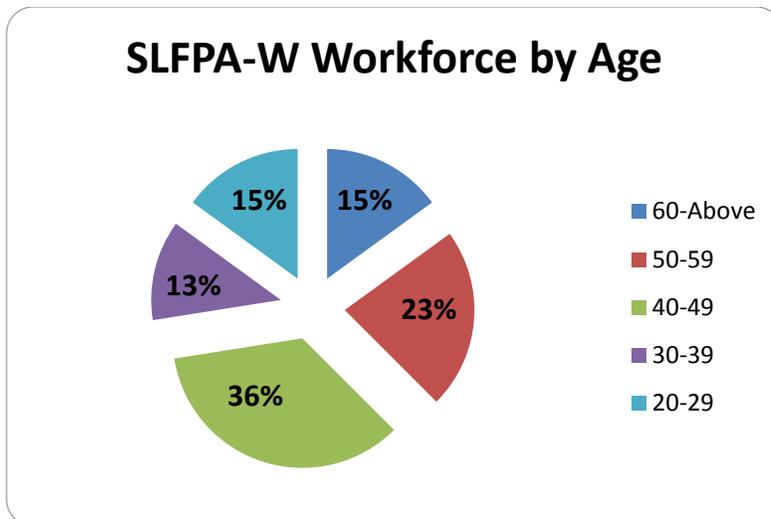
6. **Conduct flood protection facilities assessment and prepare a short- and long-term maintenance plan.** Report to the Board in conjunction with the annual fiscal year budget presentation or the annual briefing on strategic plan implementation progress. *Ongoing.*
7. **Develop and implement** a process between the Board and staff for Authority-wide feedback and discussion relating to Authority’s mission and goals. *In progress.*
8. **Prepare an annual “State of SLFPA-W Report”** to the Board outlining organization accomplishments and forward plans, including how the agency is performing relative to plan, making revisions as necessary. *Scheduled.*
9. **Hold regular leadership team meetings** for continuous review of plan implementation and delegation of responsibilities. Identify any needed adjustments to the strategic plan and how they may impact goals established by the Board. Recommendations may address the Authority as a whole, human resources and management planning, facilities, O&M, budgetary or legislative needs. *Ongoing.*
10. **Complete network upgrade and continue long-term technology plan** with comprehensive program management or dashboard capability. *Network upgrade completed.*
11. **Review Authority’s compliance with state code, regulation and budget.** *Ongoing.*
12. **Continue development of a comprehensive data tracking system** for maintenance tracking and operations cost reporting, ending in a unified web interface for all authority data evaluation. Regular updates to be provided to the Board. *Partially implemented.*

## **Personnel**

SLFPA-W boasts a loyal, dedicated and effective work force. More than 18% of employees have more than 20 years of service, and 36% have more than 10 years. About 38% of all employees are age 50 or older, and 15% are at least 60 years old.

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<sup>7</sup> This could capture various standards of certification.



The organization has benefited from the institutional knowledge of its employees, made possible by their dedication and tenure. However, the Authority lacks a plan to deal with predictable retirements and subsequent “brain drain” within the organization. To accomplish its mission, SLFPA-W must consistently plan for work force attrition.

Effective human resources planning must be a continual and prioritized activity to address internal and external changes. Internally, the agency is impacted by turnover, retirements and size of managed assets. Externally, it is impacted by changes in technology, the economy and changing stakeholder demands. These impacts influence the skill and staffing levels required for the Authority to accomplish its mission. While Authority human resources practices are currently under review, changes must have clear goals and objectives and address recruitment, training, supervision and professional development.

The Authority is currently formalizing a management continuity plan. This plan will anticipate future business demands, confirm the ability of potential leaders to deal with those demands and focus primarily on leadership development across the organization. SLFPA-W’s management continuity plan should focus on the top six positions in the organization. Retirement and turnover of positions provide an opportunity to assess how functions are being carried out. A position-mapping exercise to identify the areas of responsibility and reporting structure for each should be undertaken. Such a plan will ensure that when one leader leaves the agency, a replacement is available with sufficient skills. This will reduce the need for consultants/contractors to fill key positions during transition. The President/Board should direct an open and fair competition for the Regional Director when that time comes.

