

ST. JOHN

THE BAPTIST PARISH

President's Advisory Committees (PACs) Report of Recommendations

**December
2010**

In the spring of 2010, Parish President Natalie Robottom recruited a diverse team of citizens, civic leaders, employees, and Parish leaders for service on President's Advisory Committees (PACs) to review selected key issues and provide recommendations that will help establish the strategic direction of St. John the Baptist Parish. This document summarizes the PACs' initial efforts and provides lists of issue-specific recommendations offered for review and consideration.

A MESSAGE FROM PRESIDENT NATALIE ROBOTTOM

May 1, 2010 marked the beginning of a new era for St. John the Baptist Parish. My administration is committed to working in partnership with the Parish Council, citizens, stakeholders, and state and federal government to rebuild the trust of the community and to ensure that government operates in a manner that is ethical and ensures transparency.

I am humbled and honored to have been selected to lead this Parish and to continue my service to the community. I am very appreciative of your support and the hundreds of telephone calls I have received from my supporters. I am here to serve all citizens and develop programs that **promote** economic development, **improve** the quality of life for our citizens, and **support** Parish growth.

To assist with the transition of my administration, I appointed members to serve on the President's Advisory Committees (PACs). The PACs consisted of the following Committees: Governmental Ethics, Finance, Community Development and Neighborhoods, Employment and Economic Development, Human Resources, Infrastructure and Capital Improvements, Public Safety, and Recreation/Health and Human Services. These Committees included more than 70 of our citizens, Council members, business leaders, and community representatives to conduct a robust, comprehensive organizational analysis of all Parish functions, in an effort to increase efficiency, improve ethics, and create new partnerships to move the Parish forward. We also conducted town hall meetings so that the public could receive information regarding our strategic plan and direction moving forward. A complete listing of the members, chairs, functions of each Committee and the process for developing the strategic plan is found in this report.

I want to personally thank each of the PAC Chairs and members for their participation, effort, leadership, and involvement in helping to improve our Parish.

My administration is reviewing all of the recommendations provided by the PACs to assist with the development of a Five-Year Strategic Plan that will be published for public review.

If there is anything my administration can do to support you, please do not hesitate to contact us. Your input is needed to provide valuable insight as we work to enhance the services provided by this Parish.

Sincerely,



Natalie Robottom
Parish President

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EXECUTIVE SUMMARY

The mission of St. John the Baptist Parish Government is to effectively and efficiently serve the citizens of its community in a manner that ensures transparency, ethical business practices, economic development, and a thriving and healthy community.

To fulfill this mission and meet the needs of our citizens, this administration must establish a strategic plan that incorporates performance-based objectives and ensures that operational excellence is established during the achievement of these goals. Our strategic plan will outline the priorities for accomplishing this mission over a five-year period.

Parish President Natalie Robottom appointed members to eight advisory Committees to conduct a comprehensive review of Parish functions to ensure that all public and taxpayer funds are used in the most effective and efficient manner. The eight President's Advisory Committees (PACs) included:

1. Governmental Ethics
2. Finance
3. Community Development and Neighborhoods
4. Employment and Economic Development
5. Human Resources
6. Infrastructure and Capital Improvements
7. Public Safety
8. Recreation/Health and Human Services

The memberships of the President's Advisory Committees (PACs) included representatives from the Parish Council, the administration, local businesses, community, civic, and faith leaders, and other citizens.

The PACs convened between June and August 2010 to conduct research, compile recommendations, and develop written reports that were delivered in August 2010. This document summarizes the recommendations resulting from this citizen-based effort. Over 100 recommendations were developed by the PACs and several more by top administrative staff. Further review and analysis of these recommendations will transform the information presented here into a framework for a five-year strategic plan for St. John the Baptist Parish.

ORGANIZATION OF THE PRESIDENT'S ADVISORY COMMITTEES (PACS)

President Robottom recruited a diverse team of citizens, civic leaders, employees, and Parish leaders to assist her administration with defining the direction of the Parish and to provide recommendations that will be utilized to establish the strategic direction of the Parish.

Providing organizational and administrative support to the PACs:

- Chief Administrative Officer, Marie Brown-Mercadel provided oversight to the Committees, and
- Special Assistant to Parish President, Angelic Sutherland, provided legal and administrative oversight to the Committees.

FOCUS AREAS AND PRINCIPLES

The PACs focused on the following eight key areas: Governmental Ethics; Finance; Community Development and Neighborhoods; Employment and Economic Development; Human Resources; Infrastructure and Capital Improvements; Public Safety; and Recreation/Health and Human Services. Each Parish government Department conducted an organizational analysis to support the work of the PACs and assisted in the development of recommendations.

Governmental Ethics: It is the duty of the Parish government to serve the best interest of their residents. The Governmental Ethics Committee was directed to review the St. John's Parish current ethics rules and subsequently revise or develop new strategies to guarantee transparency. Accordingly, this Committee reviewed best practices of other parishes and designed ethical procedures consistent with state policies to ensure transparency and good government.

Finance: The Finance Committee was directed to recommend a model financial system that covers policies and practices in revenues, expenditures, accounting, technology, interoperability, and other critical areas and develop recommendations for reform with action steps. The Committee reviewed the procurement and monitoring processes of other parishes and recommended procedures for ensuring that all contracts are monitored for compliance. Furthermore, the Committee provided recommendations for a complete revamping of the procurement process.

Neighborhoods and Community Development: St. John's long-term success requires revitalization of neighborhoods and active community engagement. The Neighborhoods and Community Development Committee identified best practices and established key recommendations that foster stronger neighborhoods. The Committee focused on the involvement of citizens, civic leaders, and Parish agencies in evaluating and developing strategic partnerships, a more responsive government, and the efficient delivery of public services. In addition, the Committee evaluated the Parish's land use plan for recommendations on ascertaining public input and subsequent implementation.

Employment and Economic Development: Parish government must play an important role in retaining current jobs and creating new jobs through open and transparent regulatory practices and incentives. The Employment and Economic Development Committee recommended ways to attract capital investment and develop new job opportunities for all citizens while recognizing the resources of the Parish.

Human Resources: As Parish government is responsible for providing safety and security to its citizens and for critically-necessary services, it is imperative that the Parish's employees are well trained and qualified to serve the Parish. The Human Resources Committee, considering the Civil Service guidelines that govern the majority of employees, focused on ways to ensure the selection of high caliber employees and conformance to various regulations of personnel and management practices. The Committee reviewed current policies, hiring and retention, the performance evaluation process, and the organizational structure.

