

## **G Public Facilities and Services**

### **1. Introduction**

The purpose of this element of the Community Agenda of the Comprehensive Master Plan is to provide guidelines for planning and programming public facilities and services in Plaquemines Parish over the next twenty years. The analysis and recommendations in this Chapter are built upon the evaluation of existing conditions and the inventory of current facilities and services presented in the Public Facilities and Services chapter of the Community Assessment.

Like the parallel chapter in the Community Assessment, the Public Facilities and Services Element of the Community Agenda addresses facilities and services provided by the Parish government and other institutions such as the Plaquemines Parish School Board and Sheriff's Office. The types of public facilities and services included here are:

- Fire and Emergency Services
- Law Enforcement
- Libraries
- Community Centers / Senior Services
- Public Education
- Public Health Facilities and Services
- Solid Waste Management Services
- Boat Harbors and Marinas
- Public Rights of Way Maintenance (PROWM)
- Mosquito Control
- Parish Government Administration Facilities

Discussion of the Parish's water and wastewater systems, drainage and stormwater management facilities, and parks and recreations services may be found in Chapters D, F, and H respectively. Additionally, an overview of the Parish budget and government structure is provided in Chapter J.

The element of the Community Agenda includes an outline of the overall issues, goals, and objectives common to all eleven types of public facilities and services in the Parish; a discussion of each of the eleven types of public facilities; a discussion of issues and needs related to type of facility; a list of goals and objectives; and lastly, a list of recommendations and implementation strategies.

**Overall Issues**

Plaquemines' population has undergone a significant geographic redistribution since the hurricanes of 2005-2008 and the Horizon oil disaster of 2010. Realigning and restoring services according to the Parish's new settlement pattern is the most critical concern as the Parish plans its future public services and facilities. As discussed in the Population and Demographics element of this Comprehensive Plan, Plaquemines population has steadily increased since the dramatic population loss that occurred during the hurricane evaluation period. Many of the residents who were evacuated chose to relocate outside of the Parish, but many have returned. Those returning to their homes in the more vulnerable areas of the Parish to the south and east now face higher construction standards in order to flood-proof their homes according to FEMA requirements. And because of the cost of rebuilding to these higher standards, many returning residents chose to resettle further north in the area of Belle Chasse and Jesuit Bend.

Most public facilities on the East Bank and those on the West Bank south of Belle Chasse were either destroyed or severely damaged by the hurricanes. FEMA funds have been used to replace or restore almost all of the essential public facilities; however, these new facilities are built to a higher level of flood protection, which substantially increases construction costs. Additionally, many of the public facilities in the Belle Chasse area that have not yet been replaced are in need of repair and the growing population in this area is putting a greater demand on these aging facilities.

The full effects of Hurricane Katrina and the Horizon disaster on Plaquemines' population are not yet known, which poses a challenge to the Parish as it plans its public facility needs for the next 20 years. It is still uncertain whether the more vulnerable areas of the Parish will rebound to the pre-Katrina population; therefore, the Parish must institute a system of monitoring and evaluating its population distributions as it continues its planning efforts.

The Parish's ultimate goal is to eliminate any gaps in service and provide adequate public services and facilities to all residents of the Parish. However, the linear geography of the Parish poses a challenge for the Parish's planning efforts. The length of the Parish is over 80 miles and the Mississippi River separates the Parish into two banks, with only one major highway on each bank and a ferry connection. This geography often requires duplication of services in different parts of the Parish—and travel time between service centers is often lengthy, making it difficult for some residents to access public services.

**Overall Strategies for Public Facilities and Services in Plaquemines Parish**

- (1) Cluster public facilities wherever possible to form the functional civic core of planned "town centers." Creating clusters will conserve available land, provide an anchor to neighborhoods, establish a sense of place, and increase resident access to government services.
- (2) Become a green leader - achieve LEED Certification in new construction.

- (3) Improve accessibility of services to the resident population in an equitable manner.
- (4) Manage operating costs by identifying ways to provide services more efficiently.
- (5) Ensure that all new development is adequately served by necessary infrastructure, especially fire, public safety and education.
- (6) Develop a Capital Improvements Program that is based on a rational planning model and closely tied to the Comprehensive Plan, assuring that any facility contained in the Capital Improvements Program is fully justified and assigned an appropriate priority.
- (7) Add to the Planning Department expertise in the area of Capital Improvements Programming to coordinate the preparation of the Capital Improvements Program with annual review of needs, implementation progress, fund balances; update priorities and funding every year.
- (8) Develop a life-cycle cost approach to the value of capital improvements that takes maintenance cost, operating cost and replacement cost into account when designing facilities and estimating cost for the Capital Improvements Program.
- (9) When locating future public facilities, evaluate the impact they have on public safety, traffic, natural resources, drainage, noise, aesthetics and neighborhoods; inform and involve the public in site selection and design.
- (10) Place priority on energy conservation in the siting, design, and construction of all public facilities.
- (11) Design public facilities so that they are attractive additions to neighborhoods.

## **2. Fire and Emergency Services**

### **Issues and Needs**

- The new fire protection system is in a period of transition. The hurricanes of 2005 destroyed or severely damaged all the fire fighting facilities and equipment. Most of these facilities have been rebuilt and the Parish is transitioning its fire service from an entirely volunteer force to a paid fire-fighting force.
- The linear geography of the Parish creates a challenging environment, with two major highways on each side of the Mississippi and only a ferry connection across the river. The current alignment of 12 Fire/EMS stations (nine on the West Bank and three on the

East Bank) serving in seven districts leaves several gaps in service that need to be filled with additional stations.

- Traffic conditions on LA 23 are dangerous and require trained drivers.
- Firefighting equipment must be replaced on a regular basis. Many of the fire trucks in Belle Chasse were bought in 1985 and are now 25 years old- the end of the life expectancy.
- There is inadequate water pressure to maintain recommended fire flows in some areas of the Parish. There are some 3" diameter water lines that can't carry more than 400 gallons per minute, but 1,000 gallons per minute is recommended. Eight inch diameter pipe is recommended for these areas, as well as for all newly built streets. Many fire hydrants must be replaced because they no longer deliver enough pressure.
- The International City Management Association (ICMA) reports that the average community of 25,000 residents employed approximately 1.6 fire/EMS staff per 1000 residents in 2003. Following this standard, the 72 firefighters hired in 2010 constitute a force that would theoretically be adequate for a community of about 45,000 residents. The unusual shape of the Parish requires an "above average" level of resources.
- Risks vary throughout the Parish. The northern end is suburban with relatively dense population, whereas the average population density in the East Bank and south Parish is less than one person per 20 acres. There are oil and natural gas facilities and industries using hazardous chemicals in numerous locations. The northern end of the parish has more valuable residential and commercial property compared to the southern end of the parish.
- Due to the nature of Plaquemines Parish, the Fire Department must be capable of responding to multiple risks – grass fires, structure fires, traffic accidents, medical emergencies and trauma.
- Fire prevention is more cost-effective than fire suppression. Public education about safe use of home heaters, cigarettes and household flammable devices and fire extinguishers is critical.

