



# SOUTHEAST LOUISIANA FLOOD PROTECTION AUTHORITY - EAST

## 2016 STRATEGIC PLAN

### COMMISSIONERS

Lambert J. Hassinger, Jr., - *President*  
Stephen V. Estopinal, P.E., P.L.S. - *Vice President*  
Jefferson M. Angers - *Treasurer*  
G. Paul Kemp, Ph.D., Secretary  
Richard A. Luetlich, Jr., ScD  
Kelly J. McHugh, P.E., P.L.S.

### REGIONAL DIRECTOR

Robert A. Turner Jr., P.E., CFM

### EXECUTIVE COUNSEL

Nyka M. Scott

### EAST JEFFERSON LEVEE DISTRICT

Derek E. Boese, PMP, LEED-AP - *Executive Director*

### LAKE BORGNE BASIN LEVEE DISTRICT

Nicholas P. Cali, CFM - *Executive Director*

### ORLEANS LEVEE DISTRICT

Gerard J. Gillen, III, P.E. - *Executive Director*

## Vision Statement

A flood risk management system that helps protect the lives and property of residents within the jurisdiction of the Authority from at least a 500-year flood event, which is defined as one with a 0.2% chance of being equaled or exceeded on an annual basis.

## Mission Statement

Our mission is to ensure the physical, operational and financial integrity of the regional flood risk management system, and to work with appropriate local, regional, state and federal agencies and officials to plan, design, construct, operate and maintain projects that will reduce the probability and consequences of flooding in SLFPAE's jurisdiction.

## Guiding Principles

1. We strive for operational excellence by leveraging the institutional knowledge, technical expertise, professionalism and dedication of our personnel.
2. We plan and manage flood protection as an integrated regional system rather than as a series of projects or individual, stand-alone levee districts. While we respect the history and uniqueness of each district, we believe it is their connectivity and shared history that knits neighboring districts into an effective regional system.
3. We recognize the contribution and dedication of each employee who, regardless of his or her job, plays a vital role in flood protection.
4. Our staff and board of commissioners must be transparent, honest, visible, responsive, responsible and accountable so that our actions over a sustained period of time will build trust with the public and the agencies with whom we work in the mission of building and managing a true regional system.
5. We value input from all sources at all levels.
6. We exercise fiscal responsibility through the continuous improvement of our business operations.

7. We operate and maintain existing levees, floodgates, floodwalls, armoring and in LBBLD pumping stations as well, leveraging the most advanced standards and methods that finances permit.
8. We embrace both coastal restoration and preservation, as well as flood protection-related construction, as critical components of flood risk reduction.
9. We strive to better communicate to the public the residual risks that remain in any system, no matter how much protection it offers. That includes informing the public that flood risk reduction is a shared responsibility covering a range of activities as diverse as individuals raising their homes, improvements to the local drainage systems, and local governments making flood risk reduction a consideration in all land use decisions.
10. We believe that a "multiple lines of defense" strategy should be adopted to reduce flood risks. We further believe that the system must be resilient to overtopping, using splashguards, armoring, and other engineered methods in order to prevent catastrophic levee and floodwall failures.

## **Goals and Objectives**

### **I. GOVERNANCE AND ORGANIZATION**

- A. Finalize the formation of a true regional authority.  
Action Items: Retain Director of HR; 2. Retain Director of Accounting/Finance; 3. Retain Director of Operations; 4. Retain Director of Information Systems.  
Suspense: May 1, 2016
- B. Conduct an annual review of implementation of strategic plan to ensure that we are meeting goals.  
Action Item: The Board and Executive Staff will meet on an annual basis to assess our success.  
Suspense: Annual Review every January
- C. Preserve institutional knowledge and implement transition plans.  
Action Item: We will survey our most tenured staff regarding their retirement plans, and formulate plan for transition as needed.  
Suspense: June 1, 2016; Annual Review
- D. Draft orientation program/manual for new Commissioners.  
Action Item: Executive Staff will formulate this program/manual.  
Suspense: June 1, 2016

## II. FINANCIAL AND ACCOUNTING

- A. Implement consistent financial and accounting processes across district lines.  
Action Items: Retain Director of Accounting/Finance who will implement best practices across all Districts. We will incorporate this goal into all decision making, and proactively try to identify cost savings across all activities.  
Suspense: June 1, 2016; Annual Review
  
- B. Apply for new state/federal grants while effectively managing existing grants.  
Action Item: We have created a staff position for this. That person will work diligently to produce the required results.  
Suspense: Annual Review
  
- C. Solve LBBLD's financial predicament  
Action Items: The Board and Executive Staff will formulate a 2016 legislative agenda to address the issue; we will work with stakeholders to formulate a solution.  
Suspense: July 1, 2016
  