*Objectives (refer also to Appendix B):*

1. **Human Resources consultant and staff gather and analyze information about organizational demands** based on the Authority's current and projected O&M plan and **develop a staffing plan** to meet the evolving demands. *Plan has been completed.*
2. **Human Resources consultant and staff have designed and implemented recruitment and retention programs** subject to annual review to assure they are aligned with the Authority's objectives and strategic plan. This plan should be presented to the Regional Director and President and may include benefit incentives to satisfy employee needs and improve the agency's ability to recruit and retain staff.
3. **Human Resources group should develop professional development training programs** to ensure staff preparedness in meeting current and future demands. *These programs have been initiated; will be ongoing.*
4. **Monitor and evaluate the effectiveness of the human resources plan annually** and make changes as appropriate. Findings will be included in the presentation to the Board at its annual special meeting. *In progress.*
5. **Execute an employee performance review annually** that proactively involves the employee. *Completed in 2015; to be undertaken yearly.*
6. **Initiate an executive-level performance review** for the Regional Director. *Completed.*
7. **Complete the management continuity plan** for presentation to the Board at its special meeting. *In progress.*

## **Finance**

The Authority has the ability to tax through referendum or can request funds through authorization, appropriation or grant. In order to make such requests, SLFPA-W must be able to define and forecast its financial responsibility. Available financial resources are limited and currently insufficient to respond to new demands being placed upon the Authority by the larger flood control system.

While the HSDRRS has not been fully completed, most functional parts of the system such as the WCC facility and WBV levees have been turned over to

SLFPA-W. The full transfer of new WBV facilities from federal to local responsibility will occur following completion of various ongoing armoring projects, which is currently forecast for late 2017.

The turnover of all the infrastructure improvements has come with substantial financial unknowns as neither the federal nor state government has been clear about future financial obligations of the local sponsors. Although the state (CPRA) has not defined the local sponsor cost share, it has been assumed that CPRA will pay the 35% local share of construction and that the local sponsors will pay for O&M. However, this assumption has not yet been agreed, and recent discussions at the state level have suggested that all or part of the construction cost share may be borne at the local level. In addition, cost-sharing agreements between neighboring levee jurisdictions relating to infrastructure O&M must also be formalized. Finally, the USACE has not issued its determination and interpretation of WRRDA-2014 legislation on RR&R duties. Thus, the USACE cost sharing portion of future RR&R remains unsettled. However, a November 24, 2014 letter signed by Tad Brown, Chief - Planning and Policy Division, Directorate of Civil Works, states that the Secretary of the Army shall be responsible for certain aspects of RR&R on the HSDRRS at a cost share of 65%.

Increased costs for O&M responsibility and associated cost-share expense scenarios should be projected by SLFPA-W so that the Board can negotiate with CPRA and the state. An understanding of these financial liabilities is needed before the Board can work with lawmakers and citizens to raise appropriate revenues to maintain the flood protection system.

In 2015, SLFPA-W developed financial forecasts based on anticipated O&M expenses, sustaining capital needs and cost-sharing associated with the newly expanded flood protection infrastructure. The liability estimates were used to project future revenue requirements given that certain tax millages were due to expire in 2016. These forecasts suggested that existing revenue sources would be insufficient to fund jurisdictional expenses beyond 2016, resulting in a \$50 million deficit by 2024. To address this deficiency, SLFPA-W launched a concerted public education campaign and put ad valorem tax referendums before the WJLD and ALD voters in November 2015. The proposed ALD tax was approved by voters. However, the WJLD tax proposal failed. The Board is currently reviewing its financial plan and weighing options. At an appropriate time, a new proposal will be presented to the WJLD voters, which will be preceded by another robust public education effort that will incorporate lessons learned from the prior campaign.

