





MAY 2023

TERREBONNE PARISH

Long Term Recovery Plan



Acknowledgments

Project Lead Terrebonne Parish, Louisiana

Consultant

CSRS, LLC



BUILDING STRONGER, SMARTER COMMUNITIES TOGETHER.
TOGETHER.

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Letter from the Parish President



May xx, 2023

Dear Friends,

I am thrilled to introduce the Terrebonne Parish Long Term Recovery Plan: a roadmap for a prosperous and resilient future for our parish. I believe that the strategies and projects in this plan will succeed in reducing risk for our community, ensuring that current and future residents and visitors can benefit from and continue to enjoy the economic, social, and natural amenities that our parish offers. This plan is focused on reducing Terrebonne Parish's vulnerability to extreme weather events through a comprehensive recovery process, while also preserving and cultivating the sense of place and character that make our home so unique.

As a steward of Terrebonne Parish's economy and environment, I am confident that the comprehensive recovery strategy recommended in this plan will make Terrebonne a leader in recovery and risk reduction planning and an example for communities near and far.

Though living in a coastal geography such as ours involves a level of risk, we know that we can minimize that risk and continue smart, safe growth within our parish.

I am honored and excited to lead the charge of implementing these strategies, protecting Terrebonne Parish's future and enabling our community to continue to grow and thrive for years to come.



Respectfully,

Hon. Gordon E. Dove, Parish President



Houma, LA. IMAGE SOURCE: <u>maplogs.com</u>

Existing Conditions

- 1.1 Context of the Plan
- **1.2 Funding Opportunities**
- 1.3 Hurricane Ida
- 1.4 Background Stressors And Recent Disaster Events

1.5 Building on Existing Plans



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EXISTING CONDITIONS

12 Funding Opportunities

In order to build a more resilient future, Terrebonne Parish has access to an unprecedented variety of recurring funding streams as well as one-time grant opportunities available for projects related to disaster recovery, preparation, and mitigation processes. In addition to recurring funding streams, the Inflation Reduction Act (IRA) and Infrastructure Investment and Jobs Act (IIJA) have introduced dozens of one-time grant opportunities available to communities like Terrebonne. This plan will provide a central home for all recovery-related projects to then be matched with the most appropriate funding sources currently available, or paired with new funding sources as they become available. Some funds are competitive and others are allocated directly to Terrebonne Parish by the State or federal government without a competitive process. As follows is a brief description of the funding streams that are currently available to Terrebonne Parish.

FEMA PUBLIC ASSISTANCE (PA)

Federal grants provided to state and local government to help respond to and recover from ters and emergencies. In addition to major disa immedi overy needs like debris removal edical care, funds can be used and emergency i permanently restore community infrastructure affected by a federally declared incident. Terrebonne is currently eligible for FEMA PA funds esult of Hurricane Ida.

FEMA HAZARD MITIGATION GRANT OGRAM (HMGP)

Federal grants to help develop hazard mitigation plans and rebuild in a way that reduces, or mitigates, future disaster losses in a community that has been impacted by a federally declared disaster. Terrebonne is currently eligible for FEMA HMGP funds as a result of Hurricane Ida.

FEMA BUILDING RESILIENT **INFRASTRUCTURE AND COMMUNITIES** (BRIC)

Similar to FEMA HMGP, the BRIC program makes funds eligible for local hazard mitigation projects. BRIC funds, however, are available every year and are not tied to a specific disaster-rather, they are available to communities nationwide and are allocated on a competitive basis.

FEMA FLOOD MITIGATION ASSISTANCE (FMA):

Another competitive grant program that provides funding annually to states, local communities, federally recognized tribes and territories. Funds can be used for projects that reduce or eliminate the risk of repetitive flood damage to buildings insured by the National Flood Insurance Program.

COMMUNITY DEVELOPMENT BLOCK GRANT – DISASTER RECOVERY (CDBG-DR):

Federal grants through the Department of Housing and Urban Development (HUD) that provide housing, infrastructure, and economic revitalization assistance to areas impacted by a federally declared disaster. Terrebonne is currently eligible for CDBG-DR funds as a result of Hurricane Ida.

OTHER – INSURANCE PAYOUTS

While FEMA PA covers the cost of repair for much public infrastructure, Terrebonne Parish must also carry property insurance like any other landowner for public buildings. Repairs are often paid for with a mix of insurance and FEMA PA reimbursements. Terrebonne is currently waiting for insurance payouts related to Hurricane Ida damages.

1³ Hurricane Ida

Hurricane Ida made landfall in Southeast Louisiana in August 2021. In Houma, severe conditions were reported as 150-mileper-hour winds picked up debris and caused additional damage to homes and businesses.¹ The Parish sustained significant wind damage to various structures, loss of electricity and water utilities for a prolonged period, blocked roads, downed phone lines, damage to both hospitals, schools, government facilities including the power plant and jail, as well as the closing of hundreds of businesses. A broken chlorine line resulted in limited water provision as residents had a boil water warning, and the majority of the utility poles were snapped, leaving Parish residents without power for weeks. The Parish's main floodgate on the Houma Navigational Canal was also damaged, even though it was designed to withstand stronger wind speeds. The storm surge and destructive winds produced by the storm left the Parish with \$1.2 billion in damages.¹There were an estimated 750 buildings substantially damaged from the storm, 250 of which were completely destroyed. Recovery from Hurricane Ida is ongoing, and many facilities need repair and replacing, and hundreds of residents are still living in temporary housing units.



1 Terrebonne Parish Consolidated Government, 2023. "Terrebonne Parish Hazard Mitigation Plan Update 2023"

Image: And Recent Disaster Events

STRESSOR



COVID-19

While normalcy has largely been restored relative to the Coronavirus pandemic, reverberating affects are still felt in the community and economy. Mental health issues have risen for numerous demographics, and homelessness has increased as a result of sustained income loss and supply chain issues that contributed to rising housing costs.

DISASTER

Recent Hurricanes



Over the last few years, Terrebonne Parish has seen a dramatic increase in the frequency and severity of hurricanes. Prior to Hurricane Ida, 2019 Hurricane Barry and 2020 Hurricane Zeta resulted in severe wind and damage and hundreds of millions in repairs.

STRESSOR



DISASTER



IMAGE SOURCE: britannica.com

2010 Deep Water Horizon Oil Spill

The leak of 134 million gallons of oil into the Gulf of Mexico and resulting loss of marine life had long term impacts on the seafood industry in Terrebonne Parish. Recovery funding through the Clean Water Act, however, has enabled several coastal and wetland restoration projects.

