



Cultural Committee Recommendations

Reflecting Mayor C. Ray Nagin's Revisions

The arts and culture are fundamental to the restoration of New Orleans. The first order of business for the City is to rebuild the levees and address the enormous need for shelter and public services. But it is New Orleans' culture, its musical, visual, culinary, architectural, literary and graphic arts that defines the City, and our unique cultural mix is what draws people to visit, live and work here.

Culture will bring back the City we love, and culture will stimulate our economic renewal.

Pre-Katrina, the creative sector was one of our fastest-growing industries, outpacing statewide trends. Our cultural workforce included more than 15,000 people, our cultural institutions contributed more than \$300 million annually to our economy. Artists, cultural institutions, cultural entrepreneurs and arts businesses contribute in tangible and substantial ways to our tax base and our tourist industry. A sustained and strategic investment in our cultural assets is the most viable way for New Orleans to re-establish itself as a world-class city and to inspire our friends around the world to contribute to our renaissance.

Rebuilding the cultural economy of New Orleans is a multi-faceted, multi-decade challenge and opportunity. To jumpstart

this effort, the Cultural Committee recommends a three year investment of \$648 million, less than 1% of the \$85 billion that President George Bush

committed to the City. The investments will achieve five distinct but mutually reinforcing objectives:

- **Rebuild our creative talent pool** by supporting non-profit cultural organizations through grants and other programs; providing stipends and employment to artists and cultural entrepreneurs through job creation efforts; developing new cultural products and cultural entrepreneurs; and developing a comprehensive e-commerce resource.
- **Support community-based cultural traditions, repair damaged cultural facilities and build new cultural venues** by restoring damaged cultural properties; providing housing for displaced cultural workers; rebuilding or developing community art centers in all neighborhoods; creating a linear jazz park and national Jazz Center; and developing partnerships for funding existing and new venues.
- **Market New Orleans as a world-class cultural capital** by promoting the City's signature cultural events; making the City more welcoming with improved signage, translation and hospitality programs; strategically exporting our cultural treasures; and developing a marketing campaign that blends cultural promotion with rebuilding the City.
- **Teach our arts and cultural traditions to our young people** by creating a 21st century arts education curriculum worthy of New Orleans' illustrious liberal arts history; expanding artists-in-school programs; and

partnering schools with local arts organizations and cultural businesses.

- **Attract new investment from national and international sources** by promoting partnerships (such as the country of France adopting Treme); creating a comprehensive information database about the cultural sector; and working with leading funders to secure resources to support the rehabilitation of the City's cultural sector.
- **Require 50/50 public-private investment** in infrastructure, programs and developments in the cultural sector.

These objectives are integrally linked to the overarching goals of the Bring New Orleans Back Commission. They also are aligned with evolving plans the State of Louisiana's Division of Culture, Recreation and Tourism and local cultural entities.

The proposed public and private investments will revive the City's cultural base, benefit businesses and residents of every neighborhood, ensure the return of displaced artists and cultural workers, restore leading cultural facilities and create new cultural venues that celebrate the City's unique musical history and the cultural traditions of its diverse neighborhoods, revitalize street life and performances, increase tourism, and lever other investments many times over.

The rebuilding of a vibrant cultural sector is our generation's responsibility to both past and future generations. The Cultural Committee submits its

recommendations as the means by which we can meet this responsibility and be held accountable for it.

The analytical work for this report was undertaken by AEA Consulting and Economics Research Associates, with assistance from Kabir Sehgal, at The London School of Economics and Brent Reidy, at Indiana University. Tom Piazza made substantial contributions to the text.

The Cultural Committee's analytical and planning work was supported by a generous contribution from the Louise T. Blouin Foundation, a new philanthropic agency working internationally in the field of cultural development. The Committee gratefully acknowledges the Foundation's important assistance.

For more information or a copy of the full report of the Cultural Committee, visit the Website at www.bringneworleansback.org.



Economic Development Committee Recommendations

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Secure the Infrastructure

- Repair the levee to Category 3 by June 1, 2006.
- Design and implement a higher level of protection including Category 5 storm protection where appropriate.
- Have one professional Levee Board
- Restore all public utilities.
- Repair the transportation system.
- Restore primary and secondary education.
- Help higher education institutions re-open and rebuild.

Jumpstart the Economy

- Provide temporary housing for workers and employer incentives for housing workers.
- Rehabilitate and rebuild permanent housing as soon as possible.
- Provide housing subsidies for workers/job seekers.
- Develop a comprehensive busing system for displaced workers to get back to their jobs; maintain the LA Swift program.
- Provide more opportunities for minority and disadvantaged business enterprises.
- Provide tax credits for business.
- Provide outreach to displaced residents.
- Implement marketing campaign for tourism industry.

Small Business

- Create a venture capital fund and a Recovery loan pool for small and disadvantaged businesses.
- Revive small business through tax incentives, loans and grants.
- Fund programs that promote small business development.
- Establish an "Entrepreneurial Village" business incubator to help small business get up and running.
- Create the "New Orleans Bed and Business" to house a minimum of 1,000 business owners including free housing, capital and technical support.
- Create a neighborhood Builders Program to match small contractors with veteran builders to serve as mentors.

