



Ouachita Parish Resiliency Strategy

October 22, 2018 – Draft

Beautiful - God - Progressive

Inclusive - Creative

Unity

OUACHITA STRONG
RESILIENCY STRATEGY

OUACHITA PARISH - MONROE
RICHWOOD - STERLINGTON - WEST MONROE

GUIDING PRINCIPLES

Unwavering principles were needed to guide Ouachita Strong through all circumstances, irrespective of changes in its goals and strategies.

MISSION

Increase the resiliency and emergency preparedness of Ouachita Parish and the cities and towns therein through smarter and stronger rebuilding of the whole community following declared events.

VISION

A stronger and more resilient Ouachita Parish with collaborative networks through civic and community engagement to connect and leverage resources with transparency, accountability and inclusiveness when preparing for, responding to, rebuilding from and mitigating the impact of declared events.

PURPOSE

To facilitate accessing and leveraging resources for the rebuilding of the whole community in a way that builds upon the community's vision for its recovery and rebuilding with transparency, accountability and inclusiveness.

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EXHIBIT A – PROJECT DEVELOPMENT FORM

A. INTRODUCTION

Within days after what is now known as the “Great Flood of 2016,” Ouachita Parish leaders knew a different approach to the recovery was needed than in the past. Local officials partnered with the Federal Emergency Management Agency (FEMA), Office of Community Development (OCD) and Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP) and adopted the National Disaster Recovery Framework (NDRF) to manage recovery efforts. In the fall of 2017 the community goal to become more resilient was established. The coalition of recovery partners was originally named “Team North.”

Resilience is the capacity of a community to sustain, bounce back and prosper no matter what type of challenge they experience. Team North began its work in the summer of 2016. The first task was to improve communications, share technical information, conduct an impact analysis and reduce flood risk. Team North grew along the way. In early 2017 the impact analysis was completed. The severity of the flood was clear.

Resiliency Strategy Deliverable

Based on the work, research and community input gathered to date, Ouachita Parish must reduce its risk to all-hazards, address the priorities identified by stakeholders, and ensure our population is prepared. The Ouachita Parish Resiliency Strategy will establish a process to design, manage and leverage initiatives and projects that reduce our risk to all-hazards. The process will address the identified community priorities and be a sustained action monitored by the Ouachita

Parish Long-Term Recovery Steering Committee.

Community Priorities

- Sustainable Economy
- Employment Opportunities
- Flooding
- Public Safety
- Blighted Property
- Affordable Housing
- Neighborhood Revitalization
- Infrastructure
- Public Health
- Technology
- Policy Review
- Hazard Mitigation
- Recreational Opportunities
- Cultural Opportunities

Management Structure

In the fall of 2017, Team North transitioned to what is now Ouachita Strong. The Ouachita Council of Governments (OCOG) established the Ouachita Parish Executive Long-Term Recovery Committee. The Executive Committee established the Ouachita Parish Long-Term Recovery Steering Committee. The Steering Committee then identified subcommittees for each of the six Recovery Support Functions (RSF) as prescribed under the NDRF. The Subcommittees were created from subject matter experts from appropriate fields.

- RSF 1 - Community Planning & Capacity Building
- RSF 2 - Economic Recovery,
- RSF 3 - Health & Social Services,
- RSF 4 - Housing,
- RSF 5 - Infrastructure Systems, and
- RSF 6 - Natural & Cultural Resources

Planning Process Summary

The planning process formally began in April 2018. FEMA provided four staff members to assist. The RSF Subcommittees identified stakeholders and resiliency initiatives; they provided input to the Steering Committee. Their initial work concluded with four public meetings held in June and July 2018 to receive input from the public. The planning process yielded community priorities. In late July 2018 the Steering Committee began production of the Ouachita Parish Resiliency Strategy document.

June 2018 Public Meeting

Implementation

Upon approval of the Ouachita Parish Resiliency Strategy by the Ouachita Parish Executive Long-Term Recovery Committee, the Ouachita Parish Long-Term Recovery Steering Committee will convene and take action. This will include directing the recovery support functions to establish internal communications plans, technical committees and by transmitting projects to the Steering Committee for inclusion in the Ouachita Parish Resiliency Strategy.



B. GOALS AND STRATEGY

To accomplish our overarching goal of resiliency, the strategy leverages the National Disaster Recovery Framework Recovery Support Functions (RSF) to conduct a multipronged simultaneous engagement by all RSF's. Each RSF Subcommittee has established goals, objectives and initiatives. Resiliency will be achieved through broad simultaneous community engagement by the RSF's, in accordance with their respective goals, objectives and initiatives.

Strategy Actions and Return on Investments

Action 1: Risk Reduction - Disaster impacts from all-hazards will be reduced through structural and non-structural hazard mitigation measures. This includes policy, planning and preparedness, which will, in turn, reduce risk.

Return on Investment (ROI) – Fewer homes flood, increased economic sustainability and safer community.

Action 2: Community Priorities - Community priorities have been identified. They include economic investments in workforce development, job creation, education, supporting economic infrastructure, housing, neighborhood revitalization, mental health and crime prevention. As a result, families will become stronger.

Return on Investment (ROI) – Stronger economic conditions, people are safer, income levels and home values rise, and recreational opportunities increase quality of life.

Action 3: Preparedness - The RSF's will include community preparedness in their efforts. Families will be prepared for future emergencies.

Return on Investment (ROI) – Loss of life and injury will be reduced. Government and volunteer agencies will respond more quickly, affording a more effective recovery.



West Monroe Public Meeting – June 2018

Milestones 2018 to 2023:

Milestone 1 – Ouachita Parish Resiliency Strategy Completed

Milestone 2 – Ouachita Parish Resiliency Strategy Activated

Milestone 3 – Ouachita DR-4263 and DR-1786 HMGP Flood control projects approved

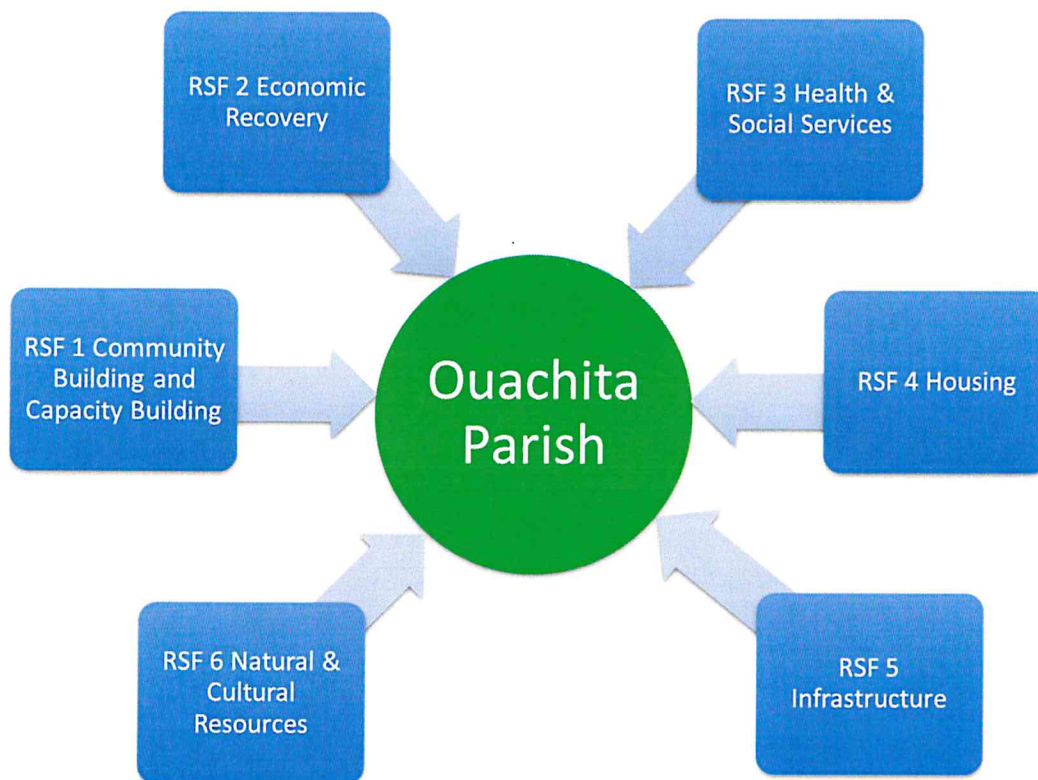
Milestone 4 – RSF’s Engaged on Community Priority Projects

Milestone 5 – Floodplain and drainage district ordinance review completed

Milestone 6 – Infrastructure inventory and hardening plan implemented.

Milestone 7 – Ouachita DR-4263 and DR-1786 HMGP Flood control projects completed

Note - Additional milestones will be added upon completion of milestone 6.



Multipronged, Simultaneous Community Engagement by the RSF’s

Performance Metrics:

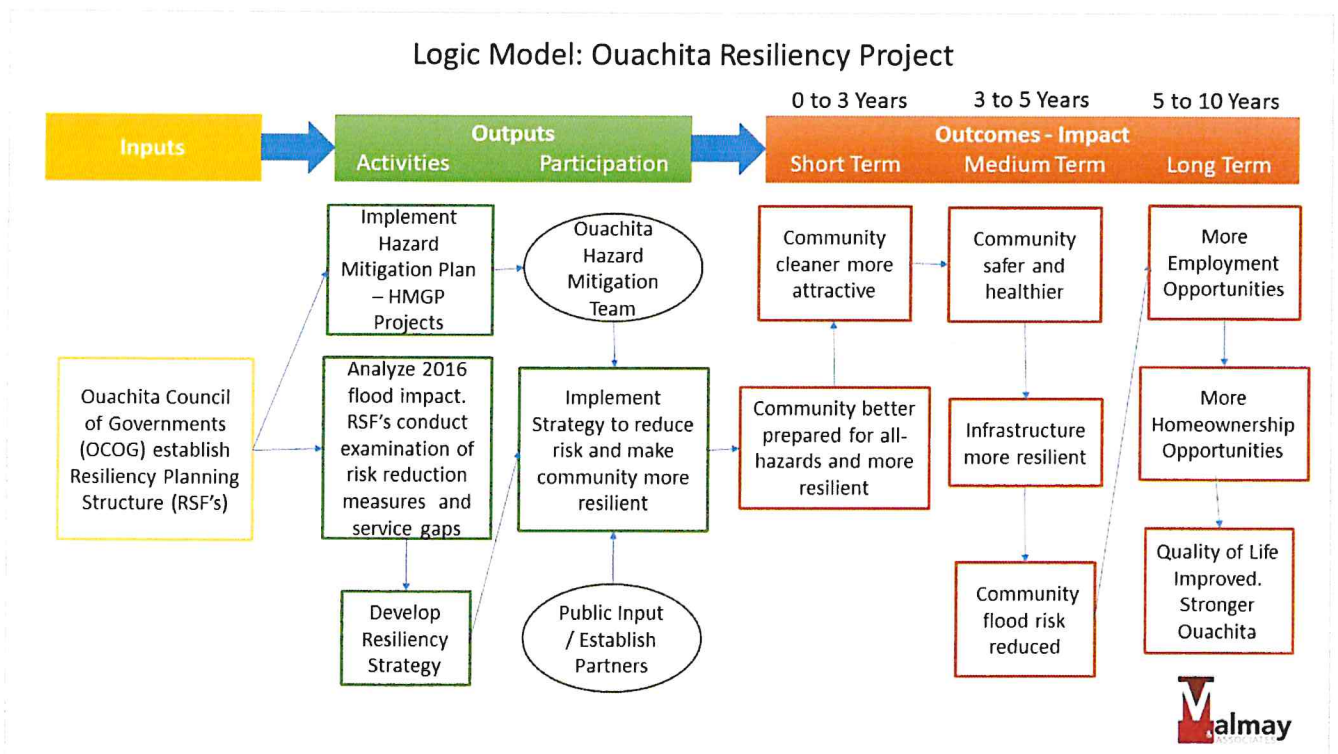
It will take at least a decade to measure the success of this project. Metrics include:

Near-Term Measures

- Sustained RSF engagement and project development
- Continued monthly reporting and oversight of the Ouachita Strong by the Ouachita Council of Governments

Long-Term Measures

- Disaster Resiliency fully integrated into community plans
- Number and trend of flood claims
- Number and trend of Major Disaster Declarations
- Increase in flood insurance policies
- Economic development trend
- Tax revenue trends
- Unemployment trend
- Crime statistics trend



C. ANALYSIS

Like all parts of the country, Ouachita Parish has risks. As part of the all-hazards strategy development, these risks were reviewed. Historically, flood events have been the most destructive disasters in Ouachita Parish. The 2014 Louisiana Hazard Mitigation Plan and the 2016 Ouachita Parish Hazard Mitigation required under DMA 2000 (Public Law 106-390) characterize our flood risk as high. The Federal Emergency Management Agency (FEMA) and the Center for Disease Control (CDC) Social Vulnerability Index (SOVI) indicate a large vulnerable population exists in Ouachita Parish. In September 2016, National Oceanic and Atmospheric Administration (NOAA) published a report on the potential increase in frequency of intense rainfall events. Our local governments identified a weakness in maintenance plans, the need for additional planning and the need to inventory and harden infrastructure.

Flood Risk

1. 2014 Louisiana Hazard Mitigation Plan – High Flood Risk Ouachita Parish
2. 2016 Ouachita Parish Hazard Mitigation Plan – High Flood Risk Ouachita Parish
3. 2016 NOAA Report on potential increase in frequency of intense rainfall events.

Vulnerable Population (lacking in resources needed to recovery)

1. 2016 FEMA Social Vulnerability Index (SOVI) – 40% of Ouachita Population in Medium to High Categories.
2. 2014 Center for Disease Control Social Vulnerability Index (SOVI) - Categorized a large part of Ouachita Parish as “High Risk”



Infrastructure Weakness

1. Local governments identified weaknesses in infrastructure maintenance and planning.

commercial structures were flooded during the event. While some areas of the parish experienced flash flooding and were only flooded a few days, other areas were inundated and remained flooded for many weeks.

March 2016 Flood

In Ouachita Parish more than 10,580 residential structures were substantially damaged from the flood. This included 5,350 privately owned homes and 5,230 rental units. Additionally, approximately 640

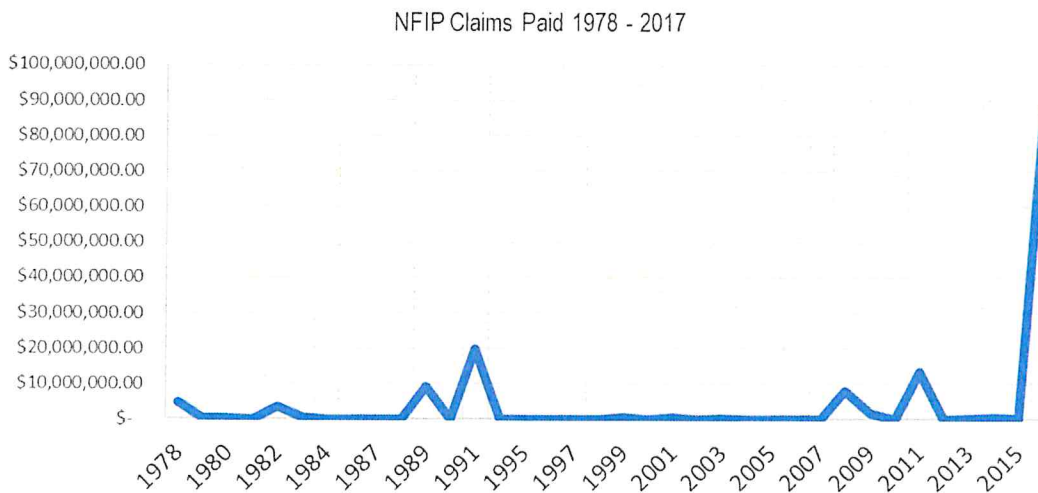
From 1978 to 2016 Ouachita Parish incurred \$153.3 Million Dollars in NFIP claim. Fifty-seven percent of these costs were attributed to the March 2016 Flood.

