

Section 5: Financial Plan

Overview

Funding the First Recovery Phase

A large-scale investment will be required to carry out the comprehensive recovery program detailed in the Citywide Strategic Recovery and Rebuilding Plan (“Citywide Plan”). Specifically, the Citywide Plan contemplates expenditures of approximately \$4.1 billion in the first phase (0-2 years) of the recovery plan period. The following table summarizes the estimated funding requirements in the first phase of the recovery:

ALL SECTORS

Incremental Required Investment

Sector Name	0-2 Years
Flood Protection	787,100,000
Neighborhood Stabilization	210,380,000
Housing	340,800,000
Economic Development	544,500,000
Infrastructure & Utilities	1,027,734,250
Transportation	227,015,478
Healthcare	26,150,000
Education	511,255,000
Public Safety	55,049,500
Environmental Services	46,104,500
Recreation & Public Libraries	91,062,500
Other Municipal & Cultural Resources	54,360,000
Historic Preservation/urban Design	48,680,000
Implementation	127,093,942
All Sectors Total	\$4,097,285,171

The table also demonstrates a balanced plan to invest in all the areas needed to execute an effective recovery for New Orleans. Consistent with the priorities outlined from broad public input, the financing plan emphasizes funding for Flood Protection and Neighborhood Stabilization, the two cornerstones of the City’s vision for a more safe and sustainable resettlement. Additional amounts are identified to provide for necessary infrastructure, public services, economic development, and cultural preservation investments.

The amount of investment shown in the table above represents *incremental funding* to monies which have already been committed or expended in the recovery effort. In other words, the amounts shown above represent the funding “gap” in fulfilling the Plan.

In filling this gap, local investment will be critical to ensuring that local residents have an important stake in the future development and economic benefit associated with the City’s recovery. Local investment also demonstrates to external investors, both public and private, that New Orleanians are committed to the rebuilding of their own community and are

assuming significant financial responsibility for the recovery of New Orleans.

In addition to a diversity of funding from local and external sources, funding for the first phase of the recovery must be diversified between public and private sources as well. We believe that a target of 15%+ in private financing will boost the effectiveness of fundraising from public sources.

Funding Later Phases of Recovery

To complete New Orleans’ recovery, an additional investment of approximately \$9.9 billion is budgeted for the two additional phases of the Plan. Like the funding for the first recovery phase, this investment is expected to come from a mix of public and private sources as well as a combination of local and external investors. The following table gives the total amount of required funding required by recovery sector and the targeted mix of financing from all sources to complete the recovery process in New Orleans over a 10-year period:

ALL SECTORS

Incremental Required Investment

Sector Name	2-5 Years	5+ Years
FLOOD PROTECTION	1,974,000,000	630,000,000
NEIGHBORHOOD STABILIZATION	420,370,000	419,600,000
HOUSING	480,200,000	-
ECONOMIC DEVELOPMENT	328,500,000	88,000,000
INFRASTRUCTURE & UTILITIES	861,425,750	296,400,000
TRANSPORTATION	485,566,370	2,336,600,000
HEALTHCARE	10,000,000	-
EDUCATION	478,970,000	14,275,000
PUBLIC SAFETY	47,162,500	3,200,000
ENVIRONMENTAL SERVICES	78,313,500	10,000,000
RECREATION & PUBLIC LIBRARIES	184,362,500	129,425,000
OTHER MUNICIPAL & CULTURAL RESOURCES	80,040,000	133,400,000
HISTORIC PRESERVATION/URBAN DESIGN	77,145,000	126,475,000
IMPLEMENTATION	160,866,250	125,314,808
ALL SECTORS TOTAL	\$5,666,921,869	\$4,312,689,808

Financing Plan Principles and Strategies

Financing Principles and Priorities

Several principles and priorities guided the development of the Citywide financing plan. Specifically, the following objectives shaped its design:

1. Comprehensiveness – All sectors and all citizens are accounted for in the determination of the financing need.
2. Support for Individual Choice – Emphasis is placed on supporting individual choice, regardless from which district a citizen hailed, and regardless of the resettlement area to which an individual might choose to return. Importantly, the financing plan does not pit one neighborhood against another.

3. Effective Incentives – In order to encourage citizen choices in favor of flood protection and neighborhood stability, sufficient resources should be available to citizens/small businesses such that those individuals/businesses would not be financially disadvantaged by their choice to act in the best interest of the city’s future development.
4. Diversity of Funding Sources – Funding should tap both local and external sources as well as private and public sources. Such diversity in funding increases the chances for success in obtaining enough resources to execute the entire Plan. Also, diversifying the funding of the Plan gives a variety of parties a stake in our City’s future and spreads the financial risk and responsibility among a larger group of investors, including citizens and businesses of New Orleans.

General Financing Strategies

Funding for the Plan will come from three general sources – a) public disaster related funds, b) public non-disaster related funds and c) private funds.

Public Disaster Related Sources

Public disaster related funds in this category might generally be expected to be used primarily in the first two years of the recovery period. Types of funding in the public disaster related category include:

- FEMA Public Assistance (PA) funds
- FEMA Incremental Cost of Compliance (ICC) funds
- Community Development Block Grants (CDBG)
- Hazard Mitigation Grant Program (HMGP) funds

Strategies for maximizing the yield from these funding categories include:

1. Process PA Applications Better and Faster – Professional consultants may be used to augment staff in the submittal of new PA applications and to review already submitted applications to speed the processing of those applications and ensure that the maximum yield is achieved from those applications.
2. Employ Strategies for Use of CDBG and HMGP Funds – Judicious use of CDBG and HMGP monies may stretch the amount of funding received and achieve other recovery goals, simultaneously. For example, HMGP monies may be used to help fund neighborhood stabilization programs like clustering instead of merely buying out properties which must then be held as unused “green space.” In this case, using the HMGP funding would support an important initiative and preserve land made available through the clustering program for further resettlement or for economic development purposes. Also CDBG funding may be made more productive by using such funds in private/public economic development projects such that income earned from such projects may be used to replenish previous expenditures of CDBG monies. In that way, CDBG funds may be recycled, producing a “multiplier effect” for such funds.
3. Seek Certain Waivers to Use PA and HMGP Funds for Strategic Purposes – Current rules for PA and HMGP funds do not function well with large-scale disasters, such as the 2005 presidential declarations that affected the entire Gulf Coast. Because of the widespread destruction and slow pace of repopulation and recovery, the City must not merely put itself back together, but it must do so in a smarter fashion. As an example, certain rules penalize PA applicants that would use funding for strategic rather than simple repair purposes, thus reducing the amount of funding available.

Public Non-Disaster Related Sources

In the public non-disaster related category, funding and other assistance for economic development may be obtained from federal, state and local resources. The following is a non-exhaustive list of various departments, agencies and potential initiatives from which the City may draw actual funding or other economic development assistance:

Federal Sources

- Housing and Urban Development (non-disaster CDBG funding)
- Department of Energy
- Department of Transportation
- Department of Commerce
- Department of Education
- Environmental Protection Agency
- Department of Health and Human Services
- U.S. Congress (through special tax legislation or appropriations)

State of Louisiana

- Department of Culture, Recreation and Tourism
- Department of Economic Development
- Department of Environmental Quality
- Department of Health & Hospitals
- Department of Insurance
- Department of Education K-12
- Housing Finance Agency
- Office of Financial Institutions

City of New Orleans/Orleans Parish

- Short-term public financings
- Long-term public financings
- Restructuring of existing debt
- Asset disposition programs (to find alternate uses/value for idle facilities)
- Improved revenue collection techniques
- Property tax assessment rationalization

Private Funding Sources

The private sector holds tremendous promise for financing the recovery of New Orleans. It is a very deep and diverse source of financing. Additionally, it is one which offers some of the most creative options. Private funds can take the form of foundation grants, corporate gifts, equity investments, loans, public/private partnerships, training services, individual wealth, private insurance proceeds, etc.

With regard to philanthropic organizations, the following is a brief list of potential benefactors, some of which have already provided assistance toward the rebuilding of New Orleans (including in the UNOP planning effort):

Private Foundations

- Rockefeller Foundation
- Greater New Orleans Foundation
- Clinton Foundation
- Clinton Climate Initiative
- Bush-Clinton Katrina Fund
- Entergy Foundation
- W.K. Kellogg Foundation
- Bill & Melinda Gates Foundation
- Ford Foundation
- Bank of America Foundation
- The Build Initiative
- The Lucent Technologies Foundation
- Lilly Endowment
- Community Reinvestment Act (CRA) funds of various financial institutions

Many large corporations have already become partners in New Orleans' recovery. They include: Home Depot, Lowe's, Chrysler Corporation, Ford Motor Company, British Petroleum, Entergy Corporation, General Electric Corporation, and Wal-Mart to name only a few corporate-givers. According to the U.S. Chamber of Commerce, over 350 companies have pledged over \$500 million to the Katrina recovery effort.

Financing Requirements

Summary of Sector Costs by Phase

ALL SECTORS

Incremental Required Investment

Sector Name	Total	Capital Expenditures	Implemen. Staff
FLOOD PROTECTION	3,391,100,000	3,391,100,000	-
NEIGHBORHOOD STABILIZATION	1,050,350,000	1,050,350,000	-
HOUSING	821,000,000	821,000,000	-
ECONOMIC DEVELOPMENT	961,000,000	961,000,000	-
INFRASTRUCTURE & UTILITIES	2,185,560,000	2,185,560,000	-
TRANSPORTATION	3,049,181,848	3,049,181,848	-
HEALTHCARE	36,150,000	36,150,000	-
EDUCATION	1,004,500,000	1,004,500,000	-
PUBLIC SAFETY	105,412,000	105,412,000	-
ENVIRONMENTAL SERVICES	134,418,000	134,418,000	-
RECREATION & PUBLIC LIBRARIES	404,850,000	404,850,000	-
OTHER MUNICIPAL & CULTURAL RESOURCES	267,800,000	267,800,000	-
HISTORIC PRESERVATION/URBAN DESIGN	252,300,000	252,300,000	-
IMPLEMENTATION	413,275,000	1,940,000	411,335,000
ALL SECTORS TOTAL	\$14,076,896,848	\$13,665,561,848	\$411,335,000

Incremental Required Investment

Sector Name	0-2 Years	2-5 Years	5+ Years
FLOOD PROTECTION	787,100,000	1,974,000,000	630,000,000
NEIGHBORHOOD STABILIZATION	210,380,000	420,370,000	419,600,000
HOUSING	340,800,000	480,200,000	-
ECONOMIC DEVELOPMENT	544,500,000	328,500,000	88,000,000
INFRASTRUCTURE & UTILITIES	1,027,734,250	861,425,750	296,400,000
TRANSPORTATION	227,015,478	485,566,370	2,336,600,000
HEALTHCARE	26,150,000	10,000,000	-
EDUCATION	511,255,000	478,970,000	14,275,000
PUBLIC SAFETY	55,049,500	47,162,500	3,200,000
ENVIRONMENTAL SERVICES	46,104,500	78,313,500	10,000,000
RECREATION & PUBLIC LIBRARIES	91,062,500	184,362,500	129,425,000
OTHER MUNICIPAL & CULTURAL RESOURCES	54,360,000	80,040,000	133,400,000
HISTORIC PRESERVATION/URBAN DESIGN	48,680,000	77,145,000	126,475,000
IMPLEMENTATION	127,093,942	160,866,250	125,314,808
ALL SECTORS TOTAL	\$4,097,285,171	\$5,666,921,869	\$4,312,689,808

Individual Sector Costs by Project and Phase

FLOOD PROTECTION

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Elevate New Orleans	1,200,000,000	540,000,000	660,000,000	-
Flood Proof Essential Public Equipment	90,000,000	36,000,000	54,000,000	-
Study: Internal Flood Protection Measures for Selected N.O. East Neighborhoods	500,000	500,000	-	-
Study: Hurricane Protection Levee System for Algiers	200,000	200,000	-	-
Study: Hurricane Protection Levee System and Flood Protection for Algiers Lower Coast	200,000	200,000	-	-
Slab on Grade Remediation	2,100,000,000	210,000,000	1,260,000,000	630,000,000
Study: Flood Protection Between Orleans and Jefferson Parishes	200,000	200,000	-	-
FLOOD PROTECTION TOTAL	\$3,391,100,000	\$787,100,000	\$1,974,000,000	\$630,000,000

NEIGHBORHOOD STABILIZATION

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Neighborhood Cluster Program	1,049,000,000	209,800,000	419,600,000	419,600,000
Small Area Adaptive Re-Use Studies	250,000	250,000	-	-
Streamline Process for Blighted Housing and the "Lot Next Door" Program	1,100,000	330,000	770,000	-
NEIGHBORHOOD STABILIZATION TOTAL	\$1,050,350,000	\$210,380,000	\$420,370,000	\$419,600,000

HOUSING

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Implement Permanent Housing Development Strategy for all Displaced Residents	10,000,000	4,000,000	6,000,000	-
Establish "Singles and Doubles Loan Program"	50,000,000	25,000,000	25,000,000	-
Home Buyer Assistance for Low to Moderate Income Homeowners	50,000,000	25,000,000	25,000,000	-
Rehabilitate and Rebuild 5,000 Low Income Housing Units	650,000,000	260,000,000	390,000,000	-
Home Rehabilitation Program for Low to Moderate Income Homeowners	50,000,000	20,000,000	30,000,000	-
Transient Worker Housing Program	10,000,000	6,000,000	4,000,000	-
Neighborhood Recovery Resource Centers	1,000,000	800,000	200,000	-
HOUSING TOTAL	\$821,000,000	\$340,800,000	\$480,200,000	\$0

ECONOMIC DEVELOPMENT

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Implement Bio-Innovation Center	55,000,000	27,500,000	27,500,000	-
LSU/VA/University Hospital	300,000,000	150,000,000	150,000,000	-
Seed and Early Stage Equity Capital Fund	100,000,000	100,000,000	-	-
Cruise Ship Terminal Expansion	50,000,000	50,000,000	-	-
Replace Port Container Capacity	100,000,000	50,000,000	50,000,000	-
Expansion of Louis Armstrong International Airport	220,000,000	66,000,000	66,000,000	88,000,000
Commercial Corridor Revitalization Program	15,000,000	7,500,000	7,500,000	-
Relocate of New Orleans Cold Storage (NOCS)	49,000,000	49,000,000	-	-
Small Business Incubator and Assistance Program	15,000,000	15,000,000	-	-
Develop Louisiana Cancer Research and Treatment Center	55,000,000	27,500,000	27,500,000	-
Canal Street Revitalization	1,000,000	1,000,000	-	-
Study Adaptive Reuse of Publicly Owned Property	1,000,000	1,000,000	-	-
ECONOMIC DEVELOPMENT TOTAL	\$961,000,000	\$544,500,000	\$328,500,000	\$88,000,000

INFRASTRUCTURE & UTILITIES

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Algiers Drinking Water Plant-Emergency Fuel Storage & Filter Valve Control Sytem	3,845,000	3,076,000	769,000	-
Carrollton Drinking Water Plant-Additional Flocculation and Sedimentation Capacity	26,000,000	6,500,000	14,300,000	5,200,000
Carrollton Drinking Water Plant-Short Term Projects	73,610,000	58,888,000	14,722,000	-
Drainage Improvements - Short Term Projects	20,830,000	16,664,000	4,166,000	-
East Bank Wastewater Treatment Plant - Levee Improvement Mitigation and Wetlands Project	67,000,000	16,750,000	16,750,000	33,500,000
Power Plant	125,000,000	100,000,000	25,000,000	-
Study: Sewerage & Water Board Technical Staff	200,000	50,000	50,000	100,000
Wastewater Collection System - Medium Term Improvements	333,000,000	133,200,000	133,200,000	66,600,000
Wastewater Collection System - Short Term Improvements	361,000,000	288,800,000	72,200,000	-
Water Distribution System - Medium Term System Replacement and High Lift Facility	955,000,000	238,750,000	525,250,000	191,000,000
Water Distribution System - Asset Management Plan & Short Term System Replacement	208,000,000	156,000,000	52,000,000	-
Citywide Wireless Network	12,075,000	9,056,250	3,018,750	-
INFRASTRUCTURE & UTILITIES TOTAL	\$2,185,560,000	\$1,027,734,250	\$861,425,750	\$296,400,000

TRANSPORTATION

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Repair/Restoration of High Priority Major Roads	83,763,458	67,010,766	16,752,692	-
Repair/Restoration of High Priority Minor Roads	82,946,261	66,357,009	16,589,252	-
Repair/Restoration of High Priority Collector Roads	24,277,859	19,422,287	4,855,572	-
Repair/Restoration of High Priority Local Roads	3,844,270	3,075,416	768,854	-
Ongoing Replacement of all Major and Minor City Streets	2,200,000,000	-	176,000,000	2,024,000,000
Study: Streetcar Travel Time	150,000	150,000	-	-
East West Corridor/Downtown Loop	600,000,000	60,000,000	240,000,000	300,000,000
Extension of Riverfront Streetcar Line	42,000,000	4,200,000	25,200,000	12,600,000
Implement City Bike Path Master Plan System	9,000,000	3,600,000	5,400,000	-
Study: Expanding Streetcar and Light Rail Routes	650,000	650,000	-	-
Evacuation and Disaster Response Plan	750,000	750,000	-	-
Study: Removal of I-10 Over Claiborne Ave.	500,000	500,000	-	-
Study: Soundwall Along I-10 and I-610	850,000	850,000	-	-
Study: Traffic and Parking Management	450,000	450,000	-	-
TRANSPORTATION TOTAL	\$3,049,181,848	\$227,015,478	\$485,566,370	\$2,336,600,000

