

Tulane Institute on Water Resources Law and Policy

Annual Report: 2010-2011



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on Water Resources Law & Policy

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“Dramatic” may be the best word to describe developments in the world of water management and stewardship during the past year. Historic floods, historic droughts and the ongoing effects and implications of the worst oil spill in U.S. history were emphatic reminders of the value and power of water (or the lack of water). The ongoing problems of coastal land loss, sea level rise, Gulf hypoxia, hurricane risk and water supply served as powerful reminders that just because a problem is immediate and compelling does not mean that commensurately timely and effective actions will be taken. All told, the events of the past year served as powerful validation for the creation of the Tulane Institute on Water Resources Law and Policy and the importance of the Institute’s work.

The Tulane Institute on Water Resources Law and Policy is dedicated to fostering a greater appreciation and understanding of the vital role that water plays in our society and of the importance of the legal and policy framework that shapes the uses and stewardship of water. The Institute is a program of Tulane Law School which complements the Law School’s well regarded admiralty, maritime and environmental law programs.

The Institute’s approach to its mission and programs is as multifaceted and dynamic as water itself. Through our partnerships, programs, and publications we:

- **Stimulate** an appreciation, understanding, and discussion of the role and value of water in our society and of the importance of law and policy its management and stewardship;
- **Educate** our students, the legal community, policy and decision makers, and the public about the legal regimes that control water use and management;
- **Advise** policy and decision makers, the legal community, advocates, and community leaders about developments in field of water law and policy; and
- **Consult** on the development of water related policies and programs.

This approach permeates all of our work and speaks to our commitment to create a space that frames water issues in meaningful , if sometimes nontraditional, ways while also helping advocates , planners, and decision makers to be better informed and more effective when it comes to water resource planning and management.

This report will summarize and highlight the activities and achievements of the Institute during the fiscal year that closed on June 30, 2011. None of this work would have been possible without the support of the Institute’s partners and friends to whom we owe a debt of gratitude. Special thanks are due The RosaMary Foundation, the Booth Bricker Fund, the McKnight Foundation, the Foundation for Louisiana (formerly the Louisiana Disaster Recovery Foundation), the Mott Foundation, and the Greater New Orleans Foundation for their invaluable support.

About the Institute---Structure and Governance

Founded in 2007, the Institute is a program of the Tulane Law School. The Institute's programs are developed to be consistent with its founding mission and the educational and public service missions of the Law School and the University. The Institute's activities and performance are reviewed annually by the Dean of the Law School.

Staff: The Institute has two full time staff members and receives administrative and research assistance from the Law School.

- Institute Director, Mark Davis. Mark is a Senior Research Fellow and Adjunct Lecturer at Tulane Law School. He has a BS and JD from Indiana University and an MLT from Georgetown Law School.
- Institute Program Manager, Ann Yoachim. Ann serves as an Adjunct Assistant Professor for the Tulane School of Public Health and Tropical Medicine as well as Tulane Law School's Payson Center for International Development. She has a MPH from Tulane University and a BA from Dickinson College.

Advisory Boards: To help shape and guide its work the Institute has two advisory boards, one internal drawn from members of the Law School's environmental faculty, and one external composed of individuals with diverse and distinguished experience in planning and water law, policy and management

The Institute's internal advisory board members are:

- Prof. Oliver Houck
- Prof. Gunther Handl
- Prof. Adam Babich
- Prof. Amy Stein
- Prof. Colin Crawford

The Institute's external advisory board includes:

- James T. B. Tripp, General Counsel, Environmental Defense Fund, New York, NY
- R. King Milling, Chairperson, Governor's Advisory Commission on Coastal Conservation, Restoration, and Protection; Chairperson, America's Wetland Foundation, New Orleans, Louisiana
- Keith Colvin, Special Counsel, Jones Walker, New Orleans, Louisiana
- Allen Eskew, Principal, Eskew, Dumez, New Orleans, Louisiana
- Robert Dawson, CEO, Dawson and Associates, Washington, DC
- Linda Walker, JD, (Past member of Louisiana Groundwater Management Commission), New Orleans, Louisiana
- Eric Dannenmaier, Associate Professor of Law, Indiana University Law School, Indianapolis, Indiana
- Jerome Ringo, President, Apollo Alliance, San Francisco, California
- Susan Kaderka, Regional Executive Director, National Wildlife Federation, Austin, Texas