**Goals and Objectives**

- Provide Parish-wide fire service in accordance with the standards of the Property Insurance Association of Louisiana, which requires there to be a fire station within 7 miles of each residence in the Parish.
- Give life safety priority over protection of property.
- Balance fire-fighting resources with the level of risk. To the extent possible, allocate resources to ensure that each company has approximately the same population and cumulative value of property within its territory.

**Recommended improvements and implementation strategies**

- Reevaluate service levels and risk factors using data from the 2010 Census and re-allocate equipment and personnel in coordination with relative risk factors throughout the parish. Not all homes within the Parish are within 7 miles of a fire station. Addressing these gaps in service will require building new fire stations and hiring 6 more fire fighters per station (18 men) as follows:
  - Myrtle Grove fire station by 2011
  - Woodland Highway fire station by 2012
  - Ft. Jackson fire station (between Boothville-Venice and Buras) by 2015.
- Add dormitories to fire stations, such as Woodlawn, that do not have them.
- Rebuild Belle Chasse Station #1 in 2011.
- Establish a schedule for replacing vehicles and equipment before the end of their life expectancy and prepare a budget to finance this schedule.
- Stress fire prevention first over fire suppression. Firefighters should spend a minimum of 5 percent of their hours in training and public education each year.
- Cross train fire personnel as paramedics for maximum flexibility.

**3. Law Enforcement****Issues and Needs**

- As previously stated, the shape and length of the Parish results in a challenging environment for Sheriff Deputies to respond to emergencies and engage in crime prevention activities.
- The majority of all law enforcement facilities and equipment have been fully repaired or replaced since the hurricanes of 2005. The Parish should develop a schedule for maintenance and replacement.
- As with fire safety, the oil and natural gas industry presents special risk to law enforcement due to the potential homeland security issue of this valuable national resource.

- Hurricane and flooding threats sometimes pose a challenge to law enforcement activities. The Sheriff's Office must be prepared to assist in a full evacuation of the Parish population during hurricane season. The Sheriff's Office is also responsible for securing and protecting vacant, damaged, and abandoned property until the safe return and recovery of the residents is possible.
- Staffing levels – According to a 2003 report published by the International City Managers Association (ICMA), the average community of 25,000 persons has about 2.1 law enforcement personnel per 1,000 residents. With 110 full time and part time sworn deputies in 2008, Plaquemines Parish Sheriff's Office had over 4.8 law enforcement personnel per 1,000 residents - enough personnel for an average community with a population of almost 50,000.

### **Goals and Objectives**

- Provide the citizens of Plaquemines Parish a safe environment in which to live, work, and play.
- Prevent and reduce crime and terrorism in Plaquemines Parish.
- Maintain enough Sheriff Deputies to meet or exceed ICMA guidelines of 2.1 police officers per 1000 population.
- Maintain and improve personnel training and development.
- Provide an average response time to a 911 call of less than six minutes throughout the Parish.
- Develop and enhance police-community partnerships.
- Keep abreast of latest crime prevention and crime detection technology.
- Manage resources efficiently and economically.

### **Recommended improvements and implementation strategies**

- Reevaluate service levels and risk factors contributing to crime and terrorism using data from the 2010 Census;
- Re-allocate equipment and personnel to be in coordination with relative risk factors throughout the Parish.
- Work cooperatively with Parish agencies and other state and federal agencies to develop a comprehensive program of Emergency Preparedness and Homeland Security.
- Work cooperatively with Parish agencies to coordinate and streamline the current 911 emergency response system.

## 4. Libraries

The Community Agenda for Libraries in Plaquemines Parish is based on the Plaquemines Parish Library Study Needs Assessment prepared in September 2009 (Library Needs Study).

### Issues and Needs

- The shape and length of the Parish results in a challenging environment for providing library services accessible to all residents. There are significant distances between the three libraries in the Parish.
- Although many people who live in Plaquemines Parish are mobile and drive long distances each day for work, school, and other daily activities, many residents having the greatest need and interest in library resources are the least mobile.
- As with fire safety and law enforcement activities, the Parish must continue efforts to repair and replace the three Parish libraries that were damaged or destroyed in 2005.
- The Library Needs Study identified several additional issues, including:
  - The lack of an adequate supply of books. In order to meet the “essential” level of service indicated in the Library Needs Study (2 books per capita), the Parish must increase its book collection beyond its current size of 38,000 books.
  - Inadequate space in the Belle Chasse Library. The current site has inadequate space for parking and administration. The building is out of date and is not designed for efficient use as a library.
  - Inadequate staffing. The Louisiana Library Association recommends one full-time library staff person per 2,500 residents, including one full time librarian for each 12,000 residents. Meeting this standard requires 20 staff, including 2 professional librarians, in Plaquemines. The current staff consists of 17 persons.
  - The hours of operation should be expanded. The library is currently open only 48 hours per week.
  - The Belle Chasse library needs a “Teen Center” for the 20 to 30 teens that use the facility daily.
  - There is a lack of technology in the Belle Chasse Library. In particular it needs additional computers and a fax machine available for public use.
  - The current Belle Chasse Library is not energy efficient because of its age and design.
  - The current Belle Chasse Library lacks adequate storage and work space.
  - The current Bookmobile is too large to enter neighborhood streets and requires two persons to operate.
  - The Library System is not as engaged with the community as it should be.

**Goals and Objectives**

1. Provide the citizens of Plaquemines Parish with essential educational, recreational, and cultural opportunities through a network of library branches, bookmobile services, resources, and programs.
2. Offer high quality, fiscally responsible and equitable service to all Parish residents.

**Recommended improvements and implementation strategies**

1. Prepare a Library Facilities Plan and Building Program to establish the desired library functions and program the space, furniture and equipment needed for those functions.
2. Enlarge the book collection. Meet Louisiana's Standards for Public Libraries 2003 at the essential level, which is 2 books per capita, and strive for a collection of 60,000 books by 2015 and 75,000 books by 2030.
3. Increase size of Belle Chasse Library to 20,000 sq. ft. on a minimum site of 3 acres and provide administrative space so that it can become the headquarters location for the system. (Estimated construction cost \$5.5 million.)
4. Increase library staffing to at least 20 persons, including a full-time professional librarian in order to meet the Essential Level of the Louisiana Library Association.
5. After the new libraries open, continue Bookmobile services with a smaller vehicle capable of entering neighborhood streets and capable of operation by one person.
6. Increase the number of public access computers to a minimum of 29 for adults and 10 for children, including contemporary electronic resources and databases.
7. Establish a Parish-wide "Friends of the Library" organization with at least 25 members.
8. Increase hours of library operations to 60 hours per week, including weekends, in order to be more responsive to the needs of single parent working families and shift workers.
9. Consider outsourcing the courier service between existing and future libraries in order to cut costs.
10. Investigate coordinating library services with development of a vocational educational center.
11. Investigate partnership opportunities with companies operating oilrig transportation to provide library services to remote offshore Gulf Coast operations.