March 2016 Flood Costs

Jurisdictions	Individual Assistance (IA) Paid	National Flood Insurance (NFIP) Paid	Public Assistance	Total Paid
Ouachita Parish	\$14,525,416.85	\$33,618,900.48	\$3,980,745.65	\$52,125,062.98
Monroe	\$10,577,381.46	\$44,511,576.26	\$4,839,602.65	\$59,928,560.37
West Monroe	\$3,067,887.50	\$9,223,618.87	\$1,029,905.64	\$13,321,412.01
Richwood	\$548,286.80	\$548,655.05	\$0.00	\$1,096,941.85
Sterlington	\$48,166.06	\$46,419.67	\$0.00	\$94,585.73
Other Entities	N/A	N/A	\$5,472,427.54	\$5,472,427.54
Total	\$28,767,138.67	\$87,949,170.33	\$15,322,681.48	\$132,038,990.48

Source: FEMA

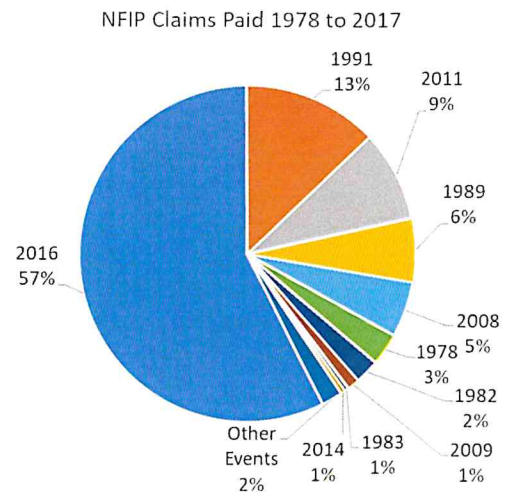
NFIP Claims 1978 - 2017



Source: FEMA

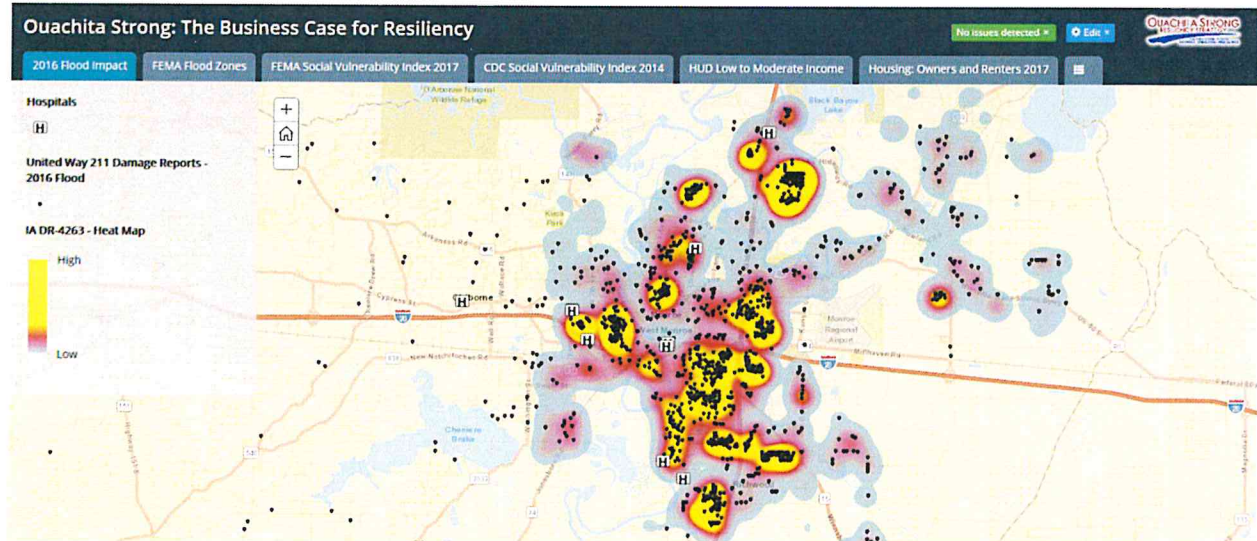
NFIP Claims 1978 – 2017 (Top Ten)

Year	Paid	Count	Percent of Total Dollars
2016	\$ 87,949,170.33	1,559.00	57.3%
1991	\$ 19,869,017.19	1,155.00	13.0%
2011	\$ 13,420,685.75	508.00	8.8%
1989	\$ 9,384,030.00	759.00	6.1%
2008	\$ 8,241,203.69	333.00	5.4%
1978	\$ 4,740,352.90	349.00	3.1%
1982	\$ 3,625,239.06	327.00	2.4%
2009	\$ 1,795,288.75	87.00	1.2%
1983	\$ 661,486.09	109.00	0.4%
2014	\$ 608,763.66	17.00	0.4%
Other Events	\$ 3,081,642.39	408.00	2.0%
Total	\$ 153,376,879.81	5,611.00	



Source: FEMA

March 2016 Flood Impact



Source: Malmay & Assoc.

D. KEY STRENGTHS

The presence of political leadership, including the ability to convene partners.

- Strong management structure and effective communications
- The presence of local academic institutions
- Strong partnership networks
- Community enthusiasm for resilience-related activity

E. CAUSE FOR CELEBRATION

Successful Responses:

Northeast Louisiana United Way: Following the March 2016 Flood, the United Way's 211 information system helped expedited relief to Ouachita Parish. The United Way also successfully led and managed a recovery effort to meet the Unmet needs of the community.

Engineering Response: The engineers for local governments worked together during the flood. This partnership mitigated additional losses. During the recovery, elected officials assembled the engineers into a team to develop solutions to reduce future flooding. This action is cited as the origin of Ouachita Strong.

Technology Advances: Local governments deployed GIS technology to support response and recovery efforts. It is generally agreed this was the most technologically advanced flood response and recovery in our history.

Local Governments: All local governments reported the value of past disaster response experience during the flood response. This demonstrates retention of institutional knowledge.

Successful Relationships:

Faith-Based Organizations: Neighborhoods in the flood impacted areas saw a response from Faith-Based Organizations on a scale no one had ever recalled. It was organized and a job well done.

Concerned Clergy - Grambling University: During the Long-Term Recovery process, the Concerned and Grambling entered into a formal partnership to support the community. This partnership will serve Ouachita Parish for years to come.

Community Relationships: Many new relationships were built during the response and recovery efforts. Ouachita Strong is a product of these relationships.

Economic Recovery: Sue Nicholson, of the Monroe Chamber of Commerce, and Courtney Hornsby, formerly of the Monroe Chamber of Commerce, now Chief of Staff for the City of West Monroe, chaired Economic Recovery. In the course of their work, they grew the number of economic stakeholders and partners.

Environmental Protection Agency (EPA) – Tensas Basin Levee District (TBLD): The Ouachita River sometimes referred to as “Silver Water” is one of our greatest natural resources. In 2017, the EPA and TBLD partnered to produce an environmental report to identify, support and validate protective actions for the Ouachita River.

University of Louisiana at Monroe (ULM) - Ouachita River Valley Association (ORVA) and the Tensas Basin Levee District (TBLD): In 2016, the ORVA and TBLD partnered with ULM to produce an economic impact study of the Ouachita River. The study will be used to identify, support and validate protective actions for the Ouachita River. The study was funded by North Louisiana Economic Partnership.

Health Care Alliance – University Health Conway, Monroe Chamber of Commerce, St. Francis and Region 8 Hospital DRC: These organizations partnered to work on plans to improved hospital care in Northeast Louisiana during emergency operations and Blue Skies.

F. OUACHITA PARISH ASSETS

Ouachita Parish is a great place to live with its diverse cultural amenities and natural resources. The climate provides a wealth of outdoor recreational opportunities. The downtown RiverMarket has become an anchor for weekend festivals and activities along the riverfront, supported by different civic organizations and businesses, which are committed to its success.

Ouachita Parish is rich in history and is known for its scenic beauty. Located in northeast Louisiana, Ouachita Parish was named after the Ouachita Indians.

In Choctaw Ouachita means "Big Hunting Ground." It is also said to mean "silver water;" in modern times both meanings remain appropriate. The Ouachita River was first explored by Hernando de Soto in 1542, and later by the French. Commandant Don Juan Filhiol established Fort Miro in 1780. Thirty-nine years later the town name was changed from Fort Miro to Monroe in 1819 in honor of the United States President James Monroe.

Ouachita Parish jurisdictions include:

- Unincorporated Ouachita Parish

- City of Monroe
- Town of Richwood
- Town of Sterlington
- City of West Monroe

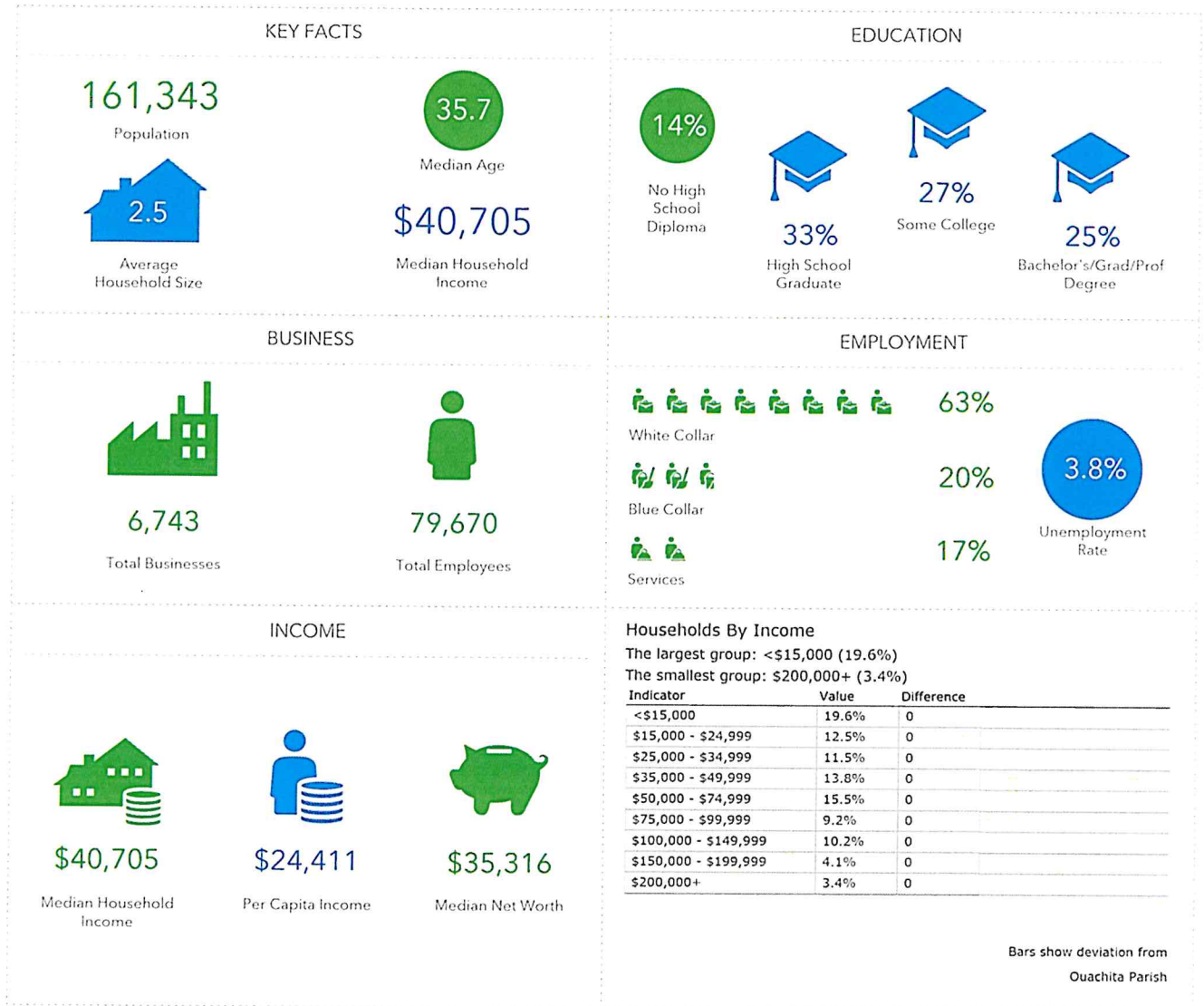
The community attributes include the Monroe Regional Airport, University of Louisiana at Monroe, Louisiana Purchase Gardens and Zoo, Chennault Aviation Museum, Masur Museum, Ike Expo Center and Century-Link. From outdoor sporting activities, concerts and museums to annual events, such as the Mardi Gras Parade, Christmas Parade and fireworks display, there is a variety of things to do in Ouachita Parish.

The present-day Monroe Regional Airport (MRA) served as a training facility during World War II. In that time, it was called Selman Field, and it served as the nation's navigation school for the Army-Air Corps. Over 15,000 navigators trained here during World War II. Selman Field is also the birth place of Delta Airlines.

The first Coca-Cola bottling company was opened in Monroe by the Biedenharn family. The Biedenharn Museum and Gardens are also a tourist attraction.



Ouachita Parish Key Facts



G. PLANNING ELEMENTS AND PHASES

The Ouachita Resiliency Strategy contains the knowledge gathered from over a year of research, stakeholder and community engagement by our Recovery Support Functions and partners. The Ouachita Resiliency Strategy examined potential disasters and chronic stresses and documents existing activities in Ouachita Parish that improve resilience. It also identified areas which need improvement. This will ensure Ouachita Parish will become more resilient.

The Resilience Strategy will ensure Ouachita Parish is prepared and has the ability to quickly rebound from any future disaster and will engage the identified community priorities. Ouachita Parish is still recovering from the Great Flood of 2016. Community conversations bring to light the need for more employment opportunities and neighborhood revitalization.

A community defined vision of Ouachita

Parishes future will guide the resilience strategy and its implementation.

Phase 1 Fall 2017/Winter 2017

Objective: Establish Executive Long-Term Recovery Committee and generate broad support for Recovery Support Functions (RSF) focus areas

Process: Data collection, analysis, establish planning requirements and engage stakeholders

Outcome: Establish Recovery Support Functions (RSF) and direction

Phase 2 Spring/Summer 2018

Objective: Additional analysis, public meetings, generation of solutions and develop strategy

Process: Stakeholder meetings and public engagement.

Outcome: Ouachita Parish Resilience Strategy



H. BASIC PLAN

1.0 Purpose

1.1 Overview

The purpose of this document is to provide a framework to coordinate and manage the implementation, operations and maintenance of the Ouachita Parish Resiliency Strategy. This includes supporting the mitigation, preparations, response and recovery phases of emergency management administered by the Ouachita Parish Office of Homeland Security and Emergency Preparedness upon request.

1.2 Scope

The framework governs the process by providing goals and objectives, defining roles and responsibilities, partners, timelines, authorities and maintenance. The Ouachita Council of Governments (OCOG) maintains oversight of the Ouachita Parish Long-Term Recovery Steering Committee and Recovery Support Functions (RSF).

2.0 Situation and Assumptions

2.1 Situation

The “High Flood Risk” characterization stated in the Ouachita Parish Hazard Mitigation Plan and Louisiana Hazard Mitigation Plan will continue. Run-off from jurisdictions within and beyond Ouachita Parish is a contributor to flooding in Ouachita Parish. Our citizens are concerned about this also. At the July 19, 2018 Public Meeting a citizen from Northern Ouachita Parish expressed concern about the water being released from Lake D’Arbonne and the impact of properties downstream.

Tools are needed to support detail analysis and planning to support growth and manage our watersheds. It is our hope other parishes will take the same approach. We are all responsible for our run-off.

As stated, our Resiliency Strategy includes all-hazards. Given our destructive flood history, flooding will be an initial priority. Other hazards including tropical systems, tornadoes, severe thunder storms, extreme temperatures, ice storms, hazardous materials and drought will continue to pose ongoing risks.

2.2 Assumptions

The Ouachita Parish Resiliency Strategy will establish processes to make the community more resilient by implementing structural and non-structural hazard mitigation measures. This will include regulatory review and development, education and outreach, hazard mitigation projects, hardening infrastructure, partnership development. Our resiliency efforts must be an all-hazards approach. We will also engage priorities identified by stakeholders and received through public input.

3.0 Concept of Business Operations

3.1 General

The Ouachita Parish Long-Term Recovery Steering Committee will manage the day to day affairs of the resiliency strategy implementation, operations and maintenance process. They will report out to the Executive Ouachita Long-term recovery committee at the

Ouachita Council of Governments (OCOG) monthly meeting.

Each Recovery Support Functions (RSF) will meet at least once a year and communicate on a schedule that meets their needs. They will develop projects for submission to the Ouachita Parish Long-Term Steering Committee, track their projects and identify funding sources. Upon approval, RSF's will receive a letter by email from Ouachita Strong stating their projects are included in the plan.

3.2 Phases of Management

Phase 1 Blue Sky Planning:

The Ouachita Parish Long-Term Recovery Steering Committee will meet twice a year to conduct business. This will include project maintenance, review projects submitted by the RSF's.

The RSF's will meet at least once a year. Their business will include project maintenance, review projects submitted by the RSF's

Phase 2 Funding Opportunity:

If a funding opportunity arises, the Chairperson will convene the Ouachita Parish Long-Term Recovery Steering Committee to evaluate the opportunity and take action. This may include requesting additional RSF's to convene to review and/or submit projects.

Phase 3 Emergency Response and Recovery Operations:

The Steering Committee and Recovery Support Functions will be convened to support emergency and recovery operations. The request will be made to the Steering Committee Chairperson by the Homeland Security

Director. The request will include a specific task.

4.0 Organization and Assignment of Responsibilities

4.1 General

The Ouachita Council of Governments (OCOG) serves as the Executive Ouachita Parish Long-Term Recovery Committee. They appoint members and provide oversight to the Ouachita Parish Long -Term Recovery Steering Committee. The Ouachita Parish Long-Term Steering Committee appoints Co-chairs and provides oversight to the Six Recovery Support Functions (RSF).

4.2 Organization

4.2.1 Ouachita Strong (formerly Team North)

Prior to the establishment of the Ouachita Council of Governments (OCOG) serving as the Executive Long-Term Recovery Committee and the Ouachita Parish Long-Term Recovery Steering Committee, the Ouachita Parish recovery effort was referred to as "Team North." Team North is now "Ouachita Strong." Ouachita Strong represents the entire effort to become resilient.