OK
100.0%

HEALTHCARE

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Redevelop of Neighborhood-Based Health Centers/Clinics	16,150,000	16,150,000	-	-
Restore Comprehensive Medical Services to New Orleans East	20,000,000	10,000,000	10,000,000	-
HEALTHCARE TOTAL	\$36,150,000	\$26,150,000	\$10,000,000	\$0

OK
100.0%

EDUCATION

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Neighborhood Community Centers	57,000,000	14,250,000	28,500,000	14,250,000
Repair, Renovate Existing and Build New School Sites	831,000,000	415,500,000	415,500,000	-
Temporary Modular School Facilities	116,400,000	81,480,000	34,920,000	-
Restore Vo-Tech Campuses/Study Need for New Ones	100,000	25,000	50,000	25,000
EDUCATION TOTAL	\$1,004,500,000	\$511,255,000	\$478,970,000	\$14,275,000

OK
100.0%

PUBLIC SAFETY

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Develop A Citywide Network of State of the Art Police Substations	9,650,000	2,412,500	7,237,500	-
Develop and Integrate Crime Lab and Central Evidence and Property Storage	7,000,000	1,750,000	5,250,000	-
Provide A Citywide Criminal Surveillance System	5,600,000	1,400,000	4,200,000	-
Replace or Repair all NOPD Equipment	30,000,000	30,000,000	-	-
Renovate NOPD Headquarters	10,262,000	10,262,000	-	-
Renovation of NOPD Special Operations Unit	4,400,000	4,400,000	-	-
Renovate and/or Repair 7 District Headquarters Buildings	6,500,000	1,625,000	4,875,000	-
Permanent Emergency Communications Center	32,000,000	3,200,000	25,600,000	3,200,000
PUBLIC SAFETY TOTAL	\$105,412,000	\$55,049,500	\$47,162,500	\$3,200,000

OK
100.0%

ENVIRONMENTAL SERVICES

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Implement Sustainable Environmental Strategies	100,000,000	30,000,000	60,000,000	10,000,000
Develop A Hurricane Recovery Soil Contamination Survey and Remediation Program	30,000,000	15,000,000	15,000,000	-
Reinstitute Citywide Recycling Services and Construction of Recycling Center	4,418,000	1,104,500	3,313,500	-
ENVIRONMENTAL SERVICES TOTAL	\$134,418,000	\$46,104,500	\$78,313,500	\$10,000,000

RECREATION & PUBLIC LIBRARIES

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Renovate Main Library and Safeguard City Archives Phase 1 and Phase 2	36,000,000	3,600,000	14,400,000	18,000,000
Repair, Renovate, or Build Regional Libraries	19,850,000	4,962,500	4,962,500	9,925,000
Repair, Renovate, or Build Neighborhood Libraries	35,000,000	8,750,000	8,750,000	17,500,000
Implement the City Park Master Plan	115,000,000	28,750,000	28,750,000	57,500,000
Repair and Renovate Regional Parks	24,000,000	6,000,000	6,000,000	12,000,000
Repair and Renovate District Neighborhood Parks	5,000,000	500,000	2,000,000	2,500,000
Renovate Public Marinas	150,000,000	37,500,000	112,500,000	-
Create New Parks and Greenways	20,000,000	1,000,000	7,000,000	12,000,000
RECREATION & PUBLIC LIBRARIES TOTAL	\$404,850,000	\$91,062,500	\$184,362,500	\$129,425,000

OTHER MUNICIPAL & CULTURAL RESOURCES

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Expansion of Existing Arts District	500,000	500,000	-	-
Create a Downtown Theatre District	500,000	500,000	-	-
Invest in Cultural Recovery Programs	266,800,000	53,360,000	80,040,000	133,400,000
OTHER MUNICIPAL & CULTURAL RESOURCES TOTAL	\$267,800,000	\$54,360,000	\$80,040,000	\$133,400,000