Program Highlights

BP Deep Water Horizon Oil Spill

The BP Deep Water Horizon blowout continued to dominate much of the work the Institute did during the past year. As the year rolled out, the emphasis moved from capping the well and cleaning up the oil to the legal and policy implications of the spill. As the year drew to a close, much of this work was still in progress as Congress and the Obama Administration and the Gulf States continued to evaluate the impacts and implications of the spill and the complex array of spill related cases worked their way through the courts. While it is too early to know what the final legacy of the spill will be it is already clear that has greatly heightened the profile of the value of and risks facing the water resources in the Gulf of Mexico region. It is also already clear that compared to the Santa Barbara and Exxon Valdez spills of 1969 and 1989 the legal and policy developments following the worst spill in U.S history will be more nuanced and less immediate. Indeed the spill may ultimately be notable for how much it left unchanged in that regard.

Our work related to the Deep Water Horizon spill centered on three areas in which we have both program priorities and distinctive expertise: Public and Community Education; Policy Guidance; and Natural Resource Mitigation/Coastal Restoration Coordination. The Institute also played a role in helping to craft the long term post spill research and monitoring programs. This was demanding work for the Institute that demonstrated our capacity for doing high quality work in real time as the following summary of our Deep Water Horizon work shows.

- **Public/Community Education:**

Because the spill took place in an environment that many, if not most) people have had little contact with, the Institute took on the charge of educating the general public through media and public forums about the history of coastal Louisiana; the possible implications of the spill on the natural resource, cultures and economy of the coast; the history of how environmental risk has been managed (or discounted) in offshore oil and gas development; and about the process for remediating damages after a spill and the role they might play in it. In this vein the Institute was featured in stories on **National Public Radio, New Orleans Times Picayune, the ABA Journal, Huffington Post, the Los Angeles Times** and numerous other outlets.

In addition to our media based outreach we actively engaged community organizations involved in a wide range of spill related work to help them understand the complex array of laws, policies and programs. Indicative of this was our co-convening role of the **Strategic Responses to the BP Spill workshop** held on January 25th 2011 for approximately 30 organizations at the First Grace United Methodist Church in New Orleans. We also collaborated with the **Environmental Law Institute** to prepare informative materials about the Natural Resource Damage Assessment (NRDA) process and to conduct public forums on NRDA in New Orleans and Biloxi, Mississippi. On a different level, the Institute was a collaborator and participant in the hugely successful **BP Spill Symposium put on by**

Tulane Law School. This series of presentations featured a wide array of speakers on the legal, technical, economic, and community impact aspects of the spill. The series was open to the public and drew overflow crowds as well as being broadcast on the web.

Beyond the general level of public education we also worked to with state and federal agencies and members of the bar on programs aimed topics of more specific interest such as the NRDA process and the wide range of possible causes of action that arising from the spill. Just by way of example the Institute hosted a public meeting for the governmental agencies handling the Natural Resource Damage Assessment (NRDA) process for the BP spill.

Perhaps the most moving program we took part in was held in Grand Isle, LA on the 100th day following the blowout. The Institute provided organizational assistance and Institute Director Mark Davis was one of several speakers at a public ceremony hosted by the **United Houma Nation**, a Native American tribe with deep roots in the communities, waters and wetlands impacted by the spill. This event was indicative of the support we provided to the Nation during the early months following the spill. As part of that effort, we coordinated a meeting of tribal leaders from across the state of Louisiana with the Corporation for National Community Services.

- **Policy Guidance:**

The spill exposed significant gaps in the policies that guide offshore oil development, natural resource damage mitigation, and the restoration of coastal ecosystems. Because of our well established expertise, the Institute was sought out for guidance on those points by Congressional committees and by state, federal and local agencies on such matters such as developing recommendations for integrating the NRDA process with the broader coastal restoration efforts that have long been underway for coastal Louisiana. This policy oriented work brought the Institute to the table with senior Obama administration officials and members of Louisiana Governor Bobby Jindal's team.

Typifying our work in this area, Institute Director Mark Davis met with and briefed staff and commission members of **the National Commission on the BP Deep Water Horizon Oil Spill and Offshore Drilling** (the "Commission") as well as meeting and briefing Navy Secretary Ray Mabus, President Obama's point person on the long term restoration and recovery of the Gulf. The Institute has also been a resource for the **Gulf Coast Ecosystem Ecosystem Restoration Task Force**, the body created by President Obama to chart a course forward for the Gulf of Mexico to enhance its health and resilience beyond the recovery from the Deep Water Horizon spill. Together with Tulane's Murphy Institute we prepared a white paper on the possible governance options for the longer term efforts to comprehensively integrate the various coastal protection, restoration and revitalization programs and authorities that will be called into play across the Gulf.