Hospitality Industry

- Launch marketing campaign targeted to convention planners.

- Restore 20,000 full-time hospitality industry jobs and infrastructure including the Convention Center, the Arena, the Superdome and the Airport.
- Restore the French Quarter, CBD, Warehouse District, Uptown and Frenchman Street Corridor.
- Funding for the New Orleans Metropolitan Convention and Visitors Bureau to retain their sales and marketing staff.
- Restore the Faubourg Marigny, French Quarter, CBD, Warehouse District, Algiers Point and Uptown Neighborhoods as a part of the Hospitality Recovery Area Neighborhoods.
- Invest in the restoration of the Audubon Aquarium of the Americas, the Audubon Zoo and the Entergy IMAX Theater.
- Repair the streetcar system, the cruise ship terminal, the airport and Union Passenger Terminal.

Healthcare and Bio-Med Industry

- Provide immediate hospital and physician financial relief by reimbursing them for post-Katrina care.
- Attract and retain nursing and other allied health professionals.
- Re-establish medical schools, research centers and bio-science related companies.
- Restore affected universities to pre-Katrina quality.
- Continue the development of the BioInnovation Center, Louisiana Gene Therapy Center and Louisiana Cancer Research Center.
- Develop a bio-science strategic plan.
- Build a network of community-based primary care centers.

Oil and Gas Industry

- Create federal Brownfields tax incentive program for environmental clean-up.
- Create an oil and gas headquarters to encourage oil and gas business.
- Enact comprehensive legal and fiscal reform to support Louisiana-based labor in geosciences and Research and Development areas.

Maritime Industry

- Provide relief for port authorities until recovery is complete.

- Provide interim housing for emergency workers instead of cruise ships.
- Dredge MR-GO to a reduced draft of 28 feet until the Industrial Canal Lock is complete. (Damn the Mr-GO to prevent flooding from storm surges.)
- Ensure that Louisiana shipyards, suppliers and repair facilities are competitive with other states.
- Continue Incumbent Worker Training Grants.
- Expedite completion of the IHNC (Industrial Canal Lock).
- Designate New Orleans as the headquarters and provide funding for the Central American Trade Capacity Institute.

Military and Federal

- Develop a strategy for retaining the Michoud Assembly Facility.
- Develop a funding strategy for the Federal City Project.
- Identify and target federal agencies as proposed tenant for the Federal City Project.
- Identify and target private/commercial enterprises to co-locate in site with federal agencies.
- Create strategic alliances with businesses, non-profits and educational institutions to support military and federal projects.

Film and Television Industry

- Modify IRS Section 181 to enhance existing incentives for the film industry.
- Use New Market Tax Credits to enhance existing state incentives.

Manufacturing Industry

- Support continued investment in the New Orleans Regional Business Park.
- Continue support for workforce development in local industries such as shipbuilding.
- Ensure that the manufacturing industry receives its historic portion of the State Incumbent Worker Fund.
- Build a Center of Excellence for the design and construction of ships.
- Revitalize historically industrial corridors for manufacturing.

Food Processing

- Build and secure funding for the Greater New Orleans Food Kitchen Technology Incubator.

Music Industry

- Dedicate New Market Tax Credits for the New Orleans music industry.
- Provide direct federal assistance grants to non-profits serving the music industry.

Information Technology

- Retain the existing federal government related Information Technology operation.
- Develop support for existing and creation of new Information Technology businesses, especially small businesses.
- Create a Disaster-Disadvantaged designation similar to the SBA 8 (a) program for federal contracts.
- Attract federal government related IT contracts to the affected region.
- Develop an electronic medical records management industry.
- Area universities serve as a catalyst for the future development of IT initiatives.
- Develop the digital media industry as a major source of new jobs and business opportunities.

Workforce Development

- Strengthen the Workforce Investment Board as an effective entity for policy-making.
- Provide temporary public-sector work opportunities for professionals
- Establish training programs for professional re-education.
- Create a regional workforce development collaborative.
- Expand flexible literacy, pre-employment, placement and retention initiatives.
- Implement targeted industry sector training through new centers of excellence.
- Conduct and employee recruitment campaign.
- Use training programs to attract higher wage employers.
- Develop a plan for ongoing evaluation.

Emerging Opportunities

- Develop an IT incubator to attract digital media.
- Develop of an advanced Building Design and Construction Technology Industry Sector
- Develop a Coastal Restoration and Preservation Technology Industry Cluster.



Education Committee Summary

Reflecting Mayor C. Ray Nagin's Revisions

Who helped develop this plan?

This plan reflects the input of a diverse group of more than 1,500 students, parents, teachers, business leaders and community members from New Orleans. Additionally, education experts from around the world provided insights into what has worked in high-performing schools with similar students and similar socioeconomic factors. Using this extensive research, the Education Steering Committee worked with a Stakeholder Advisory Council (representing parents, grandparents, teachers, principals and community members) and a National Expert Panel to develop a plan to fundamentally change the way we run our schools. With the help of this education Dream Team, we have the opportunity not just to rebuild, but to make New Orleans the new national model for America's public schools.

How will this change the way we run our schools?