HISTORIC PRESERVATION/URBAN DESIGN

Incremental Required Investment

Project Name	Capital Expenditures	0-2 Years	2-5 Years	5+ Years
Katrina Recovery Monument	3,500,000	350,000	875,000	2,275,000
Technical/Financial Assistance Program for Owners of Historic Properties	300,000	150,000	150,000	-
Develop a Pattern Book of New Orleans Architecture	100,000	100,000	-	-
Sidewalk, Streetscape, and Neutral Ground Improvements	240,400,000	48,080,000	72,120,000	120,200,000
Restoration of Historic Forts	8,000,000	-	4,000,000	4,000,000
HISTORIC PRESERVATION/URBAN DESIGN TOTAL	\$252,300,000	\$48,680,000	\$77,145,000	\$126,475,000

IMPLEMENTATION

Incremental Required Investment

Project Name	Capital Expenditures	Implemen. Staff	0-2 Years	2-5 Years	5+ Years
Implementation - Regulatory Amendments	1,940,000	-	1,940,000	-	-
Implementation Staffing	-	411,335,000	125,153,942	160,866,250	125,314,808
IMPLEMENTATION TOTAL	\$1,940,000	\$411,335,000	\$127,093,942	\$160,866,250	\$125,314,808

Required Investment for the City’s Successful Recovery

Funding the required investment to complete the recovery of New Orleans will present significant challenges. All sources, public and private must be tapped to successfully complete the recovery. The table below displays one potential scenario for funding the recovery. This scenario is meant as a discussion piece to illustrate how the investments required for this Plan could potentially be funded. ***This scenario is not an official plan, and actual funding of this Plan is likely to vary substantially from the scenario given below. Accordingly, no reliance should be placed on this scenario:***

ALL SECTORS

Potential Financing Sources

Sector Name	Total	Total Public Sources	Total Private Sources
FLOOD PROTECTION	3,391,100,000	3,391,100,000	-
NEIGHBORHOOD STABILIZATION	1,050,350,000	1,050,350,000	-
HOUSING	821,000,000	310,000,000	511,000,000
ECONOMIC DEVELOPMENT	961,000,000	476,000,000	485,000,000
INFRASTRUCTURE & UTILITIES	2,185,560,000	2,148,485,000	37,075,000
TRANSPORTATION	3,049,181,848	2,749,181,848	300,000,000
HEALTHCARE	36,150,000	36,150,000	-
EDUCATION	1,004,500,000	506,900,000	497,600,000
PUBLIC SAFETY	105,412,000	60,412,000	45,000,000
ENVIRONMENTAL SERVICES	134,418,000	74,418,000	60,000,000
RECREATION & PUBLIC LIBRARIES	404,850,000	277,350,000	127,500,000
OTHER MUNICIPAL & CULTURAL RESOURCES	267,800,000	134,400,000	133,400,000
HISTORIC PRESERVATION/URBAN DESIGN	252,300,000	120,600,000	131,700,000
IMPLEMENTATION	413,275,000	213,275,000	200,000,000
ALL SECTORS TOTAL	\$14,076,896,848	\$11,548,621,848	\$2,528,275,000
% of Total Required Investment	100.0%	82.0%	18.0%

First, it will take time to secure the funding necessary for the City to successfully recover. Advocacy and fund-raising will require a concerted and sustained effort from City officials and the public. The Flood Protection and Neighborhood Stabilization programs are the cornerstones of this Plan. These two initiatives are the foundation for a viable and sustainable future for our City and its residents and businesses. These are our citizens’ priorities for recovery investment and therefore this scenario’s top-candidates for federal funding. Investments in Infrastructure, Transportation and Education are also well-matched candidates for a special appropriation and/or increased apportionment of annual federal budget allocations.

Regardless of what scenario may be envisioned, it is clear that a substantial portion of the recovery investment required will have to come from private sources, such as foundation grants, corporate gifts, equity investments, loans, public/private partnerships, training services, individual wealth, and private insurance proceeds. In the scenario above, approximately 18% of the total funding or \$2.5 billion is targeted for private funding.

Conclusion

Although the price-tag of New Orleans' recovery is large, the financing will come in stages and the City will be able to build momentum as the recovery progresses. Staging the recovery and the financing of the recovery are important management efforts that must be aligned in order for the City and its citizens to achieve an effective and equitable recovery. Diversity of funding is also a key to achieving success. The New Orleans recovery management team will have to carefully construct the detailed financing plan, raise sufficient capital, and then execute in a manner that best serves the recovery at the lowest cost to the City, its residents, and its businesses.