Infrastructure and Capital Improvements: Parish government is responsible for critically-important services, including road repair, drainage, infrastructure maintenance, as well as maintenance of water and waste water systems. The Infrastructure and Capital Improvements Committee was directed to develop new strategies to strengthen and maintain core Parish services in the face of declining revenues and rising costs.

Public Safety: The primary role of the Parish is to provide for the safety and security of its citizens. Accordingly, the Parish has developed an overall, comprehensive, all-hazard emergency operations plan and is responsible for its implementation when necessary. In addition, as an essential component of public safety, it is necessary that the Parish's Fire Department operates effectively and in the best interest of the Parish residents. The Public Safety Committee reviewed the emergency operations plan and made recommendations for necessary updates, as well as reviewed the Fire Department's current structure and made recommendations for improving the partnership between the career and volunteer firefighters.

Recreation/Health and Human Services: In order to ensure the well-being of its citizens, Parish government must provide effective resources for ensuring the health and social needs of the community are being addressed and the citizens have an opportunity to live in an environment that promotes quality of life issues. The Committee conducted a review of existing services and recommended new strategies that promote a diverse range of activities that support cultural enrichment and healthy lifestyles.

COMMITTEE (PAC) CHAIRS

Governmental Ethics – Geri Broussard Baloney

Attorney Geri Broussard Baloney is a resident of Garyville, Louisiana where she founded the largest female, minority-owned and operated firm in this region. Her firm employs eight attorneys. She has extensive experience in governmental affairs, complex litigation, and contracts. Broussard Baloney is an honor graduate of both Southern University at New Orleans with a BA in Political Science and Loyola University School of Law where she received a Juris Doctorate and Certificate in International Law. Her government experience includes working as a legislative aide to the New Orleans City Council and as Administrator of the City's Board of Zoning Adjustment. She is formerly a U.S. General Service Administration Contractor.

Finance – Keith Gillies

Keith Gillies is a Certified Financial Planner (CFP) and Chartered Financial Consultant, (ChFC) specializing in financial consulting. He is an honor graduate with an MBA from Tulane University and a BA from the University of New Orleans. Gillies is a Past-President of the National Association of Insurance and Financial Advisors (NAIFA) of Greater New Orleans (Member of the Year, 1998) and of NAIFA-Louisiana (2003 President's Award Recipient and 2007 Arthur Abramson Member of the Year Award). He currently serves as one of 10 NAIFA-National Trustees. He is a leading representative of both UNIFI and Ameritas Investment Corporation, where he serves as the Chair of the Field Advisory Cabinet. Gillies is very active in his community, serving and volunteering on many civic and religious boards, including the St. John the Baptist Parish Planning and Zoning Commission for 20 years. He has resided in LaPlace for 30 years with his wife, Cynthia, and their five children.

Community Development and Neighborhoods – Peggy Joseph

Peggy Joseph earned her degree in Business Management from Meadow-Draughton College in 1976. She is the former Program Director of a federal program that provided teaching and education regarding the "Eight Habits to a Successful Marriage." She also received certification in counseling and as a marriage facilitator. She is a local business owner and serves as Minister of Music in her church. She is married to Aaron Joseph and has three children, Niya Tassin-Bernard, Bernard Tassin, III, and Brent Tassin.

Employment and Economic Development – Sean Roussel

Sean Roussel is currently a Regional Sales Manager for Philadelphia Mixing Solutions, LLC. He served as the District 5 Council Member from 2004-2007, serving as Chairman in 2005. Roussel also served on St. John Parish's Economic Development Committee from 1995-2003. He is a former member of the LaPlace Lions Club and is a lifelong resident of St. John Parish. He and his wife, Mona Fauchaux Roussel, have one son, Nicholas.

Human Resources – Taleta Wesley

Taleta Wesley is a Political Science and Public Administration graduate of Grambling State University. She also received a Master of Public Administration and a Juris Doctor from Southern University. After Hurricane Katrina, Wesley worked with a non-profit organization that assisted government-funded programs in tracking services provided to the New Orleans homeless population. Since then, she has provided outstanding human management services to companies in Texas and Louisiana that averaged more than 600 employees.

Infrastructure and Capital Improvements – Virgil Rayneri

Virgil Rayneri earned a BS in Engineering Science (Civil/Mechanical Engineering) from the University of New Orleans. He was employed for over 16 years at several DuPont plants and has previously served as the Public Works director for St. John Parish. He has extensive knowledge on the subjects of environmental safety, cost reduction, process simplification, and capacity. Rayneri and his wife, Maria, reside in LaPlace and have two children.

Public Safety – Charles Duhon

Charles Duhon, a lifelong resident of St. John Parish, retired from Shell/Motiva after serving 38 years as the Health and Safety Manager of Field Operations. Duhon received numerous awards for his contributions to the improvement of the Corporate Emergency Management Systems as well as the Occupational Health and Safety Programs. He is a former St. John School Board member (1974-1984).

Recreation/Health and Human Services – Lucien Gauff, III

Lucien Gauff, III has been employed as a Chemical Operator for DuPont for over 19 years. He is currently a member of the St. John Recreation Advisory Board, St. John Community Advisory Panel, Near Neighbor Organization, St. John Rotary, and the St. John Fire Department Civil Service Board. Gauff lives in LaPlace with his wife, Nghana, and two daughters, Ciel and Cydney.

GOVERNMENTAL ETHICS

I. COMMITTEE FOCUS

The Governmental Ethics Committee reviewed the current ethics rules of St. John the Baptist Parish as well as the Louisiana Code of Ethics. The Committee also reviewed the best practices of other parishes in order to complete the task of revising or developing new strategies to guarantee transparency in the Parish.

II. COMMITTEE MEMBERSHIP

Geri Broussard Baloney, Chair

Bruno Burrell

Councilman Haston Lewis, Sr.

Felton Collins

Courtney Millet, Ph.D.

District Attorney Tom Daley

Jeff Perilloux

Dr. Henry Hardy

Angelic Sutherland

III. BUDGET OVERVIEW

This section is not applicable to the Governmental Ethics Committee as there is not a specific Department focused on this initiative. However, it remains a critical priority for the Parish government.