We're serious about change, with every decision based on what's best for students. Focused on delivering learning and achievement for all students, regardless of race or where they live in New Orleans, the plan flips the current system upside down to push more money and authority to principals and teachers. First, we recommend that schools be the centerpiece for transformation and held accountable for student performance. Second, we propose a new organizational structure, which we call the Educational Network Model, designed around students and schools to provide more flexibility, options and accountability than ever before. Third, we're looking at new partnerships to engage parents and the community to support student learning.

How will schools serve as the centerpiece for transformation?

This plan empowers principals and teachers, not a bureaucrat sitting behind a desk across town,

to work with parents to decide what is best for their students. It shifts the majority of the system's budget and decision-making to the school level, where it can be managed based on students' needs in each school. Accordingly, the central administrative office will be streamlined dramatically to allow more funds to flow to the schools, a major change from the past where the vast majority of money was controlled by the central office. This new student-focused approach will include a system of checks and balances, as well as training for school leaders, to ensure accountability and allow teachers, parents, students and the New Orleans Community to measure results at every level through-out the year.

Will this close the gap between the "haves" and the "have nots" in New Orleans?

This plan is designed to promote equality at each step of the education process. The goal is to graduate all students, regardless of race or class, ready for college and the workplace. Specifically, here are three examples of recommendations to raise the bar and close the gaps for student achievement in New Orleans:

- Define explicit, detailed and rigorous instructional standards by grade and subject that are aligned with student achievement and college/workforce readiness objectives.
- Create a choice-based enrollment process that makes quality school options available to all students.
- Launch a universal pre-kindergarten program.

What is the "Educational Network Model"?

It is a new organizational structure for the school system that is designed to increase flexibility and accountability to drive student learning and achievement. It allows teachers to teach, principals to be leaders at their schools and the central office to monitor performance. As part of

the new model, the Education Committee's plan recommends:

- Organizing schools into small clusters of similar schools to provide support, foster collaboration among educators, and ensure accountability
- Hiring the best people at all levels and providing training to develop the skills necessary to deliver results.
- Creating a lean central office for the school system that is focused on academic standards and monitoring network/school performance. Develop a customer-focused shared services organization that provides cost-effective services to schools to drive more money to classroom instruction.
- Requesting that the state absorb the district's current debt service during recovery and increase the MFP format to ensure optimal teacher/student ratio and adequate resources in each classroom.

How will the schools be governed?

There is a need for a governing body that will reflect the need for reform. This plan recommends:

- Migrating toward a single, aligned and highly-effective appointed governing board of qualified people with the skills to oversee successful implementation of the plan. The board will be composed of three gubernatorial appointees, three mayoral appointees and one independent appointee.
- Calling for state legislation that allows the city to run public schools for five years under one governing body.

What is the role of parents and the community?

To succeed, children need parents who are involved in their education. They also need the full support of the community. To facilitate this,

the plan recommends that schools find new ways of reaching out to parents and calls for partnerships with community groups that will serve students and families, especially to handle many of the aftereffects of the trauma and loss suffered by Hurricane Katrina survivors.

What is the timeline for putting this new plan to work?

The Education Committee is committed to seeing this bold new program succeed – and the sooner the better. To facilitate the repopulation of New Orleans and attract new people to the city, this transition process must start immediately with the involvement and cooperation of parents, teachers, government, businesses and the community unified behind a single plan. The next step is to work with the state and Orleans Parish School Board to develop an effective transition plan from the current system to this new Educational Network Model. Once we have their commitment, we can begin organizing schools into networks; training principals and teachers to succeed in the new system; and migrating towards a single, aligned, highly-effective governance model.

What about the short-term? Who can help parents and students having problems finding a school right now?

There are about 9,000 students in 17 public schools in New Orleans.* While some schools are full, there's currently room for a total of 12,000 students. One more school will open by the end of January and provide room for 400 more students. Parents can contact the Louisiana Board of Education at 877-453-2721 with questions.

** January 2006 enrollment*

To find out more about the Education plan, visit the Website at

www.bringneworleansback-Education.org



Government Effectiveness Committee Recommendations

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Mission: To ensure effective government responses to the challenges facing post-Katrina New Orleans; to foster government that is ethical, efficient, transparent and adequately and fairly funded.

1. Fill Inspector General position.
2. Appoint Ethics Review Board.
3. Enact whistle-blower protection.
4. Require disclosure of interests by public officials and by lobbyists.
5. Require high-visibility reporting of financial and ethical disclosure information.
6. Create a uniform, equitable and consolidated assessment system with a single assessor.
7. Establish one regional levee board solely responsible for flood protection in southeast Louisiana.
8. Consolidate certain police jurisdictions, such as Levee Board police, into NOPD.
9. Combine Recorder of Mortgages, Registrar of Conveyances, Office of Notarial Archives and City Department of Real Estate and Records.
10. Set a referendum to establish one assessor for the City of New Orleans.
11. Restructure the permitting process.
12. Strengthen City Planning Commission processes.
13. Upgrade property condition enforcement.
14. Establish appropriate public regulations for Historic District Landmarks Commissions and uniformly implement them.
15. Create a transparent, standard, competitive professional services selection process.
16. Eliminate City Council consideration of individual applications involving city planning decisions, zoning, tax assessments, and decisions of Historic District Landmarks Commissions and Vieux Carre Commission.
17. In the short-term, use available federal money, such as supplemental CDBG funds, to pay for city government operations.
18. Implement sound budgeting practices and financial oversight: (a) implement performance-based budgeting modeled after the State of Louisiana; and (b) create a combined, independent Inspector General/Internal Auditor's office
19. Broaden property tax base: (a) create fair and equitable property assessments locally and statewide; (b) tighten exemptions for nonprofits; (c) place New Orleans in the same position as other municipalities with respect to the homestead exemption; and (d) rely on federal and state incentives, rather than local tax abatements or diversions, to spur economic development.
20. Implement a new revenue source by reallocating a portion of state income taxes generated in Katrina and Rita disaster areas, directing 50% to parish of domicile and 50% to parish of employment.