STRESSOR

Coastal Land Loss



The Parish's location on the Gulf Coast and its extensive network of bayous, marshes, and wetlands make highly vulnerable to coastal erosion, which has been compounded by oil and gas extraction and groundwater pumping that have sped up land subsidence.

Economic Volatility

The trauma and fatigue of continuously having to repair disaster-related damage takes a large financial and emotional toll on the people of Terrebonne Parish. The recovery process is a long, expensive, and stressful one, and has resulted in many residents leaving the area to avoid the pain of rebuilding every few years. The resulting impact on the economy includes supply-chain shortages, decreased value of housing, shutdowns, and financial hardship for key industries in Terrebonne Parish, such as the seafood and oil and gas industry, as well as the tourism industry.



PLAN REVIEW SCPDC 2045 Metropolitan Transportation Plan

Completed in 2020 by the Houma-Thibodaux Metropolitan Planning Organization, this plan focuses on projecting the transportation needs of the Houma/Thibodaux metropolitan area into the year 2045, and sets overall transportation-related goals and identifies both short- and long-term actions to help meet those goals. The LTRP includes numerous transportation-related projects, all of which align with the goals laid out in this Transportation Plan. These goals include improving transportation-related safety, maintenance of transportation infrastructure, supporting economic development through transportation improvements, and protection of the environment through green transportation design.



PLAN REVIEW Hazard Mitigation Plan Update 2023

The 2023 Hazard Mitigation Plan Update, identifies Parish-wide hazard mitigation activities and lessons learned from extreme weather events that occurred in recent years. This plan identifies hazard mitigation projects that need to be implemented to improve the Parish's resilience to future extreme weather events, and also provides an update on the 63 hazard mitigation projects that the Parish has implemented or is in the process of implementing as a result of previous Hazard Mitigation Plan updates. Projections of future hazards were made using advanced hazard modeling, and proposed projects and activities were determined based on these projections and assessment of vulnerabilities within the Parish. The strategies and actions defined in the LTRP align directly with the goals laid out in the Hazard Mitigation Plan Update, as follows:

GOAL 1:	Identify and pursue preventive measure natural hazards.
GOAL 2 :	Increase resilience of all entities, facilit based analysis that includes support se
GOAL 3:	Enhance public awareness, public educ reduction practices.
GOAL 4:	Reduce repetitive flood losses in the pa System program.
0041 5	

GOAL 5: Facilitate sound development and implementing nature-based solutions in the parish to reduce or eliminate the potential impact of hazards.



es that will reduce future damages and preserve lives from

- ties, and utilities that support all lifelines through a systems ervices, equipment and personnel.
- cation, and understanding of local vulnerabilities and risk
- arish and continue participation in the Community Rating

PLAN REVIEW

Louisiana's Strategic Adaptations for Future Environments (LA SAFE) Terrebonne Parish Adaptation Strategy

The LA SAFE Terrebonne Parish Adaptation Strategy, adopted in 2019, provides recommendations for adaptation based on demographic and scientific projections and patterns in Terrebonne Parish. These recommendations aim to further community benefits that improve quality of life for residents while also mitigating flood risk. This two-fold goal is also inherent to all recommendations included in the LTRP.

The LA SAFE plan provides a 50-year vision for Terrebonne Parish that strategizes how to promote new growth in low-risk areas, protect assets and establish resilient neighborhoods in areas of moderate risk, and adapt to conditions in high-risk areas. The LTRP aims to further these three goals through the strategies and actions prioritized. LA SAFE also includes a road map with specific actions, many of which are included in this plan.



Terrebonne Parish Comprehensive Plan Update - Vision 2030

Adopted in 2013, Terrebonne Parish's Comprehensive Plan created a 2030 vision of the Parish and established a number of goals and actions to achieve that vision—many of which have been enacted and furthered in the last ten years. However, there is still work to be done, and the Parish has faced numerous setbacks in the intervening ten years that have changed the landscape and slowed progress.

The recovery and mitigation actions proposed in the LTRP are also devised to contribute to the Parish as envisioned in 2030; recalling specific strategies from the 2030 Vision and are yet to be enacted, while also proposing new strategies inclusive of changes that have occurred in the past ten years to further these goals.

PLAN REVIEW



PLAN REVIEW

Isle De Jean Charles Resettlement Program

The LTRP also considered the Isle de Jean Charles resettlement planning process as a case study of adaptation planning in Terrebonne Parish. The purpose of this three-phase process was to identify, design, and build a new, sustainable home in Terrebonne Parish for residents of the rapidly disappearing Isle de Jean Charles. This new community, located in Schriever in the northern part of the Parish, is called The New Isle.

Phase II of the resettlement process included the master planning process of selecting and designing The New Isle site for the Isle de Jean Charles community.

Now in Phase III, The New Isle community is under construction and the first residents have moved in to their new homes. The complexity and nuance of the resettlement process informed the strategy of this plan. The LTRP centers around a comprensive envisioning of longterm sustainability for Terrebonne's future--informed by the visioning that went into the development of The New Isle.



Louisiana's Comprehensive Master Plan for a Sustainable Coast - 2023

The LTRP is also aligned with the Coastal Protection and Restoration Authority of Louisiana's (CPRA) coastal master plan. Every 6 years, CPRA conducts a planning process to prioritize goals for coastal restoration and risk reduction in Louisiana's coastal regions. The 2023 plan includes 16 coastal restoration and risk reduction projects in Terrebonne Parish, which include marsh creation, ridge restoration, riverine diversions, and landbridges. The actions proposed in the LTRP will work in conjunction with CPRA's projects to reduce risk to the Terrebonne community

PLAN REVIEW



Community Engagement Process





PUBLIC FEEDBACK **Community Engagement meetings**

There were eight community meetings across Terrebonne Parish with a total of 219 attendees from the general public. Each community's specific issues and themes were recorded from each meeting to help prioritize recovery projects for the Parish.