IV. LIST OF RECOMENDATIONS

The specific recommendations from the Governmental Ethics Committee are intended to restore the public's faith and trust in their Parish government and develop Louisiana's most stringent code of local governmental ethics with zero tolerance for corruption. The Committee's recommendations are as follows.

1. **Adopt a Parish Code of Ethics** modeled after the Louisiana State Code of Ethics recognizing the following four core principles: public officials may not use their offices for personal financial gain; holding public office does not entitle one to personal advantages and perks; transparency is an important element of public service; and merit-based decision-making based on fair processes produces the best results for the public.
 2. **Establish a Charter Review Committee** to study the charter to update and improve the operation of government.
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3. **Implement an annual governmental ethics seminar** for administration, elected officials, and Parish boards and commissions.
4. **Implement an annual public bid law seminar.**
5. **Establish uniform standards for contract procurement.**
6. **Enhance citizens' access to public information** by posting all contract notices, bid notices, RFP's, RFQ's, and contracts on the Parish's website.
7. **Require annual financial disclosure** for all Presidential appointments.
8. **Provide an orientation seminar after each general election** to provide elected Parish officials information regarding their duties and obligations and to introduce them to topics including, but not limited to public bid law, open meetings, charter requirements, ethics obligations, and Roberts' Rules of Order.

FINANCE

I. COMMITTEE FOCUS

The Finance and Procurement Committee reviewed the associated policies and procedures to make recommendations for the Finance Department and the Purchasing and Procurement Department to be more efficient and streamlined in order for the Departments to provide the best possible services to the citizens of St. John the Baptist Parish.

II. COMMITTEE MEMBERSHIP

Keith Gillies, Chair

Brock Anderson

Pat McTopy

Karen Durand

Councilwoman Cheryl Millet

Brenda Labat

Jean Stewart

Vince Lucia

James Wagner

III. BUDGET OVERVIEW

The St. John the Baptist Parish budget for the 2010 fiscal year projects \$51.9 million of revenues. This is a reduction from the prior year due to the completion of a major expansion project at Marathon Oil's Garyville Refining Plant. Sales and ad valorem taxes account for 57% of the budget. There are also five different sales taxes totaling 2.25% for

fire protection, economic development, roads and bridges, and sewer improvements. Ad valorem taxes are levied at 38.89 mills, which include taxes for the Parish's libraries. User fees account for 32% of projected revenues. The 2010 budget expenses are projected to be \$51.8 million, and reflect a 7% increase in normal operating expenses due to the continuance of ongoing maintenance projects.

The Parish has a general fund which supports the general operating expenses. This fund accounts for all financial resources and Parish Departments not specifically required in other funds. The general fund revenues consist of ad valorem taxes, licenses and permits, fees, and transfers from the Economic Development Fund. There are several Special Revenue Funds that are tied to specific revenue sources. These have legal restrictions providing expenditures for specified purposes. The Parish has several enterprise funds. These funds are financed and operated in a manner similar to private businesses where the costs of providing services to the general public on a continuing basis is financed or recovered primarily through user charges. Finally, the Parish has several debt service funds which are utilized to account for the accumulation of resources for, and the payment of, general long-term debt principal, interest, and other costs.

IV. LIST OF RECOMENDATIONS

The recommendations from the Finance and Procurement Committee are presented separated by Department; however, there is a natural overlap between the two Departments. Many recommendations will provide long-term efficiencies and savings for the Parish, but require an initial investment. This should be analyzed and considered as recommendations are prioritized and implemented.

The St. John the Baptist Parish budget for the 2010 fiscal year projects \$51.9 million of revenues. Sales and ad valorem taxes account for 57% of the budget. User fees account for 32% of projected revenues. The 2010 budget expenses are projected to be \$51.8 million, and reflect a 7% increase in normal operating expenses due to the continuance of ongoing maintenance projects. The Committee's recommendations are as follows.

Recommendations for the Finance Department

1. **Implement work on a longer-term budgeting process** including an implementation time table with deadlines and chain of responsibility for all adopted recommendations.
 2. **Develop a plan for employee attrition** that considers opportunities for the consolidation of positions (wherever possible) over the next five years.
 3. **Mandate direct deposits for employees and eliminate manual checks** for vendors. The latter will require that Department Directors properly complete paperwork and requisitions so that vendors are promptly compensated.
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4. **Develop a program where vendors are paid at 30 days subsequent to the delivery of services** (assuming proper documentation).
5. **Streamline the requisition control system** and monitor the current checks and balance systems for requisitions. This includes an electronic requisition system. The administration must eliminate management by exception.
6. **Implement and adhere to existing employee policies regarding overtime and vehicle use.** Abuse of the overtime system should be eliminated. Vehicle use reports should be submitted and reviewed. Promoting public metrics for evaluation and supervision is a powerful tool as people respect what is inspected.
7. **Integrate Finance and Purchasing** so encumbrances are live.
8. **Mandate that enterprise funds “stand on their own” financially** – other Departments and funds should not subsidize enterprise funds.
9. **Secondary recommendations** include an upgrade of the Utilities Department’s technology. Implementation of an eBill system – a system where accounts can be paid online. Utility billing should be upgraded to eliminate manual key entries. Satellite office entries need real-time posting. It is recommended that the legal requirements of .pdf format files for the imaging systems be utilized as opposed to .tif file. The Adobe based .pdf file requires substantially less storage space as opposed to .tif files.

Recommendations of the Purchasing and Procurement Department

1. **Consolidate the process of assigning vendor numbers** to one Department employee.
2. **Consolidate travel charges to one government credit card** and limit purchases by category for any government-issued credit card.
3. **Hire a full-time Information Technology Director** who can review current IT needs, make money-saving recommendations, and perform IT duties currently performed by outside vendors. It is anticipated that the short-term costs of this decision will result in long-term savings. Particular expertise can still be provided by outside contractors, but much of the work required can be accomplished with an experienced IT person.
4. **Implement a bar coding program for inventory control along with the implementation of a just-in-time inventory control system** including the timely delivery of receiving documents to the appropriate payroll clerk.

COMMUNITY DEVELOPMENT AND NEIGHBORHOODS

I. COMMITTEE FOCUS

The Community Development and Neighborhoods Committee focused on community involvement of citizens, civic leaders, and Parish agencies to foster stronger neighborhoods,

evaluate and develop a strategic partnership, a more responsive government, and the efficient delivery of public services. The Committee's task was to offer ideas and strategies to make St. John the Baptist Parish a more inviting place for new businesses and residents, and improve services to existing families and businesses to ensure greater retention.