4.2.3 Ouachita Council of Governments (OCOG)

The Ouachita Council of Governments (OCOG) serves as the Executive Long – Term Recovery Committee. The committee was established in October 2017 to oversee the flood recovery effort. As the chief elected officials, they have complete oversight of the recovery.

- Jamie Mayo, Mayor, City of Monroe
- Juanita Woods, City of Monroe, Councilwoman
- Staci Mitchell, Mayor, City of West Monroe
- Thom Hamilton, West Monroe, Alderman
- Scotty Robinson, Ouachita Parish Police Jury President
- Jack Clampit, Ouachita Parish Police Jury Vice-President

4.2.4 Ouachita Parish Long-Term Recovery Steering Committee

The Ouachita Parish Long-Term Recovery Steering Committee members were appointed by the Ouachita Council of Governments (OCOG). The Steering Committee is charged with managing the recovery effort. This committee was formally established in April 2018.

- **Ouachita Parish Police Jury:**
Karen Cupit
Kevin Crosby, P.E., P.L.S. - Chair
- **Monroe City:**
Kim Golden, P.E.
Jimmie Bryant – Co-Chair
- **West Monroe City:**
Courtney Hornsby
Robbie George, P.E.
- **Ouachita Parish Office of Homeland Security and Emergency Preparedness**
Neal Brown
- **North Delta Regional Planning**
David Creed (Doug Mitchell, alternate)

Tom Malmay, Recovery Manager and Tracy Hilburn, Tensas Basin Levee District and Ellen Hill participate in the Steering Committee meetings as advisors. They are not members.

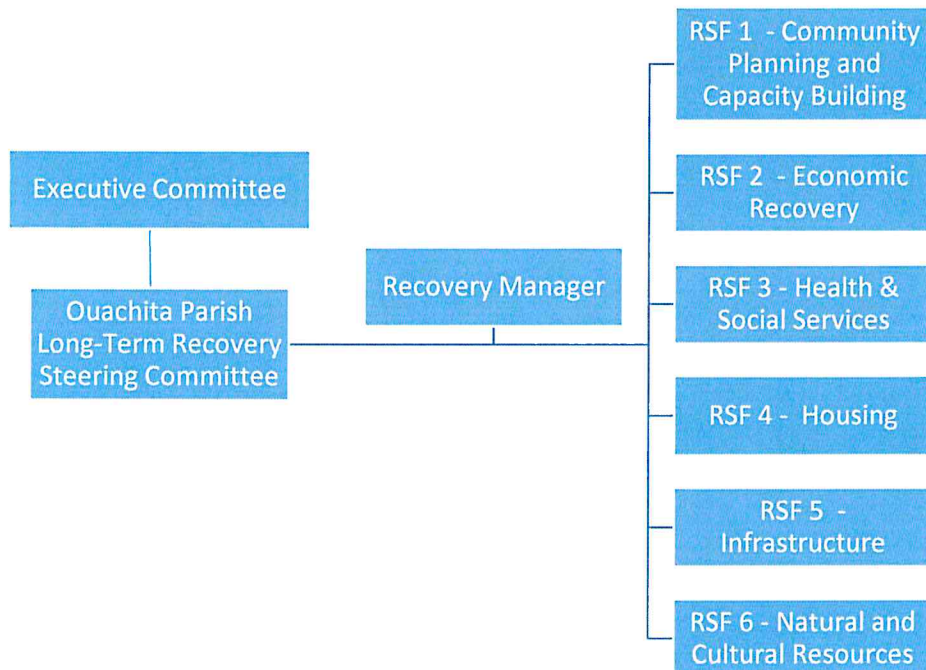
4.2.5 Ouachita Parish Long-Term Recovery Co-Chairs

The Ouachita Parish Long-Term Recovery Co-Chairs were recommended by the Steering Committee Members to the Ouachita Council of Governments (OCOG). They were appointed by OCOG in April 2018.

- RSF - #1 Community Planning and Capacity Building
Co-Chairs: Jimmy Bryant, Bruce Fleming, Neal Brown
- RSF - #2 Economic Development
Co-Chairs: Anthony Garcia, Sue Nicholson, Courtney Hornsby
- RSF - #3 Health & Social Services
Co-Chairs: Beverly Lewis, Dr. Curry Scott
- RSF - #4 Housing
Co-Chairs: Frank Wilcox, Larry Head
- RSF - #5 Infrastructure
Co-Chairs: Ronnie Turner, John Tom Murray, Kim Golden, P.E.
- RSF - #6 Natural and Cultural Resources
Co-Chairs: Tracy Hilburn, Tom Malmay, Terry Williams

4.2.6 Recovery Manager

On May 29, 2018, the Ouachita Council of Governments appointed Tom Malmay as the Recovery Manager.



4.3. Task Assignments

4.3.1 Ouachita Council of Governments (OCOG) Executive Long-Term Recovery Committee

- Provide oversight and direction to the Steering Committee
- Appoint members to the Steering Committee
- Approve co-chairs to the Recovery Support Functions (RSF) recommended by the Steering Committee.
- Receive monthly report from the Steering Committee

4.3.2 Ouachita Parish Long-Term Recovery Steering Committee

- Oversee day-to-day implementation and maintenance of the Ouachita Strong Resiliency Strategy.
- Recommend co-chairs to the Executive Committee.
- Conduct two annual meetings to review projects received from the RSF's.

- Provide Ouachita Strong approval letter to RSF's for approved projects.
- Set Phase of Management as needed.

4.3.3 Recovery Support Function (RSF)

- Convene at least one meeting a year.
- Establish technical committees to develop and track projects. Identify funding sources.
- Submit projects for approval to the Steering Committee for inclusion in the strategy.
- Keep Steering Committee informed on activities.
- Advise Steering Committee of media events.

4.3.4 Recovery Manager

- Manage the operations and maintenance of the Ouachita Parish Resiliency Strategy under the direction of the Steering Committee.



5.0 Direction and Control

The Ouachita Council of Governments (OCOG) was created by local governments in Ouachita Parish and has oversight and direction to the Ouachita Strong planning effort. This includes the Steering Committee, Recovery Support Functions and Recovery

Manager. The Steering Committee manages the day to day affairs of the Recover Support Function and the Recovery Manager. They also provide status reports and other information as needed to OCOG.

6.0 Continuity

6.1 Succession

6.1.1 The Ouachita Council of Governments, Steering Committee and Recovery Support Functions maintain a succession protocol.

Functions will develop and implement protocols to preserve records and information since the Fall of 2017 and going forward.

6.2 Preservation of Records

6.2.1 The Ouachita Council of Governments, Steering Committee and Recovery Support

6.3 *Legal Authority*

Ouachita Council of Governments - Authority

The Ouachita Council of Governments was created by the Commission Council of the City of Monroe, the Mayor and Board of Aldermen of the City of West Monroe, the Ouachita Parish Police Jury, the Monroe City School Board, and the Ouachita Parish School Board on September 23, 1968, under the authority of Louisiana Revised Statutes 33:1321-1332. On February 26, 1973, the articles of the agreement were amended to provide for two classes of membership on the Council - regular members and associate members. The regular membership consists of: (1) two members from the City of Monroe Commission Council (one of whom may be the Mayor) appointed by the Commission Council; (2) two members from the membership of the Mayor and Board of Aldermen of the City of West Monroe (one of whom may be the Mayor) appointed by the Mayor and Board of Aldermen; and (3) two members from the Ouachita Parish Police Jury (one of whom may be the President) appointed by the Ouachita Parish Police Jury. Any other unit of government situated within Ouachita Parish, or having an operating office in Ouachita Parish, is eligible for associate membership. Regular and associate members serve without benefit of compensation.

In creating the Ouachita Council of Governments, the members included in the articles of the agreement the following functions and purposes of the Council:

1. To carry on a continuing comprehensive planning program that supplements and

- coordinates but does not duplicate the programs of the member units.
2. To study such area governmental problems common to two or more members of the Council as it deems appropriate, including but not limited to matters affecting health, safety, welfare, education, economic conditions and regional development.
3. To promote cooperative arrangements and coordinate action among its members.
4. To make recommendations for review and action to the members and other public agencies that perform functions within the region.
5. To serve as a clearinghouse, for the benefit of the member governments, of information concerning their common problems and concerning state and federal services available to assist in the solution of these problems.

Section 2100 of the GASB Codification of Governmental Accounting and Financial Reporting Standards (GASB Codification) establishes criteria for determining the governmental reporting entity and component units that should be included within the reporting entity. Because the Council members are solely accountable for fiscal matters, which include

1. Budget authority,
2. Responsibility for funding deficits and operating deficiencies, and
3. Fiscal management for controlling the collection and disbursement of funds,

and because of the scope of public service provided by the Council, the Council is a separate governmental reporting entity. The Council includes all funds, account groups,

activities, et cetera, that are within the oversight responsibility of the Council. The Council has no component units, defined by GASB Statement 14 as other legally separate organizations for which the elected Council members are financially accountable. There are no other primary governments with which the Council has a significant relationship.

7.0 Administration and Logistics

7.1 Administration

7.1.1 The Steering Committee will appear at the monthly Ouachita Council of Government to provide updates and reports. North Delta Regional Planning Commission will take the minutes for the meeting.

7.1.2 The Steering Committee will be responsible for all other meeting minutes in the course of conducting business.

7.1.3 The Recovery Support Functions will be responsible for all other meeting minutes in the course of conducting business.

7.2 Logistics

7.2.1 The Ouachita Council of Governments (OCOG) will provide facilities and materials to support the operations and maintenance of the Ouachita Parish Resiliency Strategy. Request for materials must be made by the Steering Committee Chairperson thirty days in advance.

7.2.2 The North Delta Regional Planning Commission will provide facilities to support meetings of the Steering Committee and Recovery Support Functions (RSF). Request for facilities must be submitted to the Steering Committee Chairperson two weeks in advance.

8.0 Plan Development and Maintenance

For the Ouachita Parish Resiliency Strategy to be effective partners, stakeholders and elected leaders must be informed on the document and their role. The Strategy will be updated once a year with project updates occurring at least twice a year. It is foreseeable that additional updates may be needed.

9.0 The Ouachita Strong Story

The rain began Tuesday, March 8th and continued through the weekend. An expedited Presidential Major Disaster Declaration was awarded Sunday, March 13th. In the weeks and months that followed The Great Flood (2016 Flood), many residents worked together repairing their homes. Impacted community members continued to work at their job during the daytime and on their property at night, with little sleep. There are many untold stories of what residents went through to reclaim the lives they knew before the flood. Hundreds of volunteers came together from all areas of the Parish to fill, deliver, and place sandbags. The volunteers took off from work to help people they did not know. The United Way, Red Cross, faith-based organizations, the business community and many others organized to provide relief to our people.

Local governments came together during the response and recovery phase, to provide support to the impacted community members. They worked with state, federal and volunteer organizations on flood relief.

In May 2016, local governments were still conducting response operations and began the process of repairing infrastructure. The community was rebuilding.

Local leaders were determined to reduce future flood risk. Many of the areas that flooded had a history of flooding. They directed reviews of project plans, hazard mitigation plans and began seeking project funding opportunities through federal programs in an aggressive effort.

In August 2016, a second catastrophic flood struck Southeast Louisiana. Soon after, supplemental funding was provided to Southeast Louisiana for housing. The parishes flooded in March 2016 were included in the supplemental funding request. Some parishes experienced flooding from both storm events.

Following the August 2016 flood, NOAA published a report September 7, 2016 on the increase in frequency of intense rainfall events. Local leadership took notice of the report and what it meant to the parish as they struggled to recover and began to look ahead to flood risk reduction and resilience, knowing that similar rainfall events would occur again in the future.

In the fall of 2016, the FEMA Long-Term Recovery Team engaged with officials on resiliency planning. We were identified as “Team North.” Officials knew the value of resiliency planning but the recovery operation was large, and residents were still struggling to survive. By Christmas 2016, residents were still rebuilding their lives and local governments were working on the recovery.

In late December 2016, local governments were notified by the Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP) of an opportunity to reduce future risk through the FEMA Hazard Mitigation Grant Program. Finally, the opportunity to reduce flood risk had arrived. It was decided by local leaders to assemble the engineers from the respective governments into a team. Their task was to select and prioritize flood projects. This approach was very successful and it was a turning point for the Parish.



Concerned Clergy meeting - Engage

Reducing future flood risk became our mantra. A weekly recovery call was established to coordinate recovery efforts and build the foundation needed to develop resiliency strategy. On February 23, 2018, Monroe hosted a FEMA Benefit/Cost Analysis (BCA) training class. The purpose of the class is to train participants on how to use the FEMA BCA software to perform a Benefit Cost Analysis. The analysis is a requirement of the FEMA Hazard Mitigation Programs.

On May 2, 2017, local officials partnered with the Louisiana Delta Community College and Shreveport National Weather Service to receive a detail meteorological briefing. The presentation included the 2016 Flood and the NOAA report on the increased frequency of heavy rainfall events.

By June 2017, it became clear the Parish needed to develop a new strategy to reduce flood risk. One that allowed the community to bounce back faster after a flood or other disaster. On August 15, 2017, the FEMA Geospatial Unit provided a webinar on information about the data they could provide

to support planning and analysis. Local governments sent appropriate representatives. Within a few days, the FEMA Geospatial Unit provided the data and web-map application.

In September 2017, local governments engaged with the Office of Community Development (OCD), Federal Emergency Management Agency (FEMA) and Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) on the development of a resiliency plan. In October 2017, the Ouachita Council of Governments (OCOG) passed a resolution to formally establish the Ouachita Long-Term Recovery Executive and Steering Committees. The Steering Committee has met regularly since then.

Moving from 2017 into early 2018, Governor John Bell Edwards concept of flood mitigation by watershed versus jurisdiction was being discussed weekly. These ideas have been melded into one thought process.

In April 2018, the Ouachita Long-Term Recovery Executive Committee (OCOG) approved its By-Laws and Co-Chairs for the

Recovery Support Function Subcommittees. In April 2018, FEMA deployed staff in coordination with OCD and GOHSEP to assist with this effort.

In May 2017, the Ouachita Long-Term Recovery Steering Committee fielded six recovery support functions to begin the process of discovery and planning for the future. This brings us to today.

Ouachita Strong Activity Highlights:

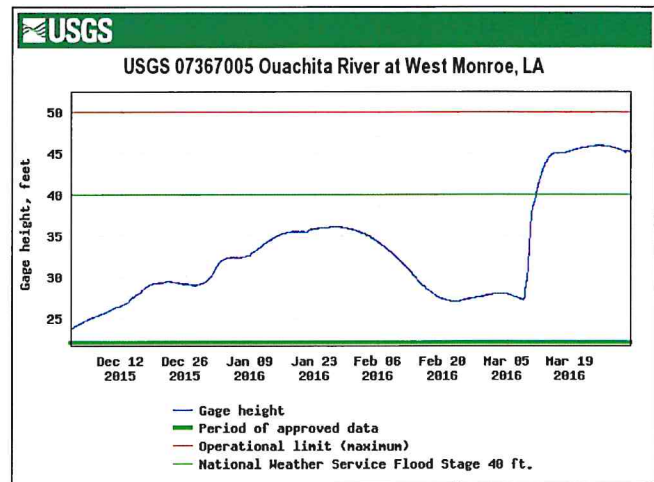
- March 2016 Flood Event
- May 2016 FEMA PA Kick-off
- August 2016 Flood Event
- September 2016 NOAA Climate Report
- December 2016 HMGP Application Development
- January 2018 HUD Housing Symposium
- February 2017 FEMA BCA Training
- February 2017 Weekly Conference Calls
- May 2017 NWS March Flood and Future Conditions
- August 2017 FEMA Geospatial Presentation
- October 2017 Long-Term Recovery Committee established
- December 2017 Watershed Management Assessment
- April 2018 Long-Term Recovery Committee approved By-Laws
- April 2018 FEMA Team deployed to Ouachita Parish
- May 2018 Recovery Manager appointed
- June 2018 RSF work complete
- June 2018 (2) Public Meetings held in Monroe and West Monroe
- July 2018 Website development authorized
- July 2018 (2) Public Meetings held in Monroe and West Monroe
- August 2018 Financial Inclusion Summit

10.0 The Great Flood of 2016

When asked to describe the worst flood in Ouachita Parish’s recent history, most people would refer to the 1991 flood or the Christmas Flood of 1982. Since the March 2016 flood, however, residents of the parish would agree that all other floods pale in comparison to it. The March 2016 flood, now dubbed The Great Flood, has etched itself into the communities’ collective memory, overshadowing even the raging floods of 1927 and 1932.

The winter months prior to the flood event gave little indication of what was about to come. December 2015 saw warmer than average temperatures and slightly above normal rainfall. The monthly temperature average was 56.6 degrees, 8.4 degrees above normal. Precipitation was 6.39”, 1.10” above normal. January 2016 was rather uneventful weather wise. The average monthly temperature was 45.9 degrees, 0.6 degrees below normal, and the monthly rainfall was 4.72”, 0.29” below normal. In February temperatures averaged 53.0 degrees, 2.5 degrees above normal. Rainfall was 2.69”, 1.94” below normal.

River stages on the Ouachita River at Monroe/West Monroe (see chart on this page) were at relatively normal levels leading up to the flood event. Levels had peaked at around 36ft in late January in response to above normal rainfall in December, 2015 but had fallen to near 27ft during the first week of March, 2016. Had the river been near or above flood stage prior to the event, the outcome would have been far worse given that river levels rose nearly 18 feet in only a few days. There was also storage within the various drainage basins.