- MEETING #1 Pointe Aux Chenes/Montegut (08.17.2022)
- MEETING #2 Gray/Schriever (08.23.2022)
- MEETING #3 Grand Caillou/Dulac (08.29.2022)
- **MEETING #4** Chauvin (08.31.2022)
- **MEETING #5** Houma (09.1.2022)
- **MEETING #6** Theriot/Dularge (09.07.2022)
- MEETING #7 Gibson/Black Bayou (09.13.2022)
- MEETING #8 Houma (09.21.2022)



From community meeting #1 for Montegut/Pointe aux Chenes

- HOUSING RECOVERY
- Some housing not built to withstand extreme weather events.
- Housing must be built or mitigated to withstand both flood and wind risks.
- PUBLIC FACILITIES **RECOVERY &** RESILIENCE
- Schools damaged and inoperable after Hurricane Ida
- Lack of recreational facilities and amenities



PUBLIC FEEDBACK **Recovery Themes**

Terrebonne residents identified the following parish-wide recovery themes and concerns.

- Housing rebuilding has been slowed by lack of recovery funds.
 - Acute lack of affordable housing.

Extended closure or loss of key public services due to damaged public facilities

- A shelter and recovery center for post severe weather events

From community meeting #2 for Gray/Schriever

PUBLIC FEEDBACK **Recovery Themes**

UTILITY **INFRASTRUCTURE**

- Increasing number of extended power outages following severe weather events.
- Inadequate sewer system in some areas, especially with growing populations.
- The potable water system is vulnerable to extreme weather events.
- Many streets and neighborhoods are prone to flooding in intense rainfall events.
- Limited high-speed internet access in some locations.

ROADS AND BRIDGES

- Unsafe intersections and roadways.
- Bridges in need of repair and traffic safety improvements.

ECONOMY & JOBS

- elsewhere.
- Hurricane Ida.

- Diversify economy

ENVIRONMENTAL & NATURAL AREAS

- waterways.
- Parish.



From community meeting #3 for Grand Caillou/Dulac



PUBLIC FEEDBACK **Recovery Themes**

Lack of local job opportunities for younger workers, many seek work

Many existing businesses have experienced losses due to COVID-19 and

Need to attract new businesses and investments to the Parish Many commercial corridors and downtown have seen decline

Maintenance, cleaning, and improvement is needed along many bayous and

Continuing coastal restoration is key to the long-term success of Terrebonne

Natural environment is an asset to increase visitors and investment.

From community meeting #5 in Houma

Goals, Strategies & Actions

A. Adapt to a Changing Environment

B. Protect and Strengthen Critical Services

C. Connect Communities to Opportunity



Adapt To A Changing Environment

STRATEGY A.1:FOCUS INFRASTRUCTURE INVESTMENT IN LOWER RISK AREASSTRATEGY A.2:ENHANCE NATURAL SYSTEMS TO REDUCE RISK AND PROMOTE ECONOMIC
RESTORATIONSTRATEGY A.3:SUPPORT PROPERTY OWNERS TO MITIGATE THEIR RISK

The identity of Terrebonne Parish is deeply intertwined with a coastal ecosystem that has allowed residents to live off the land for generations and created the local culture as it is known today. Many residents live along the bayous that weave through the Parish, and the flourishing seafood

industry is one of the biggest economic contributions to not only the Parish but the State as w

As a coastal parish in a humid, subtropical climate, Terrebonne Parish experiences regular tropical storms as well as the storm surge and precipitation they bring, all of which pose significant flood risk. Sea level rise, increasing severity and frequency of weather events, and subsidence continue to erode land, reshaping Terrebonne Parish's coastline and increasing flood risk in areas previously considered safe from flooding. In 2021, Hurricane Ida had a devastating impact on the Parish, leaving thousands without power for weeks. In 2020, Hurricane Zeta damaged dozens of homes and resulted in a massive power outage.

As the geography of Terrebonne changes, the Parish will prioritize infrastructure projects that minimize both current and projected risks posed by extreme weather events, which we know to be occurring with greater frequency and intensity. Climate adaptation is an active process of on-going policy and procedure updates that proactively minimize disruptions from natural disasters and keep the Terrebonne Parish community safe. The following are strategic adaptation recommendations informed by a systems-based planning approach, designed to minimize disaster risk while promoting economic growth in areas with potential for long-term sustainability.

Madison Falgout and her father, Mason Falgout, notice crabs in the water from the shrimp boat where their family is now living on Bayou Grand Bayou after being displaced by Hurricane Ida. (Henrietta Wildsmith/The Times)

SOURCE: Daily Advisor

FEATURED ACTION

STRATEGY A.1 Focus Infrastructure Investment In Lower Risk Areas

Developing infrastructure in low-risk areas will be crucial for long-term sustainability and strategic growth in Terrebonne Parish. Populations have already increased in northern parts of the Parish, such as Bourg, Schriever, and Gray, while southern Bayou communities such as Dulac, Montegut, and Chauvin have experienced population decline.¹ Focusing high quality infrastructure projects in areas that have a lower chance of flooding, where populations are already growing, will bolster growth patterns and hopefully continue to attract new residents. It is also important that the pace of population growth not outpace the current capacity of infrastructure—proactive investments in growing communities, and forward-thinking planning will enable smart, safe growth. Following capital improvements will be increased opportunities for living, shopping, and recreation, which will in turn create new jobs and snowballing effects of economic growth.

1. "Terrebonne Parish Adaptation Strategy." LA SAFE, pg. 59. Apr. 2019



FEATURED ACTION



Update The Comprehensive & Land Use Plan To Support Adaptation

The current Comprehensive Plan for Terrebonne Parish was created in 2012. Since then, the land has continued to subside and estimates from 2017 had the average rate of relative sea level rise in Terrebonne Parish between 0.24 and 0.79 inches a year. The Plan needs updating to be better fitted to the current environment and economy of Terrebonne. An updated plan will help identify available land resources and establish a clear vision for the future of Terrebonne Parish.

FEATURED ACTION



Expand sewer and drainage in lower risk/growing areas

Expanding sewer and drainage infrastructure into lower risk areas is essential to encourage relocation and economic growth in northern parts of the Parish. The Parish will seek State and Federal funds to expand and improve the sewer system in areas with little to no infrastructure. Many residents want to move from flood-prone areas to higher ground where the flood risk is lower, but the current infrastructure is overstretched. Having adequate infrastructure, including existing sewer and drainage, will support movement to lower risk areas.