II. COMMITTEE MEMBERSHIP

Peggy Joseph, Chair

Pastor Neil Bernard Michael St. Martin

Josie Clement Daryl Schloz (*Representative for Councilman Steve Lee*)

Mary Duhe Joey Scontrino

Mike Henderson Abril Sutherland

Gala Holden

III. BUDGET OVERVIEW

The St. John the Baptist Parish Planning and Zoning Department is an office in transition. Changes in state laws associated with building code regulation, coastal management, storm damage assessment for FEMA, and zoning will require additional training of the staff and Board of Commissioners. Even with this additional requirement, however, a substantial increase in the 2011 budget is not expected. The 2010 budget was \$591,000. The largest expenditure, in the amount of \$200,000 will likely continue to be for professional services, including third-party building code inspectors, advertising costs for the Planning Commission and Variance Board functions, Permit Computer, and GIS application system updates and changes. Salaries are expected to remain the same at about \$340,000, with most of the additional costs being allocated to retirement and insurance obligations. The remaining budget is devoted to equipment, uniforms, professional dues, Department maintenance, and office supplies. Most of the Department costs are recovered from permit and building code inspection fees. In 2009, the Department collected approximately \$368,000 from these fees, accounting for about 77% of the total budget.

In an effort to make the Department more self-sustaining, several changes have been instituted. This year, the Department has renegotiated the fees for building code inspections, resulting in a reduction in the cost paid by the customer, as well as an increase in the amount retained by the Parish. Additionally, renegotiating the computer service charges and selecting a new provider for computer application should realize additional savings for the Department and increase efficiency. Additional efforts have resulted in reduced insurance costs to the Parish and a 10% savings to the residents for flood

insurance, an award of \$6,000,000 in shore line protection grants, \$525,000 in LRA grants, \$350,000 to complete Phase IV of the Land Use Plan, and \$175,000 to be used for zoning, code modifications, flood management, code enforcement, and other planning and zoning issues.

IV. LIST OF RECOMMENDATIONS

The Community Development and Neighborhoods Committee recognizes that while some recommendations will require long-term planning and implementation, some recommendations could be implemented immediately to improve the quality of life for the residents of the Parish. The Committee's recommendations are as follows.

1. **Identify local concerns by hosting town hall meetings** in LaPlace (both north and south of Airline Highway), Reserve, Garyville, Wallace, and Edgard focused on listening to concerns of residents; identifying top concerns and/or priorities that immediately impact quality of life; identifying long- and short-term goals for each local area; and engaging individuals to work with government on local projects and neighborhood revitalization.
 2. **Develop guidelines for engaging the community in local projects and neighborhood revitalization** including the hiring of a Special Assistant to the Parish President for Community Development who will coordinate and manage neighborhood development projects, keep neighborhood-oriented citizens apprised of what programs and services are available, identify grant funding available to promote the goals of the office, coordinate small scale interventions or islands of local investment, and spotlight community heroes.
 3. **Establish the Neighborhood and Community Development Panel** comprised of neighborhood-oriented citizens and community and religious leaders who would work with the Special Assistant to the Parish President for Community Development to develop a plan of action with short- and long-term objectives for each community, identify funding sources, and generate realistic and firm timelines.
 4. **Adopt a policy of 100% code enforcement and develop a mechanism for holding, managing, and/or disposing of vacant properties**, including reintroducing vacant properties into the stream of commerce whenever possible.
 5. **Provide customer service training for all Parish employees** and focus on increasing the level of professionalism in Parish government. Parish residents and businesses in need of public services should be met by knowledgeable, courteous, and customer-friendly employees. Parish employees must be trained to minimize unnecessary frustration, respond to requests in a timely manner, be an informed public servant, give basic respect to everyone, and create a positive work environment.
 6. **Promote community and civic associations throughout the Parish, and/or commercial improvement districts** that can adopt policies that reflect the needs and desires of
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individual communities. Community and civic associations, as well as local improvement districts could be effective tools to allow local communities to set their own priorities with the support of the Parish.

7. ***Eliminate the role of the Utility Board in the permitting process.*** Under current regulations, all commercial and industrial permit requests for new utility services must receive the approval of the Utility Board. The Utility Board poses a challenge to efficiency and streamlining of the Department. The Department of Utilities should be capable of and responsible for reviewing and determining the availability of services to a particular site.
8. ***Increase automation and integration of services*** and decrease duplication of efforts in areas such as permitting, code enforcement complaints, utility bills, and public works requests through the development of a GIS enterprise system or web-based portal for the public to access services, such as permitting, code enforcement complaints, utility bills, and public works requests, while integrating maximum business automation.
9. ***Hire a Public Information Officer or Special Assistant for Community Development*** with responsibility to increase communication between the Office of the Parish President and the public by coordinating opportunities for administration to communicate successes, goals, and progress with the public, using various media, including email, Twitter, mail outs and other opportunities. This person's responsibility should also include developing and implementing a marketing plan to attract new businesses, keeping existing businesses updated on the Parish's strategic plans, and actively engaging the community in neighborhood development and revitalization efforts.
10. ***Adopt a competitive selection process*** for the letting of contracts not regulated by Louisiana Public Bid law.
11. ***Explore public/private partnerships to leverage private sector dollars*** and use public dollars to mitigate risks, as a means of attracting new investments or sustaining current investment projects.

Enforcement of zoning ordinances to encourage orderly, compatible, and beneficial uses of land in a manner that will be of benefit to the general community, neighborhoods, and individuals. This requires decreasing the political nature of the Parish's current zoning process, with the goal of decreasing opportunities to deviate from the zoning ordinances. Zoning acts to protect and/or enhance the aesthetic quality of the natural and built environment of the community, and protect the property values of the citizenry who have invested in a particular community. This recommendation is vital to the viability of neighborhoods, to community development, and the strategic partnership between neighborhoods and government.

12. ***Transfer the Code Enforcement Officers from the Public Works Department to the Planning and Zoning Department*** to assure compliance with the code of ordinances.
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EMPLOYMENT AND ECONOMIC DEVELOPMENT

I. COMMITTEE FOCUS

The Employment and Economic Development Committee focused on the staffing and direction of the Economic Development Department. The Committee recognizes that many of the programs and projects discussed and targeted are dependent on other Departments of the Parish, businesses of the Parish, and state and federal cooperation.