- **Natural Resource Mitigation/Coastal Restoration Coordination:**

The Institute has been a pioneer in the field of integrating coastal restoration with natural resource damage mitigation. Our work on the cleanup and restoration of Bayou Trepagnier, a stream upriver of New Orleans that was contaminated by discharges from a Shell refining complex highlights this expertise. Under normal conditions, after a spill the “responsible party” (BP and possibly others in our case) enters into discussion with a handful of governmental agencies that are “trustees” of the natural resources to hammer out an assessment of what was damaged and determine compensation. This discussion would normally not include the public or most of the affected communities to any significant extent and would not reference any broader plans or programs to restore previously damaged ecosystems. This approach, which can take years to play out, would only compound the tragedy of this spill. The Institute has been actively working with state, federal and tribal leaders as they shape a different approach to NRDA.

- **Post Spill Research:**

The Institute has been very involved in tracking and responding to the research opportunities flowing from the BP spill. Two things that quickly became obvious after the spill were that there were critical gaps in the community and ecological baseline data that would make a complete damage assessment difficult and that long term research and monitoring of the Gulf and its communities would be necessary. In midsummer of 2010, BP announced that it was pledging up to \$500 million dollars for Gulf research over the next 10 years. The BP announcement was greeted by excitement, confusion and skepticism and is still the subject of wrangling with the federal government and the Gulf States over how the funds should be administered. The Institute was asked to participate in the multi-institutional effort to respond to this opportunity due to our preexisting role with Tulane as a member of the team that assembled an inter-university coastal research consortium (Institute Director Mark Davis serves as Tulane’s alternate on the consortium’s technical committee) and our mission driven role as a bridge between the legal/policy communities and the science and technical communities. As a result, Institute Director Mark Davis was named as a member of the **Tulane Oil Spill Response Committee** and has collaborated on the development of research program proposals for the use of BP spill funds and for other sources of research support.

Grounded in our existing work which focuses on creating more resilient communities across Southern Louisiana and led by Institute Program Manager Ann Yoachim we supported the **Department of Children and Family Services** in their efforts to identify these gaps in data collection and document the social and economic impacts of the spill through a **comprehensive impact and needs assessment**. Initial findings of this effort were submitted to the State in early November. Throughout this process we met with staff from a number of **state agencies including the Louisiana Department of Wildlife and Fisheries, Governor’s Offices Homeland Security and Emergency Preparedness, and the Office of Community Development**.

Louisiana Water Law Survey

The oil spill, the historic floods on the Mississippi and growing stress on Louisiana's water supplies have placed the need for a new legal framework for water management in stark relief. The plethora of lessons taught by these and other events stand little chance of being applied as long without a firmer understanding of the legal and policy architecture that dictates how water is used—and by and for whom.

Being relatively water rich Louisiana has not seen the competition and conflict over water that has shaped water law in other states, but that is changing fast. Accordingly, Louisiana lacks a robust and comprehensive approach to managing its water resources although the need for a review of its existing laws and policies has been recognized by the State, most recently in the 2010 regular legislative session which enacted a resolution calling for the State to develop recommendations for more effectively managing the states surface and ground water resources.

The Institute had foreseen this need and begun a survey of Louisiana water law, work that is increasingly important as pressure builds within the state to avert ground water shortages and meet demands for the in-state and out of state demands for surface water and ground water to be shipped to wherever there is a willing purchaser for it.

The early results of this work were presented at a forum at Loyola Law School in the spring of 2011 and will be the subject of an upcoming article in the Loyola Law Review. None of this work would have been possible without the support provided by the Louisiana Sea Grant Legal Program and the Louisiana Disaster Recovery Foundation, the Institute is well underway on tracking water management issues in Louisiana and developing ideas for more effective and comprehensive approaches to water in management

Building Resilience in a World of Water Risk

Water law and water policy are not abstract topics, they are fundamentally about how we live with water, especially with water related risks. Creating water resilient communities was a major focus of the Institute during the past year—as it has been since the Institute's inception.