Relocate critical facilities to lower risk areas

It is essential that critical facilities remain operational during times of emergency. The Parish will pursue opportunities to relocate critical facilities, such as the Waste Transfer Facility and Jail, to lower risk areas to provide more safety for residents during and after severe weather events. The current jail, for example, is in a SFHA, which poses a severe threat to individuals who are unable to flee during a disaster. This also becomes a burden on the Parish, responsible for quickly relocating inmates during a time of emergency. During hurricane Ida about 500 inmates had to be evacuated to other Parish facilities

STRATEGY A.2 Enhance Natural Systems to Reduce Risk and Promote Economic Restoration

Terrebonne Parish is comprised of land woven with a network of bayous, lakes, waterways, and wetlands. This unique natural environment provides recreational and economic opportunities for people and has allowed residents to live off the land for generations. Restoring and maintaining marsh ecosystems to the extent possible is necessary to prevent further degradation of the coast by trapping sediment that acts as a buffer from storm surge produced by tropical storms. Restoring marsh and wetland habitats will also help slow coastal erosion and bring back wildlife, which is essential for maintaining nature tourism and the hunting and fishing industries that are pillars of the Parish's identity and the livelihoods of its inhabitants. The coast plays a large role in Louisiana's economy, especially in Terrebonne, as the Parish accounts for over 20% of the State's seafood production.¹ The Parish will continue its partnership with the State to implement large-scale coastal restoration projects that curb erosion of the coast and bolster the economy of the Parish.

1 "History of Houma - Terrebonne" Terrebonne Parish Consolidated Government.



Bayou Walk, downtown Houma, LA. IMAGE SOURCE: <u>Smart Start of Louisiana</u>





Volunteers add recycled oyster shells to an artificial reef near Montegut on the Louisiana coast. IMAGE SOURCE: <u>NOLA.com</u>

FEATURED ACTION



Large-scale coastal restoration projects

In partnership with the Coastal Protection and Restoration Authority (CPRA), the National Fish and Wildlife Foundation (NFWF), and the National Oceanic and Atmospheric Administration (NOAA), among others, Terrebonne Parish is committed to implementing the many large-scale coastal restoration projects identified in the Coastal Master Plan. For example, NFWF has committed \$5 million for the Lake Chien Living Shoreline Oystered Program to reduce coastal erosion and create habitats for wildlife. These large-scale projects will help prevent further damage to Louisiana's coast.

Expansion of walking trails

The Parish will focus redevelopment to feature Terrebonne's natural environment near the trails surrounding downtown Houma. In 2021, tourists generated over \$203 million in spending and \$72 million in direct earnings, creating 2,740 jobs across several industries.¹ Downtown Houma is in a low flood risk zone, so redeveloping the area to better feature the waterways and bayous will help enhance recreation and continue to draw in visitors to improve the economy. The Downtown Houma Bayou Walk runs through downtown Houma along Bayou Terrebonne will be extended and restored to become a focal point of the downtown landscape-increasing access to the bayou and encouraging tourism and recreation in a low-risk area that is uniquely Terrebonne. A nature trail is also being developed as part of the Bayou Terrebonne/Bayou Cane Stormwater Management Basin project referenced on p. 44.

1 "Tourism Economic Impact" Explore Houma - Louisiana's Bayou Country, 9 Nov. '22

STRATEGY A.3 Support Property Owners Throughout Parish to Mitigate Their Risk

The Parish Government will continue to assist property owners with the rebuilding of their homes, and also implement preventative risk mitigation programs to minimize damage by future weather events. Implementing programs to retrofit buildings and homes will help relieve financial stress and encourage residents to stay in the area in homes that are safe. Taking the steps to make properties better suited for the high winds and severe flooding will be crucial in this process. The Parish will also partner with the State to promote non-structural adaptation projects. These types of projects can be sustainable long-term and have ecological benefits. Non-structural projects include land use policies to reduce flood risk, education campaigns for property owners, and programs to subsidize homeowners' insurance. The Parish will pursue funding opportunities through state agencies such as the Coastal Restoration and Protection Authority (CPRA) and the Louisiana Office of Community Development (OCD) for non-structural adaptation projects.

It is also important to note that many organizations in Terrebonne Parish undertake extensive mitigation efforts without Parish assistance—Terrebonne General Hospital, for example, installed a roof able to withstand 200 mph winds, and Fletcher University is pursuing microgrids for all of their facilities. The Parish seeks to encourage private mitigation efforts, and also learn from these efforts as models for future mitigation projects.





Provide grant funding to homeowners for wind retrofits and elevations

The Parish will continue to pursue federal and State-level funding opportunities available for wind retrofits and elevations. FEMA's Hazard Mitigation Grant Program (HMGP), for example, is a consistent source of funding for homeowner mitigation programs. Taking preventative measures before disasters will help increase resilience and make the recovery process quicker and easier for residents. Home fortifications and elevations will also help lower homeowners' insurance premiums and decrease costliness of future repairs. For example, the Louisiana Office of Community Development through Community Development Block Grant money funded the Isle de Jean Charles Resettlement program to move a community of island residents to an area of higher ground, New Isle, in Terrebonne Parish. Approximately 38 homes were built to the Fortified[™] standard, to ensure long-lasting housing options for all residents.

B. Protect and Strengthen Critical Services

STRATEGY B.1:BUILD ROBUST AND REDUNDANT SYSTEMS FOR CRITICAL UTILITIESSTRATEGY B.2:FORTIFY ESSENTIAL PUBLIC FACILITIES AND EMERGENCY SERVICESSTRATEGY B.3:IMPROVE AND ENHANCE FLOOD PROTECTION

Ensuring access to essential services includes strengthening, improving, and creating consistency in existing facilities. This will help limit disruption during times of emergency and continue normal daily functions. Making upgrades to current infrastructure and monitoring the quality of new construction is an essential element of the Parish's recovery and mitigation process. Strengthening measures include the use of more durable materials to better withstand environmental factors such as flooding and winds. Establishing routine inspections will also be important to make sure buildings are up to code to prevent a long recovery process.

Strengthened critical infrastructure is needed to keep residents of Terrebonne Parish safe from hazards and ensure access to clean water and power during times of emergency. Strengthening critical infrastructure also requires strong public-private partnerships, especially regarding electricity providers. Entergy, for example, is a major provider in Terrebonne Parish, and can seek grants to harden the transmission systems that serve Parish residents, and also support the microgrid projects that the Parish is pursuing. Mutual support and collaboration between the Parish and private service providers will greatly benefit the community and strengthen the recovery process.