*Objectives (refer also to Appendix B):*

1. **Maintain cash reserve** based on analysis of future revenue vs. planned capital expenditures. *Analysis ongoing.*
2. **Maintain appropriate cash reserves** to meet emergency response needs as they occur. *Completed; to be reevaluated annually.*
3. **Establish a budget development calendar** for approval by the Board. The calendar must allow ample time to prepare, review, comment and approve the budget prior to its submission. Board must approve its annual budget 90 days before the beginning of the next fiscal year. *Implemented.*
4. **Develop a five-year financial plan forecasting expenses and revenues** on anticipated construction, maintenance, staffing and operational needs. The plan will be submitted to the Board in conjunction with its annual budget. *Implemented.*
5. **Develop a 10-year capital plan** forecasting projects and costs based on known needs within the Authority. The plan will be submitted to the Board in conjunction with its annual budget. *Implemented.*
6. **Continue a public education campaign** to expedite the decision-making process between stakeholders about funding and ad valorem taxes. This must follow a thoughtful analysis of short- and long-term cash needs. *A comprehensive education campaign was undertaken in 2015 in support of ad valorem tax proposals that were partially successful. Future campaigns will be modified and strengthened based on ongoing situational assessments and lessons learned.*
7. **Work with lawmakers** to establish the local cost share for O&M and construction as well as to develop a strategy to gain support for generating the required revenues. *Began in mid-2015.*

## **Public Education**

The strategic plan recognizes that an effective public outreach effort is necessary to maintain public trust and to provide for SLFPA-W long term funding needs. To sustain or raise new revenues, the Authority must allow ample lead time to satisfy lawmakers, stakeholder groups and citizens that financial needs are fully understood and balanced with existing services. Months or years may be needed for the fund raising process.

In practice, the public education effort must be proactive and ongoing. Such an effort routinely helps establish the Authority's credibility, encourages a partnering relationship with stakeholders and lawmakers, helps identify unknowns or conflicts, and ultimately secures the funding needed for SLFPA-W to fulfill its flood protection mission. The public education process also provides an opportunity to garner support for policies favorable to the Authority, as well as an opportunity to address unfavorable policies.

The basic public education strategy for SLFPA-W should include:

- Development of a comprehensive stakeholder education package.
- A proactive effort at the federal level, working with the legislative delegation and USACE to clarify cost sharing and secure WRRDA funding.
- A proactive effort at the state and local level, working with the legislative delegation and CPRA, to educate decision makers about appropriations and interpretations relative to the Governor's budget.
- Financial forecasts that can be vetted and endorsed by respected local or regional experts so as to establish public trust and credibility.

Regular communications from SLFPA-W will educate or inform decision makers about achievements, current conditions and future challenges facing SLFPA-W. The Authority should establish a goal to meet at least annually with local state legislators or key committees responsible for appropriations or water resources and flood protection. The Authority may also hold one or more meetings per year in Washington with its core Congressional delegation.