Computer models indicated a potential heavy rainfall event across the south-central portion of the country at least five days in advance; however, the amount and exact location remained uncertain. The initial Qualitative Precipitation Forecast (QPF) from the Weather Prediction Center indicated the heaviest rainfall amounts would be across eastern Arkansas. As the event approached, models shifted the highest totals southwestward across east Texas and western Louisiana. Predicted seven-day totals ranged from 10 to just over 12 inches. In the end, the heaviest rainfall axis shifted east across north-central Louisiana where predicted totals were woefully underestimated.

A Flash Flood Watch was issued for all of north Louisiana on Thursday afternoon, March 7. At the time, forecast rainfall for the event, as stated in the watch bulletin (NWS-Shreveport), was much less than what actually fell and the target area was initially for northeast Texas, northwest Louisiana, and southwest Arkansas.

"PERIODS OF HEAVY RAINFALL CAN BE EXPECTED OVER MUCH OF THE AREA WEDNESDAY AS THESE SHOWERS AND THUNDERSTORMS SLOWLY SPREAD EAST...WITH ADDITIONAL REDEVELOPMENT EXPECTED WEDNESDAY NIGHT AND THURSDAY ESPECIALLY OVER EXTREME EASTERN TEXAS...NORTH LOUISIANA...AND SOUTHWEST ARKANSAS. WIDESPREAD RAINFALL AMOUNTS OF THREE TO SIX INCHES ARE EXPECTED THROUGH THURSDAY AFTERNOON...WITH ISOLATED HIGHER AMOUNTS UP TO NINE INCHES POSSIBLE ESPECIALLY OVER EXTREME EASTERN TEXAS...WESTERN LOUISIANA...AND SOUTHWEST ARKANSAS."

Subsequent Flash Flood Watch updates over the course of the next 24-48 hours increased potential rainfall amounts while shifting the heavy rainfall axis to the east.

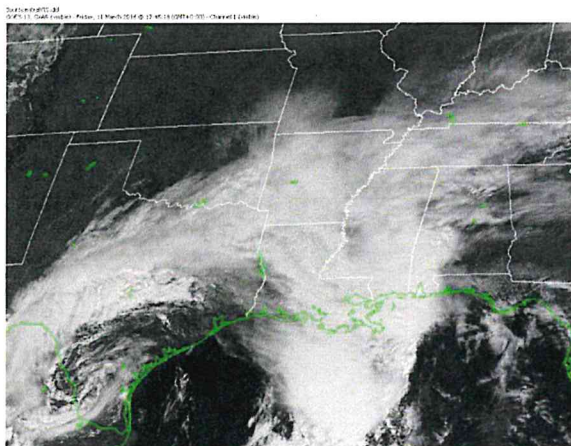
The event began to unfold during the early morning hours of Tuesday, March 8. A strong upper level low at the 500mb level was evident over the northern Baja Peninsula as part of a deep dip in the jet stream across that area. At the surface, a 1028mb high was located off the

southeastern US coast with developing low pressure across western Oklahoma.

Rich moisture funneled into east Texas and Louisiana ahead of the Oklahoma front and a new area of low pressure and stationary front that had formed over east-central Texas. The strong surface high off the southeast US coast along with upper level ridging effectively blocked movement of the system eastward. Over the next five days, the 500mb jet would continue to plunge well into Mexico slowly taking the upper low with it. Repeated disturbances rounded the upper low and pushed into east Texas and Louisiana resulting in a copious stream of moisture and excessive rainfall over the next three days.

Heavy rainfall from the first surge of strong thunderstorms began across the Toledo Bend region of the state as well as northeast and east Texas around 1900Z (1PM) on the afternoon of March 8. These storms spread north-northeast while producing very heavy rainfall. By 2200Z (4PM), the line was encroaching upon north-central Louisiana stretching from near Homer to Arcadia to Jonesboro. A few of the storms reached severe intensity producing localized wind damage. A new line formed across northeast Texas and southwestern Arkansas and began to move into northwestern Louisiana. It was this second line that prompted the first flash flood warning of the event.

Flash flooding began within just a few hours of the onset of rain across northwestern Louisiana, quickly spreading to north-central Louisiana and adjacent areas during the late afternoon and evening hours of March 8. The first Flash Flood Warning was issued by the NWS-Shreveport office at 4:55 PM (2255Z),



March 8 for Caddo, Bossier, Webster, DeSoto, western Claiborne, northwestern Red River, and west-central Bienville Parishes. Bossier City recorded 5.42” of rain in a four-hour period (2PM-6PM). By 8:00 p.m., nearly all of northwestern Louisiana north of a Farmerville to Ruston to Natchitoches to Anacoco line was under a Flash Flood Warning. Flash Flood Warnings for Ouachita and Caldwell Parishes, as well as the remainder of Union Parish were issued at 9:35 PM on March 8 essentially placing all Louisiana parishes west of the Ouachita River under a Flash Flood Warning.

During the early morning hours of March 9, flash flooding from earlier thunderstorms was ongoing; however, rain intensity had briefly diminished. Unfortunately, another disturbance triggered a fresh round of very heavy rainfall and additional flooding. The 1200Z radar (6AM) indicated developing thunderstorms from Monroe westward to near Tyler, Texas. A north/south oriented line that was over northeast Texas entered northwestern Louisiana at 1330Z. The line pushed east with individual storms moving north and northeast within the line. By 1600Z, the line was pushing into central Union and western Ouachita Parishes, extending southwestward to near Winnfield and Leesville. The line did not advance much farther to the east before stalling, allowing storms to train over the same areas.

On March 10, a surface low developed off the central Texas coast in response to the upper low moving northeast out of Mexico. The surface low occluded over south Texas on the 11th (see satellite image on p. 30). The entire system finally ejected out of the area on March 12 and 13 ending the record-setting flash

flooding event. Unfortunately, area lakes, rivers, and bayous continued to feel the effects of the heavy rainfall throughout the remainder of March.

Rainfall totals for the period of March 8 through March 12 exceeded 10-inches across most of north Louisiana. With one exception in Union Parish (Rocky Branch 1.3W), all *reported* amounts in excess of 20-inches fell in Ouachita Parish. Some locations immediately adjacent to Ouachita Parish likely received 20 or more inches but no recording stations were in those areas. The highest total was in north Monroe where a CoCoRaHS station reported 26.96 inches. The rainfall totals were so excessive in north-central Louisiana, the Ouachita River north of Monroe began to flow north for a short period of time.

In Ouachita Parish, more than 10,580 residential structures were substantially damaged from the flood. 5,350 privately owned homes and 5,230 rental units. Additionally, approximately 640 commercial structures were flooded during the event. While some areas of the parish experienced flash flooding and were only flooded a few days, other areas were inundated and remained flooded for many weeks.

Calls for help were answered by non-profit disaster centers:

- 911 Flood Help Calls – 2,934
- NELA United Way 211 Assistance Calls - 3,154

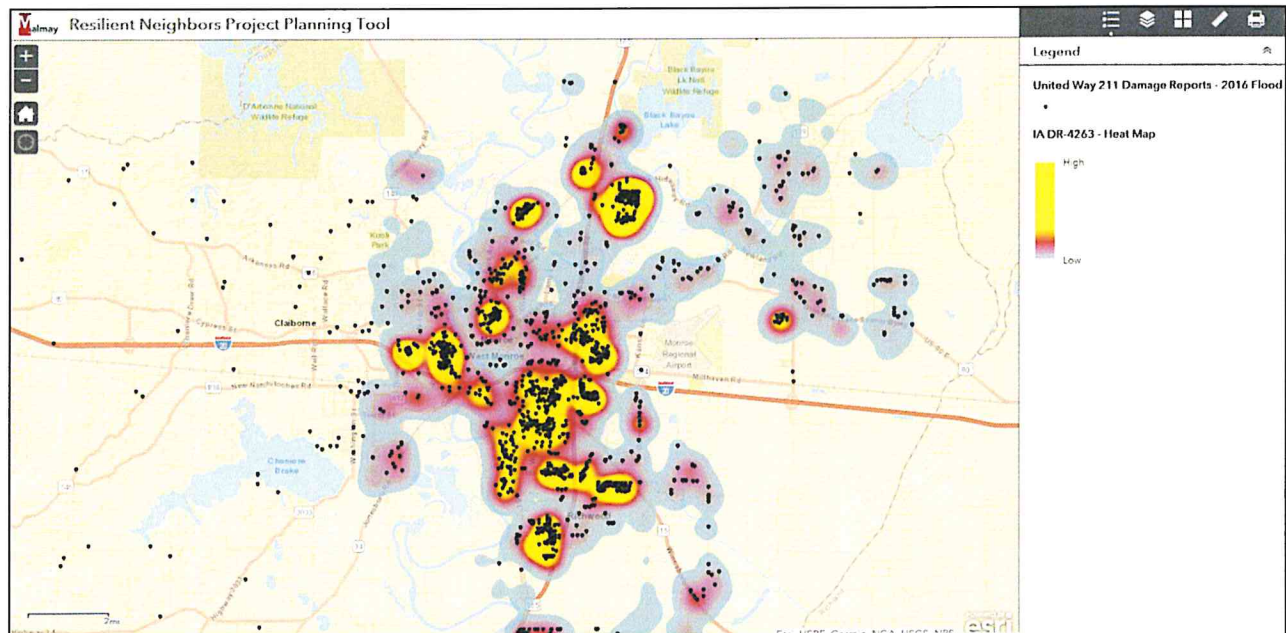
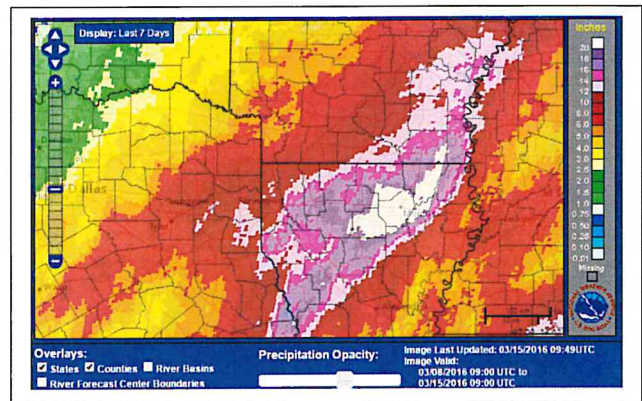
From March 10 – 11, 2016 Ouachita Parish E-911, Northeast Louisiana United Way 211 and the private sector volunteers provided data and analysis to the Ouachita Parish Office of Homeland Security and Emergency

Preparedness to support an expedited Presidential Major Disaster Declaration Request.

The analysis included E-911 flood help calls and 211 assistance calls received during the storms. An expedited Presidential Major Disaster Declaration was awarded Sunday, March 13, 2018.

Unity of effort was evident. Elected officials, Ouachita Parish Office of Homeland Security and Emergency Preparedness, Louisiana National Guard, Governor’s Office of Homeland Security and Emergency Preparedness, Federal Emergency Management Agency, fire service, law enforcement officers, and public works officials, convened to help mitigate further damage to property and discuss strategy for recovery of the parish.

American Red Cross, NELA ARES, Northeast Louisiana United Way, other non-profits, faith-based organizations and the private sector partners came together during the flood to help coordinate response and recovery efforts. This part of the response was more grass roots. Much credit to LAVOAD and the United Way for their work on the flood.





11.0 Watershed Management Approach

Historically, Louisiana parishes and incorporated areas have planned flood control and drainage projects along jurisdictional boundaries. Federal and state project funding has traditionally been made available by jurisdiction. This has been an easy way to divide and distribute the funding. The impact of the various flood control project types on neighboring jurisdictions for the most part has not been at the forefront. In other words, we were solving one problem but potentially creating other problems downstream.

Following the 2016 floods in North Louisiana and Southeast Louisiana, the Governor introduced the idea of planning by watersheds, including flood control and drainage projects. A watershed is an area of land that drains all of the streams and rainfall to a common outlet. The word watershed is sometimes used interchangeably with drainage basin or catchment. Ridges and hills that separate two watersheds are called the drainage divide.

The Governor's concept includes a detailed hydraulic study necessary to produce hydraulic models. The models would be used to test the flood control project downstream impacts, as

well as the upstream impacts. They will also be used as a predictive tool for heavy rainfall events. Various scenarios would be possible to be analyzed which would result in providing the public with more notice of potential flooding. In both cases the modeling will enhance our flood protection efforts, smart growth patterns, and early flood warning capabilities. At a minimum, the return on investment (ROI) may be measured by the value of the Ouachita Parish brand and how we are able to market our parish to potential businesses.

Management:

Ouachita Parish leaders have embraced the watershed management concept and will soon begin work with the State to develop those processes. The Lower Ouachita and Bouef Watersheds will be the watershed of focus. Historically, this is where most of Ouachita Parish's flood damages have been recorded.

The Governor of Louisiana established the Council on Watershed Management by Executive Order JBE 2018-16 on May 29, 2018 reduce flood risk and improve floodplain

management across the state. The council includes the Secretaries and Directors of five state agencies:

- Office of Community Development
- Coastal Protection and Restoration Authority
- Governor's Office of Homeland Security and Emergency Preparedness
- Department of Transportation and Development

- Louisiana Department of Wildlife and Fisheries

The flood history of the Lower Ouachita/Boeuf Watershed requires a different approach. We support the concept of managing our floodplains by watershed and look forward to working with the State on the details of the concept.

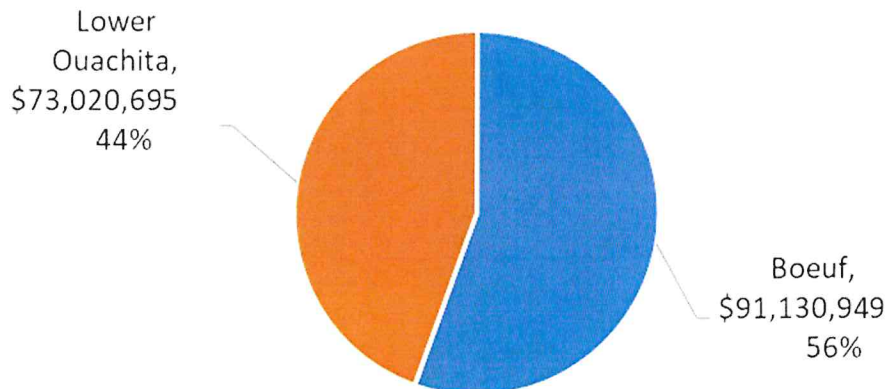
Watershed Descriptions

Lower Ouachita Watershed	Boeuf Watershed
ACRES - 471,171.99	ACRES - 1,354,110.5
SQMILES - 736.21	SQMILES - 2,115.8
2017 Total Population - 96,059	2017 Total Population - 121,230
2017 Total Households - 37,831	2017 Total Households - 45,585
2017 Total Housing Units - 41,067	2017 Total Housing Units - 52,875
Total Employees (SIC) - 35,523	Total Businesses (SIC) - 5,466
Total Businesses (SIC) - 3,290	Total Employees (SIC) - 63,119

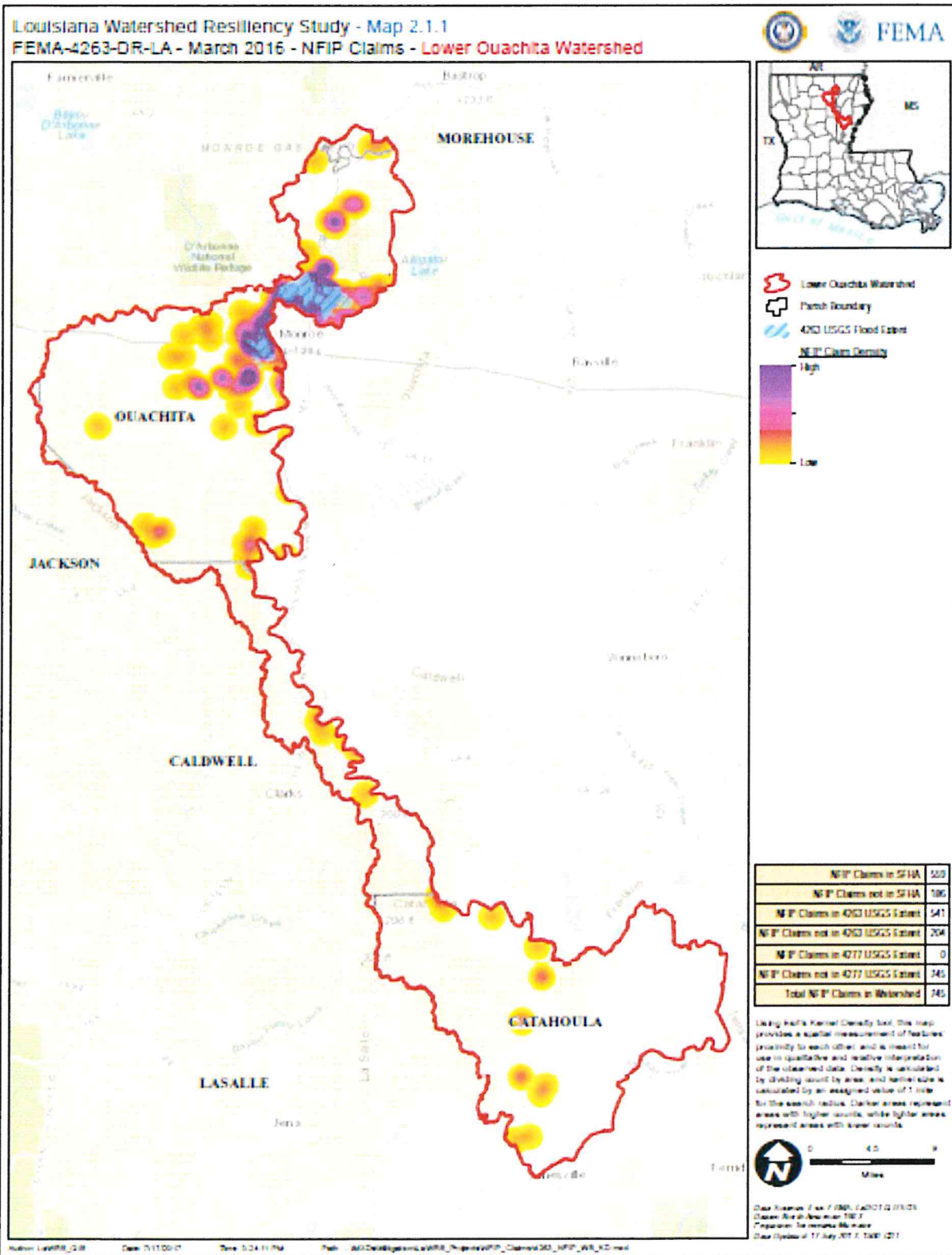
Watershed NFIP Claim History

Watersheds	2016 NFIP Claim Dollars Amount	NFIP Historical Dollar Amount
Boeuf	\$46,732,361.00	\$91,130,949.00
Lower Ouachita	\$48,143,303.00	\$73,020,695.00
Grand Total	\$94,875,664.00	\$164,151,644.00