The Houma Marina features boat docking, a playground, and a recreational pathway. IMAGE SOURCE: Levitt Foundation

STRATEGY B.1 Build Robust and Redundant Systems for Critical Utilities

Building sturdier systems that are consistent throughout Terrebonne Parish will be an important part of this recovery effort. Fortifying essential systems like water and power is essential to emergency operations. The Parish will implement grid hardening projects, such as installing sturdier utility poles, improving the durability of transmission lines, upgrading the gas mainline, investing in microgrids to route power to critical facilities during times of emergency, and conducting more vegetation management to prevent fallen trees taking down power lines during storms. During Hurricane Ida, the power was out for an extended time, making it challenging for Terrebonne Parish residents to safely travel, meet their basic needs, and contact people to let them know they were safe. Also, during times of extreme weather the potable water system can become contaminated, triggering a boil water advisory. Minimizing the potential for contamination is necessary to ensure that residents can have access to clean drinking water. Making improvements to the electric grid and potable water system will greatly help improve the quality of life for residents in Terrebonne Parish.



FEATURED ACTION

mplement microgrids at critical facilities

To have better control of energy during extreme weather, implementing microgrids at critical facilities will be essential to maintain power where it is needed most in the Parish. Microgrids are smaller electric grids that have multiple distribution sources and can be separated from the larger grid to continue supplying power during outages. Terrebonne Parish is actively pursuing the installation of microgrids as they can help ensure the power will stay on for critical facilities, like hospitals, which need power to provide care to patients at all times. For example, during Hurricane Ida a microgrid company was able to provide support to residents by supplying emergency generators to help provide temporary power until the utility power was restored three weeks later. However, Hurricane Ida had devastating effects on Terrebonne's Power Utility system. As a result, the Parish is still having to buy energy from Entergy to supply enough power for all residents. The Parish is working to create a plan to regain control of the electric system in Terrebonne to allow for better rates for residents, as the increasing cost and demand for natural gas continues to rise. In pursuit of funding for grid resilience projects, the Parish has partnered with the State of Louisiana to apply for federal funding through the Grid Resilience and Innovation Partnerships (GRIP) program. Part of the Bipartisan Infrastructure Law, these funds will accelerate the deployment of transformative grid resilience projects in the Parish.

FEATURED ACTION





Restore power plant to enhance energy generation resilience

The Parish is pursuing funding to restore and improve the capacity of the municipal power plant that sustained extensive damage during Hurricane Ida. A high-functioning municipal power plant will reduce the Parish's reliance on private companies and lower costs for residents.

STRATEGY B.2 Fortify Essential Public Facilities and Emergency Services

Over the past hurricane seasons, several of the essential public facilities in Terrebonne Parish have been severely damaged. The electrical grid was severely damaged during Hurricane Ida, and the Parish remained without power for several weeks. Schools, government buildings, and hospitals struggled to stay open due to the lack of power and unsafe conditions. Grocery stores and gas stations were also forced to close, preventing residents from getting food and traveling. To prevent further destruction from severe weather, the Parish will continue to make fortifying retrofits to critical facilities to withstand high winds and flooding—installing wind-resistant roofing, fiber cement siding for durability, and other hardening retrofits. This will increase safety in the community and make residents feel more secure during these times of distress. Functioning transportation-related services are also essential to ensure a rapid restoration of critical government services as well as the commercial sector in the immediate aftermath of disaster. Roads must quickly be made passable, transit services must quickly be restored, and fuel reserves and generators/generator hook-ups must be in place.

FEATURED ACTION



Add safe rooms in facilities critical to emergency response and recovery

The Parish is working to identify locations for safe rooms within public buildings, and is pursuing funding for safe rooms within the North Treatment Plant, the North Campus Public Works building, the new courthouse, the Bayou Cane Fire Department, Houma Fire Department, and new Terrebonne Parish Correctional Center. These safe rooms will be up to standard to withstand damages from severe weather events and offer shelter to emergency response employees, so they can respond to emergencies more quickly.



New courthouse facility

Prior to Hurricane Ida , the Courthouse Annex was turned into a 10-day quarantine facility for inmates to be processed before being temporarily relocated to other Parish facilities for the storm.¹ After the storm, the courthouse was unusable for an extended period of time due to the damages sustained to the Clerk of Court's Office and the courtrooms in the annex. This resulted in judges having to hold sessions in the Civic Center, which delayed the speediness of trials. The closing of the courthouse also made it difficult to file official documents, and slowed down many everyday bureaucratic processes—such as the buying and selling of homes and filing of damage claims. This is why it is essential to fortify public facilities for severe weather, so that daily life functions may resume in a quick manner. The Parish is pursing funding to construct a new, highly resilient courthouse annex that will also function as a safe-room—enabling the continued operation of bureaucratic matters and providing a shelter for residents.

1 Copp, Dan. "Terrebonne Jail Prepares to Bring Back Inmates as Hurricane Ida Repairs Nearly Complete." Houma Today, The Courier, 4 Mar. 2022

FEATURED ACTION



Document storage and recovery plans

Hardening projects for essential TPCG buildings, such as document storage facilities and the new courthouse, will be prioritized to help speed up the recovery process for the Parish and residents.

FEATURED ACTION

STRATEGY B.3 Improve and Enhance Flood Protection

Flooding is a regular concern in Terrebonne Parish. The Parish's susceptibility to hurricanes and heavy rainfall due to the low elevation make the flood risk especially high in certain parts of the Parish. Flood risk poses a financial and social threat to the residents of Terrebonne Parish, as this stressor frequently interrupts day to day life. Many residents who live here are in the fishing industry and rely on being close to the Bayous and the Gulf. Not all residents are able to relocate to higher ground as their jobs require them to be close to the water. Improving drainage and implementing stormwater management plans will be crucial to lower flood risk to help keep residents in their homes as long as possible. As flooding has become more frequent, insurance companies have left the Louisiana market, causing insurance rates to dramatically increase. The Parish will pursue measures to minimize this financial burden on property owners and help keep insurance affordable for long term and new residents alike.

FEATURED ACTION



Outreach on flood insurance

The Parish will work to raise the Community Rating System (CRS) score and identify potential programs to assist with the cost of flood insurance. Communities with high CRS scores have discounted flood insurance rates due to the community's efforts to reduce flood risk. Between 2004 and 2015, homeowner's insurance premiums in Terrebonne Parish increased by 105%. Rising costs having increased the housing cost burden for all Terrebonne homeowners; causing many to make the hard choice to leave their homes, or compromise on needed home repairs or resilience measures. Lower rates will help residents stay in their homes, and also encourage movement to the Parish, as housing will be more affordable.