**5. Community Centers / Senior Services****Issues and Needs**

- Although many people who live in Plaquemines Parish are mobile and drive long distances each day for work, school, and other daily activities, many of those that have the greatest need for public facilities and human services are the least mobile.

- The four new Community Centers are attractive and well- constructed, multi-purpose centers. They are centerpieces of neighborhood identity and pride. However four are taking the place of ten community centers that existed before Hurricane Katrina.
- The Parish will be responsible for operating cost, custodial service and maintenance for these four buildings.
- The four community centers are considered to be “one stop shops” and could eventually be used as “little city halls” if the community develops around them. In particular, the Boothville Community Center could be used for such unintended purposes, as it was combined with the Parish Council Office for Marla Cooper.

### **Goals and Objectives**

- Provide the citizens of Plaquemines Parish with convenient and flexible places for public gatherings.
- Provide centers for social interaction, recreation, and nutrition and health needs in strategic locations to serve the Parish’s elderly residents.
- Provide places in strategic locations to offer counseling for troubled youth and domestic violence counseling for abused women.
- Provide places in strategic locations with equipment and programs for swimming, health and fitness and summer camps for kids.
- Establish a roving nurse program from Ochsner Hospital to provide non-acute care and paramedical services.
- Develop and enhance community partnerships.
- Manage parish resources efficiently.

### **Recommended improvements and implementation strategies**

- Reevaluate programs, services, and service levels using 2010 Census data considering current population, age distribution, income distribution, average household size, children per household, and other pertinent measures of need.
- Re-allocate programs, service levels, and personnel in coordination with relative needs in each area of the Parish where there are Community Centers.
- Consider purchasing the former Port Sulphur High School athletic field from the School Board and using it in conjunction with the Port Sulphur Community Center.

## **6. Public Education**

### **Issues and Needs**

- Design and location of new schools - New schools are more than functional additions to the education system. They are important “building blocks” to neighborhood identity,

character, and pride. New schools should be designed to be attractive, well landscaped, and energy efficient. The Parish should complete traffic circulation and safety studies considering the impacts of schools on traffic congestion, entrance/exit locations, sight distance, and other factors that contribute to motorist safety. Schools should also be well connected to surrounding residential areas, with good access by vehicles and pedestrians. Schools should not be located on a cul-de-sac and should not be fenced off from its neighbors. Wherever possible, schools should be sited in coordination with parks and libraries to form community service clusters oriented to be functional and convenient for families with children.

- Belle Chasse High School – Since Hurricane Katrina destroyed many of the schools in southern portion of the Parish, Belle Chasse High School is now one of the oldest schools in the Parish and lacks adequate technology. However, the Belle Chasse attendance district is growing and the school is becoming crowded. It would be a great expense to replace the school; however, it is in a good location and, although the site is small, the existing building could be renovated and expanded on site. The Parish must evaluate the costs and benefits of renovating versus rebuilding.
- Environmental stewardship – New schools offer the Parish great opportunities to set the highest possible design standards and to educate the community about environmental stewardship, including water and energy conservation. New buildings and sites should be designed to meet LEED or similar standards. With the use of interpretative guides, these features can be turned into learning opportunities for students and residents.
- Economic Development – The Parish’s public education system can have a symbiotic relationship with the business community. Major industries, such as Conoco Phillips and Chevron, often partner with schools to offer community development programs or to assist with fundraising. The school system should work collaboratively with businesses and industries to train the emerging workforce and to attract families to Plaquemines.
- Workforce Development – It is critical for schools and businesses to be in close dialogue about the skills needed today and for the future workforce. The School Board can provide relevant coursework for students who are planning to enter the workforce after high school and prepare students for positions in local industries.
- Public Health – The School Board must foster partnerships with the Plaquemines Public Health Department in order to address public health issues such as immunization, nutrition, sanitation, drug and alcohol abuse prevention, smoking, teen pregnancy, and sexually transmitted diseases.
- Public safety – The School Board must also partner with the Plaquemines Parish Sheriff’s Office to address issues such as crime prevention, violence in schools, vehicle safety, illegal drugs, child abuse, and homeland security.

- Efficient operations – Local school and government resources are limited. Parish government and the School Board must partner to build voter confidence in their fiscal management, minimize the burden on citizens, and avoid unnecessary expenditures.

**Goals and Objectives (from Plaquemines Parish School Board):**

- Provide the highest quality instruction for every student in order to produce the best readers, writers, thinkers, and listeners.
- All students will achieve at high levels in the presence of powerful teaching.
- Teaching and learning will improve if education professionals engage in collaborative learning, planning, and conduct an open analysis of instructional practice.
- Decisions about teaching and learning should be evidence-based.
- A focus on literacy and numeracy will strengthen teaching and learning across all grade levels and subjects.
- Taking actions to provide “whatever it takes” will ensure every student’s success.
- Support economic development goals of workforce development, business growth, and the retention of the Parish’s youth.

**Recommended improvements and implementation strategies**

- Reevaluate classroom and teacher allocations, educational programs, and community outreach using data from the 2010 Census, considering current population, age distribution, income distribution, average household size, children per household, and other pertinent measures of need.
- Re-allocate classrooms, teachers, and educational programs to be in balance with relative needs in each attendance district of the Parish.
- Work with Plaquemines Parish to develop a coordinated strategy for public health, including nutrition, sanitation, immunization, and the prevention of obesity, smoking, teen pregnancy and sexually transmitted diseases.
- Work with the Sheriff’s Office to develop a coordinated strategy to reduce sale, use and distribution of alcohol and illegal drugs.
- Work with Plaquemines Parish and appropriate state and federal agencies to develop a vocational education system that will respond to future labor force needs for green industries, ports, and other emerging employment opportunities and to attract and retain business, industry, and talented labor force in the Parish. For example, start a culinary arts program.
- Adopt and implement a green building standard, such as LEED, to improve the energy efficiency of new and existing facilities built and operated by the Board of Education.

