



DOA-OCD/DRU
STRATEGIC PLAN

FY 2011-2012 thru 2015-2016

BACKGROUND

The Office of Community Development's Disaster Recovery Unit (OCD/DRU) was created in 2006 to administer the federal Community Development Block Grant funds appropriated to the state for recovery after hurricanes Katrina and Rita. The DRU is also overseeing the use of the federal recovery dollars the state received after hurricanes Gustav and Ike impacted the state in 2008. After the Louisiana Recovery Authority sunset on June 30, 2010, the agency's work and staff merged into the DRU.

The state has received approximately \$14.5 billion in CDBG funds from the U.S. Department of Housing and Urban Development for recovery from hurricanes Katrina, Rita, Gustav and Ike. The staff of the Disaster Recovery Unit provides policy direction and manages and coordinates all recovery programs using these funds.

The Disaster Recovery Unit identifies, prioritizes and addresses critical short-term and long-term recovery issues. Through these activities, OCD/ DRU can rebuild a safer, stronger and smarter Louisiana and implement recovery programs in accordance with State and Federal Regulations. The DRU also provides oversight and accountability to all programs and funds administered for hurricane recovery. OCD/DRU communicates the progress, status and needs of the recovery to Congress, the White House, the governor and Louisiana Legislature. Programs administered by the OCD/DRU include the following: Administration and Technical Assistance; Economic Development; Housing; Infrastructure; and Planning.

Economic Development Programs directed by OCD/DRU:

- In partnership with the Louisiana Department of Economic Development: Louisiana Bridge Loan; Small Firm Recovery Loan and Grant; Technical Assistance to Small Firms
- In partnership with Louisiana Workforce Commission: Recovery Workforce Training

Housing Programs directed by OCD/DRU:

- Administered by OCD/DRU: Homeowners Assistance; LIHTC/CDBG Piggyback*; Small Rental Property
- Administered by The Institute for Building Technology and Safety: Building Code Enforcement
- Administered by the state Department of Social Services: Homelessness Support and Housing
- Administered by LISC* and Enterprise: Housing Development Loan Fund; Land Assembly Operations
- Administered by the state Department of Health and Hospitals: Supportive Housing Services

* Disaster Recovery Block Grants coupled with GO Zone Tax Credits used for Multi-family Rental Housing

**LISC- Local Initiatives Support Corporation

Infrastructure Programs directed by OCD/DRU:

- Fisheries Assistance
- Emergency Infrastructure
- Local Government
- Long Term Community Recovery
- Primary and Secondary Education
- Municipalities Infrastructure

Planning Activities directed by OCD/DRU:

- Louisiana Speaks Regional Plan
- Parish Capacity Building Program
- Comprehensive Resiliency Pilot Program

Administration Activities directed by OCD/DRU:

- Finance
- Compliance
- Human Resources
- Contracts

VISION

Louisiana is recognized as a national leader for utilizing recovery resources to transform and revitalize disaster-impacted areas into model communities that are safe, economically viable and resistant to future disasters; hurricane impacted regions of the state are rebuilt and revitalized to be physically safe and economically strong, providing a high quality of life while maintaining Louisiana's rich cultural heritage.

MISSION

The Disaster Recovery Unit will design and implement effective recovery programs for disaster impacted individuals, businesses and local governments with a focus on long-term sustainability and mitigation from future disasters.

PHILOSOPHY

- Louisiana will set the example in accountability, assuring that transactions related to recovery are transparent and follow appropriate accounting principles.
- Resources will be allocated in proportion to the need.
- Louisiana will resist the inertia that would lead us to rebuild infrastructure as it was; rather we will seek all opportunities to rebuild in a way that creates efficiencies and supports our statewide agenda of rebuilding safer, stronger, and smarter.
- Louisiana will rebuild based on our existing competitive advantages derived from our geography, resources and culture while seeking further economic diversification.
- Planning and rebuilding will be inclusive of citizen input and local wisdom.
- Cooperation and coordination among agencies and government will be the hallmark of recovery efforts.
- Louisiana will actively seek assistance from federal and non-governmental resources beyond the realm of traditional state-run programs.