*Objectives (all currently ongoing):*

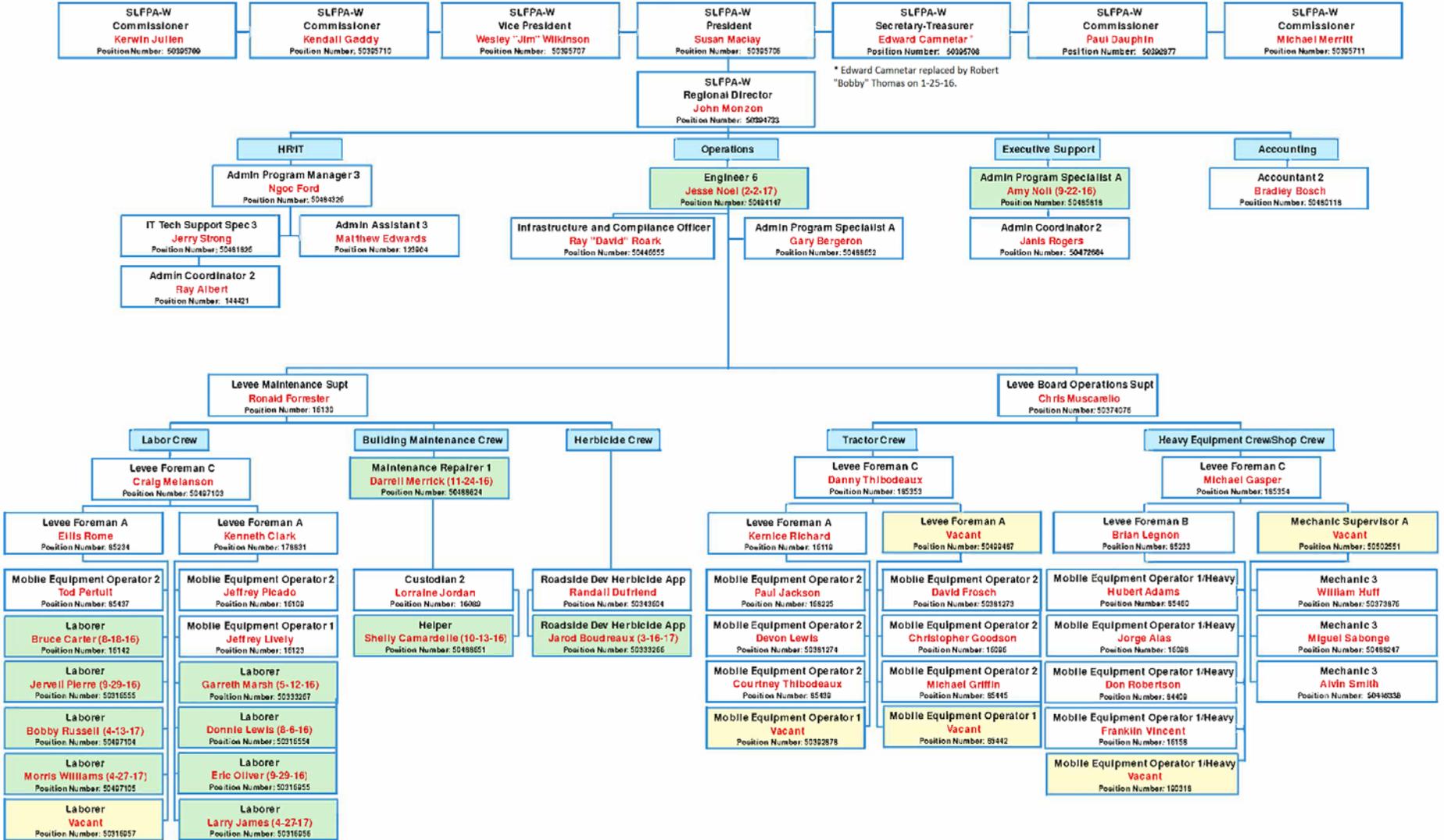
1. **Develop a stakeholder education package.** *Completed June 2015.*
2. **Communicate directly with elected and appointed leadership at the local, state and federal levels** to ensure all stakeholders responsible to the public fully understand the needs of the Authority.
3. **Educate members of the Legislature and Congress.** Work with key officials to expedite agreements defining local share responsibility and associated expense or **identify new funds that can be appropriated or authorized** to mitigate additional local taxes.
4. **Develop support among lawmakers** for ad valorem tax increases as necessary.
5. **Prepare an annual legislative report and agenda** requesting

legislative action and meet with delegation to request action if such action is deemed necessary.

# Strategic Plan Appendices



**Appendix A**  
**Southeast Louisiana Flood Protection Authority - West**  
**Organizational Chart (Modified - 8-26-2015)**



\* Edward Cammetar replaced by Robert "Bobby" Thomas on 1-25-16.