II. COMMITTEE MEMBERSHIP

Sean Roussel, Chair

OJ Breech

Leroy Mitchell

Nelson Guidry

Dan Packer

Charles Kennedy

Julia Remonet

Chassity McComack

Angie Washington (*Representative for Councilman Charles Julien*)

III. BUDGET OVERVIEW

The Economic Development Department is an office with limited manpower. With the continued fluctuation of the national and international economy, which in turn impacts our existing businesses and potential capital investments for future business, additional staff will be required to meet the demands of this Department. The Department has been funded by a dedicated sales tax of 3/8 cents for economic development since 1989 which, collects approximately \$3.7 million. Other accounts such as General Fund, Emergency Preparedness, St. John General Aviation Airport, and Mosquito Control receive approximately \$2 million in transfers from this account annually. EDC funds were also used to fund a master land use plan with several phases at a cost of approximately \$200,000. Although this is a function of the Planning and Zoning Department it is a vital key to the growth and future of the Parish. The remainder of the funds in the Economic Development budget is used to fund salaries for other areas of government and additional functions deemed essential to economic growth in the Parish. Incentives to attract new business/industry along with broader services, and additional staffing could be funded by the dedicated sales tax with an estimated budget of \$1 million.

IV. LIST OF RECCOMENDATIONS

The specific recommendations from the Employment and Economic Development Committee focused on support of existing businesses while attracting new businesses. The Committee's recommendations are as follows.

1. ***Improve the image/eye appeal in commercial areas*** by revisiting and enforcing codes for business frontages, signage, and landscaping (lack of and maintenance of) particularly on the main thoroughfares of the Parish (Airline Highway, Belle Terre Boulevard, Highway 51, River Road on both sides of the river, and Highway 3127). Consideration of ordinances similar to those enacted in other regions calling for the conformity of signage (location and design), while controversial initially, would provide a great improvement. Comprehensive plans illustrating finished products would be important in selling these reforms to the community and participating businesses.
 2. ***Develop a marketing/strategic plan to pattern projects, target economic growth, and identify opportunities for the Parish.*** It is imperative for the Parish to define economic development and to create a cohesive economic development strategic plan with input from public and private sector stakeholders. This plan should include an implementation plan with measurable outcomes and accountability. The completed land use/development plan should be utilized to help develop this strategic marketing plan. The basic goals of this economic development/marketing strategic plan should include plans to address the following:
 - Keeping businesses and people currently in St. John Parish;
 - Attracting more businesses and people to St. John Parish; and
 - Ensuring that St. John Parish is a good place to do business.
 3. ***Develop and implement a plan to improve the infrastructure on the West Bank of the Parish*** to grow residential and commercial opportunities. The West Bank has much opportunity for growth. The development of the West Bank has been described as a “chicken and egg” situation. More commercial development would accompany more residents and more residents will come with more commercial development. Both forms of growth, however, need preparation of infrastructure – including cable, internet, adequate water supply, adequate sewage supply, power, etc.
 4. ***Partner with other agencies (state and federal involvement) to secure the Interstate 10 Interchange in Reserve*** which will provide greater access to commercial and industrial sites, relieve traffic congestion, and provide for more development opportunities. Although heavy state and federal involvement is required, this project can and ultimately must be driven by Parish leadership.
 5. ***Develop and implement a comprehensive initiative to support small business.*** Components of this initiative should include measures that:
 - Streamline the permitting/licensing process.
 - Work to fill vacant commercial sites (both through re-location of expanding businesses and placement of interested new businesses).
 - Provide education seminars for start-up of and early development of new and existing small businesses.
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- Highlight/promote local businesses – help market new businesses and recognize successful local businesses (accomplishments and longevity).
 - Assist in seeking funding (grants, bank programs) for small business start-up and growth.
 - Assist with an inclusion of federally- or state-mandated minority assistance programs.
 - Explore the potential of a business incubator and/or mentoring program.
 - Conduct a study, including business focus groups to ascertain the level of satisfaction of businesses in St. John Parish. This study should:
 - Identify the issues and barriers related to doing business in St. John (i.e. regulatory process, permitting process); and
 - Solicit input on how to make it easier to do business in St. John and how the policies can be more business-friendly.
6. ***Aggressively engage in an outreach effort to businesses located in St. John Parish*** – large and small. Outreach should be in the form of individual meetings. Purpose of outreach:
- Introduce Parish President to businesses that have chosen to invest in the City;
 - Thank businesses for their investment in the Parish and express desire to help them prosper; make them feel appreciated for their commitment to the Parish and its future;
 - Listen to owners/managers of business located in the Parish; and
 - Help businesses overcome the financial and policy challenges encountered over the last year.
7. ***Redesign or create new Economic Development Committee*** made up of one member from the Parish Administration, Parish Council, Sheriff's Office, Port of South Louisiana, small business, large industry, School Board, and possibly a state-level representative with the goal of identifying and recommending plans to address priority development issues and opportunities.
8. ***Improve access to education/workforce training through a Parish employee training program*** focused on customer service and a job placement/matching initiative. The Parish has limited impact on the education system but we must be active wherever possible to improve the quality of our workforce and improve the opportunities for those looking for work.

The Parish should consider adding an employee training program designed to make the Parish's process more service-oriented and more customer-friendly. The training components should include:

- Assessing the customer service requirements;
 - Developing an action plan for improvement;
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- Creating leadership management training;
- Offering skill-based customer service training to employees; and
- Creating a customer service mentality.

HUMAN RESOURCES

I. COMMITTEE FOCUS

The Human Resources Committee examined the operations of the Human Resources Department for onboarding, integration, workforce separation, human resource administration, and planning as it pertains to the Department's core functions of policy development and interpretation, compensation and benefits, employment, recruitment and retention, and organizational development.

II. COMMITTEE MEMBERSHIP

Taletta Wesley, Chair

Tracy Byrd

Diane Mitchell

Stacey Cador

Lanard J. Robinet

Mattie Hardy

Councilman Richard Dale Wolfe

III. BUDGET OVERVIEW

The fiscal year 2010 general fund budget for the Human Resources Department is approximately \$73,000, of which roughly 80% is allocated to the Director's salary. The budget for the Civil Service Department is \$58,000. Likewise, nearly all of the funds are dedicated to the salary line item. This fiscal year 2010 budget represents a nominal increase over last year's budget.