GOALS:

- I. Administration:** To ensure that all resources for disaster recovery and development programs are effectively and efficiently administered and communicated in compliance with government regulations.
- II. Housing:** Provide supportive services and restore housing stock by utilizing building practices that promote resiliency and mitigate against future losses.
- III. Infrastructure:** To rebuild hurricane-damaged communities in accordance with local priorities through the expeditious and efficient implementation of all infrastructure.
- IV. Economic Development:** To support sustainable economic revitalization, business development and job opportunities in communities impacted by disasters.
- V. Planning:** To develop state and local capacity to ensure that rebuilding takes place in a manner that is coordinated, responsive to community ideas and concerns, sustainable and limits future damages from disasters.

GOAL I: ADMINISTRATION

To ensure that all resources for disaster recovery and development programs are effectively and efficiently administered and communicated in compliance with government regulations

State Outcome Goal Alignment: Transparent, Accountable and Effective Government

Description of Program: ADMINISTRATION

ADMINISTRATION: *From December 2005 to November 2007, the U.S. Congress appropriated \$13.4 billion, in three separate allocations, in Community Development Block Grant funding for Louisiana's recovery from hurricanes Katrina and Rita. In late 2008 and mid-2009, the department of Housing and Urban Development allocated an additional \$1.058 billion in CDBG funds for Louisiana's recovery from hurricanes Gustav and Ike, bringing the total disaster recovery funding to approximately \$14.5 billion.*

The impact of these two 2005 storms included: more than 1,100 lives lost; 785,000 residents displaced; 215,000 homes destroyed; 835 schools damaged; 40 schools destroyed; 18,700 businesses destroyed; 220,000 jobs lost and 100 square miles of wetland destroyed.

The impact of the 2008 storms included: 53 impacted parishes; 51 lives lost; up to 13,000 homes flooded; up to 300,000 homes damaged; between \$8 and \$20 billion in physical damage; between \$2 and \$7 billion in housing damages; more than \$1 billion in public infrastructure damage and approximately \$5 billion in economic activity losses.

Creating, implementing and monitoring Louisiana's massive recovery programs from these four storms is made possible by the more than \$14 billion in total federal funding from Community Development Block Grant money. Administration of these programs requires a leadership that is creative, responsive and effective in establishing performance expectations, maintaining accountability, and providing clear and concise communications throughout the organization.

In addition, responsible oversight must be provided through close work with the governing body, the selected reporting methods must be clear and comprehensible, and strong coordination between state, local and federal partners must be ensured.

Principal Clients:

- Internal Clients: All OCD/DRU staff
- External Clients: the U.S. Congress, federal agency partners, the Governor of Louisiana, the Louisiana Legislature, state agency partners, local governments, taxpayers, and applicants to all OCD/DRU programs

External Factors:

- Additional legislation, administrative rules, federal mandates
- External financial market conditions
- Audits and investigations
- Lawsuits
- State and local government requirements
- Capacity

Duplication of Effort:

- Given the massive post disaster needs, duplication of effort is a non-issue.

GOAL I: ADMINISTRATION

OBJECTIVE I.1: Continue funding recovery projects at a steady pace and close out programs as they are completed. Disburse \$600 million annually until all recovery programs are complete.

Strategy I.1.1: Set reasonable application and completion deadlines and reallocate unused funds in a timely manner based on remaining needs.

Strategy I.1.2: Provide technical assistance as needed to approve projects and programs to ensure grantees and applicants are able to progress.

PERFORMANCE INDICATORS:

- Total dollar amount of recovery investments in the State
- Dollars expended

OBJECTIVE I.2: Maintain reasonable administrative costs at less than 4.5% per year, thereby exceeding the federal standard of 5%.

Strategy I.2.1: Follow Federal procurement processes and receive competitive bids on all contracts.

Strategy I.2.2: Maintain appropriate staffing levels by reducing staff over time as programs close out.

PERFORMANCE INDICATORS:

- Percent of CDBG Disaster allocations that are spent on administration.

OBJECTIVE I.3: REPORTING AND COMMUNICATING RECOVERY

Maintain quarterly reports to HUD, monthly budget reports and status of recovery projects that are available to key stakeholders and the public on the DRU website.

Strategy I.3.1: Continue to post quarterly Disaster Recovery Grant Reports (DRGR) required by HUD on the OCD-DRU website and have all backlogged reports updated and approved by July 30, 2011. Post monthly budget reports on the current DRU website.

Strategy I.3.2: By June 30, 2012, have all recovery program performance indicators from disparate information systems captured in a data warehouse that can facilitate quarterly reporting to HUD and the Division of Administration. Continue to align HUD measures with State measures as appropriate.

Strategy I.3.3: Continue to maintain updated Public Assistance and infrastructure projects and make available to the public on www.rebuild.la.gov. By December 2011 have all housing investments from Katrina/Rita and all Gustav/Ike investments incorporated into the system. By December of 2012 incorporate the Economic Development component into the system.

PERFORMANCE INDICATORS:

- Percent of quarterly DRGR reports updated and posted on the web within 30 days of the end of the quarter.
- Number of monthly budget reports posted on the web annually.
- Number of programs with information available through the public portal, www.rebuild.la.gov.

GOAL I: ADMINISTRATION

OBJECTIVE I.4: To have 100% of all monitoring and auditing findings resolved within six months.

- Strategy I.4.1: Decrease findings by increasing OCD/DRU's staff knowledge of CDBG rules and regulations through increased training.
- Strategy I.4.2: Maintain current level of responsiveness through professional audit staff working in coordination with program managers.
- Strategy I.4.3: Provide guidance and technical assistance to grantees and perform regular monitoring based on an approved Monitoring Plan and identified risks.

PERFORMANCE INDICATORS:

- Percentage of DRU employees that have received and completed the appropriate level of CDBG training
- Percentage of audit findings / recommendations addressed within six months of the finding
- Percentage reduction in audit findings from the previous year

GOAL II: HOUSING

Restore housing stock by utilizing building practices that promote resiliency and mitigate future losses.

State Outcome Goals Alignment: Hurricane protection and emergency preparedness; Safe and thriving children and families

Description of Program: HOUSING

HOUSING: In 2005, hurricanes Katrina and Rita displaced nearly 800,000 Louisiana residents. Statewide, more than 200,000 homes and rental units sustained major or severe damage. In 2008, hurricanes Gustav and Ike damaged or destroyed more than 6,500 rental units.

The Road Home program helps Louisiana residents affected by hurricanes Katrina or Rita get back into their homes as quickly and fairly as possible. This groundbreaking effort represents the largest housing recovery program in U.S. history. Eligible homeowners may receive up to \$150,000 in compensation for their losses. Homeowners have three compensation options: **1) Stay in your home; 2) Purchase another home in Louisiana; or 3) Sell your home and choose not to remain a homeowner.**

It is vital to Louisiana's recovery that we rebuild affordable housing for our citizens. In creating its rental housing strategy, the OCD focuses on the **Small Rental Program**, which helps "Mom-and-Pop" landlords return storm-damaged units into commerce, and the **Piggyback Program**, whose mixed-income properties have proven to be a nationwide best practice, supplying high-quality residential developments in attractive neighborhoods that eliminate the pockets of poverty and social ills so often associated with traditional low-income housing projects.

In both the homeowner and the rental programs, the state is committed to rebuilding safer, smarter and stronger. Louisiana is undertaking the largest elevation effort in American History – a \$1.75 billion combined effort consisting of **Road Home Elevations** and **Hazard Mitigation grant elevations**. The Road Home elevation program provides homeowners with up-front, flat-rate grants to elevate their homes to the flood standard that has been adopted by their parish government. The HMGP elevation program provides homeowners with up to \$100,000 in elevation reimbursements.

In addition, the OCD-DRU funds the restoration and expansion of **homelessness housing capacity** in hurricane-impacted areas by: 1) Providing capital funds for repairing damaged facilities; 2) Providing capital grants and shallow rental subsidies to increase the supply of Permanent Supportive Housing (PSH) for homeless and at-risk households; 3) Providing interim rental assistance and deposits for PSH households; and 4) Providing rental assistance to persons who are at-risk of becoming homeless or to assist households that have fallen into homelessness, including low-wage workers, at-risk youth, victims of domestic violence, low-income seniors and people with disabilities.

Principal Clients:

-Internal Clients: OCD/DRU

-External Clients: the U.S. Congress, federal agency partners, the Governor of Louisiana, the Louisiana Legislature, state agency partners, local governments, taxpayers, and applicants to all OCD/DRU programs

External Factors:

-Additional legislation, administrative rules, federal mandates.

-External financial market conditions

-State and local government requirements

-Capacity

GOAL II: HOUSING

Duplication of Effort:

No other state agency performs the activities or functions provided by OCD/DRU. Additionally, a duplication of benefits test is conducted on applicants.

OBJECTIVE II.1: Certify 126,000 owner occupied residents in hurricane impacted parishes through the Road Home homeowner programs by June 30, 2015.

Strategy II.1.1: Complete all initial grants prior to June 30, 2011, so that resources can be focused on monitoring and additional assistance for fiscal years 2011-2015.

Strategy II.1.2: Fully implement Housing Counseling approach to include construction financing and training of staff by December 31, 2010, so that additional tools are available to assist homeowners prior to fiscal year 2011-2015.

Strategy II.1.3: Prioritize monitoring efforts on highly impacted areas and coordinate monitoring efforts with Hazard Mitigation Grant Program (HMGP) program, additional ACG and housing counseling processes.

PERFORMANCE INDICATORS:

- Number of road home applicants certified as re-occupied
- Number of households receiving housing counseling assistance through construction management, legal services or housing counseling
- Number of construction loans provided
- Percentage of single family housing grant funds going to low/moderate income households

OBJECTIVE II.2: Utilize HMGP dollars to mitigate 30,000 homes from future disasters in hurricane-impacted parishes through the use of individual mitigation measures, elevations and pilot reconstruction over the next five years.

Strategy II.2.1: Continue implementation of the existing HMGP programs available to Road Home applicants.

Strategy II.2.2: Identify additional homeowners who may be eligible and need services through the Road Home monitoring process for those receiving elevation grants.

PERFORMANCE INDICATORS:

- Number of applicants receiving individual mitigation measure reimbursements.
- Number of elevated homes through the HMGP elevation program.
- Number of elevated homes that meet ABFE standards through the pilot reconstruction program.

OBJECTIVE II.3: Increase homeowner opportunities for low/moderate income first time homebuyers by providing 250 soft-second loans by 2012

Strategy II.3.1: Partner with local housing financing agencies to identify, evaluate and service low/moderate income households with soft-second loans.

PERFORMANCE INDICATORS:

- Number of Soft-Second Program loans granted

GOAL II: HOUSING

OBJECTIVE II.4: Restore or replace 15,000 rental units by June 31, 2012 through the Katrina/Rita Small Rental and Piggyback programs.

Strategy II.4.1: Complete closings on all Small Rental program properties through implementation of the initiative program and establishing deadlines.

Strategy II.4.2: Complete closings on all Piggyback programs through the establishment of deadlines.

PERFORMANCE INDICATORS:

- Number of rental housing units created by the Small Rental Program
- Percentage of affordable housing rental units created by the Small Rental Program
- Number of rental housing units created by the Piggyback Program
- Percentage of affordable rental housing units created by the Piggyback Program

OBJECTIVE II.5: Replace lost housing by completing construction on 470 housing units and have 100% occupancy through the Alternative Housing Pilot Program by Dec. 31, 2013.

Strategy II.5.1: Complete all construction in three primary housing markets by the beginning of Fiscal Year 2011.

Strategy II.5.2: Work with HUD, FEMA and local housing authorities to identify potential clients in need of housing resources.

Strategy II.5.3: Offer financing tools appropriate to clients to get them into an affordable alternative housing solution.

PERFORMANCE INDICATORS:

- Number of occupied AHPP homes

OBJECTIVE II.6: Through the implementation of affordable rental housing programs for the five parishes most impacted by hurricanes Gustav and Ike, as well as the statewide competitive allocations, repair or create 250 affordable rental units per year.

Strategy II.6.1: Provide technical assistance to ensure that all housing applications are approved and program implemented Dec. 31, 2012.

Strategy II.6.2: Approve parish applications in a timely manner, establish deadlines for implementation and provide outreach to parishes and competitive applicants to ensure that projects can move forward.

PERFORMANCE INDICATORS:

- Number of parish programs approved (of the five most impacted parishes)
- Number of affordable rental projects approved
- Percent of the Gustav/Ike rental allocation expended
- Number of rental units created.
- Percent of rental units created that are affordable

GOAL II: HOUSING

OBJECTIVE II.7: In keeping with parish priorities, provide housing resources to 17 parishes affected by hurricanes Gustav and Ike through HUD-approved housing programs by June 30, 2013.

Strategy II.7.1: Provide a variety of tools to impacted parishes, including: the implementation of housing rehabilitation; assistance for housing elevation; compensation; assistance for first-time homebuyers; demolition of blighted properties; buyout of properties in areas heavily prone for flooding; and prevention of homelessness among the 53 Gustav/Ike declared parishes.

Strategy II.7.2: Provide the technical assistance necessary for parishes to develop quality programs in keeping with HUD rules and regulations.

Strategy II.7.3: Approve parish applications in a timely manner, establish deadlines for implementation and provide outreach to parishes and competitive applicants to ensure that projects can move forward.

PERFORMANCE INDICATORS:

- Number of parish housing programs approved
- Percent of the parish housing program budgets expended
- Number of parish housing programs complete

OBJECTIVE II.8: Provide 3,000 households in need of services with Permanent Supportive Housing vouchers by July 31, 2012, and continue to provide ongoing housing support services.

Strategy II.8.1: Partner with DHH and local providers to determine eligibility, enroll participants and provide supportive services.

Strategy II.8.2: Create PSH units through existing vacant units from the rental market.

PERFORMANCE INDICATORS:

- Number of households enrolled with Permanent Supportive Housing Vouchers (includes both project-based and shelter plus care)
- Number of monthly rent subsidies provided
- Number of units of supportive services provided

OBJECTIVE II.9: Assist 1,000 displaced families from hurricanes Katrina, Rita, Gustav and Ike in the transition to permanent housing by June 30, 2012.

Strategy II.9.1: Provide eligible low-income households with short term assistance to lead towards housing stabilization.

Strategy II.9.2: Provide housing counseling to assist displaced families to transition to permanent housing.

PERFORMANCE INDICATORS:

- Number of households receiving temporary housing assistance
- Number of households with a housing recovery plan
- Number of households transitioning to permanent housing

GOAL II: HOUSING

OBJECTIVE II.10: Return 10,350 former Road Home properties back into commerce through direct sales, auctions, donations or by transferring title to the parish governments by June 30, 2013.

- Strategy II.10.1: Offer properties to Lot Next Door Owners, former owners, developers and non-profit organizations at fair market value (or with a discount to meet slum and blight removal requirements), or to meet parish infrastructure needs, for public use as determined by local governmental authorities, for development as low/moderate income housing, or as green space, or to sell at public auction.
- Strategy II.10.2: Prepare properties through demolition and maintenance for turnover to parish control. Transfer title to the parish governments or municipalities at the instruction of the Parish.

PERFORMANCE INDICATORS:

- Number and percent of properties transferred from homeowners who sold their property to the State and bought another property in Louisiana (Road Home Option 2) and homeowners who sold their property to the State and moved out of Louisiana (Road Home Option 3)

GOAL III: INFRASTRUCTURE

To rebuild hurricane damaged communities in accordance with local priorities through the expeditious and efficient implementation of all infrastructure programs.

State Outcome Goals Alignment: Diversified economic growth; Transportation; Hurricane protection and emergency preparedness; Safe and thriving children and families.

Description of Program: INFRASTRUCTURE

INFRASTRUCTURE: *The four storms inflicted massive damage on the state's critical infrastructure by ripping up roads, toppling bridges, ravaging schools, flooding hospitals, fouling water treatment facilities and much more.*

The OCD-DRU has designed and implemented a suite of innovative infrastructure programs to rebuild our infrastructure, including the **Long Term Community Recovery Program**, which supports implementation of local governments' long-term recovery and rebuilding plans in the most heavily impacted communities in the state; and the **Primary and Secondary Education Program**, which funds the rebuilding, repair and enhancement of storm-damaged school facilities that are not eligible for FEMA Public Assistance funding.

In addition, the **Ratepayer Mitigation** program helped defray gas and electric utility systems repair costs in an effort to mitigate rate increases that would otherwise have been passed on to the New Orleans gas and electric utility ratepayers; and the **Local Government Emergency Infrastructure Program** provides match-funding for FEMA's Public Assistance and Hazard Mitigation projects that restore critical local infrastructure.