## **7. Public Health Facilities and Services**

### **Issues and Needs**

- The poverty rate in Plaquemines Parish is approximately 17 percent, which is higher than most surrounding parishes. Public health services are particularly critical for these at-risk populations.
- Although many Plaquemines residents are mobile, many of those that have the greatest need for public facilities and human services, such as the elderly or disabled, are the least mobile.
- The Department of Public Health is responsible for enforcement of important public health codes but has no police citation powers. The Public Health Department can inspect and make records of code violations, but then must attempt to achieve compliance with an Abatement Hearing. In order to enforce compliance with public health regulations, the Public Health Department must turn the matter over to the Parish Attorney or the State Health Department. In the case of flagrant health violations, the Public Health Department can issue cease and desist orders or citations. This process should be streamlined in order to more efficiently and effectively address public health concerns.

### **Goals and Objectives**

- Prevent disease, illness, and injury to Plaquemines residents.
- Monitor the cleanliness of public water supplies.
- Provide the citizens of Plaquemines Parish with a central place for free immunization.
- Protect public health by ensuring the sanitation of restaurants and food services in day care centers, schools, and nursing homes.
- Protect public health and the natural environment by ensuring proper design and installation of individual wastewater treatment plants.
- Protect public health by controlling rodents, coyotes, and other pests in residential areas.
- Protect public health, safety, and welfare by enforcing the Parish ordinances related to blighted structures, overgrown grass, junk accumulation and improperly stored vehicles.
- Protect public health and the fruit growing industry in Plaquemines Parish by controlling Citrus Pysllid and Apple Snails.
- Protect public health by reducing the number of sick and stray animals.
- Develop and enhance community partnerships to promote public health.
- Manage resources efficiently.

**Recommended improvements and implementation strategies**

- Work with the Plaquemines Parish Public School System to develop a coordinated strategy for public health that includes nutrition, sanitation, immunization, and the prevention of obesity, smoking, teen pregnancy and sexually transmitted diseases.
- Attract funding to make a public health nurse available on the East Bank.
- Attract funding to support additional services for prevention of sexually transmitted disease.
- Apply for funds to establish family planning clinics.
- Provide a service center for residents qualifying for assistance from the Women and Infants with Children (WIC) program.
- Develop and enact amendments to existing animal control ordinances including:
  - Definitions of “owner” “abandon” and “secure and “confined” as these terms apply to animals;
  - Stronger breeding laws;
  - Cat laws consistent with dog laws;
  - Microchipping law: if Animal Control picks up a dog/cat for a third impoundment, there will be a microchip implanted in the animal;
  - Feral cat management in suburban areas;
  - Increased penalties for unaltered animals;
  - “Hot pursuit” law for cases in which an animal is loose on private property;
  - Euthanasia is implemented immediately for animals which are diseased, severely ill, injured, feral, etc.;
  - Home confinement laws : sick or injured animals allowed to stay at the owners premises rather than the animal shelter if found at large;
  - Stronger animal cruelty laws; and
  - Trapping of animals by others than the parish agency.
- Develop a more streamlined procedure for issuing cease and desist orders or citations in the case of flagrant public health violations. One possibility is to designate a single, specific parish attorney who handles all such cases. Another possibility is to establish an Environmental Court with a special Administrative Hearing Officer with authority to hear and decide these cases in an expeditious manner.

**7. Solid Waste Management Services**

Placeholder for Garbage Collection and Sanitation White Paper and Tables

## 8. Boat Harbors and Marinas

### SUMMARY

Plaquemines Parish currently owns and operates five public boat harbors: Empire Boat Harbor, Empire Shipyard, Venice, Buras, and Point a la Hache. Empire Boat Harbor includes a dry dock and lift. The boat harbors are intended to provide affordable places for commercial fishers to maintain their boats; however, slips are not exclusively leased to commercial fishers.

The boat harbors include a variety of slip sizes and rental rates. Slip rentals are priced higher for non-residents than for residents. Seniors also receive a discounted rate. The prices vary from \$15 per month for a senior resident to rent a 15 foot by 30 foot slip in Buras to \$155 per month for a non-resident to lease a 30 foot by 100 foot slip in the Venice Harbor.

The boat harbors were severely damaged during Hurricane Katrina and many fishermen lost boats. The harbors have now been restored or rebuilt with grant funds from FEMA and are now in operation. A sixth boat harbor, Port Eads, has not been rebuilt. When in operation, it had 80 slips, an ice house, and other conveniences.

Repositioning the harbors to model private marinas in meeting the needs of the sports fishing industry could greatly enhance their financial performance and impact on the local economy.

### FISCAL ANALYSIS

#### Under-pricing of Fees for Use of Facilities and Services

As outlined in **Table 1** below, the Parish's harbors are being heavily subsidized by the Parish under its current operation practices. The cost of this program in 2010 was \$793,992.94.

Revenues collected from user fees and various leases totaled about \$314,139.37, covering only about 40% of costs. The boat harbors and shipyards financial account is actually termed an Enterprise Fund and is intended to be self-supporting. However, there was an annual deficit of almost \$500,000 paid for by the taxpayers in 2010, a subsidy of \$587 per year per slip, which is an average cost of \$60 per year for every household in Plaquemines Parish. See **Table 3** below for a detailed outline of total expenditures.

Rates charged for use of marina slips are too low to cover cost of service. The average cost per slip is over \$1,000 per year, but revenues indicate the average lease pays only \$350 per year. The fee schedule in surrounding private marinas is considerably higher. Three marinas east and west of Plaquemines Parish charge a typical rate of \$225 per month for a 30' covered boat slip with hoists. With all slips occupied. Uncovered slips are more available, with a cost of \$100/mo.

Marina	Uncovered Wet Slip	Availability	Covered Slip w/Hoist	Availability
Dudenhofers, Hopedale	N/A	N/A	\$225/mo.	none
Delacroix Lodge	N/A	N/A	\$250/mo.	Waiting list
C-Way Lafitte	\$100/mo	Multiple avail.	N/A	N/A

The cost of providing the harbor and marina services includes maintenance of the land facilities; maintenance of the wharfs; power; water; staff salaries; maintenance dredging; permitting; future replacement; trash collection; etc. However, the Parish is not recovering this actual cost of service through its leases and fees. The Boat Harbors and Shipyards Enterprise Fund operates at a deficit. This is at least in part due to the under-priced fee schedule. The fee schedule must be examined to ensure that they are set at a level commensurate with the cost of delivering the service. This examination must consider the full cost of the service as well as a comparison of Plaquemines Parish’s fee structure with that of other regional marinas and boat harbors.