*For the full report, visit the Website
www.bringneworleansback.org*



Health and Social Services Committee Recommendations

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The Health and Social Services Committee recognizes the opportunity Hurricane Katrina has provided to "get it right" in building a quality healthcare services system for all citizens, focusing on (1) Hospital and Specialty Care; (2) Primary Care; (3) Core Public Health Issues; (4) Human Services Issues; and (5) Core Environmental Health Issues. The Committee used the "Framework for a Healthier Greater New Orleans" by the Louisiana Public Health Institute as a baseline for its recommendations, which follow:

1. Prepare hospitals, nursing homes and providers for future disasters, and fully involve social services in future disaster plans to help ensure that all people are reached.

- Examine sustainability of power and services during a storm, including obtaining funding for required upgrading and moving of power generation and distribution equipment at healthcare centers;
- Involve the human services and public health sectors more fully in calling for an evacuation;
- Make communications within the staffs of emergency healthcare providers and between them and emergency management personnel more effective and reliable.
- In the interim before an interoperable electronic medical records system can be put in place, establish a means by

which citizens who must evacuate have key pertinent medical information with them or available to providers in the locations to which they evacuate.

2. Create a system of care for all segments of the population and create neighborhood primary care centers linked to hospitals, with changes in payment models to open up access to care.

- Make changes in the current payment and reimbursement models which will result in greater access by the entire community to quality healthcare, seeking universal healthcare payment coverage by the State of Louisiana.
- Establish "community health centers" in appropriate locations and configurations for the populations to be served.
- Have hospital and specialty care treatment for the uninsured and underinsured distributed across other hospitals and specialty care facilities in the area.
- Reimburse hospitals for uninsured patients regardless of where care is provided.
- Continue to establish cooperative agreements to sustain healthcare services and to build upon public/private partnerships.

3. Shift the focus toward ambulatory care, wellness and preventive medicine, health

promotion and chronic disease prevention, and away from institutional care.

- Establish the necessary staffing and processes to support an ongoing program of health promotion and chronic disease prevention.

4. Maintain a university teaching hospital in New Orleans.

- Establish a joint venture with equal governance to develop a modern combined “charity” and VA teaching hospital that eliminates the two-tiered healthcare system and promotes accessible healthcare for everyone.
- Recognize that New Orleans, now more than ever, needs the Schools of Public Health that assist in providing disease prevention and epidemiological resources.
- Establish a viable capital plan for the Medical Center of Louisiana portion of the academic medical center, with sufficient resources to set standards of quality, excellence and efficiency.
- Recognize that the state alone does not have the resources to completely fund an AMC, and thus explore and examine how other states or facilities have solved this difficult problem, including an evaluation of the operation of the LSU Hospital and Health Sciences Center at Shreveport.
- Change the governmental payment systems, and implement different governance models such as an independent public benefit corporation, a hospital service district and others be explored to manage a new academic medical center.

5. Focus on the individual through such things as electronic medical records.

Establish electronic medical records as the norm in the region’s healthcare facilities and establish the necessary “interoperability” (i.e., the necessary records).

- Establish database systems for use with human services and public health in order to coordinate and facilitate the services with those who need them.

6. Focus on the 10 essential public health services.

7. Focus on environmental health.

- Establish an entity in the City Health Department as a coordinating body with regard to environmental health matters to ensure ongoing staffing, and establish/encourage educational programs for an environmental health workforce.
- Furnish up-to-date information to those who are moving concerning any health issues associated with sediments, debris or other storm-related issues in order to facilitate their making individual judgments as to risk.
- Establish a long term monitoring and surveillance program to assess the long term impact of environmental factors on health and events and develop the necessary technology support.
- Establish a risk communication program that will provide information to the public, allow the public to communicate their concerns and allow for an orderly and thorough consideration of those concerns.
- Establish a capability and process for dealing with gaps in knowledge, science, policy and practice related to environmental health.

8. Create area-wide healthcare and human services collaboratives that include a critical mass of committed key participants, working toward clearly defined goals, with the necessary leadership and financing, pursuant to written charters.

- Establish the Greater New Orleans Healthcare Taskforce collaborative, including a convener of stature.
- Establish the Katrina Community Based Services Network collaborative, including a convener of stature.
- Clearly establish coordinating mechanisms with the State and the two collaboratives.
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For more information visit the Website at www.bringneworleansback.org



Urban Planning Committee Recommendations

Reflecting Mayor C. Ray Nagin's Revisions

Mission: To rebuild New Orleans as a sustainable, environmentally safe, socially equitable community with a vibrant economy. Its neighborhoods will be planned with its citizens and connect to jobs and the region. Each will preserve and celebrate its heritage of culture, landscape, and architecture.

What are the main points of the BNOBC Land Use plan?

The plan provides a framework for rebuilding New Orleans encompassing five key points:

1. Providing flood and storm water protection for all neighborhoods;
2. Helping residents to rebuild their neighborhoods by providing the information and expertise needed to plan community rebuilding;
3. Investing in neighborhoods that residents want to return to and rebuild;
4. Ensuring that residents in heavily flood areas that don't want to rebuild get 100% of the pre-Katrina market value of their homes;
5. Connecting the New Orleans neighborhoods with bus routes, street cars and light rail.

Note: Affordable housing for displaced residents is the most important element of the Mayor's plan. It is essential that temporary and permanent housing be the main priority, with no less than 25% of development from the CDGB funds to be earmarked for affordable housing.

What about our historic districts?

A commitment to preserving and protecting our historic districts is vital to maintaining the character of the city. The Mayor's plan calls for federal and state tax credits for rehabilitation of commercial and residential structures within historic districts.

What does the plan recommend for flood/hurricane protection?

The BNOBC is recommending a comprehensive flood and hurricane protection system that provides multiple lines of defense.

- Move canal pumps to the lake so that the canals are no longer a danger to the communities that they are intended to protect;
- Close the Industrial Canal at the Lakefront and finish the Industrial Canal Lock;
- Create a series of internal levees similar to the system used in the Netherlands;
- Reuse the canal levees and canal edges as green space; and
- Create a unified levee district.

Note: The current plan to establish a system of dams and locks at the Industrial Canal will provide the same level of protection as closing MRGO until it can be decommissioned by the US Army Corps of Engineers.

How will the neighborhood planning process work?

The neighborhood planning process will be open to all residents and special arrangement will be put in place to ensure the citizens living in other cities can participate in the planning process. In addition to the residents, planners, architects, urban design and housing specialists, environmental specialist and finance experts will be provided to each community to be a part of the planning team. Each team will have four months to plan their new neighborhood.

Because neighbors are the most important part of any neighborhood, planning teams, including both residents and experts must determine if the citizens want to return.

- A commitment to rebuild must be a partnership between the citizens and the city.
- In areas where enough residents want to come back to their neighborhood, the planning team will

design a safe and viable neighborhood including schools, parks, retail and places for service delivery.

- Homeowners in these neighborhoods not wishing to return will have the opportunity to sell their homes in the open market or to an entity that will use the land for public infrastructure (like schools and police stations), redevelopment, or green space that supports the flood protection system and keeps the neighborhood safe.
- In areas where enough of the residents want to return to their neighborhood, the homeowners will have the opportunity to sell their home on the open market or to accept a buy-out through the state and federal government. The land will then be available for public infrastructure, redevelopment and green space.
- Residents that elect to sell but who wish to remain in New Orleans will have the option to relocate to another nearby neighborhood or another neighborhood in the city.
- The process is driven by the residents and the willingness of residents to reinvest in their neighborhoods.

Why is the neighborhood planning process necessary?

While many of New Orleans citizens are ready and able to return home, there are some citizens who are not ready to return at this time and some that don't intend to return at all. As well, with fewer residents and homeowners, the tax base of the city will be smaller and the ability of the city to provide essential services will be decreased.

The neighborhood planning process is intended to better ensure that city services such as police, fire, sanitation, etc. can be provided for all neighborhoods. Additionally, the process is intended to provide protection for homeowners' property values by better ensuring that all the property in the neighborhood is redeveloped and not left to become blighted.

What about renters; will communities be rebuilt for renters to return to?

The BNOBC is recommending development of safe and viable mixed-income communities that include quality multi-family housing, affordable housing and housing to meet the needs of New Orleans senior citizens.

What steps are being taken to help people make a decision and come home?

The BNOBC has called for FEMA to make the base flood elevation maps to be released as soon as possible.

- The plan recommends sufficient, habitable, but temporary, housing be installed in the city as soon as possible.
- The BNOBC recommends that the city identify vacant housing and lots for redevelopment and repopulation in areas least impacted by flooding so that permanent housing for displaced residents can be made available as soon as possible.
- The BNOBC is recommending expedited permitting for repopulation in areas that were least impacted by flooding.

Why is the transit system so important in the plan?

We know from experience in other cities that light rail and high speed transit is the most effective way to connect citizens to jobs, to improve the value of real estate, and to support community economic development. The BNOBC Plan recommends:

- Building on and expanding the existing streetcar system into a "loop" network throughout the city;
- Building a light rail streetcar line that links all New Orleans neighborhoods, including East New Orleans and Ninth Ward neighborhoods, to the CBD, and ultimately the airport, Baton Rouge and the Mississippi Gulf Coast.

What is the recommendation for parks?

Parks and green space not only make our neighborhoods look and feel better, they also enhance our property values and provide an added measure of flood protection. The Mayor's plan calls for restoration and maintenance of existing parks to be the priority, with any additional parks coming from the neighborhood planning process.

Who will administer the plan once it is in place?