- **New Orleans Master Plan and Water Plan:** The Institute was a leading member of the team tapped by the City of New Orleans to develop a new comprehensive master plan guide the recovery and future development of the City. This project, begun in 2008, was completed this year when the City of New Orleans gave final approval to the New Orleans 2030 plan on August 19, 2010. The Institute's role in the plan's creation was largely in the sections dealing with sustainability and living with water. Notable features of the plan include its declaration of a near term goal of 1 in 500 year level of storm protection for the City (it currently is protected against a 1 in 100 year event), the recognition it is the City's responsibility to make itself safer and more resilient by its own land use and water management actions, and finally that the City's future is tied directly to the condition of the coast that surrounds it. The plan

squarely puts the onus of making the City resilient from water related risks on the City and its residents and calls for the City to be an effective advocate for effective action on the coastal conservation, restoration and climate change fronts.

We continue to work with the City Planning Commission and the City of New Orleans as they move forward in developing Comprehensive Zoning Ordinances reflecting water-related risks and support the adoption of non-structural flood measures. We are also now part of two related efforts to improve the water management in the City of New Orleans. One effort, funded by Greater New Orleans, Inc., is intended to develop an integrated water management strategy for the City that would both improve its resilience to floods and emphasize the value of water as an asset to the life and economy of the city.

The second effort is aimed at improving the manner in which the New Orleans Sewerage and Water Board delivers service to the residents of the City. A set of recommendations is expected by the winter of 2011.

- **Multiple Lines of Defense and Non-Structural Flood Protection:**

The BP Deepwater Horizon Spill and the 2011 Mississippi River Flood have offered an opportunity to redefine how we manage water resources in this country and the potential (but not guaranteed) flow of new financial resources to support the coastal restoration of Southern Louisiana, but even with these opportunities the slow pace of coastal restoration and past and current reliance on levees, requires the development of non-structural alternative to promote community and cultural resilience in the region. To help with that process the Institute over the past few years has conducted a study of a wide range of “non-structural flood protection” options (i.e. measures other than large public works projects that are designed to keep water away) and worked on collaborative projects with communities, state and federal agencies and private business to develop hurricane flooding risk models and template for building communities that are more resilient to those risks.

- **Bayou Bienvenue/Central Wetlands Unit** - In the past year, the Institute has collaborated with community organizations, national non-profits, and local officials as they worked to integrate coastal restoration and community resilience using Bayou Bienvenue/Central Wetlands Unit as a template. Much of our work focused on the provision of technical assistance and facilitation of dialogue and interaction with community organizations and local and state agencies and officials to improve understanding of key issues such as land rights and program authorities. For example, we supported the newly hired Executive Director and reassigned staff of the Center for Sustainable Engagement and Development (CSED) as they engaged with the authorized US Army Corps Mississippi River Gulf Outlet (MRGO) Restoration study and design and met with the city officials to provide input on how the city’s Office of Coastal and Environmental Affairs might best contribute to the planning process and secure desirable ecological outcomes in the long run.

- **Louisiana Coastal Protection and Restoration Master Plan**
 The Institute's collaborative projects with **communities, national non-profits, RAND, UNO-Center for Hazard Assessment Response and Technology (UNO-CHART), and the Center for Planning Excellence (CPEX)** have served as part of the foundation for the revamp of the State Master Plan which is slated for completion in 2012. We continue to work to ensure the inclusion and development of non-structural alternatives by providing capacity building support and technical expertise to the State and our partners.

Institute Conferences and Meetings

NRDA in Action, April 6 (New Orleans) and 7 (Biloxi, MS). Cosponsored with Environmental Law Institute.

Institute Publications and Reports

Organizational Structures for a Gulf Restoration Authority, a white paper by Mark S. Davis, Institute on Water Resources Law and Policy and Steven M. Sheffrin, Tulane University, Murphy Institute. (August 2010).

Publications and Presentations by Institute Staff

Publications

- Tulane Environmental Law Journal Special Issue on Water. Introduction by Mark Davis, TELJ Volume 23, Issue 2. Summer 2010.
- "To the Heart of the Matter: Coastal Restoration and the Future of New Orleans", Mark Davis, In *The New Orleans Index at Five*, Washington DC, Published by Brookings Institution and the Greater New Orleans Community Data Center, 8 pages (2010).
- "Coastal Restoration and Protection and the Future of New Orleans", Mark Davis, Chapter 12, *Resilience and Opportunity: Lessons from the U.S. Gulf Coast after Katrina and Rita*, Amy Liu, Roland V. Anglin, Richard M. Mizelle, and Allison Plyer, Editors, Brookings Institution Press, Washington DC (2011).
- "A Defining Resource: Louisiana's Place in the Coming Water Economy", Mark Davis and James Wilkins. Submitted for editing and publication to the *Loyola (New Orleans) Law Review*. Publication expected in Summer/Fall 2011.
- "Rights Based Approaches to Community Development: A Case Study of the Lower 9th Ward" Yoachim, A and C. Allen in *Rights Based Approaches to Public Health*. Eds. Beracochea, Weinstein, and Evans. Springer Publishing 2011.