**Table 1. 2010 Boat Harbors Fiscal Analysis.**

	2010 Revenues	2010 Expenses	Difference	# of Slips	Subsidy per Slip	Cost per Household (8,057 )
<b>EMPIRE HARBOR/ SHIPYARD</b>	120,489.70	273,151.54	152,661.84	113	(1,350.99)	(18.95)
<b>BURAS</b>	48,824.05	68,861.36	20,037.31	298	(67.24)	(2.49)
<b>VENICE</b>	104,869.12	112,860.54	7,991.42	242	(33.02)	(0.99)
<b>POINTE-ALA-HACHE</b>	20,948.50	149,240.31	128,291.81	164	(782.27)	(15.92)
<b>GENERAL/OTHER</b>	19,008.00	189,879.19	170,871.19			
<b>DEPARTMENT TOTAL</b>	<b>314,139.37</b>	<b>793,992.94</b>	<b>479,853.57</b>	<b>817</b>	<b>(587.34)</b>	<b>(59.56)</b>
*Port Eads out of operation						

**OPERATIONAL ANALYSIS**

The Parish’s five operating boat harbors are managed by the Director of Operations and include eleven staff members. Staff members manage all harbor operations and property maintenance. All five harbors have personnel on site Monday through Friday 7:00am through 3:30pm.

The Parish harbors offer a total of 817 slips. The figure below outlines a summary of the number of slips in each boat harbor and their respective occupancy rates in August 2010. Occupancy averaged 53 percent, with the highest occupancy rate at Empire and the lowest at Buras. Buras is the largest of the boat harbors with 298 slips.

Because the slip fees are so inexpensive, slip rentals are very attractive to commercial fishers and there is currently a slip waiting list. Slip leases are often passed down among family members, allowing for little turnover. The Parish does not require proof of ownership of boats anchored in rented slips and the Parish does not maintain records of slip use, ownership, or lease duration. Profiles of the slip lessees are not available, but the Parish assumes that the majority of users are commercial fishers.

There are few services available at the boat harbors, although there is a restaurant adjacent to the Buras Marina. The Empire Shipyard includes hoists for boat repairs and equipment for propeller replacements. For repairs in this facility, the boat must be brought ashore at the Empire shipyard and hoisted up to do the work; however, some boat owners leave the boat on the hoist for days at a time. This wastes capacity, makes other users wait, and expends Parish resources.

**Table 2. Slip Vacancies & Leases.**

Plaquemines Parish Boat Harbors, Marinas, & Shipyards (8.24.2010)						
	BURAS	EMPIRE	EMPIRE SHIPYARD	POINTE A LA HACHE	VENICE	TOTAL
SLIP TOTAL	298	78	35	164	242	817
CURRENTLY LEASED	89	75	30	134	107	435
CURRENTLY VACANT	209	3	5	30	135	382
% Leased	30%	96%	86%	82%	44%	53%

The current boat harbor operation and management process is not sufficient to maintain the harbors economic viability. The following operational deficiencies must be addressed:

- The current bookkeeping is not sufficient to establish whether the boats using the facilities belong to the person who has been given a lease for that slip.
- There is no data regarding the profile of users at the boat harbors to determine if they are actively engaged in commercial fishing or other activities that are beneficial to Plaquemines Parish.
- The current bookkeeping is not sufficient to establish what leases are unpaid, overdue, or transferred.
- There is no system for collecting unpaid leases and no system of enforcement, fines or penalties for offenders.

- Operations funds have not been clearly budgeted and allocated.
- Damages that resulted from accidents of private boat operators using the boat harbor area have been paid for by the Parish without clear determination that the parish was negligent or liable for the damages.
- There is currently no planned replacement schedule, appraisal, or financial plan for harbor equipment, such as boat hoists. This would be required to set up a sinking fund.
- Maintenance and repair facilities are not operated efficiently.



Figure 1 Dudenhefer Marina, Hopedale

- Operations of Parish Boat Harbors are not consistent with private facilities in the area. Private marinas offer a complementary range of services that attract patronage and generate additional economic activity. Typical private services include boat charters and fishing guides, lodging, bait, tackle and provisions, fish cleaning areas, picnic pavilions, marine service and other amenities that add value to a boat slip.

## **OPERATIONAL ALTERNATIVES**

Alternative 1: Continue providing marina and boat harbor services under current operating system.

Alternative 2: Continue Parish operations but establish quantitative and qualitative performance standards, conduct an audit of operations, adjust slip rental rates, create operations guidelines, improve administration and operational efficiency, using Parish or Contract staffing.

Alternative 3: Close under-performing harbors and improve services and efficiency in remaining harbors per Alternative 1.

Alternative 4: Privatize harbors:

- Award time limited concessions for operation of entire harbors or constituent operations. Based on the business, the concession could return revenue to the Parish, break even, or operate with public subsidy.
- Retain Parish operating responsibility and contract management of key activities.

- Outright sale – Entire harbors or constituent industries or service aspects can be sold to private operators.

## **RECOMMENDATIONS**

As described above, Plaquemines Parish currently operates five boat harbor /marina complexes with over 800 slips and a repair facility. These facilities were severely damaged by Hurricane Katrina and have been repaired and put back in service using FEMA funding. These facilities are leased to private boat owners and are intended primarily for use by commercial fishers. The average occupancy rate as of August 2010 was 53 percent and occupancy at individual boat harbors ranged from 30 percent in Buras to 96 percent in the Empire Boat Harbor.

If Plaquemines' harbors were operated and patronized consistent with private marinas in the area, their financial performance and contribution to the local economy would be transformed. If the harbors achieved a 70% occupancy rate under the current rental structure, they would generate almost \$400,000 per year, marginally reducing the Parish's loss. But if they operated at 70% occupancy with a market rental rate of an average \$2000 per year per slip, revenue would soar to around \$1.15million per year, offsetting their expense and generating \$350,000in surplus for improvements each year, notwithstanding current inefficiencies in operation. More efficient operation by Parish staff or a concessionaire could generate more favorable returns. To realize this potential, an entrepreneurial approach to increasing the amenity and attractiveness of the harbors will be essential. Market comparisons confirm that marine facilities alone will not make for a competitive operation. Instead, operators must enhance the total experience with amenities and facilities which will likewise generate additional revenue.

The ultimate goal of the Parish operated boat harbors is to provide the citizens of Plaquemines Parish a high quality and well managed location for anchoring and repairing marine vessels that are in use by workers in the commercial fishing and sports fishing industries. Harbor operations by the Parish are burdened with a substantial subsidy, while almost half of the harbor's capacity is unused. Harbor facilities and operations should be restructured to meet public objectives at a cost commensurate to the benefit derived from them.

### Action Plan

- Adopt formal objectives for public service and financial performance of Plaquemine Parish's harbors infrastructure.
- Undertake a market analysis of priority marine industry sectors (commercial fishing, sports fishing, ancillary services, etc.), as well as the larger marine market that can be accommodated in the harbors. Revise service offerings and the fee schedule to both meet public objectives and optimize revenue.
- Evaluate the financial merits of continued Parish operation against concessionaire operation, selecting that means yielding greatest public benefit.
- Dispose of assets that cannot meet Parish objectives for operation within financial constraint.