The BNOBC and the Mayor recommend the Crescent City Recovery Authority, or a similar independent entity that will be charged with administering the funds and monitoring the rebuilding process.

*For the full report of the
Urban Planning Committee, visit the
Website at bringneworleansback.org.*



Infrastructure Committee

Levees Subcommittee Recommendations

Reflecting Mayor C. Ray Nagin's Revisions

Current Army Corps of Engineers Work

A recent Times Picayune article said about current Army Corps of Engineers levee plans:

"The bulk of nearly \$3 billion allotted to the Army Corps of Engineers under a huge spending bill signed by President Bush will pay for building and restoring levees along waterways from Lake Pontchartrain to Venice, with nearly one-third going to rebuild local parish levees to their original design heights.

"Under the law, the corps will spend more than \$1.1 billion to return levees, floodwalls and giant drainage pumps, which typically are maintained by local or state authorities, to their pre-storm status or better, while the remainder will be split mostly to expedite the agency's ongoing hurricane projects and to study flood control in south Louisiana.

"Also designated under the corps' allocation is almost \$320 million to complete five projects authorized by Congress. Included are \$120.6 million to build Lake Pontchartrain canal levees as high as 15 feet and \$32.5 million to erect levees as high as 17 feet east of the Mississippi River in Plaquemines Parish. Most costly is a \$147.6 million allocation for the West Bank & Vicinity Hurricane Protection Project, which aims to fortify the 64-mile system of barriers that prevent storm surges from Lake Cataouatche and Barataria Bay from inundating West Jefferson and Algiers with 16 feet or more of water.

"Further, \$37.3 million is earmarked for rushing completion of coastal restoration, hurricane protection and flood control studies in areas including the Louisiana coastline and Plaquemines, St. Bernard and St. Charles parishes. The costliest study -- \$12 million -- would consider the best engineering options for providing Category 5 hurricane protection to Louisiana.

But (Cong. Bobby) Jindal, the measure's sponsor, said it would be financed only if the state establishes a single levee board."

Levees Sub-Committee Recommendations

In addition to the current plans of the Army Corps of Engineers, the members of the Levees Subcommittee present the following items and recommendations to the Army Corps of Engineers for consideration and discussion. These are additional suggestions to complement the current work and plans of the Army Corps of Engineers:

- Utilize secondary systems of protection, including raised railroad beds throughout the city. This includes replacing underpasses with overpasses or installing flood gates in the underpasses, overpasses and crossing the tracks at ground level. The improved railroad "levee" could be joined with the outfall canal levees and other internal floodwalls to create containment areas, which isolate floodwaters and prevent them from migrating unimpeded all over the city.
- Immediately install jetties across the mouths of its canals to protect the pumping stations from a direct hit.
- Move the pumps or construct new pumping capacity at the Lake end of the canals, thus cutting off the free flow of water from the Lake to the interior of our neighborhoods.
- Barge/Bow Thruster Pump Solution: A barge would be submerged near the mouth of the canal, integrated with a protection levee. A set of dolphins or a frame would be pre installed around the sides and bottom of the canal and

the barge would be attached, tongue and groove like, to the frame and submerged there. But inside the barge, powered by 12 kilowatts of generated electricity would be 6 powerful bow thruster pumps, which accelerate the flow to the lake. This barge/bow thruster pump solution could also be used in the Orleans and London Avenue Canals.

- Dam the north end of the Industrial Canal at the Seabrook Bridge and integrate the dam with the levee system, thus closing a major throughway for floodwater into the city. A floodgate or lock could be installed later.
- A weir, or flood control structure, with a gap 175 feet wide to accommodate ships with 28 foot draft, can be placed across the merged channel of MRGO and the Intracoastal Waterway near Paris Road. In case of an impending storm, both waterways would be closed to traffic. A floating flood gate, a barge, specially designed to fit in the 175 x 28 foot gap, using a "tongue and groove" like mounting, would be maneuvered into the gap, submerged by its own self-contained pumps and secured to the weir. Upon the all clear, the gate could reverse its pumps, raise itself and be moved to its standby mooring,

reopening both waterways for maritime traffic. This will provide the same level of protection as closing MRGO, until it can be decommissioned by the US Army Corps of Engineers.

- Erect the Corps' Lake Pontchartrain Barrier Plan, which incorporates front line levees and floodgates, which reach from Eastern St. Tammany Parish, across the Chef and Rigolets to lower St. Bernard Parish. This would be the main man-made deterrent to flood and would change our primary and secondary levees, respectively, to secondary and tertiary levees, thus giving us triple protection.
- Restore the wetlands so they can provide the real solution to storm surge protection. We are urging Congress to share off-shore oil and gas lease revenues so the state can self-fund the program.

For more information about the Levee Subcommittee Report, visit the Website at www.bringneworleansback.org or email infrastructure@bringneworleansback.org



Infrastructure Committee

Public Transit Subcommittee

Reflecting Mayor C. Ray Nagin's Revisions

We will build a regional public transportation system that will provide safe, efficient, timely, courteous, cost effective service to all the citizens of the region, including those with disabilities. The system will be managed by experienced, professional transit personnel with accountability and transparency to the public which it serves.