Presentations

- **International Climate Change Adaptation Conference** -*The Louisiana United Houma Nation: A Case Study of Native American Adaptation and Mitigation*. Ann Yoachim, presenter. Gold Coast, Australia July 2010
- **Natural Hazards Annual Workshop**- *Planning for the Future in A Changing Landscape": A Case Study of the United Houma Nation*, Ann Yoachim presenter. Boulder, CO, July 2010
- **Fighting for Survival Conference**—Mark Davis served as session moderator and round table participant. New Orleans LA, August 26, 2010
- **Tulane BP Spill Symposium**—*Addressing Natural Resource Damages from the BP Deep Water Horizon Blowout—Special Challenges and Opportunities*. Mark Davis presenter. New Orleans, September 24, 2010
- **American Bar Association, Environmental Law Section Meeting**-- *An Overview of Water Resource Development in the United States and Coastal Louisiana*. Mark Davis presenter. New Orleans LA September 30, 2010
- **Water Environment Federation National Conference**—*Protecting and Sustaining an Urban Coast: The Critical Role of Law and Policy* (Panel Presentation). Mark Davis presenter. New Orleans LA, October 5, 2010
- **Southwest Association of Prelaw Advisors**—Keynote presentation by Mark Davis. New Orleans LA, October 7, 2010
- **World Delta Dialogues Conference**—Mark Davis charrette leader. New Orleans LA, October 17-20, 2010.
- **Louisiana State Bar Association, Environmental Law Section, CLE**. Mark Davis presenter. New Orleans LA, November 12, 2010
- **Restore America's Estuaries National Conference**—Mark Davis session moderator. Galveston TX, November 17, 2010.
- **Sea Grant Legal Program (CLE)**. Mark Davis presenter. Mobile AL, December 3, 2010
- **Washington and Lee University School of Law, Journal of Energy, Climate, and the Environment Johnson Lecture Series**, *The Impact of Licensing and Regulations/The Role of Emergency Management in Mining and Drilling Disasters*. Mark Davis presenter and panelist. Lexington, VA, February 18, 2011.
- **Urban Affairs Association Conference**- *Community Resilience in Post-Katrina New Orleans: A Case Study of the How Safe, How Soon Project*, Ann Yoachim, presenter. New Orleans, LA March 16, 2011

- **Building Resilience Symposium**, Mark Davis session moderator, New Orleans, LA, March 18, 2011.
- **U.S. Army Corps of Engineers Partnering Conference**, Mark Davis session moderator, Baton Rouge LA, February 16, 2011.
- **Loyola University of New Orleans College of Law and Loyola Law Review Legislative Symposium**, “A Defining Resource: Louisiana’s Place in the Emerging Water Economy”, Mark Davis presenter. New Orleans LA, April 1, 2011.

Academic Service

Engaging students in the class room and assisting with career development are important parts of the Institute’s business. We take meet this challenge by teaching a variety of courses both within and outside of the Law School, supervision directed research projects, and engaging students as research assistants. We have also have worked with students on pro bono projects to help them meet Tulane’s mandatory public service requirements. During the past year one of our proudest accomplishments came from working with the Law School to develop new legal externships with the City of New Orleans Office of Coastal and Environmental Affairs and with the Louisiana Department of Natural Resources. Institute Director Mark Davis also served as a faculty advisor for the Law School’s energetic student led Environmental Law Society.