The **Fisheries** program funds projects that improve the viability and long-term sustainability of the commercial and recreational fishing industries of coastal Louisiana.

Principal Clients:

-Internal Clients: DRU Finance

-External Clients: the U.S. Congress, federal agency partners, the Governor of Louisiana, the Louisiana Legislature, state agency partners, taxpayers, and grantees e.g. parish and municipal governments, local school board and other local government entities

External Factors:

-Additional legislation, administrative rules, federal requirements, FEMA PW versions

-Grantees' ability/capacity to implement projects

-Grantees' ability/capacity to execute financial transactions relating to CDBG project expenditures

-Capacity – Work load can be widely variable depending on project implementation schedules of grantees

Duplication of Effort:

Each Infrastructure program is targeted at different recovery objectives, so no duplication of efforts is anticipated.

GOAL III: INFRASTRUCTURE

OBJECTIVE III.1: All infrastructure projects funded through Katrina/Rita Disaster CDBG will be complete and all dollars disbursed by Dec. 31, 2013.

- Strategy III.1.1: Review and approve applications in a timely manner.
- Strategy III.1.2: Monitor project status and provide technical assistance to grantees during the grant process, both personally and through consultants, to ensure project is moving forward to completion.
- Strategy III.1.3: Perform desk review of draw requests and notify grantee of any issues within 48 hours of receipt of draw request.

PERFORMANCE INDICATORS:

- Percent of Katrina/Rita Disaster CDBG Infrastructure program dollars expended
- Number of LTCR projects started (received at least one disbursement)
- Number of LTCR projects complete
- Total dollars invested in infrastructure through the LTCR program
- Number of Primary and Secondary Education projects started (received at least one disbursement)
- Number of Primary and Secondary Education projects complete
- Total dollars invested in infrastructure through the Primary and Secondary Education program
- Number of Local Government Emergency Infrastructure projects started (received at least one disbursement)
- Number of Local Government Emergency Infrastructure projects complete
- Total dollars invested in infrastructure through the Local Government Emergency Infrastructure program
- Number of Fisheries projects started (received at least one disbursement)
- Number of Fisheries projects complete
- Total dollars invested in infrastructure through the Fisheries program

OBJECTIVE III.2: Have 95% of all Gustav/Ike Infrastructure parish and municipal projects complete and funds disbursed by July 31, 2015.

- Strategy III.2.1: Review draws requests within five days of receipt.
- Strategy III.2.2: Maintain contact with grantees and their projects through regular internal reports and discussions with grantees and consultants.
- Strategy III.2.3: Provide technical assistance on draw requests to grantees during the grant process, both personally and through consultants.
- Strategy III.2.4: Perform desk review of draw requests and notify grantee of any issues within 48 hours of receipt of draw requests.

PERFORMANCE INDICATORS:

- Percent of parishes with all dollars obligated
- Dollar amount of parish infrastructure projects obligated
- Dollar amount of parish infrastructure projects expended
- Number of projects started (received first disbursement)
- Number of projects complete

GOAL III: INFRASTRUCTURE

OBJECTIVE III.3: Utilize Gustav/Ike disaster CDBG funds to complete two coastal recovery projects each year.

Strategy III.3.1: Coordinate with the Coastal Protection and Restoration Authority to approve and obligate \$27 million in disaster CDBG funds for coastal restoration projects in accordance with HUD regulations.

PERFORMANCE INDICATORS:

- Percent of dollars obligated for approved coastal restoration projects
- Dollar amount of dollars obligated for approved coastal restoration projects
- Number of coastal restoration projects completed

GOAL IV: ECONOMIC DEVELOPMENT

To support sustainable economic revitalization, business development and job opportunities in communities impacted by disasters.

State Outcome Goal Alignment: Diversified Economic Growth

Description of Program: ECONOMIC DEVELOPMENT

The hurricanes of 2005 and 2008 caused considerable havoc and structurally changed the economic fabric of many south Louisiana communities and neighborhoods. The damage from these natural events was then exacerbated by the economic downturn and financial crisis that occurred in 2009, just as many of these small and medium size firms were re-entering the marketplace in their respective industry sectors.