FEATURED ACTION



FEATURED ACTION





Drainage Improvements

Making improvements to the drainage system through non-structural solutions will also be beneficial to reduce flooding in the Parish. The Parish will look into the possibility of reshaping the natural environment to drain excess water better during times of heavy rainfall. This could also include building detention and retention ponds to store excess water and relieve some of the load put on Terrebonne's drainage system.

Bayou Terrebonne/Bayou Cane Stormwater Management Basin

The Parish already has potential areas identified for stormwater improvement projects, such as using the four root acres as a stormwater detention basin; collecting rainwater and runoff to ease stress on the existing drainage system during heavy rain. Stormwater detention will help protect surrounding ecosystems and improve water quality. The site will also be used for recreation, including trails, a bike path, and kayak launches.

Upgrades to flood gates and pump stations

Implementing further stormwater management structures at high-risk locations in Terrebonne Parish will also help reduce flooding risk. New flood gates and pump stations will help manage water during storm surges and prevent flooding.

3 | GOALS, STRATEGIES & ACTIONS

C. Connect Communities to Opportunity

STRATEGY 1:LEVERAGE RECOVERY FUNDING TO INCREASE HOUSING AFFORDABILITYSTRATEGY 2:SUPPORT THE RECOVERY AND GROWTH OF KEY INDUSTRIESSTRATEGY 3:ENHANCE TRANSPORTATION SAFETY AND MOBILITY

Successful and growing cities work to improve neighborhoods, increase the well-being of residents, and create more opportunities for growth for all residents. After Hurricane Ida, about 13,000 homes in Terrebonne Parish were destroyed, with 60% being deemed uninhabitable.1 In the rebuilding process, creating affordable living opportunities in low-risk areas is essential to ensure that lower-income residents have access to safe, high-quality housing with minimal flood risk. Creating access to affordable, flood-safe housing will help residents escape a cycle of constantly having to repair homes after disasters—enabling long-term wealth building, and minimizing the disruption to daily life resulting from disaster events. The impacts of disasters are disproportionately felt by lower-income households, for whom a week of lost work or a necessary home repair might mean the loss of other basic necessities like food or transportation. Households with more savings are typically spared from having to make these trade-offs and decisions during disaster times and are able to bounce back more quickly to normalcy after a disaster. Stable, resilient housing would be life-altering for low-income households of Terrebonne Parish who currently lack it, and the Parish is committed to increasing safe, affordable housing stock in low-risk areas.

1 WDSU Digital Team. "60% Of Homes in Terrebonne's Bayou Communities Deemed Unsafe after Hurricane Ida." WDSU, 3 Sept. 2021.

"Market at Marina" - outdoor farmer's market at downtown Houma, LA MAGE SOURCE: Terrebonne General Health system

FEATURED ACTION

STRATEGY C.1 Leverage Recovery Funding to Increase Housing Affordability

Affordable housing stock in Terrebonne Parish has been greatly diminished due to repeated stormrelated damages and slow rebuilding processes. The rising cost of flood insurance and shrinking property values of homes in high-risk flood zones has also made it hard for residents to relocate to lower-risk areas. At current rates, Terrebonne Parish is projected to lose 25% of its housing stock available for \$200k or less due to increased home values.11 The Parish will work with the Terrebonne Parish Housing Authority to invest in more affordable and mixed-income housing in lower-risk areas to allow the opportunity for relocation, and replace units destroyed by Hurricane Ida that have yet to be replaced.

The population in the Parish has been declining since Hurricane Katrina in 2014, from 111,000 to 108,000. Estimates from the 2021 Small Area Income and Poverty Estimates (SAIPE) survey show approximately 16.9% of the population in Terrebonne Parish live below the poverty line. Those who are under the poverty line are more vulnerable to environmental hazards and stressors, they have fewer resources to prepare for and recover from disastrous events. They are also less likely to be adequately insured against disastrous events. Leveraging recovery funding to increase affordable housing in low-risk areas will be vital to get residents back in their homes post disaster and hopefully draw in new residents to the area.

1 ESRI Site To DO Business, US Census Bureau.



Renaissance Oaks Apartments in Houma, bought by Iris Development Company to turn 60% of the preexisting units into affordable, multi-family housing units at 50% of Annual Median Income (AMI). IMAGE SOURCE: Ins. development





FEATURED ACTION



FEATURED ACTION





Parkwood Place development

Terrebonne Parish is currently soliciting developers to build 96 units of affordable housing at the Parkwood Place Subdivision in Houma. The development, in a low flood risk area, will include units for the elderly and households with lowmoderate income levels. Completion of this project will be a significant step forward in replacing the many units of affordable housing that were lost during Hurricane Ida.

First Time Homebuyer Program

Having programs such as a First Time Homebuyer Program will help encourage younger people to move to or stay in the area. Terrebonne Parish previously administered a successful First Time Homebuyer Program in the aftermath of Hurricanes Gustav and Ike—offering low-income first-time homebuyers assistance with down payments and closing costs for home purchases. This program, however, was expended in 2015. The Parish intends to offer a program similar to this one utilizing forthcoming allocations of CDBG-DR funding.

Mixed income multi-family housing development



Promoting mixed-income multi-family housing in low-risk areas will also be beneficial long-term for residents and the Parish. The Parish will pursue funding to incentivize developers to build highquality mixed-income developments. Projects such as these will also further the walkable urbanism being pursued through the Houma Downtown Revitalization Plan.

STRATEGY C.2 Support the recovery and growth of key industries

Terrebonne's economy is anchored by the oil and gas industry, but there are many opportunities for growth in the medical, coastal restoration, food manufacturing, tourism, seafood, and professional service industries. The abundance of bayous and marshes allow for many recreational opportunities for visitors. The hardworking people that make up Terrebonne Parish are also a key part of this recovery and growing process. There are many self-built, local business owners that play an important part in the economy. In fact, Terrebonne Parish ranked in the top 10% of all US counties for business application growth between 2019 and 2021.¹¹ The Parish, in partnership with the Terrebonne Economic Development Agency (TEDA), will continue supporting these small businesses to maintain and encourage the sense of place and culture that makes Terrebonne Parish unique. The seafood industry is a huge part of Terrebonne Parish's economy, and the Parish will prioritize recovery funding to support the shrimping, fishing, and related industries. Bringing in new businesses and supporting existing ones will be important for growing the economy and increasing wellbeing for residents in Terrebonne Parish.