## Appendix B: SLFPA-W Action Items Timeline

<b>March 2015</b>	<ul style="list-style-type: none"> <li>• Board President presents legislative report and agenda</li> <li>• Budget development calendar adopted</li> </ul>
<b>June 2015</b>	<ul style="list-style-type: none"> <li>• Human resources staffing plan completed</li> <li>• Public education plan completed</li> <li>• Stakeholder education package completed</li> <li>• Public/stakeholder education process for ad valorem tax begins</li> <li>• Board President initiates executive-level performance review</li> </ul>
<b>October 2015</b>	<ul style="list-style-type: none"> <li>• Network upgrade completed</li> </ul>
<b>December 2015</b>	<ul style="list-style-type: none"> <li>• Organizational restructuring completed</li> <li>• Board orientation manual completed</li> <li>• Maintain cash reserves for planned capital expenditures in FY2016</li> </ul>
<b>January 2016</b>	<ul style="list-style-type: none"> <li>• Board orientation and facility tour for new members</li> </ul>
<b>March 2016</b>	<ul style="list-style-type: none"> <li>• Operational best practices, equipment maintenance and management processes/guidelines identified</li> <li>• Adopt annual budget per budgeting calendar</li> <li>• Human resources staff updates the staffing and training plan</li> <li>• Recruitment and retention programs presented to Regional Director and President</li> <li>• Professional development training program</li> </ul>
<b>June 2016</b>	<ul style="list-style-type: none"> <li>• Organizational best-practices identified</li> <li>• Draft Comprehensive Safety Program delivered for review</li> </ul>
<b>August 2016</b>	<ul style="list-style-type: none"> <li>• Equipment maintenance and management processes mapping completed</li> <li>• Position mapping and functional best-practices completed</li> <li>• Best-practices mapping completed</li> </ul>
<b>January 2017</b>	<ul style="list-style-type: none"> <li>• Annual special Board meeting convened</li> <li>• First “State of the SLFPA-W Report” presented including:               <ul style="list-style-type: none"> <li>○ Standards certification process recommendation</li> <li>○ Status report on operations processes</li> <li>○ Short- and long-term maintenance plan</li> <li>○ Assessment of code and regulation compliance</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>○ Professional development plan</li> <li>○ Human resources plan</li> <li>○ Budget development calendar</li> <li>○ Five-year financial plan</li> <li>○ 10-year and 20-year capital plan forecast</li> </ul>
<b>March 2017</b>	<ul style="list-style-type: none"> <li>● Comprehensive safety program fully implemented</li> <li>● Draft budget completed per budget calendar</li> </ul>
<b>June 2017</b>	<ul style="list-style-type: none"> <li>● Management continuity planning process completed</li> </ul>
<b>Ongoing, Annual and/or As Needed</b>	<ul style="list-style-type: none"> <li>● Communicate directly with elected and appointed leadership at local, state and federal levels</li> <li>● Regular leadership team meetings for continuous review of strategic plan implementation and delegation of responsibilities</li> <li>● Authority-wide feedback and discussion relating to Authority’s mission and goals</li> <li>● Continuously evaluate organization structure to ensure demands of Authority are met</li> <li>● Regional Director reports critical current and future needs for facility and within organization to Board</li> <li>● Annual Board meeting</li> <li>● Proactively identify qualified individuals and solicit applications for appointment to Board</li> <li>● Annual leadership planning meeting</li> <li>● Annual report to Board on flood protection facilities assessment with short- and long-term maintenance plan in conjunction with annual fiscal year budget presentation or annual briefing on strategic plan progress</li> <li>● Continue long-term technology plan and data tracking systems</li> <li>● Reevaluate recruitment and retention programs</li> <li>● Reevaluate professional training program</li> <li>● Perform annual employee performance reviews</li> <li>● Monitor and evaluate effectiveness of human resources plan</li> <li>● Review cash reserves to meet emergency response needs</li> <li>● Annual DC meeting with congressional delegation</li> <li>● Meet with local state legislators and key committee members</li> </ul>



## Appendix D

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### Human Resources Analysis