As a result of the hurricanes, the OCD-DRU designed a series of programs to encourage economic revitalization in hurricane impacted areas and help impacted businesses recover from the storms. This included bridging the gap between the onset of damages and payout of insurance claims, providing immediate financial relief and offering assistance in adapting to a changed marketplace and providing working capital and reimbursement for uncompensated losses that were attributable to the storm. The combined effects of these four natural events and the economic crisis in 2009 was particularly acute to State's multi-billion dollar seafood industry, which is the economic backbone to many rural south Louisiana parishes, and for the small and medium size businesses that provide considerable job creation, innovation and retention in the State's urban areas.

Some Economic Development programs worked through community-based organizations to deliver technical assistance to small businesses and nonprofits located in storm-affected areas. Other programs focused on creating workforce training and job placement programs to meet the needs of recovering business sectors that are critical to recovery and rebuilding efforts.

The recently created **Project-Based Recovery Opportunity Program (PROP)** is the first in a series of new economic development programs created to address continuing unmet business recovery and revitalization needs in Louisiana communities that suffered from the effects of hurricanes Katrina, Rita, Gustav and Ike. Unlike the prior programs, the goal of PROP is to leverage these limited funds by creating private and public partnerships.

Principal Clients:

- Internal Clients: OCD/DRU
- External Clients: the U.S. Congress, federal agency partners, the Governor of Louisiana, the Louisiana Legislature, state agency partners, local governments, taxpayers, and applicants to all OCD/DRU programs

External Factors:

- Additional legislation, administrative rules, federal mandates
- External economic market conditions
- Capacity

Duplication of Effort:

OCD/DRU will coordinate activities with other federal, state and local government agencies, as well as with not-for-profit entities that have economic development programs and initiatives as part of their mission. This coordination will take place to promote leveraging of resources and to avoid duplication of effort.

GOAL IV: ECONOMIC DEVELOPMENT

OBJECTIVE IV.1: Create 500 new jobs by July 1, 2015, through investments in economic development with at least 51 percent of jobs for low/moderate income persons

Strategy IV.1.1: Provide funding for economic development programs PROP (Project-based Recovery Opportunity Program) and Innovation Loan Program.

Strategy IV.1.2: Provide technical assistance to applicants throughout the process to expedite approvals, contracting procedures and implementation.

PERFORMANCE INDICATORS:

- Total Number of businesses assisted
- Total number of jobs created
- Percent of jobs created that are low/moderate income
- Total Dollars invested

OBJECTIVE IV.2: To provide technical assistance to 500 businesses by July 2012 and to increase their capacity for sustainability

Strategy IV.2.1: Dedicate \$5 million on a competitive basis for technical assistance providers

Strategy IV.2.2: Provide technical assistance workshops to eligible businesses

PERFORMANCE INDICATORS:

- Number of businesses that receive technical assistance
- Percentage of businesses that sustain or grow “x” years after receiving technical assistance

GOAL IV: ECONOMIC DEVELOPMENT

OBJECTIVE IV.4: To provide business and technical assistance to 200 fishermen and seafood related businesses by December 31, 2013.

- Strategy IV.4.1: Develop and implement a business assistance program for fishing and related industries.
- Strategy IV.4.2: Provide financial assistance to Louisiana-licensed wholesale-retail dealers, brokers, commercial fisherman or fisherman cooperatives in order for these firms to comply with all federal and state laws or mandates regarding seafood safety, seafood handling and inspection.
- Strategy IV.4.3: Provide financial assistance to Louisiana-licensed wholesale-retail dealers, brokers, commercial fisherman or fisherman cooperatives in order for these firms to comply with state requirements that seafood products landed by Louisiana licensed fisherman, or that products processed in Louisiana licensed facilities, be certified by the state as being from Louisiana and of high quality.
- Strategy IV.4.4: Provide financial assistance to Louisiana-licensed wholesale-retail dealers, brokers, commercial fisherman or fishery-related businesses in order that the products landed and processes used to catch seafood in state waters can be certifiable as being sustainable by reputable third party certifying groups, such as Marine Stewardship Council, MSC, so that Louisiana firms can continue to sell products in the United States and international markets.

PERFORMANCE INDICATORS:

- Number of businesses assisted
- Number of commercial fisherman assisted
- Number of jobs created or retained

GOAL V: PLANNING

To develop state and local planning capacity to ensure that rebuilding takes place in a manner that is coordinated, responsive to community ideas and concerns, sustainable and limits future damages from disasters.

State Outcome Goals Alignment: Hurricane protection and emergency preparedness; Safe and thriving families and children; Transparent and accountable government.

Description of Program: PLANNING

Disaster recovery programs need planning activities to guide the state and its citizens on a bold new course and into a safer, stronger, smarter future.

In the wake of the destruction caused by hurricanes Katrina and Rita, the Louisiana Speaks Initiative created a sustainable, long-term vision for South Louisiana. This initiative included the creation and promotion of the **Louisiana Speaks Regional Plan**, first published in May 2007. The plan represents 18 months of work facilitated by some of the top planners in Louisiana and the United States, built upon and validated by the voices of 27,000 citizens. The plan combined the efforts of local, state and federal partners along with many experts, stakeholders and citizens into a comprehensive approach in order to guide recovery and growth in the state of Louisiana over the next 50 years. The Regional Plan includes more than 100 action items, supporting three broad goals: *Recover Sustainably, Grow Smarter and Think Regionally.*

The Parish Planning Capacity Building Program assists parishes with planning issues resulting from hurricanes Katrina and Rita. The state recognized that over the short term, the 13 most-affected parishes would need additional capacity for recovery planning. To meet this need, staff at the Office of Community Development-Disaster Recovery Unit developed a three-year, \$3 million program based on the cost of hiring a full-time planner and the estimated damages to the parish. The state-funded planners work closely with the OCD-DRU planning team on recovery related issues. Because the program was created to increase capacity, it provides a step-down award over a three-year span. The state anticipates that the parishes will continue to fund the planner after the program ends, thereby building planning capacity.

In response to Gustav and Ike, the OCD-DRU has created the **Comprehensive Resiliency Pilot Program** to help affected communities create plans to be more resilient in the event of future disasters and to recruit staff in pivotal code enforcement roles. This program will provide funding to support land use planning and promote strong code enforcement, which when paired with existing mitigation efforts, including restoring our coastline, can protect communities from future loss. The Plan or Zoning Ordinance Development component is open to public entities and nonprofit organizations. The Code Enforcement component is open to parishes, municipalities and other relevant public entities.

Principal Clients:

-Internal Clients: OCD/DRU policy staff, etc

-External Clients: the U.S. Congress, federal agency partners, the Governor of Louisiana, the Louisiana Legislature, state agency partners, local governments, taxpayers, and all Planning departments and organizations within the state

-External Clients: Planning departments and organizations within the state

External Factors:

-Additional legislation, administrative rules, federal mandates, etc.

-External financial market conditions

-State and local government requirements

-Capacity

GOAL V: PLANNING

Duplication of Effort:

OCD/DRU planning staff is working closely with the planning staffs in other state agencies to minimize and avoid duplication of efforts. OCD/DRU is developing formal relationships to ensure that all are aware of programs and planning activities underway to reduce duplication and leverage staff time and agency resources.

OBJECTIVE V.1: Certify community development plans that include a resiliency component and public input by 2013

Strategy V.1.1: Develop an internal certification protocol.

Strategy V.1.2: Conduct technical assistance workshops on ongoing basis/visits as needed.

Strategy V.1.3: Provide community outreach annually.

PERFORMANCE INDICATORS:

- Number of community development plans certified

OBJECTIVE V.2: Leverage an additional \$100,000 per year from outside funding sources for planning activities through FY 2016.

Strategy V.2.1: Identify and apply for federal grants

Strategy V.2.2: Identify and apply for foundation and initiative grants

Strategy V.2.3: Identify, cultivate and apply for community based funding resources

PERFORMANCE INDICATORS:

- Number of grants secured for community planning activities
- Total dollar amount of grants received

OBJECTIVE V.3: Create an online repository available to the public to post at least 50 regional, parish and local comprehensive planning reports/plans by 2016.

Strategy V.3.1: Obtain domain name www.planning.la.gov

Strategy V.3.2: Post Community Resiliency Plans upon submission (40).

Strategy V.3.3: Request the eight planning districts to submit electronic versions of their plans and post them online.

Strategy V.3.4: Develop protocol for receiving and posting comprehensive plan from parishes and localities.

PERFORMANCE INDICATORS:

- Number of plans posted online