1 Lightcast Economic Modeling.

FEATURED ACTION



New business incubation

Promoting local businesses and offering incentives for other businesses to relocate to Terrebonne Parish will be a beneficial long-term investment for the Parish. A small business incubation program in partnership with a local university, for example, could help encourage young people and entrepreneurs to stay or relocate to Terrebonne Parish and grow successful new businesses. Nicholl's State University runs a successful business incubator program in Thibodeaux: The Bayou Region Incubator. Supporting more programs like this one throughout the Parish will provide more opportunities for entrepreneurs, as well as activating underutilized spaces.





LATURED ACTION



Another method of spurring the economy, supporting residents, and encouraging young people to stay in the Parish is providing workforce education opportunities. Terrebonne Parish will explore partnerships with local colleges to increase availability and affordability of job training programs for Terrebonne residents. Activities could include on-the-job training, customized training, job readiness services, and college credit courses, and include provision support services, such as child care and transportation, to reduce or eliminate barriers to an individual's ability to participate in program activities.

FEATURED ACTION



Business support programs that grow from Houma Downtown Revitalization Plan

Support for the Seafood Industry

The Parish will pursue disaster recovery funding to support the seafood economy. For example-a regular seafood market for small-scale fishermen to sell their fresh catch could help draw people to the area and drive the economy. Capitalizing on the seafood industry as a draw for tourism and creating a platform for fisherman to sell their products will provide the dual purpose of placemaking to increase tourism and directly boosting the seafood economy.

Explore partnership with Community and Technical Colleges for Workforce Development Program

The Houma Downtown Revitalization Plan currently in development includes research on methods to support business growth in downtown Houma. Investing in new business growth is a key strategy for long-term recovery and the sustainability of Terrebonne Parish's future economy. The Parish will pursue funding for business support programming that is recommended through the downtown revitalization planning process.

STRATEGY C.3 Enhance Transportation Safety and Mobility

Improvements to transportation safety and access are needed in Terrebonne Parish. Dangerous roads and bridges need improvements to lower the number of accidents they cause and to help residents evacuate safely and quickly in the event of disaster. In 2022, there were 13 fatal crashes and 896 injuries from crashes in Terrebonne Parish.¹ Having a clear, safe evacuation route will also encourage residents to leave during these times and may result in fewer deaths and injuries caused by natural disasters. The Parish will work to create safer routes of transportation for all residents. This will include implementing a Complete Streets Program to identify alternate routes for large trucks and creating safer paths for pedestrians and bicyclists to reduce the number of vehicle-related accidents in the Parish.

1 "Center for Analytics & Research in Transportation Safety," CARTS, LSU, 20 Feb, 2023.





MAGE SOURCE: BikePGH

FEATURED ACTION

Complete Streets demonstration project in downtown Houma

Developing Complete Streets demonstration projects will be a good tool to show how to improve the roads in Terrebonne to make safer, friendlier travel routes for pedestrians. This is a transportation design approach to ensure that streets are being designed and maintained to allow for safe and convenient travel for all forms of transportation. As most roadways are designed for motor vehicles, Complete Streets policies will prevent large semi-trailer trucks from driving through highly populated and residential areas to improve safety for all users.

Implementation Plan

Google aerial image

This chapter provides an overview of the projects currently planned to help achieve the goals discussed in the previous chapter. The implementation plan will be continuously updated as projects are completed, and new projects are added as Parish needs change and new funding becomes available.

Bayou Terrebonne in Houma IMAGE SOURCE: Miles 2 Go Before I Sleep

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PLANNING AND PRIORITIZATION

Implementation Plan



PROJECT PLANNING AND PRIORITIZATION GOAL A: Adapt to a Changing Environment

STRATEGY A.1

Focus Infrastructure Investment In Lower Risk Areas

ATCHAFALAYA RIVER LONG-DISTANCE SEDIMENT PIPELINE TO TERREBONNE PARISH

Conveying sediment from the Atchafalaya River to Terrebonne for marsh creation RESPONSIBLE AGENCY Coastal Zone Management

HAZARD MITIGATION PROGRAM

- Residential mitigation reconstruction projects
 - **SUB-PROJECT 1:** Wind retrofits to new residential structures
- **SUB-PROJECT 2:** Homeowner reconstruction **RESPONSIBLE AGENCY** Planning and Zoning

UPDATE OF THE FLOOD RESPONSE PLAN

Update to existing document **RESPONSIBLE AGENCY** Planning and Zoning

COMPANY CANAL MITER GATE

Gate to prevent the Intracoastal Waterway from flooding company canal. **RESPONSIBLE AGENCY** Public Works

BAYOU TERREBONNE MITER GATE

Gate to prevent the Intracoastal Waterway from flooding Bayou Terrebonne **RESPONSIBLE AGENCY** Public Works

FLOOD GAUGES FOR EMERGENCY PREPAREDNESS

Acquisition and installation of additional flood gauges RESPONSIBLE AGENCY OEP

BAYOU TERREBONNE/BAYOU CANE STORMWATER MANAGEMENT BASIN

Stormwater detention pond with recreation component **RESPONSIBLE AGENCY** Public Works

STUDY AND REPLACEMENT OF DOWNTOWN CULVERTS

Improvements to aging downtown culverts **RESPONSIBLE AGENCY** Public Works

MINOR'S CANAL GATE

Gate to control flooding of Minor Canal **RESPONSIBLE AGENCY** Water Works/Admin



populations

- RESPONSIBLE AGENCY Public Works



PROJECT PLANNING AND PRIORITIZATION GOAL A: Adapt to a Changing Environment

RESPONSIBLE AGENCY Government Buildings

SEWER AND DRAINAGE IMPROVEMENTS IN GROWING COMMUNITIES

Construction of sewer and drainage infrastructure in low-risk areas of Parish SUB-PROJECT 1: Wastewater Master Plan for northern part of Parish to plan for migrating

SUB-PROJECT 2: Install back-up generators at existing sewer lift stations SUB-PROJECT 3: Upgrade/construct new wastewater treatment plant in northern part of Parish