Illustrative Improvements and Implementation Strategies

- Develop other sources of revenue that would be supported by successful boat harbors, marinas and marine repair facilities in Plaquemines Parish.
- Develop and enhance community partnerships beneficial to the commercial fishing industry in Plaquemines Parish.
- Consider closing, privatizing, or repurposing the Buras Boat Harbor.
  - Its 30 percent utilization is very low compared to the Parish's other harbors. Closing this facility would save some cost to the parish.
  - Another option is to sell it or lease the Buras facility entirely to a private management company.
  - Repurposing Buras Boat Harbor for recreational use - The Parish could install accommodations to attract lessees and guest users.
  - A final option is to continue operating the facility, but actively market the availability of slips to increase occupancy.
- Review the current rates charged for marina slips and determine an appropriate market rate. Also review and establish rates for hoist fees and maintenance bay fees.
- Develop a financial plan for the Boat Harbor and Marina operation that will reach self-sufficiency in 4 years.
- Apply a fee increase to marina slips that is phased in so as to reach market rate within 4 years.
- Apply fee increases to equipment that can be rented at the Empire Shipyard.
- Identify other potential services, concessions or other commercial activities that may generate revenues from commercial leases of the boat harbors or adjacent property owned by the parish for uses that would benefit from direct proximity to the boat harbors and marinas. Examples include a ship's store, sales of fish bait, ice houses, restaurants, catering, lodges, and condominiums.
- Promote marinas to youth and to tourists and set up seasonal events. This would bring in additional tax revenue to the Parish.
- Prepare an annual audit of revenues and expenditures of this department and repeat the audit bi-annually. Determine the major sources of program cost that may be reduced.
- Adopt ordinances and procedures to collect interest, penalties, fines, liens or forfeitures for non-payment or late payment of rental fees at the boat harbors and marinas.
- Develop and apply minimum liability insurance requirements of private boat owners who lease spaces at the boat/harbor marina and use the marine repair facilities at the Empire Shipyard.
- Conduct a feasibility study concerning the potential privatization of the Parish boat harbors and marinas and determine if it would save money for the Parish to privatize some or all activities at the marina.

- Involve members of the commercial fishing industry in the discussion of the feasibility study and solicit their ideas for making it more useful to them and also self-sustaining.

**Table 3. Boat Harbor and Shipyards Expenditures 2010.**

BOAT HARBORS AND SHIPYARDS FUND EXPENDITURES 2010	GENERAL		SHIPYARDS	BOAT HARBORS			
	Financial Administration	Billing/Collection	Empire	Empire	Buras	Venice	Pointe-a-la-Hache
Personnel Services							
Salaries & Wages-Regular		24,868.17	106,131.58	29,240.75	32,010.98	41,638.10	76,064.13
Salaries & Wages-Reg/Disasters		164.01					
Salaries & Wages-Reg/Hurricane				106.75			
Salaries & Wages-Overtime			0.00	11,792.14	35.03	78.72	110.33
Salaries & Wages-OT/Hurricanes			50.45	570.43		39.36	
Salaries & Wages-OT/Disasters				480.36		4,242.70	
Salaries & Wages-Standby Pay				4,043.52			
FICA Taxes		295.11	1,515.47	3,436.52		629.96	1,024.88
Retirement 09-12.25% 10-15.75%		3,942.62	16,723.69	0.00	5,047.22	7,244.95	11,997.43
Group Insurance		10,956.00	7,565.71	3,769.68	10,956.00	8,341.24	14,786.88
Compensated Absence Expense	-1,164.14						
<b>Total</b>	<b>-1,164.14</b>	<b>40,225.91</b>	<b>131,986.90</b>	<b>53,440.15</b>	<b>48,049.23</b>	<b>62,215.03</b>	<b>103,983.65</b>
Financial & Related Services							
Fire/Wind/Collision/Liability Ins	109,954.02						
Depreciation	27,672.96						
Interfund Service Charge		8,304.00	27,127.00	11,072.00	9,965.00	12,733.00	21,591.00
<b>Total</b>	<b>137,626.98</b>	<b>8,304.00</b>	<b>27,127.00</b>	<b>11,072.00</b>	<b>9,965.00</b>	<b>12,733.00</b>	<b>21,591.00</b>

BOAT HARBORS AND SHIPYARDS FUND EXPENDITURES 2010	GENERAL		SHIPYARDS	BOAT HARBORS			
	Financial Administration	Billing/Collection	Empire	Empire	Buras	Venice	Pointe-a-la-Hache
Operating Services & Supplies							
Postage		661.94					
Advertising			75.00			0.00	
Publication of Legal Notices						0.00	0.00
Advertising-Employment			0.00			0.00	0.00
Printing Stationery, Forms, Etc		2,870.80	0.00	0.00	0.00	0.00	0.00
Electrical Light & Power			6,756.32	7,222.25	2,060.50	6,714.50	3,317.32
Water/Sewer/Refuse (Pub Util)					526.40		
Telephone Service			932.34		564.80	0.00	0.00
Telephone-Long Distance		0.00		0.00	0.00		0.00
Telephone-Mobile Phones			335.14	190.05	253.69	882.46	582.62
Rentals/Leases			0.00		0.00	0.00	0.00
Rental/Lease-Post Office Box							0.00
Rental/Lease-Portable Toilets			700.80	525.60	700.80	876.00	1,868.80
Rental/Lease-Uniforms			487.52	121.88	121.88	416.26	429.64
Maint-Property & Equipment				1,200.00		0.00	0.00
Maint-Buildings & Grounds			0.00	0.00	0.00	0.00	0.00
Maint-Heavy Equipment			425.00	0.00			1,865.63
Maint-Tractors & Mowers				0.00	102.86	0.00	407.35
Maint-Machinery & Equipment			0.00		0.00	0.00	0.00
Maint-Light Vehicles			446.78	33.00	383.96	123.95	364.96
Maint-Office Equipment		720.00	0.00				
Maint-Computers		0.00					
Professional Services				0.00		0.00	
Prof Svcs-Software Support		0.00					
Prof Svcs-Oil Waste Disposal			290.00	155.00	210.00	342.50	0.00
Prof Svcs-Fire Protection			91.50		167.50	50.00	0.00
Prof Svcs-Employee Physicals			155.00	0.00	0.00	155.00	0.00
Prof Svcs-Drug Testing			332.00		35.00	0.00	80.00
Prof Svcs-Extermination			0.00	0.00		32.00	
Supplies-Office		141.78	107.00	0.00	0.00	0.00	0.00
Supplies-Field						0.00	
Supplies-Operating			0.00				
Supplies-Janitorial			91.18	0.00	0.00	79.45	228.98
Supplies-Food			0.00				
Supplies-Safety Equip/Clothing			278.36	11.98	0.00	0.00	366.00
Supplies-Photographic			259.88				
Supplies-Computer		491.92					
Materials			155.99	124.00	240.22	4,500.15	144.81
Materials-Plumbing						130.85	
Materials-Lumber & Wood Prod			1,650.00	0.00	0.00	1,710.00	1,650.00
Materials-Electrical				0.00			
Materials-Paint & Supplies			0.00	0.00	192.06		
Small Tools & Equipment			164.18	695.06	860.23	247.90	2,123.19
Gasoline			5,460.42	730.56	4,004.85	4,015.57	2,544.74
Oil & Grease			0.00	5.98	72.77	168.43	51.80
Diesel-Highway Use			1,221.98			13.71	
Diesel-Off Road			2,763.77	0.00	0.00		0.00
Parts & Supplies-Light Vehicle			128.78	0.00	0.00	0.00	82.96
Parts & Supplies-Heavy Equip			11,207.76	0.00			6,192.05
Parts & Supplies-Mach & Equip			0.00		114.22	0.00	426.96
Parts & Supplies-Trac & Mowers			2,894.00	62.75	155.39	66.95	457.33
Tires			0.00	0.00	0.00	772.52	470.52
Official Fees-DEQ			0.00				
Official Fees-Veh Lic/Tags	0.00	Page 21 of 28	10.00	0.00	10.00	20.00	10.00
<b>Total</b>	<b>0.00</b>	<b>4,886.44</b>	<b>37,420.70</b>	<b>11,078.11</b>	<b>10,777.13</b>	<b>21,318.20</b>	<b>23,665.66</b>