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1. Identify specific human resources objectives, which can involve:
  - Decisions related to whether candidates can or will be promoted from within or hired externally.
  - Whether work will be outsourced or performed by employees.
  - Whether the Authority prefers to staff for excess capacity or take a streamlined approach.
2. Annually, execute an employee performance review that proactively involves the employee with the immediate supervisor. Such a review should:
  - Have a 360-degree approach.
  - Comply with state personnel management requirements.
  - Highlight areas where the employee excels.
  - Develop an agreed-upon action plan for the employee and supervisor to address deficiencies.
  - Establish agreed-upon goals to be accomplished during the forthcoming year, potentially including training, work tasks, and other areas relating to the employee's assignments and duties.

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## Management Continuity Planning

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Create confidence that individuals coming up the leadership track have the capacity to think through the issues they will face in the positions they attain.

1. Consideration should be given to the department and position, understanding that the business strategy for one of the business units may be status quo. This makes an ideal way station for high-potential individuals to be given early authority with minimal risk. It also can be a highly suitable end destination for someone with strong interpersonal leadership skills but weaker cognitive potential.
2. A strong management-continuity plan must analyze the complexity of challenges the agency faces, as they affect different levels in the organization, and then use an interviewing process to identify individuals' cognitive capacity for dealing with those levels of complexity.
3. Ethical grounding of potential executives must be considered. This issue is increasingly important as both a governance issue and a human issue as the individual establishes the tone of the organization.
4. The integrity of individuals in the management-continuity pool is a critical issue in providing for the healthy continuity of the organization.
5. The ability of potential executives to lead (i.e., mobilize others to act) in complex situations must be considered. A competency-based approach is recommended:
  - There are few (often fewer than six) competencies or characteristics that make for outstanding leadership ability. This approach seems more useful for management-continuity planning than identifying the full range of things that might apply. It helps to define the critical difference between being a good manager of a silo vs. being someone who can "act like a leader."
  - There often are differences based on level or location. Just as issues tend to become more complex the higher an individual goes in an organization, differences in stakeholders or business challenges can create subtle differences in the leadership behaviors required.

## **Putting the Management Continuity Plan Together**

1. Focus on different levels within the different functions and key corporate-wide roles.
2. Confirm high-performance competencies within the management-continuity framework.
3. Determine the progression of key factors, at different points in the management-continuity framework, that lead to outstanding performance.
4. Set up an effective and efficient way to identify high-potential individuals and at what level of readiness each one is wedding the competency and cognitive capacity assessment tools for getting that data.
5. Work through development planning for each individual in the management-continuity pool.
6. Identify those with the potential to take on greater leadership responsibility and close competency gaps.
7. Utilize mentoring/coaching relationships, provide attendance at leadership conferences, offer developmental assignments, encourage self-development activities, and promote enrollment in continuing education and advanced-degree courses.

## **Appendix E**

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### ***Content of Board Orientation Manual and Stakeholder Public Education Packets***

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#### **Board Orientation Manual**

The Board orientation manual is to be reviewed and updated annually for relevancy. It will include:

- A. Agency overview, mission, vision and values
- B. Operational review by department
- C. Human Resources/work force review
- D. Facility review
- E. Equipment review
- F. Technology review including geology and geophysics
- G. Louisiana code review
- H. Authority duties
- I. Compliance
- J. Agency finance
- K. Authority maps

#### **Stakeholder Education Packet Content**

- A. Facility review.
- B. Revenue review with overlay of projected added expenses.
- C. Expense review to project the added expense with new mandated responsibility.
- D. Nexus between revenue and expense.
- E. Explanations of planned uses for saved money.
- F. Review of additional responsibility placed on SLFPA-W being maintained out of steady-state revenue highlighting added cost burden without revenue to accomplish mission.
- G. Graphic explanation of depletion of savings and inability to meet mission.
- H. Review of additional responsibility placed on SLFPA-W with steady-state revenue, highlighting added cost burden without revenue.
- I. Detailed ask for financial assistance to meet responsibilities, with projected timeframe of expense.