GOAL A: Adapt to a Changing Environment

STRATEGY A.2

Enhance Natural Systems to Reduce Risk and Promote Economic Restoration

	RESTORING LOUISIANA MARSHES: PROTECT SACRED SITES, INCREASE TRIBAL RESILIENCE, & REDUCE FLOOD RISK
	Backfilling historical commercial canals to decrease salt water intrusion and increase habitat RESPONSIBLE AGENCY Coastal Zone Management
	LANDBRIDGE IN EASTERN TERREBONNE PARISH
Τ	Eventual "Land Bridge" between Bayous Terrebonne and Pointe aux Chenes RESPONSIBLE AGENCY Coastal Zone Management
	LAKE BOUDREAUX LIVING MITIGATION TERRACES
T	Creating terraces to eliminate open water and the wave action from wind driven surge RESPONSIBLE AGENCY Coastal Zone Management
	LAKES CHIEN AND TAMBOUR LIVING SHORELINE OYSTERBED PROGRAM
Т	Placing gabion mats or equivalent to preserve shore and provide oyster habitat and water qua RESPONSIBLE AGENCY Coastal Zone Management
	WHISKEY ISLAND SAND RETENTION & PROTECTION PROJECT
Т	Development of sand retention system to maintain barrier island RESPONSIBLE AGENCY Coastal Zone Management
	DOWNTOWN HOMA REVITALIZATION TRAIL EXTENSION AND REDEVELOPMENT
T	Extension of Bayou Walk in downtown Houma RESPONSIBLE AGENCY Planning and Zoning

STRATEGY A.3

CLIMATE RESILIENT HOMEOWNER ELEVATIONS

Fortified/Reinforced construction methods RESPONSIBLE AGENCY Planning and Zoning

Support Property Owners to Mitigate Their Risk

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Diverse landscapes and native wildlife on a swamp tour, in Houma, LA. IMAGE SOURCE: Visit The USA

PROJECT PLANNING AND PRIORITIZATION

GOAL B: Protect and Strengthen Critical Services

STRATEGY B.1

Build Robust and Redundant Systems for **Critical Utilities**

115 TRANSMISSION LINE IMPROVEMENTS PHASE II

Replacing existing wooden utility poles with steel structures **RESPONSIBLE AGENCY** Utilities

HIGHWAY 311 GAS MAINLINE UPGRADE

Upgrading sections of gas mainline along Highway 311 from (2) inch to (4) inch **RESPONSIBLE AGENCY** Utilities

POWER PLANT RESTORATION

Complete restoration of damaged municipal power plant **RESPONSIBLE AGENCY** Utilities

GRID RESILIENCE

Study and installation of microgrids in critical facilities

SUB-PROJECT 1: Fletcher Community College Microgrid Installation (\$412,885) **SUB-PROJECT 2:** Microgrid Study (\$525,000)

RESPONSIBLE AGENCY Utilities

PORTABLE ENERGY SOURCE AND HUB FOR POINTE AU CHIEN

Microgrid in Pointe au Chien RESPONSIBLE AGENCY Public Works

STRATEGY B.2

Fortify Essential **Public Facilities** and Emergency **Services**

NORTH TREATMENT PLANT SAFEROOM

Saferoom construction **RESPONSIBLE AGENCY** Public Works

NORTH CAMPUS PUBLIC WORKS SAFEROOM

Saferoom construction **RESPONSIBLE AGENCY** Public Works

AMERICAN LEGION HVAC REPLACEMENT

Replacement of aging HVAC system RESPONSIBLE AGENCY Public Works

GARBAGE COLLECTION TRANSFER STATION RELOCATION

Relocate Garbage Collection Transfer Station to the northern side of Terrebonne Parish **RESPONSIBLE AGENCY** Solid Waste

STRATEGY B.2

(continued) **Fortify Essential Public Facilities**

and Emergency Services

TLCD BUILDING - INTERNAL SAFE ROOM Saferoom construction

RESPONSIBLE AGENCY TLCD

COURTHOUSE

Construction of resilient courthouse in low-risk area RESPONSIBLE AGENCY Admin

HOUMA HEIGHTS DRAINAGE Improve existing gravity drainage system RESPONSIBLE AGENCY Public Works

RESPONSIBLE AGENCY Admin

Improve and Enhance Flood Protection

STRATEGY B.3

HOUMA NAVIGATION CANAL/BAYOU GRAND CAILLOU PUMP STATION Reduction of residual risk of flooding during tropical storms and hurricanes **RESPONSIBLE AGENCY** Coastal Zone Management



B. PROTECT AND STRENGTHEN CRITICAL SERVICES

PROJECT PLANNING AND PRIORITIZATION GOAL B: Protect and Strengthen Critical Services

SUB-PROJECT 1: Construction of saferoom within courthouse (\$7,152,883)

DOCUMENT STORAGE/RECOVERY

Study of disaster-resilient document storage system

GOAL C: Connect Communities to Opportunity

STRATEGY C.1

Leverage Recovery Funding to Increase Housing Affordability

FIRST TIME HOMEBUYER PROGRAM

Down-payment and closing cost assistance/Soft-second deferred loan
RESPONSIBLE AGENCY Housing

PARKWOOD PLACE DEVELOPMENT

Construction of affordable duplex housing in Houma RESPONSIBLE AGENCY Housing

MIXED INCOME MULTI-FAMILY HOUSING DEVELOPMENT

Construction of housing to include both market rate and low-income units RESPONSIBLE AGENCY Housing

STRATEGY C.2

Support the recovery and growth of key industries

MAIN STREET REVITALIZATION PROJECTS (IMPROVEMENTS TO PUBLIC FACILITIES/ ECONOMIC REVITALIZATION/FAÇADE IMPROVEMENTS)

Main Street revitalization projects recommended in Main Street Corridor Master Plan RESPONSIBLE AGENCY Planning and Zoning

SMALL BUSINESS INCUBATOR

Small business incubator in downtown Houma RESPONSIBLE AGENCY TEDA

SUPPORT TO SEAFOOD INDUSTRY

Projects to provide support to seafood industries RESPONSIBLE AGENCY Community Development

STRATEGY C.3

Enhance Transportation Safety and Mobility

ADOPT COMPLETE STREETS DEMONSTRATION PROJECT

Improvements to Main Street in downtown Houma for pedestrian safety RESPONSIBLE AGENCY Planning and Zoning/ LADOTD

ROUNDABOUT AT CRITICAL INTERSECTIONS AND TRUCK ROUTES

Installing a roundabout in lieu of traffic signals RESPONSIBLE AGENCY Public Works

C. CONNECT COMMUNITIES TO OPPORTUNITY





Prepared By:

