

Appendix C

A Comparison of Plaquemines Parish Organizational Structure with Other Parishes

At the request of the Parish President, JJG has prepared this comparison of the organizational structure of Plaquemines Parish Government with three other Parishes in the New Orleans area:

- Jefferson Parish
- Orleans Parish
- St. Bernard Parish

The purpose of this comparison is to evaluate these parishes in the following way:

- Comparison of organizational charts
- Total number of Parish employees
- Average number of Parish employees per 1,000 population
- Total Parish Payroll
- Total number of Department Heads
- Average salary compensation for Department Heads

Comparison of Organizational Charts

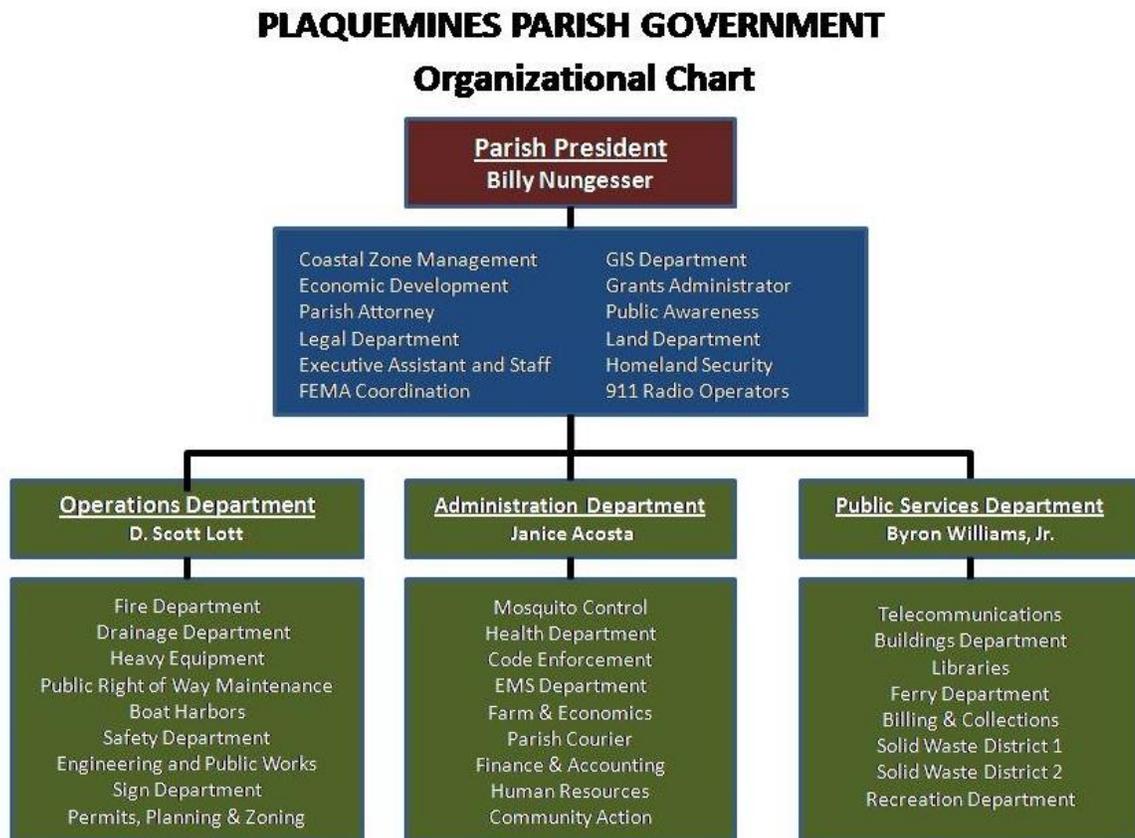
Plaquemines Parish Government administration is headed by the Parish President, who has a number of functions directly reporting to him – Coastal Zone Management, Economic Development, the Legal Department, FEMA Coordination, GIS Department, Public Awareness, Grants Administration, Land Department, Homeland Security, and 911 Radio Operators.

Under the Parish Charter, there are only three department heads, and they report directly to the President:

1. Director of the Department of Administration, responsible for finance, budget, grants, personnel, and law.
2. Director of the Department of Public Service, responsible for public utilities, telecommunications, solid waste, health, hospital, environmental control, recreation and recreation facilities, libraries, and community centers.
3. Director of the Department of Operations responsible for planning, operations, maintenance, and capital improvements.

Figure 1 shows this information graphically.

Figure 1: Current Plaquemines Parish Government Organizational Chart



By comparison, the organizational chart for Jefferson Parish is shown in **Figure 2**. In Jefferson Parish the Parish President coordinates with external boards and authorities and has only two direct reports – the Parish Attorney and the Chief of Staff. This frees the time of the Parish President to manage external relationships.

The Chief of Staff reports directly to the Parish President and has the role of day-to-day government administration and coordinating Department actions. Three people report directly to the Chief of Staff – the Director of the Finance Department, the Internal Auditor, and the Deputy Chief of Staff. Under the Deputy Chief of Staff are seven officials – the Director of the Public Information Office, the Fire Chief, and five Chief Administrative Assistants. The Chief Administrative Assistants are equivalent to Department Heads in the Plaquemines Parish system:

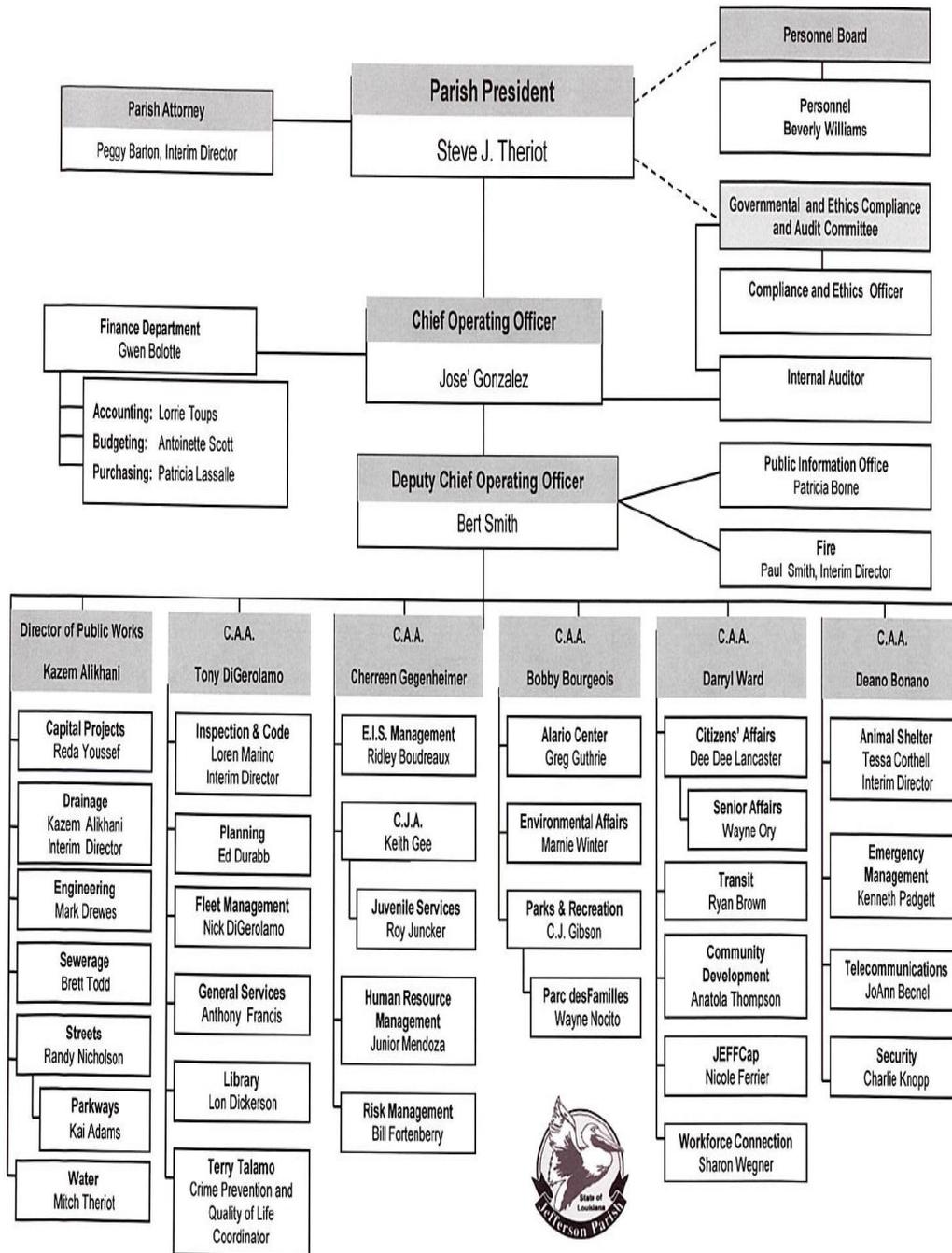
- The Director of Public Works
- The Chief Administrative Assistant for Development

- The Chief Administrative Assistant for Information Services, and
- Three Chief Administrative Assistants for Operations.

This arrangement significantly improves the span of control for senior managers, compared to the 3-Department head system in Plaquemines Parish.

Figure 2

Jefferson Parish Government Structure



Orleans Parish Government is a joint City/Parish administration headed by the Mayor of New Orleans. The organizational chart for Orleans Parish and the City of New Orleans is shown in **Figure 3**.

The Mayor works with City Council and has three direct reports:

- City Attorney
- Deputy Mayor/ Chief of Staff
- First Deputy Mayor/ Chief Administrative Officer

The Chief Administrative Officer has broad responsibilities with seven direct reports:

- Deputy Chief Administrative Officer
- Deputy Mayor for External Affairs
- Deputy Mayor for Public Safety and Homeland Security
- Deputy Mayor for Facilities, Infrastructure, and Community Development
- Chief Financial Officer
- Chief Information Officer
- Blight Policy and Neighborhood Revitalization

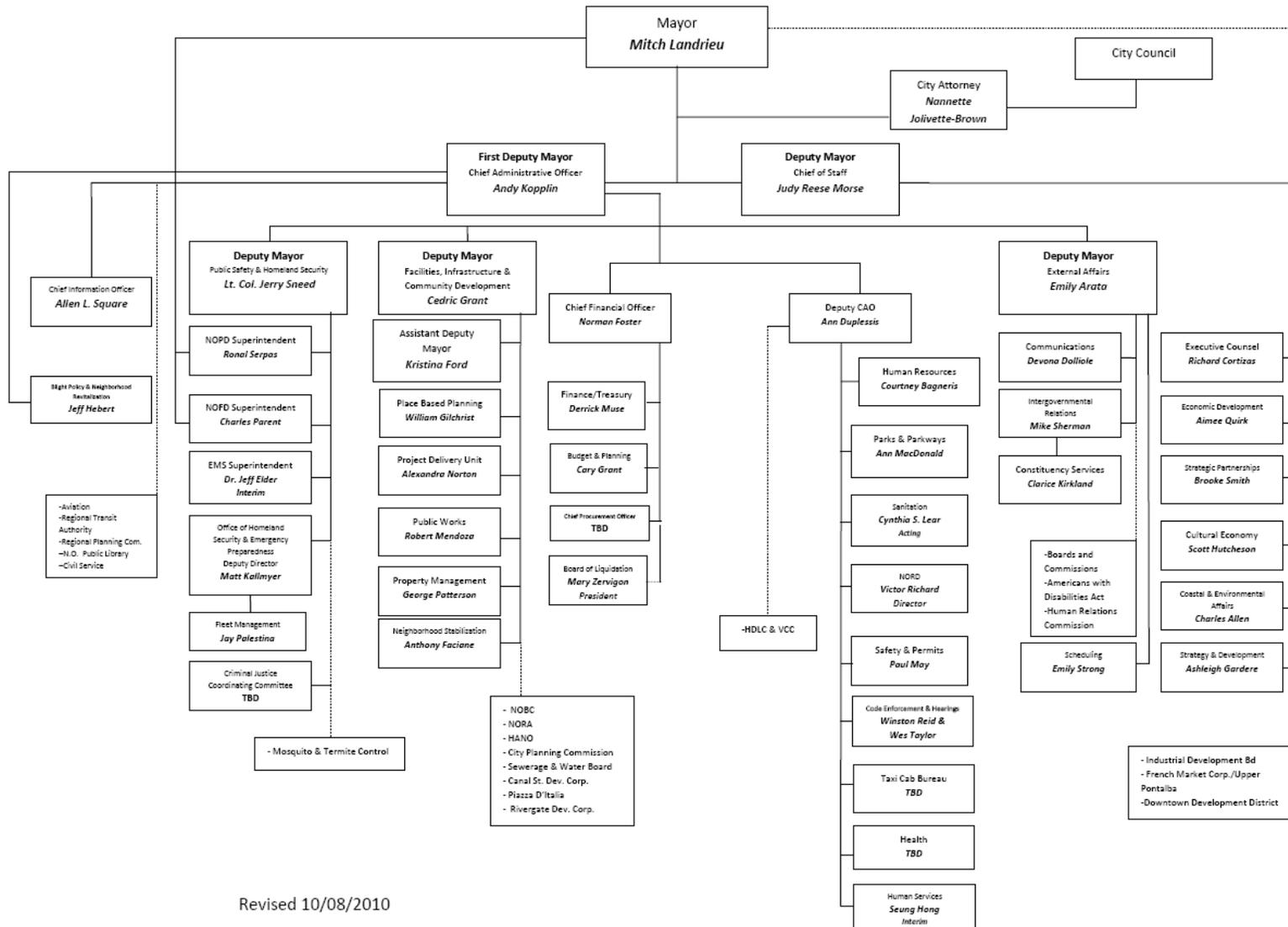
The Deputy Mayor/ Chief of Staff has six direct reports:

- Executive Counsel
- Economic Development
- Strategic Partnerships
- Cultural Economy
- Coastal and Environmental Affairs
- Strategy Development

There are a variety of appointed boards, authorities and commissions and they are coordinated by five different public officials among those named above.

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Figure 3: Orleans Parish Government Structure



Revised 10/08/2010

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The organization chart for St. Bernard Parish is shown in **Figure 4**. It was revised in November, 2010.

The President of St. Bernard Parish has a Chief Administrative Officer (CAO) who reports directly to the Parish President and manages the bulk of the functions of the parish government. Other direct reports to the Parish President include Public Information, the Department of Recovery, the Legal Department, and OHS/OEP.

The CAO has a number of miscellaneous functions reporting directly to him: Transit, Insurance, Animal Control, Resident Services, and Information Technology. The CAO is also the one who coordinates Boards and Commissions.

Like Jefferson Parish, St. Bernard Parish has six Department heads that report to the CAO, as is established in the Parish Charter:

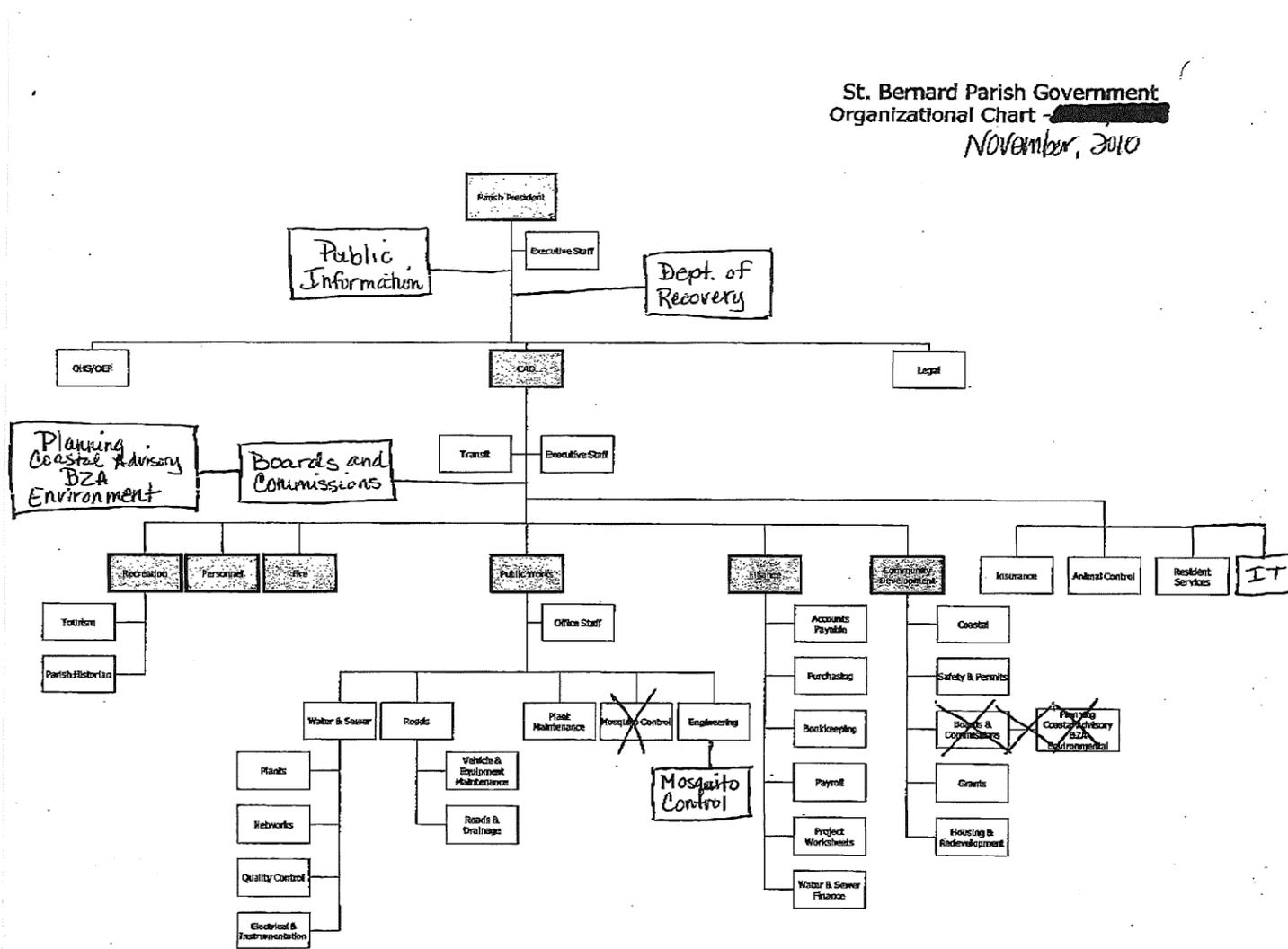
- Recreation
- Personnel
- Fire
- Public Works
- Finance
- Community Development.

Comparison of Number of Parish Employees

Table 1 compares the number of personnel in Plaquemines Parish with other parishes. Although Plaquemines Parish has fewer employees than Orleans or Jefferson, these parishes are much larger in terms of population. St. Bernard Parish has a larger population than Plaquemines Parish, but it has fewer employees. Therefore, Plaquemines Parish has the largest number of employees per 1000 residents than the other three parishes.

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Figure 4



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Table 1: Comparison of Total Parish Employment, 2009

Parish	Population 2009	Total Parish Employees	Employees per 1000
Plaquemines	20,942	645	30.8
Jefferson	443,342	2,905	6.6
St. Bernard	40,655	457	11.2
Orleans	354,850	4,890	13.8

Comparison of Employee Salaries

Table 2 provides some financial comparisons of these parishes. Jefferson has nearly four times the number of employees as Plaquemines Parish, and its budget is also about four times as large. So, the average employee salary is about the same in Jefferson and Plaquemines Parish. However the average Department Director in Jefferson Parish is paid much more than in Plaquemines Parish. St. Bernard Parish has a total salary budget that is only about half of that of Plaquemines Parish and in St. Bernard Parish the average employee’s salary is about 25 percent less than in Plaquemines Parish.

Table 2: Comparison of Parish Salaries

Parish	Total Parish Employees	Total Salaries* 2009	Average Salary	Parish Director Salaries (Average)
Plaquemines	645	\$25,223,099	\$39,106	\$78,612
Jefferson	2,905	\$115,636,430	\$39,806	\$107,113
St. Bernard	457	\$12,610,000	\$27,593	Requested
Orleans	4,890	\$193,262,580	\$39,522	\$139,095

Conclusions from this review are:

- All three of the other parishes provide the Parish President with a Chief Operating Officer of Staff or Chief Administrative Officer, or both, serving as a Chief of Staff that manages the day-to-day operations of parish government.

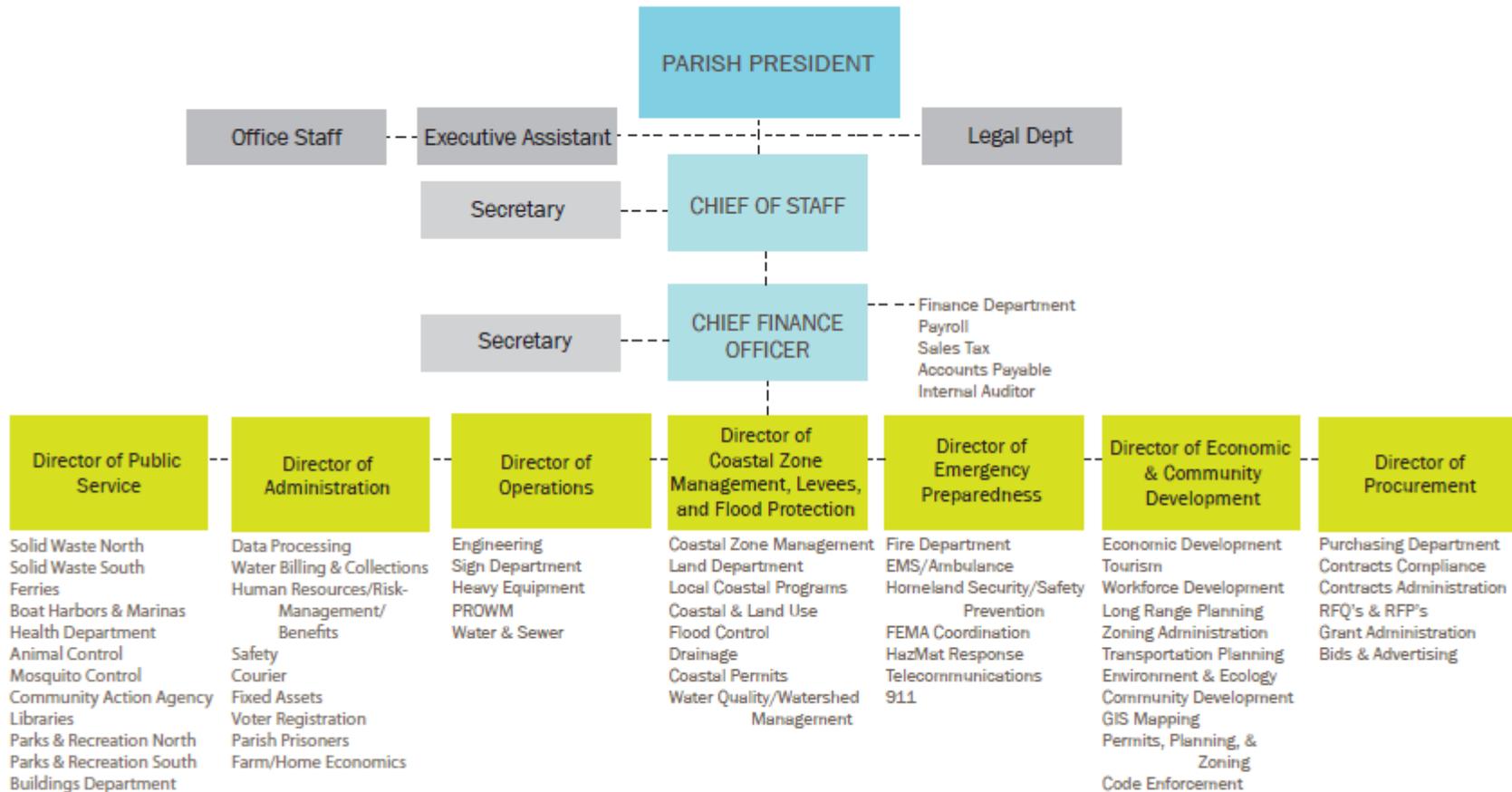
- All three of the other parishes have more department heads than Plaquemines Parish, so that there is a better distribution of authority across the many functions of local government administration.
- Other parishes have functions that are not present in Plaquemines Parish. Examples are:
 - Chief Financial Officer (Orleans)
 - Community Development (St. Bernard)
 - Place-Based Planning (Orleans)
 - Environmental Affairs (Jefferson)
 - Strategy and Development (Orleans)
 - Strategic Partnerships (Orleans)
 - Blight Policy and Neighborhood Revitalization (Orleans)
 - Housing and Redevelopment (St. Bernard)
 - Transit (Jefferson and St. Bernard)
 - Project Delivery (Orleans)

Plaquemines Parish's average salaries are about in line with the major Parishes in the New Orleans area. This may be the result of work previously done by Plaquemines Parish government to begin implementing the recommendations of the Archer Study that created an orderly system of employee classification and comparable pay ranges. However, it does appear that Plaquemines Parish has more employees than the other employees in proportion to the number of residents. No doubt that is partly explained by the slow return of population after the hurricanes of 2005, the challenging service conditions brought about by the long narrow geography of the parish, the weakened conditions of community infrastructure, and the demands being placed on the Parish by the recovery efforts.

Benchmark Salaries for Key Positions on Proposed Plaquemines Parish Organizational Chart

The Governmental Organization Chapter of the Community Agenda proposes revisions to the Parish Organizational Chart as summarized in **Figure 5**. To benchmark the salaries for key positions in the proposed organization, compensation levels were surveyed for five surrounding parishes. The survey data is summarized in Table 3.

Figure 5: Proposed Plaquemines Parish Government Organization



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Table 3: Summary of Key Position Salary Data from Surrounding Parishes

Plaquemines Title	Jefferson Title	Orleans Title	St. Bernard Title	St. Tammany Title	St. Charles Title	Comparable Salary
Chief of Staff						
	Chief Operating Officer					\$149,457
		First Deputy Mayor				\$139,893
			Chief Administrative Officer			
				CHIEF ADMINISTRATIVE OFFICER		\$102,892
				COO/ASST TO PARISH PRES		\$83,349
Average						\$118,898
Director of Public Service						
	CAA Services, CAA Operations, CAA Dev					\$127,837
		Deputy Chief Administrative Officer				\$116,110
			Resident Services			
				DIRECTOR OF DEPARTMENTS		\$116,298
				DIR. PUBLIC WORKS/WASTEWATER		\$107,163
Average						\$116,852
Director of Administration						
	CAA Admin					\$97,377
		CFO, Dep CAO				\$131,468
			Finance, Personnel, IT			\$69,097
				CHIEF ADMINISTRATIVE OFFICER		\$102,892
				COO/ASST TO PAR PRES		\$83,349
Average						\$96,836
Director of Operations						
	Public Works Director					\$149,214
		Deputy Mayor - Facilities, infrastr., Comm. Devel.				\$160,377
			Public Works Dir			\$73,605
				DIR. ENGINEERING/PARISH ENGINEER		\$116,298
				COO/ASST TO PARISH PRES.		\$83,349
Average						\$116,569
Director of Coastal Zone Mgmt, Levees, and Flood Protection						
	Pub Works Dir					\$149,214
		Deputy Mayor - Facilities, infrastr., Comm. Devel.				\$160,377
			Public Works Dir			\$73,605
				N/A		
				N/A		
Average						\$127,732
Director of Emergency Preparedness						
	Emerg Mgmt					\$127,837
		Dpty Mayor Pub Safety, Homeland Sec				\$139,893
			Coastal Adv Bd, Public Works			\$47,243
				DIR. - EMERGENCY PREPAREDNESS		\$71,107
				DIR. - EMERGENCY PREPAREDNESS		\$96,904
Average						\$96,597
Director of Economic & Community Development						
	CAA Community Prog, CAA Dev					\$127,837
		Dpty Mayor Fac, Infra, CD				\$139,095
			Director, Community Development			
				DIRECTOR OF PLANNING		\$131,469
				PLANNING AND ZONING DIR.		\$88,659
Average						\$121,765
Director of Procurement						
	Finance Director					\$131,296
		CFO				\$139,095
			Asst Dir Finance			\$56,883
				DIR. OF FINANCE		\$131,469
				PURCHASING OFFICER/ASST TO PARISH PRES.		\$77,396
Average						\$107,228

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