Background

The Regional Transit Authority (RTA) was established in 1983 when the City of New Orleans took over the public transit system from New Orleans Public Service (now Entergy). At the time, the RTA was created as a subdivision of the State of Louisiana rather than the City of New Orleans in order to create a truly regional transit system. RTA has authority to operate service in New Orleans and Kenner.

Today, the RTA is carrying approximately 50-60,000 people per week on 27 routes in Orleans Parish. This is only 5-7% of the pre-Katrina ridership of 855,000 per week. The "Louisiana Swift" transit service from Baton Rouge to New Orleans, instituted by RTA post-Katrina, carries about 260-300 riders each weekday. Over 20,000 have used this service since inception. On December 18, RTA restored service to its #2 Riverfront Streetcar line and partially restored service to its #45 Canal Streetcar line (from Crozat & Canal to the French Market). Both lines use the historic St. Charles streetcars for this service, which is free to riders. FEMA is currently paying the operating costs.

During the storm, more than 250 brave RTA drivers and administrative staff stayed in New Orleans to assist in the city's evacuation plan. The day after Katrina, they were forced to rescue themselves by swimming out of the RTA's Canal Street facility and evacuating themselves to a shelter in Baker, LA.

Currently, many of these drivers and mechanics are helping with increased demands at Baton Rouge's Capital Area Transit System (CATS). Together, CATS and the RTA asked FEMA for emergency funding and were granted \$47 million for emergency public transit services in Baton Rouge and New Orleans. This funding has a finite time limit of 6 months.

Current Situation

There is no accurate assessment of the population and demographics of New Orleans, nor an accurate estimate for damages incurred. We are assuming a base population of 100,000 for planning purposes at one half the transit dependent levels pre-Katrina.

Re-engineering RTA

Route Management

- Provide services to the most densely populated areas where need is greatest and where transit services are most economically viable.

Capital Asset Management

- Restructure capital asset requirements to meet population and demographic shifts in the Greater New Orleans area.

Regional Approach

- Design a truly regional authority with equal representation for all the parish entities with the Regional Transit Authority Board of Directors representative of all participating parishes.
- Provide inter-parish commuter transit services. Inter-parish commuter services could utilize a new standard of transportation, including over-the-road coaches with computer access, closed-circuit televisions, and handicap accessibility.
- Continue to provide services in Baton Rouge with CATS through a cooperative endeavor agreement.
- Determine how to combine capital assets in the most efficient way to provide seamless transit services in a multi-parish area.

Objectives

The following action items constitute the immediate, short-term and long-term plans for restructuring and reviving the public transit system in the Greater New Orleans Area.

Immediate

- Determine the level of service required for Orleans Parish.
- Determine the level of service required for St. Bernard, Jefferson, St. Tammany and St. Charles Parishes.
- Determine the level of service required for East Baton Rouge Parish in continuing support of CATS.
- Determine the feasibility of continuing LA SWIFT commuter service between Baton Rouge and New Orleans
- Re-engineer RTA based on expected Orleans Parish service levels.

Short Term

- Request an extension of the current FEMA contract.
- Negotiate a continuing cooperative agreement with CATS.
- Negotiate regional transit services with St. Bernard and Jefferson Parishes.
- Negotiate commuter transit services with St. Charles and St Tammany Parishes.

Long Term

- Evaluate possibilities for additional streetcar lines, such as Rampart Street.
- Evaluate possibilities for commuter rail services between Baton Rouge and New Orleans.
- Reevaluate and revise the use of RTA vehicles in providing evacuation transportation.

- Evaluate possibilities for a light rail system between the airport and CBD.
- Evaluate expansion of light rail transit within the City

Available Resources

- 400 employees, including both administrative and operations personnel.
- A backlog of FTA grants that may be reprogrammed once the reengineering is complete.
- Potential additional FEMA emergency relief funds.
- 95 buses (out of 372 pre-Katrina); 30 vans; 26 streetcars.

Required Resources

- Unknown until we can analyze population and demographics shifts.

Financial Requirements

- The RTA will continue to need its traditional sources of revenue, including sales and hotel taxes. The RTA is planning on keeping passenger fares at \$1.25, but may be forced to increase this amount as service is redefined.
- The RTA will continue to provide para-transit services based on the needs of the population.

Government Agency Objectives

- Maintain close contact with the Federal Transit Authority.
- Work closely with state legislature if changes are required in legislation to reengineer and re-establish the RTA to enable true regionalism.
- Work closely with surrounding parish officials and agencies to garner support and cooperation in establishing regional transit services.

*For more information, visit the Website at www.bringneworleansback.com
or email: infrastructure@bringneworleansback.org*



Infrastructure Committee Criminal Justice Subcommittee Recommendations *Reflecting Mayor C. Ray Nagin's Revisions*

The mission of the Criminal Justice subcommittee of the Task Force is to promote an integrated, joint, cooperative working relationship among Hurricane Katrina affected law enforcement agencies in the greater New Orleans region to recover and rebuild the criminal justice system. The Criminal Justice subcommittee recognizes that criminals do not respect political boundaries and that a fully cooperative working partnership is necessary to protect the public. The Committee intends to utilize this unique opportunity to enhance the effectiveness of the law enforcement community in the greater New Orleans region as well as to ensure public safety and maintain operations in future natural disasters and other crises.

Overview

As many officials are coming to recognize, levees and public safety are the two great requirements for repopulating the Greater New Orleans region. The joint task force proposed by Vice Admiral Thad Allen, Principal Federal Official for Gulf Coast reconstruction, will help reconstruct the region's criminal justice system by providing a forum for local and state law enforcement, prosecutors, and courts to present their needs to federal agencies in a coordinated and transparent manner. The task force will also craft policies for emergency public safety services and continuity of operations in the event of future natural disasters or terrorist attacks.

Background

Hurricanes Katrina and Rita debilitated law enforcement, prosecution, and the court system in several Louisiana parishes. Court buildings, prosecutors' offices, and police stations were destroyed, evidence rooms were lost, crime labs and training facilities were wrecked, 9-1-1 call centers, jails, and police vehicles were flooded, witnesses and suspects were dispersed, employees' homes were rendered uninhabitable, and operating budgets evaporated.

The impact on public safety services has been enormous. Without vehicles, 9-1-1 call centers, or housing, police and sheriffs' departments are unable to patrol neighborhoods or respond to emergencies. Without evidence, witnesses, or funding, district attorneys are unable to prosecute even violent crimes. Without buildings, evidence, witnesses, or jurors, courts cannot hear prosecutions.

Taking Action and Working Together

Due to the decentralized nature of Louisiana's political system and the lack of coordination that exists between different jurisdictions and levels of government, Admiral Allen, initiated the creation of a joint task force to be a "one stop shop" for criminal justice entities attempting to rebuild the public safety system in the greater New Orleans region. The task force will be a state and local endeavor, facilitated (not led) by federal agencies. Federal participation is limited to facilitating dialogue between state and local agencies and to connecting state and local agencies with existing federal grant programs.

Task Force Design

Following separation of powers principles, the task force will be divided into three committees: law enforcement, prosecution, and courts. Each committee will be comprised of state and local officials under the leadership of a respected, neutral official. There will also be a federal resource team, which will promote dialogue among state and local entities and communication with federal grant-making agencies.

Reflecting the task force's purposes of promoting open-minded thinking and community buy-in, the New Orleans Business Council and the Mayor's Committee to Bring New Orleans Back have taken leadership roles, and the Louisiana Attorney General, Louisiana Commission on Law Enforcement, New Orleans Police Foundation, Metropolitan Crime Commission, and Crimestoppers, as well as a team of well-respected police chiefs and sheriffs from around the country, will take advisory roles.

Louisiana Supreme Court Justice Catherine “Kitty” Kimball and E. Pete Adams, executive director of the Louisiana District Attorneys’ Association, have agreed to chair the courts and prosecution committees, respectively. Negotiations are in progress to identify a chair of the law enforcement committee, the members of which are already working together to pool resources and improve systems.

Each committee will identify and recruit its own membership, and work semi-autonomously to develop detailed goals, strategies, timetables, and budgets. The committee will present reports to the federal resource team and to the public on regular basis.

Goals

The task force’s goals include, among others:

- **Housing:** to identify and remedy housing needs for employees currently lacking housing or whose temporary housing will be lost when the cruise ship sails.
- **Budgets:** to identify and strategically remedy budgetary gaps.
- **Emergency Public Safety:** to craft policies and clearly-delineated lines of leadership based upon lessons learned in this and other crises for emergency services in the event of a future natural disaster or terrorist attack.
- **Continuity of Government:** to create policies for protecting evidence and information systems; for tracking detainees, inmates, and witnesses and for providing housing to essential employees.
- **Regional Efficiencies:** to identify services that may be regionalized for greater efficiency and improved probability of funding, including interoperable communications and case management systems, a state-of-the-art crime lab, and a regional training facility for use by law enforcement, corrections, and prosecutors.
- **Hazard Mitigation:** to ensure that rebuilding is performed intelligently, with due regard to location and flood insurance requirements.
- To improve public trust through transparency and accountability.

Deliverables

A state of the art, regional forensic crime laboratory equipped with the highest quality equipment and professional staff to handle routine law enforcement needs and allow for monitoring and addressing crime trends.

- DNA analysis and comparison
- Ballistics/NIBIN
- Drug testing and analysis of drug trends
- Fingerprints and other testing
- Computer and video forensic units
- Photography and forensic light unit
- Document analysis
- Other criminalistic testing including blood alcohol, trace evidence, arson, etc.
- Sexual crime evidence

A modern, cutting-edge means to share intelligence among local, state, and federal law enforcement components.

A regional police academy with appropriate facilities and contributions from the participating entities to train new recruits and provide in-service training and best practices to existing officers, investigators, and managers.

- Achieve economies of scale and avoid duplication of effort and needless competition
- Promote highest professional, ethical, and integrity standards

Means to provide training for local and state law enforcement officials by Department of Justice law enforcement partners.

Interoperable and reliable communications systems for routine and emergency use.

Plans for greater preparedness for future crises and natural disasters.

- Crisis response plans
- Joint staging and deployment of resources
- Use of available federal and military assets
- Continuity of operations strategies

For more information about the Criminal Justice report, visit the Website at bringneworleansback.org.