- D. Create comprehensive financial plan for the Authority (including cost share requirements, future lifts, O&M costs, etc.)  
Action Item: The Regional Director is working with Executive Directors to create this plan.  
Suspense: January 1, 2017
  
- E. Create efficiencies and cost savings wherever possible.  
Action Item: Executive Staff will continually and proactively seek every opportunity to maximize efficiencies and identify cost saving opportunities.  
Suspense: Annual Review
  
- F. Formulate capital projects master plan for maintenance of system, facilities and equipment.  
Action Item: The Regional Director will formulate this plan.  
Suspense: May 1, 2016
  
- G. Increase transparency of the fiscal relationship between SLFP and the Non-Flood Authority  
Action Item: 1. Prepare documentation describing relationship and expectations between SLFP and Non-Flood Authority; 2. Initiate regular reporting of Non-Flood accomplishments and financial status to SLFP.  
Suspense: June 1, 2016

- H. Alienate or lease excess real property owned by Districts.  
Action Item: 1. Identify real property held by Districts that is not needed for our operations; 2. Formulate plan to alienate, or in the alternative, lease that property.  
Suspense: September 1, 2016

### **III. OPERATIONS**

- A. Implement integrated operations procedures across district lines.  
Action Items: Retain Director of Operations who will formulate and oversee integrated procedures relative to operations.  
Suspense: July 1, 2016
- B. Implement integrated information systems and cyber security across district lines.  
Action Items: Retain Director of Information Systems who will oversee all information systems, computers, cyber security.  
Suspense: June 1, 2016
- C. Complete levee lifts and armoring.  
Action Item: Levee lifts and armoring are underway.  
Suspense: January 1, 2017; September 1, 2017
- D. Complete East Jefferson combined facility/safe-house.  
Action Items: Design and construct the facility.  
Suspense: January 2018
- E. Address foreshoring at EJLD.  
Action Item: Executive Staff will formulate plan to address short-term and long-term foreshoring challenges and opportunities.  
Suspense: Annual Review
- F. Meet O&M and Inspection Requirements.  
Action Item: Executive Staff will ensure that we have processes and systems in place to meet this responsibility.  
Suspense: Annual Review
- G. Prepare for and pass 2023 Levee Recertification.  
Action Item: Staff will ensure that we are prepared for and pass this recertification.  
Suspense: 2023

- H. Update the Hurricane Storm Surge Analysis for the Greater New Orleans HSDRRS.  
Action Items: The Regional Director and Executive Staff will work with USACE, CPRA and other stakeholders in the region to raise awareness of the need to being this effort and recommend that CPRA take the overall lead for managing the work to ensure consistency in approach and final results.  
Suspense: To be started NLT 2017.
- I. Pursue authorization to divert water from the IHNC into the Central Wetlands during storm events.  
Action Items: The Regional Director and Executive Staff will work with USACE, CPRA and outside consultants as necessary to develop a procedure and secure authorization to use the Central Wetlands as a storage area during storm events.  
Suspension: To be started spring 2016
- J. Continue developing/implementing consistent and improved inspection program in conjunction with CPRA.  
Action Items: The Regional Director will spearhead this effort in conjunction with CPRA. Thus far, EJLD and LBBLD have implemented the new system; OLD will start using the new system in 1<sup>st</sup> Quarter 2016, to be phased in over a series of inspections.  
Suspense: Annual Review
- K. Construct 1-2 safe rooms for LBBLD.  
Action Item: USACE has built one safe-room in conjunction with the HSDRRS work. One or two additional safe-rooms will be built using HMGP funds.  
Suspense: January 2017
- L. Continue developing LIMS modules.  
Action Items: We have extended the contract with our outside consultant to perform this work; the Regional Director will continue coordinating with CPRA.  
Suspense: Annual Review
- M. Provide CPRA with input on its annual and master plans with respect to strategic implementation of higher levels of flood protection including structures, levees and restoration.  
Action Item: The Regional Director will continue communications with CPRA.  
Suspense: Annual Review
- N. Support CPRA's coastal restoration efforts.  
Action Items: We will maintain active participation on the CPRA Board and maintain open dialogue with CPRA on how SLFPAE can support its efforts.  
Suspense: Annual Review

- O. Continue USACE oversight and engagement.  
Action Item: The Board and Staff will maintain proactive engagement with USACE.  
Suspense: Annual Review
  
- P. Develop written SOPs, particularly for complex processes.  
Action Item: Executive Staff will formulate SOPs in 3 phases.  
Suspense: January 1, 2017; January 1, 2019; January 1, 2021
  
- Q. Implement consistent safety programs across all districts.  
Action Item: Director of Operations, in conjunction with Executive Directors, will formulate and implement best practices that are consistent across all Districts.  
Suspense: July 1, 2016
  
- R. Develop and Implement online streamlined permitting process.  
Action Items: Director of Operations, in conjunction with Executive Directors, will formulate process, which will be consistent across all Districts. We will evaluate staff's efforts by July 1, 2016 and form action plan going forward.  
Suspense: December 1, 2016
  
- S. Formulate plan for best use of funds received from BP settlement.  
Action Item: The Board and Executive Staff will formulate a course of action.  
Suspense: December 31, 2016
  
- T. Hold workshops to maintain a high level of technical competence.  
Action Items: Executive Staff will identify technical workshops to be held, and then schedule them to occur throughout the year.  
Suspense: Annual Review

### **III. HUMAN RESOURCES**

- A. Implement HR modifications.  
Action Item: Retain Director of HR who will implement best practices across all Districts.  
Suspense: April 1, 2016
  
- B. Implement consistent internal processes across all Districts.  
Action Item: The Authority will adopt its first Employee Manual.  
Suspense: March 1, 2016

- C. Address police functions and needs.  
Action Item: Executive Staff will address needs and requests that have been identified in surveys and by supervisors.  
Suspense: April 1, 2016
  
- D. Ensure morale and workplace excellence.  
Action Item: HR Director will ensure that policies and practices are implemented that seek to maximize employee satisfaction and performance; we will conduct an annual employee survey to assess our success.  
Suspense: September 1, 2016; Annual survey each September
  
- E. Conduct Authority-wide training needs assessment and then implement.  
Action Item: The Regional Director will conduct this assessment and implement best practices.  
Suspense: July 1, 2016; January 1, 2017
  
- F. Conduct an annual staff meeting.  
Action Item: We will have an annual staff meeting in the fall.  
Suspense: Annual event each fall
  
- G. Implement effective internal communication across all lines.  
Action Items: We will formulate a newsletter and increase frequency of Board and Executive Staff communications with all staff, to ensure that all employees are aware of, and are invested in, the Authority's status, challenges and plans.  
Suspense: June 1, 2016
  
- H. Develop and implement true "system management plan" that includes USACE, CPRA, SLFPAE, RPC, local governments and other partners to plan for meeting both the mid-term and long-term needs of the system and advocating for those needs with a unified front.  
Action Item: The Regional Director will work with CPRA to evaluate the feasibility and opportunity for such a plan.  
Suspense: March 1, 2017

#### **IV. EXTERNAL COMMUNICATION**

- A. Continue creating effective partnerships and relationships with local, state and federal entities; SLFPAW, other levee districts; business, civic and community leaders.  
Action Item: The Board and Executive Staff will proactively seek frequent and effective communication with stakeholders.  
Suspense: Annual Review

- B. As the leader in regional flood protection, we will enhance the Authority's communication/positioning with the public.  
Action Item: We will formulate a communications plan and then implement that plan.  
Suspense: Annual Review
- C. Establish and implement a plan that will allow OLD to begin accumulating work-in-kind credits for the costs associated with ongoing OMRR&R activities on the Sector Gate and Bypass Barge Gate Structures that cross the GIWW.  
Action Items: The Board and Executive Staff will work with our Congressional Delegation, USACE and CPRA to develop the necessary plan, and coordinate with CPRA to execute an MOU between USACE and CPRA (acting as NFS) to implement.  
Suspense: Annual Review
- D. Secure authorization for federal participation in designing and constructing future levee lifts needed to maintain the authorized level of protection of the Greater New Orleans HSDRRS.  
Action Items: The Board and Executive Staff will work with our Congressional Delegation, USACE, CPRA and other non-federal sponsor team members to secure the necessary federal authorization to complete the GRR specified by USACE to meet the requirements of Section 3017 of WRDA 2014, to allow NFS credits and federal participation in designing and constructing future levee lifts for the LPV and WBV HSDRRS.  
Suspense: Annual Review
- E. Develop programs that can be presented to the public at various forums, regarding the role of the Authority, risk reduction and storm preparedness.  
Action Item: Executive Staff will formulate such programs in advance of the 2016 hurricane season.  
Suspense: April 1, 2016
- F. Work with other agencies to clearly communicate residual risk and educate individuals on shared responsibilities that can effectively reduce risks associated with flooding.  
Action Items: The Regional Director will develop key messages to communicate to the public; work with stakeholders to identify building code factors that reduce flood risk; and work with think tanks and local governments regarding hazard mitigation efforts.  
Suspense: Annual Review



G. Redesign and enhance the Authority website.

Action Item: Staff will work with a consultant to redesign and enhance the website.

Suspense: May 1, 2016

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SLFP Org Chart as of 3/17/2016