BOAT HARBORS AND SHIPYARDS FUND EXPENDITURES 2010	GENERAL		SHIPYARDS	BOAT HARBORS			
	Financial Administration	Billing/Collection	Empire	Empire	Buras	Venice	Pointe-a-la-Hache
Capital Outlay							
Recycling Containers							0.00
Light Trucks & Vans						16,345.50	
Vehicle Accessories			722.40				
Tractors & Mowers			0.00	0.00	0.00	0.00	0.00
Machinery & Equipment			0.00	0.00	0.00	0.00	0.00
Office Equipment			70.00	139.00	70.00		
Major Repairs			0.00				
Computer Hardware	0.00	0.00				248.81	
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>792.40</b>	<b>139.00</b>	<b>70.00</b>	<b>16,594.31</b>	<b>0.00</b>
				<b>75,729.26</b>	<b>68,861.36</b>	<b>112,860.54</b>	<b>149,240.31</b>
<b>Division Total</b>	<b>136,462.84</b>	<b>53,416.35</b>	<b>197,327.00</b>	<b>406,691.47</b>			
<b>BOAT HARBORS AND SHIPYARDS FUND TOTAL</b>							<b>793,897.66</b>

## 9. Public Rights of Way Maintenance

Placeholder for Public Rights of Way Maintenance (PROWM) White Paper and Tables

## **10. Mosquito Control**

### **SUMMARY**

The Mosquito Control division is managed by the Director of Administration and works to limit the population of mosquitoes in Plaquemines Parish, as well as mosquito borne diseases and illnesses. This division consists of 24 staff members, including a supervisor, four fulltime larvacide experts, and multiple fog truck drivers. Mosquito control is funded by the Public Health Fund.

### **FISCAL ANALYSIS**

The total annual budget for mosquito control was \$1,207,640.00 in 2010 and its total expenditures amounted to \$1,092,826.50. Personnel services accounted for approximately 38% of the division's total expenditures. See **Table 1** below. Providing this service is equivalent to \$136 per household in Plaquemines Parish. The mosquito program generates no direct revenue.

### **OPERATIONAL ANALYSIS**

The Mosquito Control Division utilizes 16 fog trucks, four utility trailers, one fork lift, one lawn mower, and two gator vehicles. The division operates from three facilities – one in Buras on Highway 11, one in Port Sulphur on Compactor Road, and one in Braithwaite on Edna LaFrance Road on the East Bank.

In 2007 Mosquito Control purchased a Piper Aztec airplane to control mosquitoes in marsh areas unreachable by truck. The plane has an enhanced GPS guidance system that guides the plane to the exact location of a predetermined ground target and improves the efficiency of the spraying.

Fogging trucks spray on a nightly basis, weather permitting. The fogging trucks are divided into four coverage areas of the Parish: Upper and Lower Parish East Bank; Upper Parish West Bank; Middle Parish; and Lower Parish West Bank. Within these coverage areas, the mosquito crew is assigned target areas and a schedule for covering each target. The larvacide program treats ditches, manholes and unattended pools with adulticide pesticides in order to decrease the population of mosquitoes in their larva stage. This program is seasonal and there is a need to avoid paying for labor when the service is not active. Fog truck drivers use their vehicles for personal use, increasing the cost of this program.

In 2007, Plaquemines Parish worked with Mosquito Control, Inc. (MCI) to optimize Parish mosquito control operations, relying on their recommendations to improve surveillance, larval and airborne pesticide application, and to initiate aerial spraying. With this technical assistance, Plaquemines Parish was able to improve mosquito control operations and extend them over larger areas of the Parish. However, operational and capital expenditures continued to be and remain an in-house operation, bearing the staffing, procurement, and overhead burden inherent to governmental operation. Due to the seasonal nature and variable requirements of mosquito control, it is likely to be difficult and complicated to efficiently deploy a public work-force to meet the needs of an optimal operation. Staffing is idle during the cooler

months, and over-taxed during peak season. Mosquito control staff will be ill suited for alternative work when idle, and other Parish staff will be similarly disadvantaged when pressed into mosquito control service. Equipment capital and operating costs are likely to be similarly inflated.

**OPERATIONAL ALTERNATIVES**

Alternative One: Continue operations under current service model.

Alternative Two: Audit and optimize service delivery.

Alternative Three: Privatize mosquito control service.

**RECOMMENDATIONS**

- Research mosquito control in other similar communities to develop a list of ‘best practices’ that may improve the efficiency of this program and reduce its costs.
- Audit mosquito control operations against the best practice standard, developing an action plan to optimize operations.
- Establish performance goals and provide employees with incentives to substantially exceed standards of performance.
- Cross-train Parish staff or consider privatization of the functions of this program during some or all of the year in order to reduce costs.

**Table 1. Mosquito Control Expenditures 2010.**

<b>Mosquito Control Expenditures 2010</b>		<b>Expenditure</b>
Personnel Services		
	Salaries & Wages-Regular	331,997.31
	Salaries & Wages-Overtime	0.00
	Salaries & Wages-Ot/Disasters	673.26
	Payout-Annual Leave	312.29
	Fica Taxes	14,688.73
	Retirement 09-12.25% 10-15.75%	26,761.38
	Group Insurance	36,809.97
	<b>Total</b>	<b>411,242.94</b>
Financial & Related Services		
	Fire/Wind/Collision/Liab Ins	11,970.00
	Interfund Service Charge	84,702.00
	<b>Total</b>	<b>96,672.00</b>
Operating Services & Supplies		
	Membership Dues	0.00
	Electrical Light & Power	5,572.05
	Water/Sewer/Refuse (Pub Util)	449.45
	Postage	0.00
	Telephone Service	3,512.79

<b>Mosquito Control Expenditures 2010</b>		<b>Expenditure</b>
	Telephone-Long Distance	144.98
	Telephone-Mobile Phones	13,229.03
	Messenger & Delivery Services	0.00
	Rental/Lease-Airplane Hanger	5,400.00
	Rental/Lease-Light Vehicles	0.00
	Rental/Lease-Copier Machines	1,274.00
	Rental/Lease-Uniforms	1,046.07
	Maint-Buildings & Grounds	10.51
	Maint-Machinery & Equipment	110.00
	Maint-Light Vehicles	5,186.69
	Maint-Copier Machines/Overage	604.48
	Maint-Aircraft	41,080.26
	Professional Services	18,600.00
	Prof Svcs-Software Support	29.46
	Prof Svcs-Fire Protection	187.50
	Prof Svcs-Employee Physicals	155.00
	Prof Svcs-Drug Testing	618.00
	Prof Svcs-Extermination	496.00
	Supplies-Office	1,147.74
	Supplies-Operating	4.79
	Supplies-Janitorial	974.15
	Supplies-Laboratory	694.00
	Supplies-Extermination	87.21
	Supplies-Chemicals	406,856.98
	Supplies-Safety Equip/Clothing	2,162.58
	Materials	3,136.67
	Materials-Cement & Asphalt	14.57
	Materials-Plumbing	6.82
	Materials-Signs	144.00
	Materials-Lumber & Wood Prod	36.11
	Materials-Paint & Supplies	330.12
	Small Tools & Equipment	2,331.86
	Gasoline	46,001.70
	Aviation Fuel	5,421.44
	Oil & Grease	805.68
	Diesel-Highway Use	63.23
	Parts & Supplies-Light Vehicle	3,603.96
	Parts & Supplies-Mach & Equip	3,526.69
	Tires	4,344.02
	Travel & Other Employee Exp	1,132.20
	Employee Licenses Etc	25.00
	Employee Training	140.00
	Official Fees-Veh Lic/Tags	220.00
	Toll Tag Fees	0.00
	<b>Total</b>	<b>580,917.79</b>
Capital Outlay		

<b>Mosquito Control Expenditures 2010</b>		<b>Expenditure</b>
	Light Trucks & Vans	0.00
	Vehicle Accessories	1,254.00
	Machinery & Equipment	1,834.28
	Computer Hardware	0.00
	Air Conditioners/Heaters	49.99
	Office Equipment	674.71
	Office Furniture	180.79
	<b>Total</b>	<b>3,993.77</b>
<b>TOTAL</b>		<b>1,092,826.50</b>

## 11. Parish Government Administration Facilities

### Issues and Needs

- Hurricane Katrina damaged or destroyed many Parish Government administrative offices and operating facilities. No comprehensive plan was established for replacing these facilities, thereby allowing redevelopment to occur in a piecemeal and unplanned way. Consequently, Parish government administration lacks a central headquarters.
- Many of the buildings that are currently being used for Parish government do not meet FEMA requirements and are vulnerable to future damage from severe storms or floods.
- The Parish’s facilities lack the capacity to meet the government administration needs. Office space and operating facilities have been expanded in a piecemeal and unplanned way. This results in wasted staff time and duplicated facilities, such as parking, waiting areas, toilets, kitchens, and copy machines that would otherwise be shared.
- Many of the existing administrative buildings are inflexible, cramped, and inefficient—and some are located on property that the Parish does not own or control. Additionally, some are under-maintained and will require expensive rehabilitation soon.
- Government service delivery is inefficient and lacks coordination because of the scattered locations of various departments and offices.
- Government service delivery is inefficient and inconvenient for its customers because of the scattered locations of various departments and offices.
- Maintenance and operating costs are higher because of scattered locations and inefficient utilities, plumbing, heating, and cooling systems.
- The Parish purchased the former State School facility on F. Hebert Boulevard and announced that the Parish will build a consolidated government campus on this property. A new administrative complex would allow for improved technology, communication, and energy efficiency.
- There is no comprehensive inventory of Parish administrative facilities or space needs. There is no inventory of all parish-owned property (whether acquired through purchase

or tax liens) that might be utilized. Such an inventory is necessary in order to plan and design an efficient government complex or to re-allocate existing buildings in a more efficient way.

### **Goals and Objectives**

- Provide the citizens of Plaquemines Parish a safe, convenient, and energy-efficient government administration center that provides a sense of place and pride for the citizens of Plaquemines Parish.
- Develop and enhance community partnerships with the School Board, Sheriff's Office, Port and Harbor Terminal District, the Naval Air Station, and other major businesses and industries through which to develop a coordinated approach to community problem-solving, service delivery, and shared resources.
- Maintain a current inventory of parish resources and audit service delivery costs in order to manage resources more efficiently.

### **Recommended improvements and implementation strategies**

- Prepare a comprehensive inventory of existing space, furniture, and equipment of all departments and evaluate needs.
- Prepare a comprehensive inventory of property and buildings that are currently used by Plaquemines Parish government. The inventory should include the following information:
  - property name and location
  - department using the building
  - current occupancy (persons),
  - owner of the property
  - owner of the building
  - type of structure
  - year structure was built
  - size of the property in square feet of heated space
  - square feet of conference and meeting rooms
  - square feet of indoor and outdoor storage space
  - type and condition of building elements:
    - roof
    - foundation
    - flooring
    - exterior walls
    - interior partitions

- doors and windows
  - number of toilets fixtures
  - age and type of heating/ cooling system
  - age and capacity of the electric system
  - inventory of furniture
  - annual utility cost
  - provider of maintenance
  - annual maintenance cost
  - compliance with fire code and building codes
  - number of parking spaces
  - type of wastewater system
  - type and condition of stormwater system.
- Re evaluate insurance needs and department operating budgets based on the inventory.
- Prepare a program of space and building needs and prepare a master plan for the new government complex on F. Hebert Boulevard.
- Each department should establish an orderly, consistent process using proven evaluation criteria for deciding which buildings or properties should be remodeled, demolished, or sold in conjunction with relocating departments to the complex on F. Hebert Boulevard.
- Explore methods for upgrading the Parish website to provide better government service, information, applications, permits, and bill paying.