IV. LIST OF RECOMMENDATIONS

The Human Resources Committee's recommendations combined with the implementation of the Human Resource Information System (HRIS) will allow the Department to focus more time on strategic human resource activities versus more tactically-related HR activities. This will ultimately provide value-added services to Parish employees. The Committee's recommendations are as follows.

1. **Develop an employee recruitment and selection process** to attract and retain a highly-qualified and skilled workforce. A panel for conducting final hiring interviews for non-management positions should be established.
 2. **Implement more self-service means for employees to complete personnel-related documents electronically** such as changing personal information, and other personnel forms, etc. to improve efficiency in the Department.
 3. **Revise the new employee orientation program** to provide initial focus on organizational competencies. Ongoing training and education programs should be developed to satisfy the Parish's long-term needs and the individuals' career goals including soft-skills training (customer service, team building, diversity, etc.). Leadership development programs should be implemented for management and supervisor training.
 4. **Develop a formal succession planning process**, including capacity planning, to prepare for the Parish's long-term needs, goals, and objectives. The Human Resources' page on the Parish's website should include general service information, downloadable employment applications, and current job postings.
 5. **Develop Parish-wide and Departmental goals** to improve organizational performance. The employee performance evaluation system should align employee performance with the goals and mission of the Parish and Department. The system should enable periodic and open communication regarding job performance; establish a mutually-understood set of performance expectations; recognize contribution of employees; discuss opportunities for growth and development; and provide necessary feedback and corrective measures when performance does not meet expectations. Annual employee satisfaction surveys should be conducted to obtain feedback from staff.
 6. **Implement a periodic review of compensation and benefits packages** including employee participant in group benefits.
 7. **Establish a merit-based pay system** that bases pay increases on performance which is outside of the customary cost-of-living pay increases.
 8. **Create rules that would require the Civil Service Board to hear grievances that have been filed alleging wrongful termination for classified employees no later than 30 days following separation**, either at a Special Meeting or its regularly-scheduled meeting, whichever is sooner (provided one is properly filed and in accordance with Civil Service rules governing grievances).
 9. **Establish a wellness program and comprehensive Employee Assistance Program (EAP)**. A pool or bank in which donated sick leave hours would be placed should be established. Eligible employees could draw from this pool or bank as opposed to current policy which requires donors to designate the recipient as qualifying situations arise.
 10. **Establish a global e-mail system for all staff** to improve consistency and business efficiency. Implement electronic posting of pay stubs, electronic access to personnel forms, W-2's, change of address forms, insurance changes, etc.
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11. **Add an employee position as a HR Generalist** with responsibilities to handle benefits, new employee orientation, and training. Consolidate the risk management and worker compensation functions under the HR Department.

INFRASTRUCTURE AND CAPITAL IMPROVEMENTS

I. COMMITTEE FOCUS

The Infrastructure and Capital Improvements Committee concentrated on issues related to providing excellent and efficient service to the citizens of St. John the Baptist Parish while improving collaboration and lowering fixed cost in the two largest Departments of Parish Government – Public Works and Utilities.

II. COMMITTEE MEMBERSHIP

Virgil Rayneri, Chair

Clifford Bailey

Councilwoman Jaclyn Hotard

Michael Carter

Arnold Labat

Kernell Goudia

Warner Sylvain

Darin Helm

Roland Weber

III. BUDGET OVERVIEW

The Parish's budget for the 2010 fiscal year projects \$51.9 million of revenue, approximately a \$15 million reduction from previous years. According to the Parish Finance Manager the reduction in projected revenues is due to the completion of the Marathon Corporation expansion project.

The Public Works and Utilities Departments' budgets were \$6.3 million and \$13.5 million respectively for the 2010 fiscal year. These budgets did not include funding for projects underway in both Departments. There are several ongoing capital projects which are funded by grants and bonds; however, these funds are dedicated to specific projects.

Considerable effort should go toward developing innovative ideas to reduce Department budgets without affecting services to the residents of the Parish.

IV. LIST OF RECOMMENDATIONS

The Infrastructure and Capital Improvements Committee developed several recommendations that require an initial investment to achieve long-term benefits, and other specific recommendations that can lead to short-term efficiencies and cost savings. The Committee's recommendations are as follows.

Recommendations for the Utilities Department

1. ***Develop a preventive maintenance program for the wastewater collection system*** to reduce the load to the waste water treatment facilities and reduce the cost for treating rain water. This program should address infiltration, point repairs, and manhole restoration. Sewer system lift station pumps should be maintained and replaced as needed. Aerators should be added to lift stations and Telemetric Alarm Systems installed to notify employees of pump failures.
2. ***Conduct a comprehensive study*** (using an independent firm) to assess Parish needs and projected growth. The purpose of the study is to determine the need for additional treatment capacity at the existing treatment facilities. Consolidation of smaller plants should be considered to reduce associated costs and increase plant efficiencies.
3. ***Examine water treatment options for future growth***, including installation of a water line between the East Bank and West Bank plants and the use of river water technology in combination with the "NANO" filtration system. A preventive maintenance program should be implemented for the water distribution system. Water loops and/or automatic flush systems should be installed at all dead ends of lines throughout the Parish to ensure the quality of potable water.

Recommendations for the Public Works Department

1. ***Accelerate the process of building a levee protection system in the Parish.*** St. John the Baptist Parish is the only Parish on the south shore of Lake Pontchartrain without levee protection. This is an expensive project with the Parish responsible for 20% of the cost, but it is essential to protect the citizens of the Parish from tidal flooding, heavy rains, and storm surges.
 2. ***Develop a maintenance and replacement schedule for Parish vehicles and equipment.*** Review and analyze current equipment and equipment needs for the future. Initiate monthly budget reviews and include line items for equipment upgrades and removal of out-of-service equipment. Evaluate the cost effectiveness of contract services and implement measures to reduce costs and increase efficiencies.
 3. ***Analyze the organizational structure of the Department*** to insure the best use of existing personnel. Consider balancing certified and uncertified employees by reassignment and encourage employees to receive additional training and certifications. Conduct a cost analysis for outsourcing and in-house completion of routine tasks. The work order software should be upgraded to include preventive maintenance capabilities.
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4. **Consider transferring the code enforcement officers to Planning and Zoning to ensure violations are in alignment with the ordinances.** Institute a training program for code enforcement officers to prevent selective enforcement. Upgrade the software program to allow for improved identification of property owners and integration with the work order system.

General Recommendations

1. **Ensure collaboration between the Parish Engineer, Capital Projects Administrator, Public Works Director, and Utilities Director.** At times, work is initiated on projects without input from either of the Department Directors.
2. **Enforce Ordinance 5-16 which caps engineering charges on projects.** Enforcing the ordinance could result in considerable savings to the Parish.

PUBLIC SAFETY

I. COMMITTEE FOCUS

The Public Safety Committee examined the Department of Public Safety's planning function for all eventualities in areas of petrochemical, hurricane, and terrorism events. Additionally, the Committee reviewed local safety issues like rail and fire safety, airport oversight, and animal control.

II. COMMITTEE MEMBERSHIP

Charles Duhon, Chair

Shane Bailey

Paul Oncale

Tommy St. Martin

Wayne Robichaux

Councilman Danny Millet

Councilwoman Darnel C. Usry

Major Sam Moody

Wondell Wesley

III. BUDGET OVERVIEW

The current economic environment will impact the overall Fire budget as the districts are financed by 0.25% tax from 1984 and the career positions are paid for by a 0.25% tax from 2003. Both taxes are based on sales which have been adversely affected by the current recession. The 2010 sales taxes are akin to the 2007 performance of 4.6 million vs. the

2008-2009 tax base of 7.0 million annually. The current practice of funding capital projects using non-recurring/unsecured sales tax needs review. There is an absolute need to combine the two Fire Service tax ordinances into one budget management system. The following spreadsheet includes budget, FD 2009 activations and resource allocations.

	LaPlace FD	Reserve FD	Garyville FD	WB FD	TOTAL
2010 Budgets	1,177,295.00	494,962.00	321,692.00	321,192.00	2,315,141.00
YTD (Deficiency)	(832,416.00)	(159,916)	(202,783.00)	(82,642.00)	(1,277,757)
Office of Fire Services					2,176,691.00
2010 Budgets					
YTD (Deficiency)					(386,309.00)
09 Activations	1,074	284	147	162	1,667
Resources	LaPlace VD	Reserve FD	Garyville FD	WB FD	TOTAL
Fire Engines	7	5	4	7	23
Paid Firefighters	21	6	6	6	39
Districts Chiefs	1	1	1	1	4
Volunteer Fire Chiefs	1	1	1	1	4
Volunteer Active Firefighters	10	10	8	15	43
Fire Stations	5	5	2	5	17

The Emergency Preparedness/Public Safety Department areas of responsibility are substantially underfunded as compared to the region and specifically to neighboring parishes. The long-term funding through Entergy will cease with the decommissioning of Waterford 3.

IV. LIST OF RECOMENDATIONS

The Public Safety Committee has made recommendations to functionally align the Department to focus on its core responsibilities and competencies – the protection of life and property in St. John the Baptist Parish. The Committee’s recommendations are as follows.

Recommendations for the Department of Public Safety

1. **Employ a Fire Department Executive/Chief** to oversee fire safety management and planning.
2. **Create a St. John the Baptist Parish Fire Department** with four subservient districts

under the direction of the Fire Executive/Chief. The Parish needs to develop a St. John the Baptist Parish Fire Department to better accommodate a Parish-wide system of management and planning. This will lead to the overall improvement in chain of command and communication issues, assist with the standardization of equipment management, and ensure budgetary unification and better oversight and control.

3. **Develop a fire safety training facility** (in the next five years) to address the current problems of scheduling training and providing a mechanism for the development of specialty teams. This facility could also result in a reduction in expenditures for courses and travel expenses.
4. **Develop a fire prevention position to provide input into Planning and Zoning** and to coordinate water issues, hydrant maintenance, and system maintenance. This will also allow the system to be maintained in accordance with national standards.
5. **Review the contracted role of P.M.I. in the administration of fire services** to determine if a Fire Department Executive/Chief could perform the service in-house.
6. **Assess the feasibility of placing the management of the Fire Civil Service under the Parish's current Parochial Civil Service Coordinator** eliminating efforts that are currently being duplicated.
7. **Secure a more consistent funding source for the future operation and required staffing of the E.O.C.** The current Office funding is very dependent on the federally-required contributions of the nuclear power facility which is due to be phased out around 2024. The rest of the budget is funded by various sources.
8. **Conduct an organizational review of the Department of Public Safety** to identify those tasks currently assigned to it which do not clearly fit its operational mandate.
9. **Review of Chapter 6 of the St. John Code of Ordinances with a goal toward bringing the O.E.P. up to current legislative requirements** especially in regards to the required name change to "Office of Homeland Security and Emergency Preparedness."
10. **Create more public educational programs for Channel 15 and group presentations**, modeled after the successful hurricane preparation program. These educational offerings create improved public awareness that can strengthen the response to potential life threatening events that exist in this Parish such as hurricanes, toxic releases, terrorism, domestic or foreign, as well as more common events such as rail accidents and medical events, e.g. flu.

Recommendations for the Animal Shelter

1. **Return the animal control management responsibility to the Public Works Department.**
 2. **Establish a schedule that assures availability** of employees to respond to residents.
 3. **Evaluate the current kennel space** and the need for expansion.
 4. **Incorporate the animal shelter** in the hurricane preparedness plan.
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5. *Pursue public-private partnerships to address shelter needs.*

RECREATION/HEALTH AND HUMAN SERVICES

I. COMMITTEE FOCUS

The Recreation/Health and Human Services Committee reviewed the existing services being provided to residents and identified new strategies that promote cultural enrichment and healthy lifestyles.

II. COMMITTEE MEMBERSHIP

Lucien Gauff, Chair

Timmy Byrd

Eloise Joseph

Danny Rome

Lisa Crinel

William Magee

Councilman Ronnie Smith

Iona Holloway

Errol Manuel

Larry Snyder

Antoine Jasmine

Patrick Millet

Dean Torres

Lou Johnson

Edward Morris, Sr.

Grant Walker

III. BUDGET OVERVIEW

St. John's Recreation Department budget for the 2010 year is \$724,500. Of this budget, \$85,500, or 12% of the budget was designated to sports programs. The largest portion of the budget, 40%, goes towards salaries of the Department's six employees.

IV. LIST OF RECOMMENDATIONS

The recommendations of the Recreation/Health and Human Services Committee are focused on the goals of increasing the involvement of the all members of the Parish, and encouraging activity, connections, and healthy lifestyles. The Committee's recommendations are as follows.

Recommendations for the Recreation Department

1. ***Secure a stable funding source for the Recreation Department.*** Currently, the Recreation Department relies upon revenue generated from video poker sales in the Parish. This revenue source has been declining in recent years and the Parish should

continue to explore opportunities to secure stable funding sources for the Recreation Department.

2. **Engage in public and private partnerships to increase Parish-wide support and funding for recreation.** The Parish should consider opportunities to collaborate with the St. John Parish School System, non-profit organizations, corporations, faith communities, and foundations.
3. **Adopt a flex work schedule for Recreation Department workers** to accommodate the recreation program schedule. To operate efficiently, the Parish needs the flexibility of a night or weekend schedule.
4. **Partner with the YMCA and other non-profits and community groups** to supplement current programs offered by the Recreation Department. The Recreation Department should include a community relations program to assist with the inclusion and collaboration of community and non-profit leaders.
5. **Explore other partnership opportunities** (e.g., St. Charles Recreation Department, St. James Recreation Department, NOAH, and Riverside) for joint recreation programs.
6. **Broaden the activities/programs currently offered by the Recreation Department to include** fine arts, boating, fishing, etc. in order to increase Parish population participation. The focus of the Recreation Department should be more comprehensive than traditional sporting activities. The Department should broaden current offerings to include programs in fine arts, boating, and park-related activities to provide additional opportunities to reach larger portions of the Parish's population. The Department's programs should have a parish-wide impact on children, older adults, and families.

Recommendations for the Health and Human Services Department

1. **Implement intergenerational programs** to foster intergenerational connections within the Parish population. Our seniors are an untapped resource that can have a major role in the lives of our youth.
 2. **Engage non-profit organizations to assist** with administration of grants, ARRA programs, energy assistance, and weatherization programs.
 3. **Engage youth and faith-based organizations** to assist with programs for seniors.
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CONCLUSIONS

The citizen led PAC group provided focus and a community vision for the future of the Parish. Like many other parishes in Louisiana and counties across the country, St. John the Baptist Parish has increasing needs and opportunities for growth but has flat, and in some cases, declining revenue streams. Despite these challenging fiscal times, each Committee was able to provide potential areas of focus for the Parish, both in terms of addressing short-term and long-term needs as well as potential areas for efficiencies in key service areas.

The overarching theme cited by initial discussions focused on efforts to restore the public's faith and trust in their Parish government and developing Louisiana's most stringent code of local governmental ethics with zero tolerance for corruption. It is the hope of these Committees and the intent of the recommendations from the Ethics committee that this Parish will be recognized in the future for best practices in ethics and transparent practices. The Finance and Procurement Departments were seen as tremendous assets for the Parish and were commended for the work that they perform. The Directors and Managers in these areas are enthusiastic about upgrades and improvements and are very willing to listen to recommendations.

The Finance and Procurement recommendations should provide efficiencies and better funding utilization throughout Parish operations and will take advantage of employee attrition to create savings where appropriate. This Committee also demonstrated an understanding of the short- and long-term dilemma that the Administration will face as it prioritizes the work of the PAC and creates a five-year strategic plan. Many recommendations will provide long-term efficiencies and savings for the Parish, but require an initial financial investment. This should be analyzed and considered as recommendations are prioritized and implemented.

More than one Committee recommended that the Parish take immediate and decisive steps to advance the agenda of promoting strong neighborhoods and revitalizing the neighborhoods of this Parish. The Committee also recognizes that in order to foster a strong and progressive community and attract new businesses and families to the Parish, it is necessary for the Parish to have a strong public school system. Code enforcement, improved permitting processes, and dealing with blight in the Parish are all seen as critical elements needed to achieve the citizen-developed vision for the future.

Supporting existing businesses while attracting new ones that bring good-paying jobs for our citizens will be important to determining the future opportunities and successes for our Parish. In order to provide these opportunities, it is recommended by the PAC that a comprehensive, long-range strategic marketing plan be developed and operationalized. This plan must focus on diversifying industries, creating new jobs, and providing opportunities for all communities within the Parish. The Parish is well situated for growth and development over the next 10 years with the appropriate focus on economic development. Success in this area will provide needed additions to the tax base and Parish revenues. As part of its growth and economic development strategies, the Parish must continue to explore solutions that would leverage existing investments as well as focus on the river as a resource and identify opportunities to

share resources across the banks of the river.

Together, the Public Works and Utilities Departments comprise a large portion of the overall budget for the Parish government. It was evident to the Committee that significant upgrades are needed in these Departments and to the services they provide, but the real challenge for the Administration will be the identification of innovative ideas that improve the quality of services while reducing the overall costs. While certain recommendations developed by the Committee would require an initial financial investment, there are specific recommendations that can lead to short-term efficiencies and cost savings, and it would be prudent for the Administration to focus on such activities.

All of these areas are supported by the Human Resources Department, however, historically, the Department has spent a significant portion of time performing more tactically-related HR activities. With the implementation of the HRIS, the HR Department will be able to focus more time and energy on more strategic HR activities, as described in the recommendations section. This will ultimately provide additional value-added services to the employees of the Parish.

Given the important role that the Parish plays in providing protection of citizens' lives and property, several changes were also recommended to functionally align the Department of Public Safety to focus on its core responsibilities and competencies and provide for more effective and efficient ways to manage and operate these services within the Parish. Providing recreational opportunities for the children and families of the parish is also seen as an important role for the Parish to play, however, in putting together a plan for the future of the Recreation Department, it became apparent that there is no consistent viable funding source. In fact, the Recreation Department programs only involve 8% of the children in the Parish. There is a noted lack of a strong relationship with industry that would support funding recreational programs. Their support and funding could make this area a viable and important resource to the children and families of the Parish and provide a free program that includes all children.

Finally, several Committees saw the need to continue to have the Parish President and School Board Superintendent develop a partnership to bring about facilities, means of transportation, established programs, and personnel. These leaders can interface with the Sheriff, School Board, and Parish Council and explain the need for additional resources. With these leaders on board, the Parish can appeal to industry, small businesses, churches, and lay people for support so that we can all work together to develop pride in our Parish and make this a place for our children and grandchildren to live, work and play in the future.

SUMMARY

The recommendations presented within this document create the starting and framework for President Robottom to develop a strategic plan for the Parish. President Robottom and her Administration will develop specific, measurable, and meaningful goals that will directly impact the citizens of the Parish through the following framework.