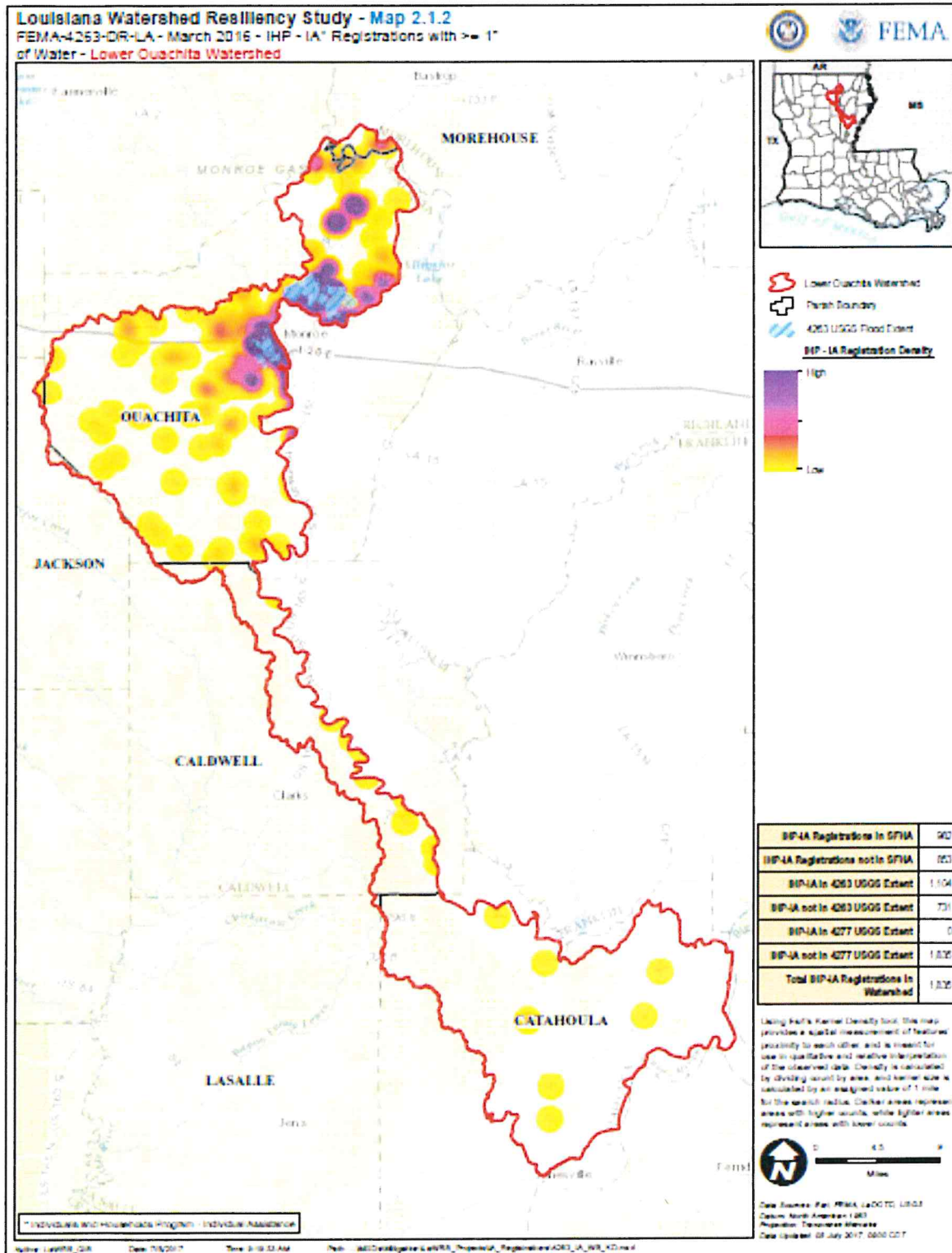
NFIP Historical Dollar Amount by Watershed



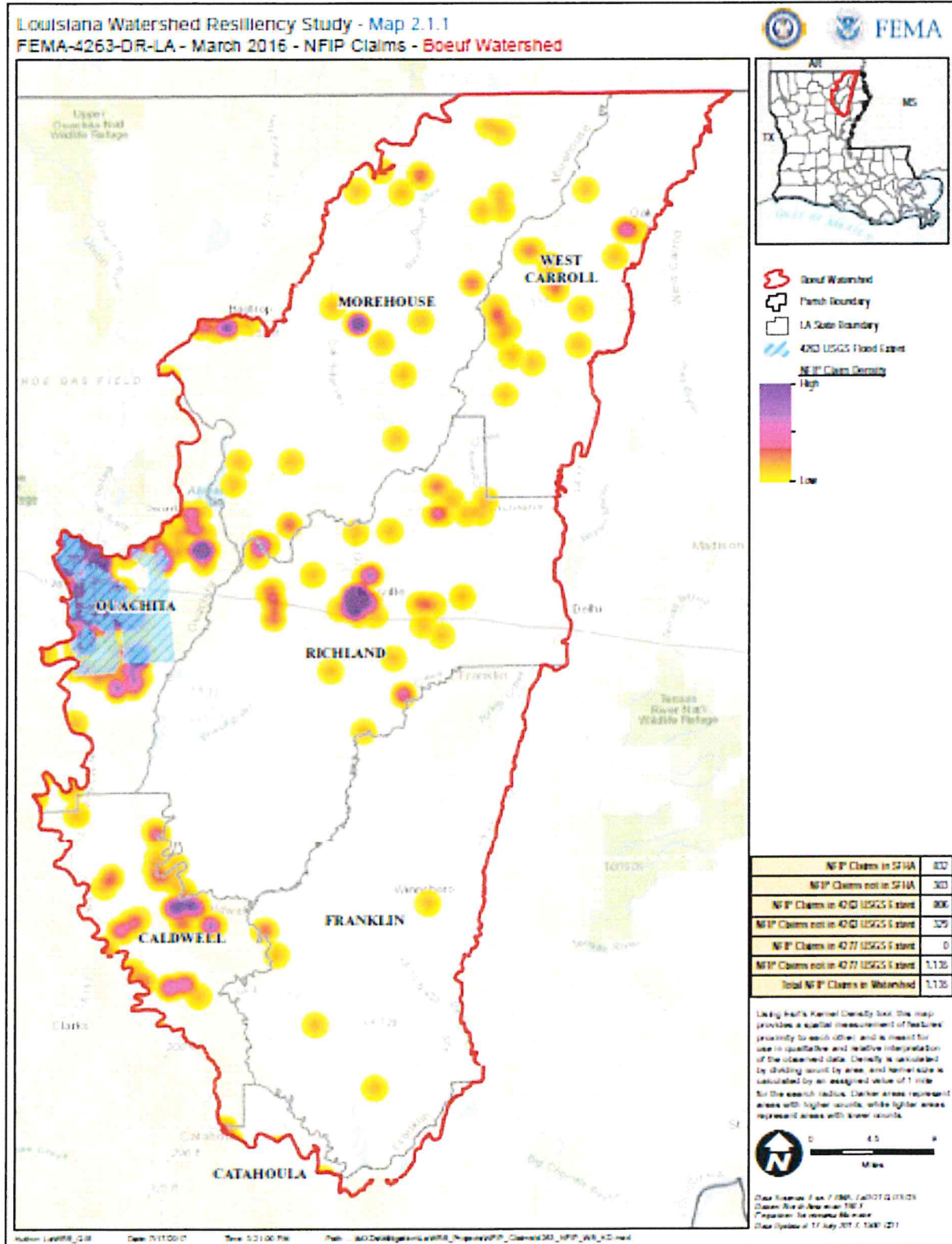
Lower Ouachita Watershed NFIP Claims 2016 Flood



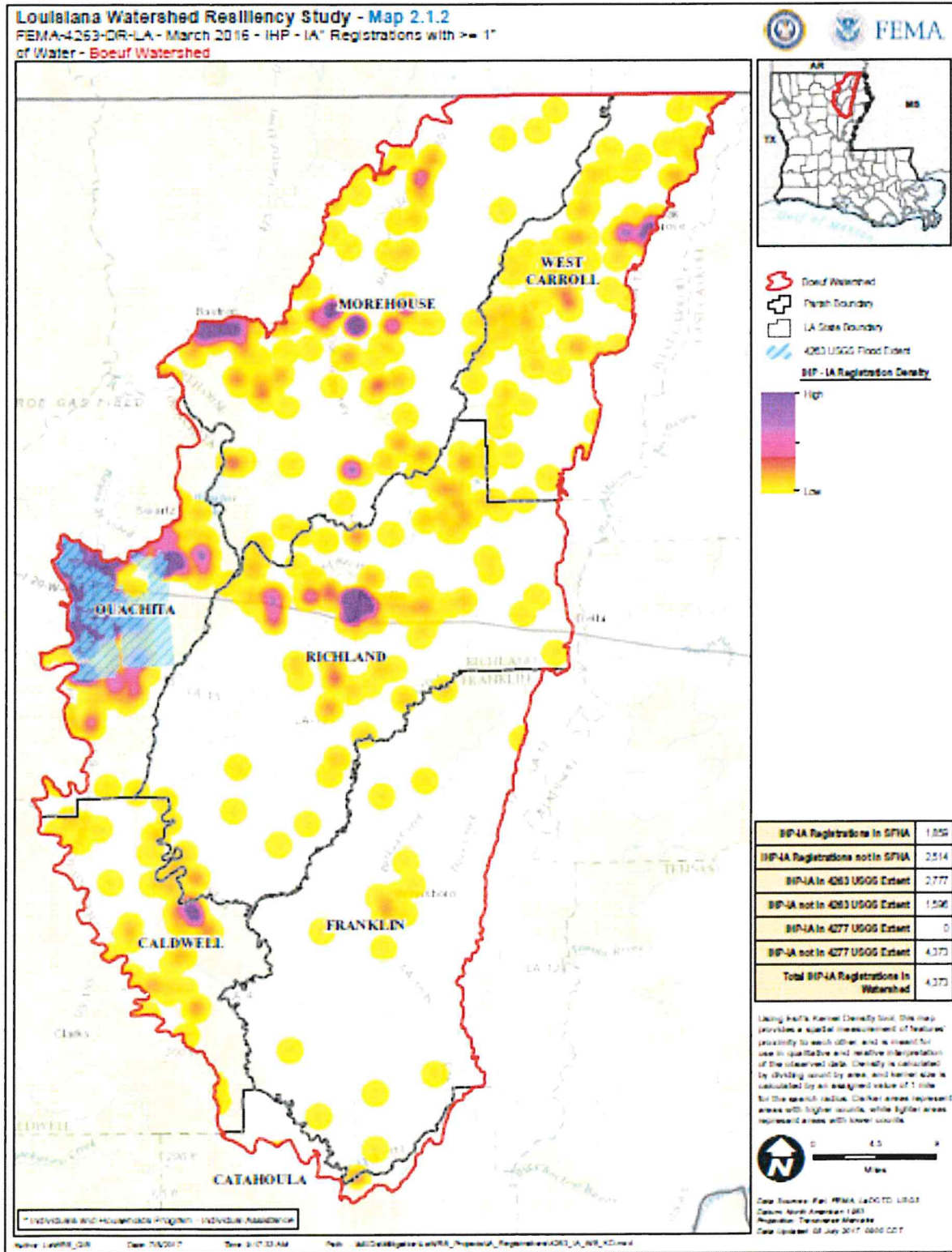
Lower Ouachita Watershed Individual Assistance Claims 2016 Flood



Boeuf Watershed NFIP Claims 2016 Flood



Boeuf Watershed Individual Assistance Claims 2016 Flood



12.0 The Planning Process

The Ouachita Strong approach to disaster recovery planning has four basic steps. First, achieve a full understanding of the issues the community faces and the problems as they relate to the 2016 Flood and future disasters. Second, determine a goal that is both aspirational and reasonable or a clearly defined vision of a future where the problem is resolved. Third, develop a strategy for how to resolve the problem or achieve the goal. Developing a clear issue or problem statement and a strategic approach to solving the problem is important and requires the consensus of community stakeholders. The fourth step is to determine the needed actions or to develop a project that is designed to effectively resolve or reduce the scope of the problem.

12.1 The Six-Sector Recovery Support Functions Framework

Ouachita Parish officials embraced the National Disaster Recovery Framework

(NDRF) to manage the Long-Term Recovery Strategy which they branded Ouachita Strong. This approach aligns the efforts of local, parish, state, and federal government, the private sector, nongovernmental and community organizations into six components or Recovery Support Functions (RSF):

RSF 1 - Community Planning & Capacity Building

RSF 2 - Economic Recovery

RSF 3 - Health & Social Services

RSF 4 - Housing

RSF 5 - Infrastructure Systems

RSF 6 - Natural & Cultural Resources.

Each RSF has a lead federal agency and a list of supporting agencies, which together form the “federal family” of agencies that support disaster recovery. The State of Louisiana has aligned State agencies to this six-component approach to create a State Recovery Framework. (See table next page)



Once established, the framework provides the structure for long-term recovery and preparedness actions and remains ready to be activated at any time in anticipation of or following a significant event.

STATE RSF's AND THEIR PRIMARY AGENCIES	
RSF 1: Community Planning and Capacity Building	Division of Administration, Office of Community Development
RSF 2: Economic	Louisiana Economic Development
RSF 3: Health and Social Services	Louisiana Department of Health/Department of Children and Family Services
RSF 4: Housing	Louisiana Housing Corporation/Office of Community Development
RSF 5: Infrastructure	Department of Transportation and Development/ Coastal Protection and Restoration Authority
RSF 6: Natural and Cultural Resources	Louisiana Department of Wildlife and Fisheries/ Coastal Protection and Restoration Authority

The Ouachita Council of Governments (OCOG) acting as the Ouachita Parish Long Term Recovery Executive Committee leads the Ouachita Strong planning process. The project is directed by the Ouachita Strong Steering Committee with the support of the State of Louisiana, Office of Community Development, Governor’s Office of Homeland Security and Emergency Preparedness and the Federal Emergency Management Agency.

The Steering Committee coordinates the efforts of six sub-committees, which are organized in manner consistent the NDRF. The sub-committees are comprised of local officials, agency representatives, concerned residents and a liaison to the Steering Committee.

The Executive Committee was established in October of 2017 as a permanent group of local government, business community agencies and

non-profit organizations dedicated to enhancing preparedness for future disaster events by building upon the lessons learned from past events.

At the request of the Steering Committee, the Executive Committee (OCOG) asked the State of Louisiana leaders to request FEMA Technical Assistance to support the creation of a recovery plan for the parish. FEMA sent three (3) employees to Ouachita Parish for a period of 4.5 months.

The Committees held several meetings at which time they discussed problems and issues that were related to the 2016 Flooding, along with persistent community problems and needed improvements. Broad goals for each sub-committee were prescribed by the Steering Committee to be refined or revised by the sub-committees. Once the goals were established, the committees developed a list of strategies for review at public meetings.

Public Meeting Schedule

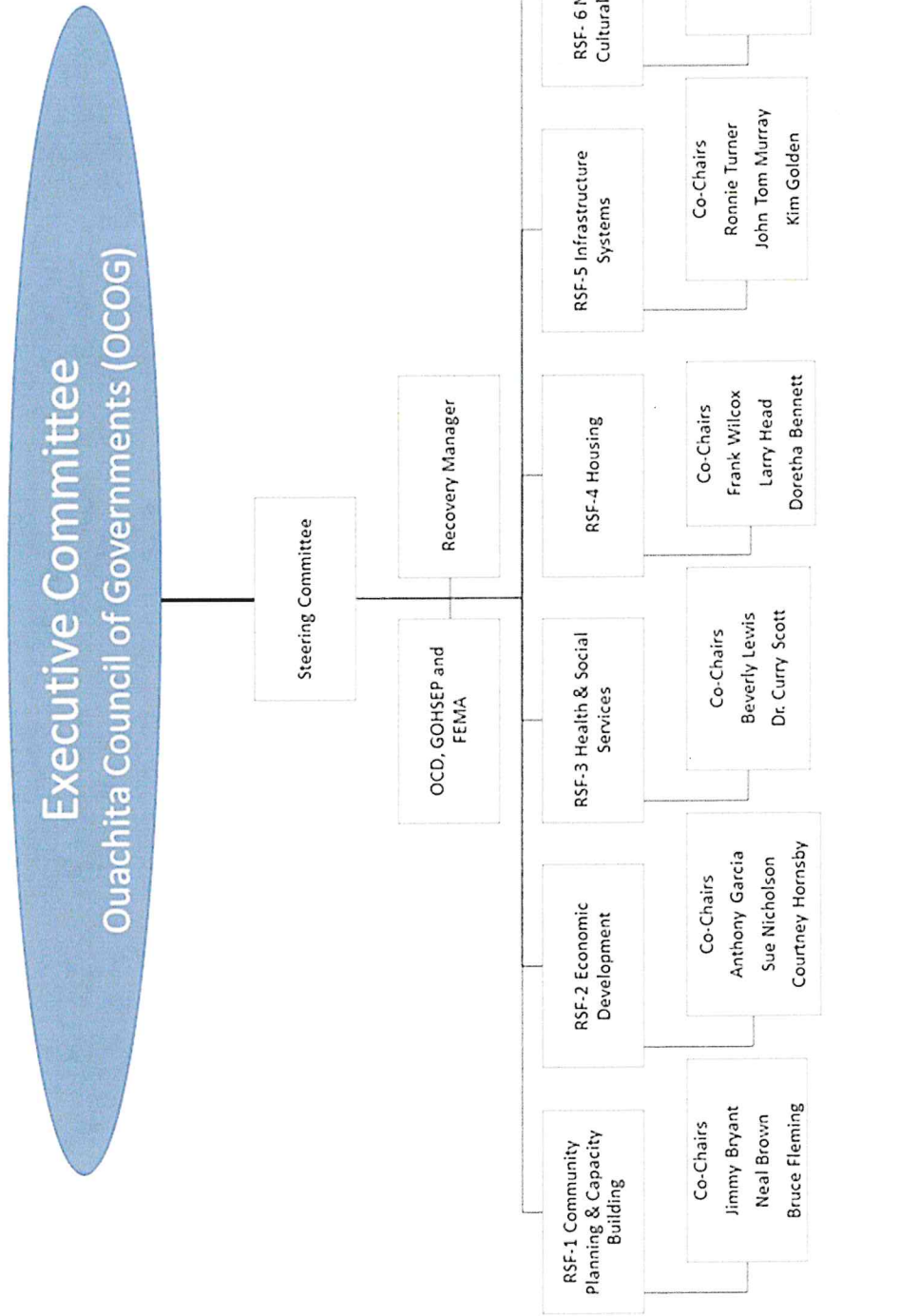
Date	Time	Location
June 19 Monroe	6:00 -8:00 PM	B.D. Robinson Conference Hall
June 21 West Monroe	6:00 -8:00 PM	West Monroe Convention Center

During the series of sub-committee meetings, project ideas and other needed actions were also discussed and listed. These strategic actions both large and small were reported out

at the second series of public meetings held in July 2018. The final version of proposed actions was further refined during the preparation of the document.

Public Meeting Schedule

Date	Time	Location
July 17 th Monroe	4:00–7:00 PM	B.D. Robinson Conference Hall
July 19 th West Monroe	4:00–7:00 PM	West Monroe Convention Center



12.2 Relationship to Other Plans

In order to be effective, the strategies in this document must consider the existing policies, plans and initiatives. Additionally, this document seeks to integrate risk reduction into land use, transportation, housing, economic development, downtown development and storm water plans. Plan integration requires the identification and review of existing plans, along with establishing a process that encourages other agencies to consider this strategy in terms of their planning efforts.

The plans identified for review in this plan integration process are:

- Monroe Urbanized Area Metropolitan Transportation Plan
- Ouachita Parish Hazard Mitigation Plan
- Louisiana Hazard Mitigation Plan
- North Delta Regional Planning and Development District Comprehensive Economic Development Strategy
- Monroe Consolidated Plan
- City of Monroe 2013 Comprehensive Plan Update

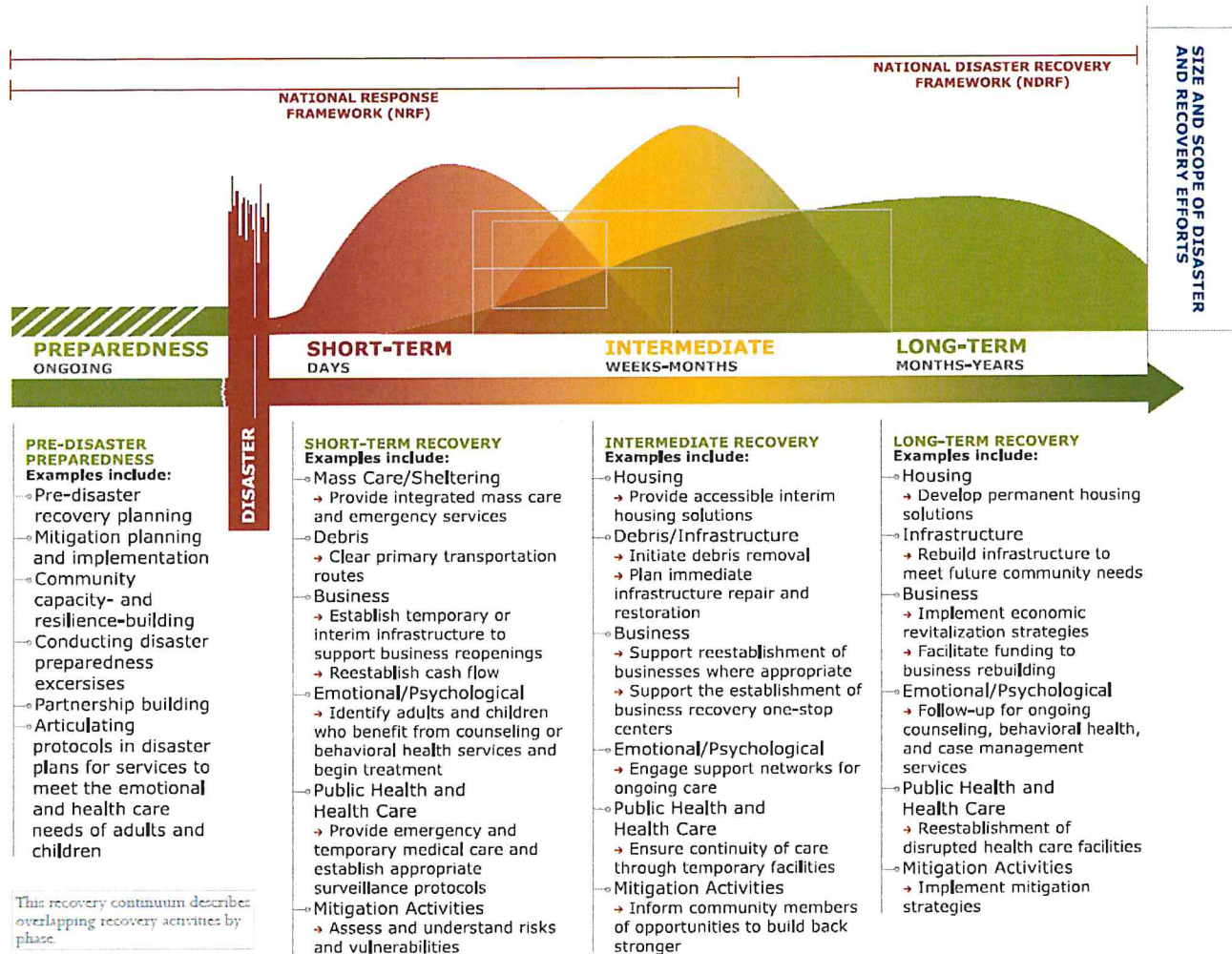
Ouachita Parish Hazard Mitigation Plan

The Ouachita Parish Hazard Mitigation (OHMP). The OHMP requires that the Parish

Hazard Mitigation Steering Committee insure that the goals and strategies of new and updated local planning documents for their jurisdictions or agencies are consistent with the goals and actions of the OHMP, and will not contribute to increased hazard vulnerability in the parish. Furthermore, it is responsibility of the Ouachita Parish Hazard Mitigation Plan Steering Committee and participating jurisdictions to determine additional implementation procedures when appropriate. This may include integrating the requirements of the Ouachita Parish Hazard Mitigation Plan into each jurisdiction’s planning documents, processes or mechanisms.

The Ouachita Strong Strategy strives to build upon the Ouachita Parish Hazard Mitigation Plan by focusing on long-term recovery/ redevelopment planning and risk reduction within the framework of the six-recovery support functions. This approach is general broader in scope and focuses on the issues that remain after disaster response and immediate recovery programs. Several of the goals, policies and projects in this document are also mentioned in the Hazard Mitigation Plan (HMP). In many cases, the recommended actions in the OHMP are further developed in this document.

RECOVERY CONTINUUM – DESCRIPTION OF ACTIVITIES BY PHASE



This plan and the OHMP work together to promote risk reduction. The OHMP inventories the community assets (that which we are trying to protect); defines the threats (anything that can exploit a vulnerability, and create damage) and assess vulnerabilities (a weakness or gap in protection efforts). This document builds on the threat and vulnerability assessment found in the OHMP, by focusing on recovery and risk reduction (The loss, damage or destruction of an asset resulting from a threat exploiting a vulnerability)

If a threat exists, and there are no vulnerabilities, there is no risk. In this case, we have fully mitigated the vulnerability. However if the risk remains, damage will occur and the focus will be on recovery.

$$\text{Asset} + \text{Threat} + \text{Vulnerability} = \text{Risk}^*$$

**Adapted from Threat Analysis Group: <https://www.threatanalysis.com/2010/05/03/threat-vulnerability-risk-commonly-mixed-up-terms/>*

In summary, the OHMP generally mitigates risk by decreasing the level on vulnerability,

while this plan focuses on fully recovering from damage in a manner that reduces future risk. The ability to withstand damage and recovery quickly is also called Resilience.

Monroe Urbanized Area Metropolitan Transportation Plan 2040

Unlike the OHMP, the Transportation Plan clearly states that its goal is to develop a transportation system consistent with local social, land use, economic, energy, and environmental plans. As such, it responds to the policies in other documents and the needs of the community. The Transportation Plan strives to integrate with existing plans. The Transportation Plan contains a process for developing and organizing projects under the leadership of the Ouachita Council of Governments (OCOG), which is a proven model that can be used to implement the strategies in this document.

North Delta Regional Planning and Development District Comprehensive Economic Development Strategy (CEDS).

The CEDS document provides the North Delta District with an economic development strategy that builds upon the communities' strengths and opportunities. It focuses on the need for economic diversification, infrastructure improvements, and cooperation

among political jurisdictions along with the need to develop a plan to prepare businesses to become more resilient to economic and natural disasters.

The Economic Recovery proposal and projects in this document are clearly in line with regional goals in the CEDS.

Monroe Consolidated Plan

This document indicates that substandard housing and blight are common problems in the City of Monroe. The Consolidated Plan documents overcrowding and excessive housing cost burden as major problems. The report documents that the vast majority (79%) of the housing problems impact the Black/African American population. The housing goals and projects contained in this document are consistent with the issues discussed in the Monroe Consolidated Plan

City of Monroe 2013 Comprehensive Plan Update

A review of the goals and strategies contained the Monroe Comprehensive Plan reveals no conflicts with the strategies developed in this document. The Comprehensive Plan contains resiliency recommendations that support several of the projects contained in this document.

Resiliency Strategic Recommendations

- 1) Use the document, Recommendations for Sustainability and Resiliency and Monroe City Codes and Plans³ produced in January 2013, as a guide for making updates to appropriate city ordinances and plans that will help Monroe to become a more resilient community.
- 2) The City of Monroe should work to ensure that the revised and updated comprehensive zoning ordinance and subdivision regulations include standards and tools discussed in this chapter that promote resiliency and sustainability in future development in the City of Monroe.
- 3) The City of Monroe should conduct periodic, comprehensive reviews (at a minimum every three to five years) of the Flood Protection ordinance, Storm Water Management ordinance, and the Hazard Mitigation Plan and create a list of recommended updates for each of the ordinances to ensure that these ordinances and plans promote sustainability and resiliency and are consistent and supportive of one another.

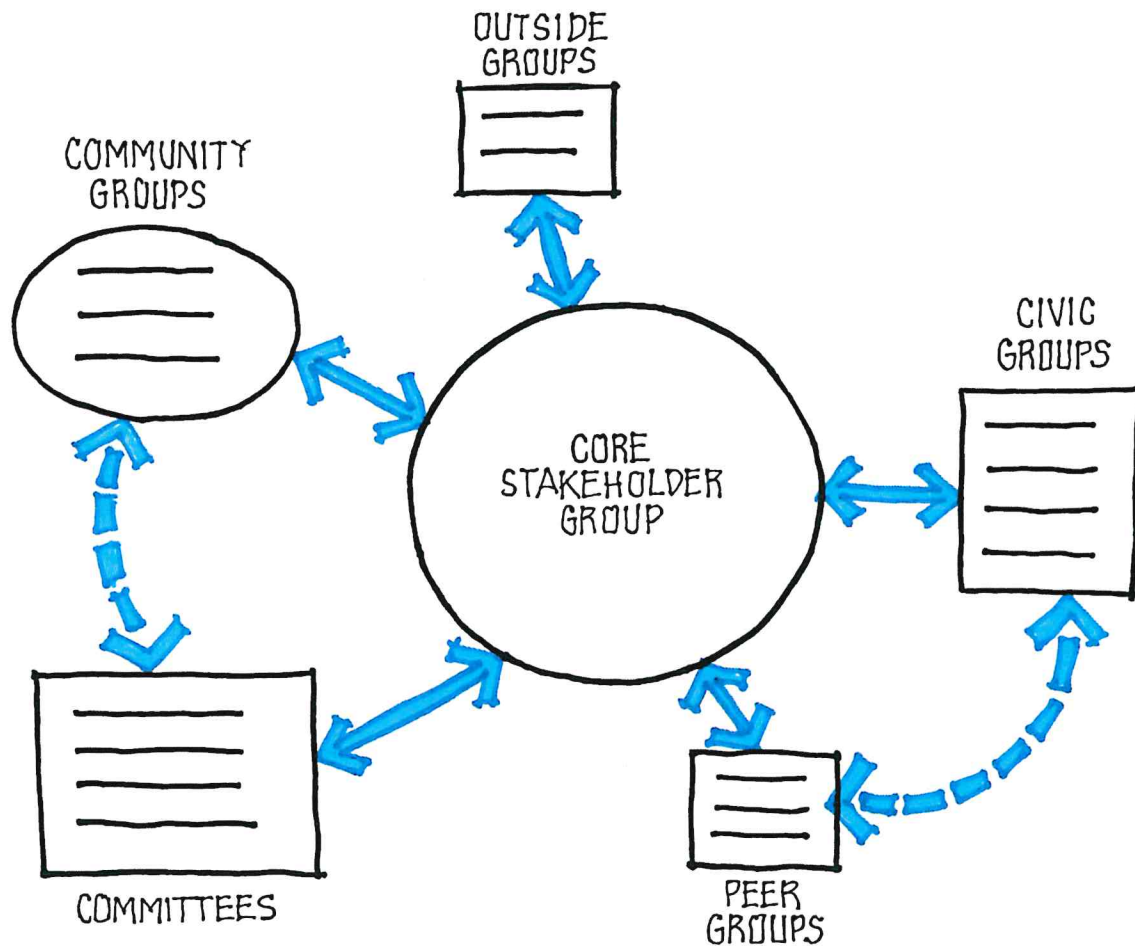
In summary, there are no identified conflicts in proposed policy or actions between this document and existing community plans mentioned above. However, the potential for future conflicts in projects and initiatives between planning documents cannot be totally ruled out. In order to further assure plan integration, it is recommended that this document be reviewed by the following agencies. These agencies should be asked to review this plan for any policy or project conflicts and to provide a written report concerning any potential plan integration issues.

- North Delta Regional Economic Development District Council
- North Delta Regional Planning and Development District
- Monroe Planning and Urban Development Department

- Monroe Community Development Divisions
- City of West Monroe
- Monroe Downtown Economic Development District
- Monroe Downtown Development Authority
- Monroe Housing Authority

12.3 Parish Stakeholders Network

Decision-making happens at a fast pace following a disaster. All communities, especially those affected by disasters, need effective ways of sharing information as they make decisions and take action for successful recovery. Considered in its entirety, an organization's communication network can seem overwhelmingly complex. By examining the network and reviewing the different components, communication channels are clarified and more readily understood.



Team North, the predecessor to Ouachita Strong, has established a stakeholders' network. The group has been coordinating efforts via a weekly call since June 2017. The weekly calls have continued during the development of this plan. In addition, on July 2018 Ouachita Strong began work on a web page. The web page will be used to memorialize the planning process, support open communications, and track the development and implementation of the initiatives and projects listed in this document.

The creation and maintenance of the stakeholders and participants list is vital to ongoing effective communications. The list

has been created by the Ouachita Strong staff and will be posted to the OuachitaStrong.com website.

Going forward, the initiative will maintain its momentum and stakeholder relationships by sharing its efforts in project development, establishing funding sources, and initiating projects. In this regard, Ouachita Strong will continue a public media campaign with the help of a public information officer.

12.4 Public Input

Ouachita Parish's identity is tied to the quality of its physical environment, from

neighborhoods to business centers and including historic sites and special features like the Ouachita River, Kiroli Park, Black Bayou, and Bayou DeSiard. The 2016 Flood reminds us how disasters can erase some of those unique features.

The June and July 2018 public engagement meetings were designed to listen, build hope, trust, and relationships and receive feedback. Two meetings were held in June 2018. One in Monroe, La. and the other in West Monroe, La. Two meetings were held at the same sites in July 2018.

- June 2018 Meetings – Receive Input
- July 2018 Meetings – Presents Results

June 2018 Public Meeting

In preparation for the June meetings each RSF reviewed their goals, objectives and strategies.

Each RSF presented their strategies to the public. Citizens engaged in dialogue, prioritized strategies with colored dots and provided written feedback.

Following registration, citizens viewed a short informational video provided by the City of Monroe about the resiliency planning effort and why it was important. They were then escorted to the next room to visit the six Recovery Support Functions (RSF) to provide feedback. They were also asked to place a pin on a map indicating the location of their home. The pins were color coded to denote whether they were flooded or not. They were also asked to list three words that they would describe an ideal community. Residents discussed ways to become more resilient and reduce the impacts of flooding with the local officials and community leaders.

Beautiful
Enterprise
Diverse
Valuing
Pride
Engaging
People
Love
Safe
Progressive
Self-resiliency
Opportunities
Community
Inclusive
CreativeUnity

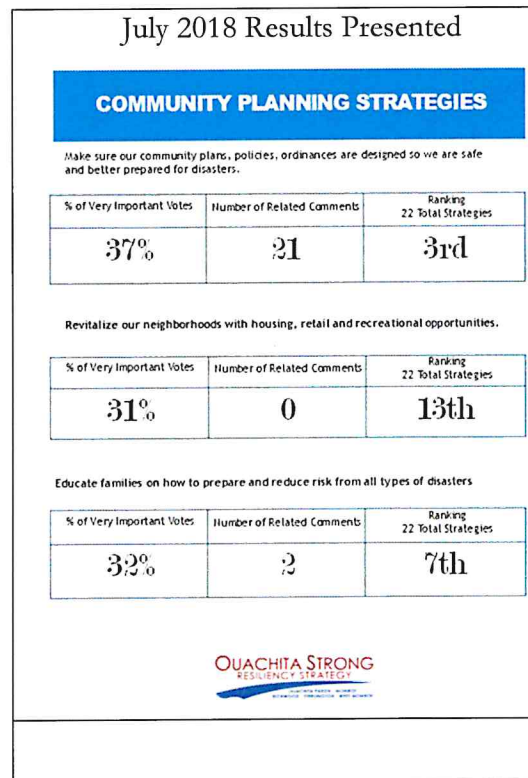
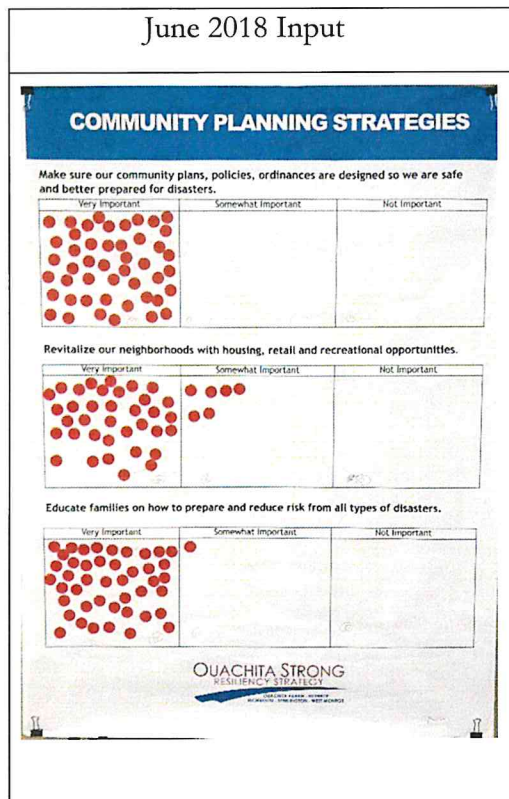


Analysis

The results of the community engagements were analyzed and the written notes were transcribed. This information was assembled into a report and presented to the Steering Committee. The analysis included reconciliation of the input with the initiatives and the projects the on which the RSF Committees had been working.

July 2018 Public Meeting

Following registration, citizens viewed a short informational video, provided by the City of Monroe, about their roll and the goals of the second meeting. They were then escorted to the next room to visit the six Recovery Support Functions (RSF) booths to review the results of the first series of meetings and the recommended actions and projects.



Summary

More than 300 residents and business owners, city officials, technical experts, and state and federal officials contributed ideas to the design of a more resilient and prepared parish. The community also discussed the need for more green spaces and ways to learn to live better with the Ouachita River along with ways to increase eco-tourism. In addition to developing a framework for recovery, the public engagement process provided the community with the opportunity to continue the process of healing from the emotional impact of the flood by sharing their story about the 2016 Flood.

The four meetings held over a 30-day period provided nearly 750 hours of public participation. The community generated a vision of resiliency and an investment strategy that included numerous actions items.

Several community members that attended the meetings volunteered to help by serving on committees or working groups. The planning process provides a basis for local disaster recovery decision making and implementation. The plan serves as the road map for recovery related housing, businesses, social service. Moreover, it provided a master plan for the infrastructure improvement that will reduce the impact of future floods .

13.0 Resilient Strategies

RSF #1 – COMMUNITY PLANNING AND CAPACITY BUILDING

1.0 Goals, Objectives and Strategies:

Goals:

- (1) Engage the whole Community in describing the vision of a resilient Ouachita Parish
- (2) Discover the greatest assets of Ouachita Parish as described by the citizens
- (3) Build resilient strategies that build on Ouachita assets and vision of resilient Ouachita Parish learned from Public Outreach meetings

Objectives:

- (1) Review current planning documents and identify ways to increase resilience and risk reduction strategies in each,
- (2) Work with stakeholders to develop recommendations on land use, codes and enforcement, and regulations that align with the vision of resilient Ouachita Parish
- (3) Create educational opportunities for rebuilding better and stronger
- (4) Provide oversight for the on-going viability of the Long-Term Recovery Plan
- (5) Facilitate updates, track accomplishments and report outcomes
- (6) Identify continued funding support for RSF #1.

Champions

Jimmie Bryant, Bruce Fleming, Neal Brown

Strategies:

- (1) Make sure our community plans, policies, and ordinances are designed so we are safe and better prepared for disasters
- (2) Revitalize our neighborhoods with housing, retail and recreational opportunities
- (3) Educate families on how to prepare and reduce risk from all types of disasters.

GROUPS INVOLVED

- City and Parish Planners
- City of West Monroe
- State of Louisiana Planners
- North Delta Regional Planning and Development
- City of Monroe
- Sterlington
- GOHSEP
- Richwood
- DOTD

SUPPORT AND RESOURCES

FEMA/GOHSEP/ North Delta Regional Planning and Development

COMMUNITY PLANNING STRATEGIES

Make sure our community plans, policies, ordinances are designed so we are safe and better prepared for disasters.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
37%	21	3rd

Revitalize our neighborhoods with housing, retail and recreational opportunities.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
31%	0	13th

Educate families on how to prepare and reduce risk from all types of disasters

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
32%	2	7th

RSF #2 – ECONOMIC

1.0 Goals, Objectives and Strategies

Goals:

- (1) Rebuild businesses and Sustain employment impacted by the event.
 - Survey businesses following an event to document issues to better prepare for future disasters
 - Support industries important to disaster recovery, i.e. contractors, child care, etc.
 - Support risk management planning for small businesses

- (2) Improve the Image of the community to make it more sustainable and resilient.
 - Address the public safety concerns of employers and potential employees
 - Enhance the branding initiative to promote and celebrate resilient activities

- (3) Advance opportunities that make the community economically sustainable and resilient.
 - Build and improve infrastructure to promote job growth
 - Improve water treatment plants to support business and industrial expansion
 - Upgrade sewer treatment plant capacity to support continued growth

- (4) Explore and develop job training, employment and economic opportunities for all populations.

Champions

Sue Nicholson, Courtney Hornsby, Anthony Garcia

- Enhance programs for the under-employed and working poor, i.e. training, transportation and child care
- Enhance programs for high school students and HiSet recipients
- Establish internships, mentoring, apprenticeships and on-the-job-training

ECONOMIC RECOVERY STRATEGIES

Rebuild businesses and sustain employment impacted by disasters.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
23%	0	19th

Make the community more sustainable and resilient by improving its image.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
26%	1	14th

Advance opportunities that make the community economically sustainable and resilient

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
29%	2	2nd

Explore and develop job training, employment, economic opportunities

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
22%	6	9th

Strategies

- (1) Rebuild businesses and sustain employment impacted by disasters
- (2) Make the community more sustainable and resilient by improving its image
- (3) Advance opportunities that make the community economically sustainable and resilient
- (4) Explore and develop job training, employment, economic opportunities

GROUPS INVOLVED

- Monroe Chamber of Commerce
- West Monroe-West Ouachita Chamber of Commerce
- Concerned Clergy
- Monroe City School Board
- City of Monroe Engineering
- City of West Monroe Engineering
- Ouachita Parish Engineering
- City of Monroe Public Works
- City of West Monroe Public Works
- Ouachita Parish Public Works

SUPPORT AND RESOURCES

- North Delta Regional Planning and Development
- U.S. Economic Development Administration
- Delta Regional Authority
- USDA Disaster Resource Center
- Monroe-West Monroe Convention & Visitors Bureau

RSF #3 – Health & Social Services

1.0 Goals and Objectives:

Goals

- Enhanced support for Ouachita Parish public health, health care facilities, and essential social service needs
- Address social service gaps for Ouachita Parish residents
- Identify acute/critical care support risks and vulnerabilities during a disaster. This will include weather events, abductions, bombings, and active shooters.

Objectives

- Identify programs, partners and Technical Assistance opportunities that will build resilience in Ouachita Parish health and social services institutions and programs
- Discover the root causes of the most critical social service needs of the citizens that live in Ouachita Parish
- Increase the resilience of Health and Social Service providers so they are better prepared for future weather or man-made disasters

Strategies

- (1) Support locally led recovery efforts to address public health, health care facilities and conditions, and essential social service needs.
- (2) Address the unmet social service needs of persons displaced from safe, decent housing by the March flood

CHAMPIONS

Beverly Lewis, Dr. Curry Scott

- (3) Identify Region 8's capability to access, in a timely manner, acute/critical care support, as identified by the specific needs during a disaster, i.e. abduction, bombings, active shooter, etc.

HEALTH & SOCIAL SERVICES STRATEGIES

Support locally led recovery efforts to address public health, health care facilities and conditions, and essential social service needs.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
29%	7	21st

Address the unmet social service needs of persons displaced from safe, decent housing by the March flood.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
34%	2	20th

Identify Region 8's capability to access, in a timely manner, acute/critical care support, as identified by the specific needs during a disaster, i.e. abduction, bombings, active shooter, etc.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
37%	3	10th

(4) GROUPS INVOLVED

- University Health Conway
- St. Francis Hospital
- Glenwood Hospital
- Concerned Clergy
- Children's Coalition
- Department of Children and Family Services
- Department of Public Health
- United Way
- Ouachita Parish School Board
- Monroe City School Board
- Ouachita Parish Health Unit

SUPPORT AND RESOURCES

POTENTIAL RESOURCES

- Louisiana Hospital Association
- Louisiana Healthcare Alliance
- USDA – Office of Rural Development
- Louisiana Department of Transportation and Development
- Federal Transportation Administration
- Office of Community Development – OCD Community Services Block Grant
- Center for Disease Control
- North Delta Regional Planning and Development

RSF #4 – Housing

1.0 Goals, Objectives and Strategies

Goals

- (1) Reduce blight and promote neighborhood revitalization
 - Fight the Blight – enforce ordinances
 - Creative re-use of vacant lots – community gardens, parks, art
 - Adopt enforceable housing standards for rental properties
 - Regulate building in flood zones
- (2) Increase stock of safe, decent, accessible, affordable housing to rent or buy
 - Promote mixed-income developments
 - Create financial incentives to build affordable entry level homes
 - Promote geographically balanced development everywhere
- (3) Increase homeownership
 - Homebuyer and homeownership education workshops with incentives
 - Increase access to capital – lease purchase, low interest
 - Lower the cost of flood insurance
- (4) Increase emergency and homeless sheltering resources and services to achieve and restore self-sufficiency
 - Develop family unity housing for use in disaster

CHAMPIONS

Frank Wilcox, Larry Head

- Adopt ordinances to protect tenants from landlord abuse following disaster
- Network and communicate to link and share resources

Strategies

- (1) Reduce blight and promote neighborhood revitalization
- (2) Increase stock of safe, decent, accessible, affordable housing to rent or buy
- (3) Increase homeownership
- (4) Increase emergency / homeless sheltering resources to achieve and restore self-sufficiency

GROUPS INVOLVED

- HUD
- Ouachita Parish Office of Emergency Preparedness
- Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP)
- Concerned Clergy
- Section 8
- Habitat for Humanity
- Homebuilders Association
- Louisiana Housing Corporation

SUPPORT AND RESOURCES

- Community Development Block Grants
- FEMA Hazard Mitigation Grant Program

- Flood Mitigation Assistance Program
- Pre-Disaster Mitigation Program
- Competitive Grants Repetitive Flood Claims
- Louisiana Governor’s Office of Homeland Security and Emergency Preparedness
- North Delta Regional Planning and Development

HOUSING STRATEGIES

Reduce blight and promote neighborhood revitalization

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
39%	8	1st

Increase stock of safe, decent, accessible, affordable housing to rent or buy

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
22%	3	16th

Increase homeownership

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
25%	3	11th

Increase emergency / homeless sheltering resources to achieve and restore self-sufficiency

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
24%	2	15th



RSF #5 – Infrastructure

1.0 Goals, Objectives and Strategies

Goals

Restore infrastructure damaged by and services impaired by flood events

- Complete repairs to infrastructure damaged by flood
- Recover funds from FEMA and OCD-DR for eligible PA

Reduce flood risks and other hazards to critical infrastructure

- Construct projects which reduce the base flood elevation
- Improve infrastructure to reduce risk of repeat flood damage
- Improve critical infrastructure for redundancy and resiliency – roads, bridges, water, sewer, other utilities, drainage and flood control

Reduce risk of damage to homes and businesses from future events

- Explore a regional watershed committee
- Support assessment and modeling of watershed/drainage areas
- Improve regulation of land use and development to reduce flood risk
- Provide mitigation opportunities that leverage green technologies
- Acquire flood prone and repetitive loss properties where appropriate
- Improve preparedness for response to and recovery from future events

CHAMPIONS

Ronnie Turner, John Tom Murray, Kim Golden

Improve coordination with drainage districts, sewer districts, public and private utilities

- Affirm maintenance and readiness for response to disaster or emergency events
- Synchronize gauge boards and upgrade monitoring to improve flood control and preparation
- Organize neighborhood-based communication networks and train citizen leaders to share information with the public before, during and after events

INFRASTRUCTURE STRATEGIES

Restore infrastructure damaged by and services impaired by flood events.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
25%	6	8th

Reduce flood risks and other hazards to critical infrastructure.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
28%	1	4th

Reduce risk of damage to homes and businesses from future events.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
25%	8	5th

Improve preparedness for response to and recovery from future events.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
22%	32	12th

Strategies

- (1) Restore infrastructure damaged by and services impaired by flood events
- (2) Reduce flood risks and other hazards to critical infrastructure
- (3) Reduce risk of damage to homes and businesses from future events
- (4) Improve preparedness for response to and recovery from future events

GROUPS INVOLVED

- City of Monroe Engineering
- City of West Monroe Engineering
- Ouachita Parish Engineering
- City of Monroe Public Works
- City of West Monroe Public Works
- Ouachita Parish Public Works
- Private Citizens

SUPPORT AND RESOURCES

- U.S. Economic Development Administration (EDA)
- U.S. Department of Commerce Community Development Block Grants/Section 108 Loan Guarantee Program
- (USDA) Community Services Block Grant Discretionary Awards
- FEMA Flood Mitigation Assistance Program
- FEMA Pre-Disaster Mitigation Competitive Grant Program
- FEMA Hazard Mitigation Grant Program
- Louisiana Department of Transportation and Development: Statewide Flood Control Program
- North Delta Regional Planning and Development

RSF #6 – Natural and Culture Resources

1.0 Goals, Objective and Strategies

Goal Statement

- (1) A healthy environment with recreational and cultural opportunities is necessary for a community to thrive
- (2) Protect the natural and cultural resources and historic properties through appropriate actions to preserve, conserve, rehabilitate and restore them consistent with post-disaster community priorities, and in compliance with applicable laws

Objectives

- (1) Quantify the qualitative non-economic impacts of the ecosystem of the Ouachita River and its tributaries
- (2) Assess and reclaim abandoned and out-of-service sewer treatment ponds
- (3) Identify and assess blighted properties and sites eligible for reclaim as brownfields
- (4) Increase recreational opportunities
- (5) Increase tourism

Strategies

- (1) Enhance aquatic based recreational opportunities that promote eco-tourism
- (2) Enhance and preserve historic and archeological attractions to promote eco-tourism
- (3) Encourage further development of pedestrian and bicycle trails

CHAMPIONS

Tracy Hilburn, Tom Malmay, Terry Williams

- (4) Learn how to better live with our rivers and waterways so we are resilient and safe

NATURAL & CULTURAL RESOURCES STRATEGIES

Enhance aquatic based recreational opportunities that promote eco-tourism

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
25%	1	18th

Enhance and preserve historic and archeological attractions to promote eco-tourism

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
23%	1	22nd

Encourage further development of pedestrian and bicycle trails.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
25%	3	17th

Learn how to better live with our rivers and waterways so we are resilient and safe.