Courses taught during the 2010-2011 academic year by Institute personnel include:

- **Water Resources Law and Policy**, Fall 2010. Taught by Mark Davis.
- **Climate Change and Development** Fall 2011 (Undergraduate/Payson Co-Majors) Taught by Ann Yoachim with Doug Meffert
- **Honors Colloquium — The Sweet Stuff**, Spring 2011. Taught by Ann Yoachim with Jonathan Tate, Adjunct Assistant Professor of Architecture, Tulane School of Architecture
- **Urban Spaces and Development**, Spring 2011. Taught by Ann Yoachim with Jonathan Tate, Dr. Laura Murphy, and Prof. Colin Crawford.
- **Multidisciplinary Perspectives on Global Health and Social Justice**. Spring 2011. Global Health Certificate Core course for graduate students from School of Public Health and Tropical Medicine, Payson Center, School of Liberal Arts, School of Science and Engineering, and the School of Social Work. Taught by Ann Yoachim with Dr. Frederique Jacqueroz.
- **Global Health & Southern Louisiana: People, Place & Change** (Freshman TIDES Course) Fall 2010. Taught by Ann Yoachim.

In the News

The timely and important nature of the Institute's work is reflected by the degree to which its expertise is sought or recognized by local, regional and national media outlets to help explain complicated or controversial water resource issues. The past year was no exception as the following summary of coverage makes clear. The Institute strives to build and maintain its reputation as an authoritative source but never views media exposure as an objective in itself. Indeed, the list of media inquiries that we defer on for any number of reasons is easily as long as the list of those that feature us.

New Orleans Times Picayune	July 21, 2010
Associated Press-multiple national outlets (e.g. Charlotte Observer, Kansas City Star, KSRO Radio (Santa Rosa CA)	July 22, 2010
National Public Radio (Morning Edition)	July 23, 2010
New Orleans Times Picayune	July 25, 2010
National Public Radio (Weekend Edition)	July 31, 2010
ABA Journal	August 2010
New Orleans Times Picayune	August 19, 2010
Bureau of National Affairs, Environmental Reporter	August 10, 2010
The New Republic	August 19, 2010
Los Angeles Tribune news service (multiple placements)	September 28, 2010
Huffington Post	January 13, 2011
New Orleans City Business magazine	March 14, 2011 issue
New Orleans City Business magazine	April 29, 2011 issue
WWL Radio—Spud McConnell program	May 11, 2011
WWL-TV Sunday Morning News	May 15, 2011
WWL Radio—Garland Robinette program	May 16, 2011
USA Today	June 10, 2011

Campus and Community Service

- **Tulane Oil Spill Response Committee:** Institute Director Mark Davis serves on this campus wide committee that is coordinating the University's research activity in areas relevant to assessing the impacts of the BP Deep Water Horizon spill and to improving management and response efforts.
- **Coastal Research Consortium:** Mark Davis serves as Tulane's alternate representative to the CRC's Technical Committee. The CRC is a collaborative between Tulane, Louisiana State University, University of New Orleans and the University of Louisiana-Lafayette that is intended to harness the talents and resources of those schools and others to support the ongoing state/federal efforts to conserve and restore the wetlands and estuaries of coastal Louisiana.

- **Trust for Coastal Stewardship.** Mark Davis serves as Chairperson and President of this charitable land trust.
- **Groundwork New Orleans:** Mark Davis serves as a technical advisor to Groundwork New Orleans. The mission of Groundwork New Orleans is to bring about the sustained regeneration, improvement and management of the physical environment of the City through community based partnerships that promote economic, environmental and social well-being. It is one of twenty Groundwork organizations in the country.
- **Coastal Best Practices---Center for Planning Excellence:** Mark Davis was named an advisor to the Center for Planning Excellence's Coastal Best Practices project. This project seeks to establish best management practices for enhancing the resilience and sustainability of community's in coastal Louisiana.
- **Horizon Initiative:** Mark Davis is a participating member of the Horizon Initiative Water Management Subcommittee. The Horizon Initiative is independent, diverse organization dedicated to expanding the prospects for growth and prosperity in New Orleans.
- **A Studio in the Woods.** Mark Davis served as an advisor for the development of this Tulane University program's "Ebb and Flow" artist in residence fellowships. The aim of this series of fellowships is to link art to the varied environmental and cultural values and challenges presented by water.
- **United Way Safety Net Vision Council:** Institute Program Manager Ann Yoachim serves on this council which makes funding decisions for all grant applications from non-profit organizations that support emergency and disaster preparedness, long term recovery and rebuilding, and crisis management.
- **Hollygrove Market and Farm:** Ann Yoachim serves as an advisor to this important community asset. In her role on the Market and Farm's advisory group, she provides technical support and guidance to assist in the development of a long-term strategic plan for the organization.
- **Tulane Law Community Service Projects:** The Institute provided public service opportunities for four Tulane law students during the year.