% of Very Important Votes	Number of Related Comments	Ranking 22 Total Strategies
27%	1	6th

GROUPS INVOLVED

- Ouachita Parish Natural and Cultural Resources
- Ouachita Parish Government
- Ouachita Parish Sheriff's Office
- Louisiana Department of Environmental Quality Louisiana
- Environmental Protection Agency
- Lake Cheniere Advisory Committee
- Corps of Engineers
- Louisiana Wildlife and Fishery
- University of Louisiana Monroe
- Louisiana Tech University

SUPPORT AND RESOURCES

- Louisiana Office of Culture,
Recreation and Tourism
- Department of Environmental Quality
- Ouachita Parish Council
- Ouachita Parish Sheriff Education and
Enforcement
- North Delta Regional Planning and
Development
- Delta Regional Authority

14.0 Plan Implementation and Sustainability

14.1 Implementation Strategy

- RSF will be requested to establish an internal communication plan and meeting schedule. RSF's are requested to meet at least once a year.
- RSF will be requested to establish a technical committee to review initiative and projects.
- RSF will submit projects to the Ouachita Parish Long-Term Recovery Steering Committee for approval and inclusion in the Ouachita Parish Resiliency Strategy. RSF will receive a letter back from Ouachita Strong acknowledging approval and inclusion in the Ouachita Parish Resiliency Strategy.
- The Steering Committee will establish a technical committee to review projects and provide responses to the RSF's.
- The Steering Committee will present eligible projects to the Executive Committee for approval.
- The Steering Committee will establish a communication plan and meeting schedule. They will meet at least twice a year.

14.2 Sustainability

The Ouachita Strong mission continues after the adoption of the strategy. The role of the Ouachita Council of Governments (OCOG), the Steering Committee and the RSF subcommittees remains the intact after adoption and throughout the implementation phase. This organizational structure will continue for the foreseeable future and only be interrupted by a parish disaster declaration. The roles will change to focus on project development, generating initiatives and recommending changes in public policy.

This process is designed to make the best use the anticipated disaster related state and federal funding and to support community-wide resilience by supporting efforts to secure outside resources improve the community and its economy.

The revised organization is similar to that used by the Council of Governments for urban area transportation planning. In both cases, a long-range strategic plan is used as the basis for creating a group of projects scheduled for funding or initiation over a moving five-year time frame. Selected from the five-year list are a smaller group that are endorsed by the Council of Governments for funding each year.

Projects are generated by the RSF subcommittees or by a working group sponsored by one or more subcommittees. Project proposals are prepared based on guidelines provided by the Steering Committee. Projects are assessed in terms of the goals and strategies contained in this document. The Steering Committee will meet with each RSF at least once a year to support

project development and discuss the requirements of available funding sources.

In order to be accepted in the five-year plan, a project must be endorsed by the Council of Governments.

The Steering Committee will make authoritative recommendations on the merits of each project submitted for inclusion in the five-year plan. Each project shall have determined costs, identified sources of funding and determined the permitting and environmental issues. The final decision on projects in the five-year plan will be made by a majority vote of the Council of Government.

Advancing a project to the annual list will require substantial project development in the form of a detailed written proposal. General guidelines and format for developing a project proposal will be available from the Steering Committee. The Steering Committee will meet with the project sponsors to ensure the feasibility of proposal for the annual list. Again, the yearly proposals will need to secure a written recommendation from the Steering Committee in order to be placed on OCOG's agenda for consideration.

This review process encourages the development of projects that achieve the goals and objectives of two or more established RSF.

When an opportunity of multi-sector or cross cutting project occurs, a new project working group may be formed. A working group proposal shall be considered the same fashion as an RSF proposal.

In the event that major funding is made available on a regional basis, OCOG may establish dollar amount targets for members of the Council of Governments and other organizations.

In order to support a public planning process, it is expected that each RSF Sub-Committee shall prepare an annual report that includes the status of the projects in preliminary development and those within the five-year plan. Projects that advance to the annual plan will be asked to post their detailed proposal to the Ouachita Strong web site. Presentation of the annual reports, along with the one-year and five-year plans are anticipated to occur at OCOG's regular public meeting.

RSF's will develop projects based on their goals, objectives and initiatives.

The RSF's will develop an internal project selection process.

The RSF Co-Chairs will forward selected projects to the Steering Committee for approval.

I. SOURCES

Federal Emergency Management Agency (FEMA)

Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP)

Office of Community Development (OCD)

National Oceanic and Atmospheric Administration (NOAA)

Center for Disease Control (CDC)

United States Geological Surveying (USGS)

Don Wheeler, Meteorologist

Ouachita Parish Office of Homeland Security and Emergency Preparedness

Environmental System Research Institute (ESRI)

Downtown Monroe Alliance

Chambers of Commerce: West Monroe-West Ouachita and Monroe

Tensas Basin Levee District

University of Louisiana at Monroe (ULM)

Grambling State University (GSU)

Concerned Clergy of Monroe

Engineering firms:

Denmon Engineering Co.

Lazenby & Associates, Inc.

S. E. Huey Co.

Front Cover Image: Louisiana Helicam, Mark Townsend

Exhibit A
Project Development Form

Date: August 19, 2018

Recovery Support Function: RSF – 5 Infrastructure

Project Champion: Kevin Crosby, Kim Golden, Robbie George

Jurisdiction: Ouachita Parish Police Jury, City of Monroe and City of West Monroe

Project Title: Flood Control: DR-4263, DR-1786 HMGP and EDA

Project Number: 001

Project Description:

Ouachita Parish Police Jury, City of Monroe and City of West Monroe have developed flood risk reduction projects. They include drainage and acquisition.

Projects	Funding Source	Application Submitted
Repairs to River Styx Pump Station	Federal Emergency Management Agency	2017
Widening Black Bayou & Tributaries	Federal Emergency Management Agency	2017
Repair and Improve J1E Canal	Federal Emergency Management Agency	2017
Synchronize gauge boards	Federal Emergency Management Agency	2017
Repair and Improve Racoon Bayou	Federal Emergency Management Agency	2017
Georgia Street Pump Station	Federal Emergency Management Agency	2017
West Monroe Industrial Park Outfall Ditch	Economic Development Administration	2017
Acquisition of flood prone and repetitive loss structures for risk reduction	Federal Emergency Management Agency	2017
Black Bayou Canal Project	Federal Emergency Management Agency	2017
East Town & Country Project	Federal Emergency Management Agency	2017
Oregon Trail Levee Project	Federal Emergency Management Agency	2017

Desired Outcome:

The desired outcome is to reduce flooding in the project areas.

Project Cost Estimate: #####

Potential Partners:

Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP), Federal Emergency Management Agency (FEMA) and Office of Community Development (OCD).

Potential Funding Sources:

FEMA Hazard Mitigation Grant Program (HMGP) and Economic Development Administration

Project Points of Contact (POCs):

Name	Title	Contact Info
Kevin Crosby		
Casey Tingle		
Pat Forbes		

Project Status Updates:

DATE	Update
21 Aug 2018	Projects under final review by FEMA.

Date: August 19, 2018

Recovery Support Function: RSF – 5 Infrastructure

Project Champion: Kevin Crosby, Kim Golden, Robbie George

Jurisdiction: Ouachita Parish Police Jury, City of Monroe and City of West Monroe

Project Title: Ditch Cleaning and Detention OCD - CDBG

Project Number: 002

Project Description:

Ouachita Parish Police Jury, City of Monroe and City of West Monroe have developed flood risk reduction projects. The projects include detention and ditch cleaning.

2018 Ditch Cleaning-Detention Projects	
1. City of Monroe Projects	
a.	Detention Basin on Young's Bayou at City Dump
b.	Ditch Cleaning on Airport Canal Lateral A at Monroe Airport
c.	Ditch Clearing and Widening of Airport Lateral A from Monroe Airport to the west to discharge under Millhaven Road at Pecanland Mall
d.	Inspection and Report on all Major Drainage Ditches to identify choke points, blockages and other issues
e.	Inspection and Report of Midway Dam Pipe on Bayou DeSiard
2. City of West Monroe Projects	
a.	Detention Pond on Golf Course Creek at old Golf Course Property
b.	Detention Pond on Black Bayou Canal near Parkwood Drive
c.	Inspection and Report on all Major Drainage Ditches to identify choke points, blockages and other issues
3. Ouachita Parish Projects	
a.	Ditch Cleaning on L-11 Canal from Bayou DeSiard to Bayou LaFourche
b.	Dredging of Chauvin Bayou from US Highway 165 to Chauvin Pump Station
c.	Dredging of connector canal from Chauvin Pump Station to River Styx Pump Station
d.	Spillway Structure for Cheniere Lake at LA Highway 3033 (Cheniere Lake to serve as a Retention Pond)
e.	Levee and Spillway Structure for Lower Cheniere at LA Highway 34 (Lower Cheniere to serve as a Retention Pond)
f.	Inspection and Report on all Major Drainage Ditches to identify choke points, blockages and other issues
g.	Inspection and Report of Duckweed Structure Pipe and Pipe from Upper Bayou DeSiard to Lower Bayou DeSiard

Desired Outcome:

The desired outcome is to reduce flooding in the project areas.

Project Cost Estimate: #####

Potential Partners:

Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Federal Emergency Management Agency (FEMA) and Office of Community Development (OCD).

Potential Funding Sources:
Office of Community Development

Project Points of Contact (POCs):

Name	Title	Contact Info
Kevin Crosby		
Casey Tingle		
Pat Forbes		

Project Status Updates:

DATE	Update
21 Aug 2018	Project list submitted to the state

Date: August 19, 2018

Recovery Support Function: RSF – 5 Infrastructure

Project Champion: Kevin Crosby, Kim Golden, Robbie George

Jurisdiction: Ouachita Parish Police Jury, City of Monroe and City of West Monroe

Project Title: Infrastructure Hardening

Project Number: 003

Project Description:

Ouachita Parish Police Jury, City of Monroe and City of West Monroe have developed flood risk reduction projects. The project includes creating an inventory of all infrastructure, hardening and updating plans for operations and maintenance.

Resilient Infrastructure Projects	Potable Water Systems	Waste Water Systems	Flood Control	Roads and Bridges	Power	Natural Gas	Telecommunications
Inventory all Infrastructure	X	X	X	X			
Update or Develop Maintenance Plans for all systems	X	X	X	X			
All-Hazard Hardening of Critical Infrastructure (generators and power redundancies)	X	X	X				
Planning with Public and Private Sector	X	X	X	X	X	X	X
Cyber Security Planning	X	X			X	X	X

Desired Outcome:

The desired outcome is to reduce infrastructure failure and reduce repair costs.

Project Cost Estimate: #####

Potential Partners:

Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Federal Emergency Management Agency (FEMA) and Office of Community Development (OCD).

Potential Funding Sources:

Federal Emergency Management Agency and Office of Community Development

Project Points of Contact (POCs):

Name	Title	Contact Info
Kevin Crosby		
Casey Tingle		
Pat Forbes		

Project Status Updates:

DATE	Update
21 Aug 2018	Project matrix has been developed.

Date: August 19, 2018

Recovery Support Function: RSF – 5 Infrastructure

Project Champion: Kevin Crosby, Kim Golden, Robbie George

Jurisdiction: Ouachita Parish Police Jury, City of Monroe and City of West Monroe

Project Title: Community Flood Projects

Project Number: 004

Project Description:

Ouachita Parish Police Jury, City of Monroe and City of West Monroe have developed flood risk reduction projects. The projects are focused on drainage and repairs.

Projects
Widening Young's Bayou & Tributaries
Adding Detention on existing drainage systems (Youngs Bayou, etc)
Black Bayou Lake (east side)
A. Repair Hannah's Run
B. Channel to Bayou DeSiard with control structure
Repairs and modifications to L11
A. Rework duckweed structure
B. Bayou DeSiard Pipe
C. Clean and restore L-11 to permit conditions (Finks to B.Lafourche)
Elevate Midway Dam
Replace Chauvin Pump Station Pipes
Improve drainage in I-20 Economic Development District
Repair and improve ditches near Swayze/Hadley
Repair and Improve Mouchoir De L'Ourse Canal
Clean out intake and sumps area for pump stations
Town and Country Levee District Repairs
Floodwall and flap gate at Oregon Trail
Calyпсо Street Pump Station
Upgrade Lenwil Road Pump Station
Upgrade Riverwood Pump Station
Upgrade Black Bayou Pump Station
Golf Course Detention Basin
Golf Course Creek Widening
Repairs to Black Bayou Canal
Parkview Drive Lateral (Wossman)

Desired Outcome:

The desired outcome is to reduce flooding in the project area.

Project Cost Estimate: #####

Potential Partners:

Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP), Federal Emergency Management Agency (FEMA) and Office of Community Development (OCD).

Potential Funding Sources:

Office of Community Development

Project Points of Contact (POCs):

Name	Title	Contact Info
Kevin Crosby		
Casey Tingle		
Pat Forbes		

Project Status Updates:

DATE	Update
21 Aug 2018	Project matrix has been developed.

Date: August 19, 2018

Recovery Support Function: RSF – 5 Infrastructure

Project Champion: Kevin Crosby, Kim Golden, Robbie George

Jurisdiction: Ouachita Parish Police Jury, City of Monroe and City of West Monroe

Project Title: Regulatory Project

Project Number: 005

Project Description:

Ouachita Parish Police Jury, City of Monroe and City of West Monroe have developed flood risk reduction projects. The projects are focused on non-structural regulatory projects.

Regulatory Review and Tool Development	All Local Governments
Drainage Districts	X
Floodplain Management	X
Watershed Management	X
Develop Geographic Information System	X

Desired Outcome:

The desired outcome is to reduce flooding throughout the community.

Project Cost Estimate: #####

Potential Partners:

Governor’s Office of Homeland Security and Emergency Preparedness (GOHSEP), Federal Emergency Management Agency (FEMA), and Office of Community Development (OCD).

Potential Funding Sources:

Federal Emergency Management Agency and Office of Community Development

Project Points of Contact (POCs):

Name	Title	Contact Info
Kevin Crosby		
Casey Tingle		
Pat Forbes		

Project Status Updates:

DATE	Update
21 Aug 2018	Project matrix has been developed.

Date: September 14, 2018

Recovery Support Function: RSF – 2 Economic Recovery

Project Champion: Sue Nicholson and Courtney Hornsby

Jurisdiction: Ouachita Parish Police Jury and City of Monroe

Project Title: Millhaven Road Expansion

Project Number: 001

Project Description:

The project widens approximately 3.8 miles of Millhaven Road from Garrett Road Intersection east to Russell Sage Road, where Millhaven Road turns north.

Desired Outcome:

Enhance economic development

Project Cost Estimate: \$32 Million Dollars

Potential Partners:

City of Monroe, Monroe Chamber of Commerce, Ouachita Parish Police Jury and State of Louisiana

Potential Funding Sources:

State of Louisiana

Project Points of Contact (POCs):

Name	Title	Contact Info
Kim Golden		

Project Status Updates:

DATE	Update

Date: October 12, 2018

Recovery Support Function: RSF – 1 Community Planning and Capacity Building

Project Champion: Tom Malmay

Jurisdiction: Region 8

Project Title: United Way 211 Project

Project Number: 001

Project Description:

The United Way 211 System is critical to the recovery. The information gathers impact data following an event and provides to emergency management. In the 2016 Flood, it helped trigger an expedited disaster declaration.

Desired Outcome:

Pay for cost of resources

Project Cost Estimate: \$ 12K to \$15K per event

Potential Partners:

All Region 8 Police Juries

Potential Funding Sources:

FEMA PA or Community Reinvestment Act

Project Points of Contact (POCs):

Name	Title	Contact Info

Project Status Updates:

DATE	Update