

BY MAJOR AREAS OF EMPHASIS

EFFECTIVE AND EFFICIENT GOVERNMENT

Strategic Initiatives

- Improve the efficiency and effectiveness of all government services and operations.
- Improve customer service and citizen accessibility to their government.
- Plan and implement key aspects of e-government.
- Employ a workforce capable and motivated to respond to the changing needs of the citizens and the workplace.
- Continue to utilize congressional and state legislative delegations and intergovernmental relationships.
- Work with state and local governments to study and develop ways to modernize methods of taxation and revenue production.
- Encourage innovation and creativity in the provision of public services.

2001 Accomplishments

- *Transferred the Citizens Service Department to the Department of Public Works (DPW) Building Maintenance Division, in order to integrate those who receive citizen work requests with those who perform the services.*
- *Formed two committees as a result of the Citizens Service reorganization, one committee to study and improve "current" procedures for receiving and handling Citizens Service requests, and a separate committee to study and recommend a "new" process and system for Citizens Service requests. The goal of the latter committee was to select technology and processes that will make our Citizens Service Center the standard for others to emulate.*
- *Received an unqualified audit opinion for the 2000 **General Purpose Financial Statements and Single Audit and Consolidated Annual Financial Report**. Also, maintained the City-Parish's excellent underlying bond ratings.*
- *Conducted a customer satisfaction survey on the quality of our audit function. Received favorable responses from 99% of those surveyed.*
- *Received in January 2001, the 2000 Joseph H. Burris Award for the 1999 **Consolidated Annual Financial Report**, representing a "best of the best" classification for the Finance Department.*
- *Implemented an imaging system in the Finance Department's Revenue Division in order to reduce the amount of time needed to process sales, use, and occupational license tax returns.*
- *Provided financial assistance in analyzing the effect of 142 items of proposed legislation from the 2001 Legislative Session for the purpose of maximizing state-shared revenues and minimizing state-mandated costs.*
- *Increased the public's access to City-Parish departments and important civic information during both routine operations and crises through the implementation of online web sites such as:*
 - *a web page for tropical storm Allison providing information on sandbags, road closures, river stages, and damage reporting, resulting in 250,000 hits in one week;*
 - *a traffic incident web page which uses information from the public safety computer aided dispatch system which is updated every minute for traffic conditions throughout the parish, and;*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *web pages for the Office of Social Services Workforce Investment Board and the Council Budget Office that provide additional information regarding services available from the City-Parish.*
- *Implemented other automated features to better serve the public including electronic applications for pavement cut permits, animal adoptions, and electronic access to public safety related press releases.*
- *Added features and functionality to the 911 complaint and dispatch systems through the installation of a new graphic user interface version of computer aided dispatch software.*
- *Implemented the use of computers on fire trucks allowing remote access to fire incident information and pre-fire plans.*
- *Upgraded the Police Department's computer aided dispatch system to display the distance of each recommended unit from a call, increasing the efficiency of the dispatch process.*
- *Designed and implemented numerous automated systems to streamline and improve government processes and services throughout City-Parish departments.*
- *Supported performance improvement efforts by providing employee development and training opportunities to over 1,600 employees from nearly all City-Parish departments and agencies for a total of over 15,000 hours through August 2001.*
- *Initiated leadership academies for City-Parish supervisors and managers and a unique leadership program for police managers and leaders.*
- *Utilized strategic planning processes in several key departments to drive performance improvement efforts.*

2002 Accomplishments

- *Continued work on the Geographic Information System (GIS) to facilitate access of comprehensive data by government agencies, public safety agencies, and the citizens.*
- *Streamlined processes through technical equipment enhancements within the Parish Attorney's Office with the use of identification scanners in the Alcohol and Beverage Control Division.*
- *Implemented the use of Amicus, attorney software, to reduce the length of time required to handle calls, requests for legal opinions, etc.*
- *Maintained bond ratings of A1, AA-, and AA- with Moody's Investors Service, Standard and Poor's, and Fitch Investors, respectively, for City 2% sales tax revenue bonds during the year 2002.*
- *Prepared the 2001 **General Purpose Financial Statements and Single Audit and Consolidated Annual Financial Report** consistent with the criteria established by the Government Finance Officers' Association of the United States and Canada (GFOA) for its Certificate of Achievement for Excellence in Financial Reporting program.*
- *Prepared a balanced 2003 **Annual Operating Budget** which is consistent with the criteria established by GFOA for its Distinguished Budget Presentation Award program.*
- *Maximized support of City-Parish personal computers and file servers by fully migrating all departments and agencies to the Microsoft Windows NT operating system.*
- *Revised and improved public bidding documents and specifications by updating guidelines for standard agreement forms for contracts, and updating the general provisions for building construction.*
- *Provided over 23,000 hours of job-related training to develop workplace skills and encourage innovative delivery of public services.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *Provided leadership and supervisory development opportunities for 217 current or potential City-Parish supervisors and managers, and provided police leadership academy training to over 70 police officers.*
- *Provided ongoing computer skills training and specialized technology/computer classes to support expanded use and application of computerized technology.*
- *Promoted a safe and productive work environment for all employees through Equal Employment Opportunity and diversity awareness training programs and other awareness programs with over 700 participants in 2002.*
- *Increased access to library services including information services, the interlibrary loan program, library publications, subject bibliographies, reader's advisory services, public access computers, and dial-in access to the online catalog.*
- *Researched and selected an automated system to improve the level of service delivery in the Office of Social Services*

2003 Goals

- Complete the review of key processes and citizen services to identify opportunities for improvement, and maximize the use of technology and automation where possible throughout all departments to improve services.
- Continue to promote fiscal responsibility in all departments through the preparation of, and adherence to, budgets which comply with the best recognized principles of governmental finance.
- Reduce the time needed to process sales and use tax returns and occupational license tax returns through the utilization of the imaging storage and retrieval system.
- Provide real-time information to citizens using the Internet during emergencies, as well as routine public service information.
- Implement software that will make the library's electronic catalog user-friendly.
- Implement the first five phases of the e-government initiative.
- Provide citizens the ability to conduct activities electronically, including such processes as the submittal of permits and plans, the filing and payment of taxes, and the registration of new businesses.
- Investigate grant funding and corporate sponsorship to maintain and expand programs and City-Parish services.
- Implement a plan to install fiber optic cable to improve services to the Police Headquarters, the Planning Commission, the DPW Inspection Division, and the Governmental Building.
- Improve taxpayer awareness by conducting sales and use tax seminars, distributing **Tax Facts** newsletters to the 15,000 registered taxpayers on a quarterly basis, and through the Finance Department Internet website.
- Offer interested citizens and government regulators access to the **Comprehensive Annual Financial Report** and/or the **Annual Operating Budget** through the City-Parish Internet website or on compact disc.
- Maintain an up-to-date website which allows citizens to request fire safety classes or request the installation of free smoke detectors.
- Provide employee training on the use of technology to streamline processes and improve customer service.
- Review civil service rules and regulations to address deficiencies in human resources management and policies.

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- Develop a recruiting plan to attract the highest quality candidates and take advantage of the cultural diversity of the City-Parish workforce.
- Expand the existing student intern program to include working with all local universities and community colleges to allow students pursuing degrees which are applicable to future City-Parish employment to gain experience.
- Maintain the City-Parish's current constitutional right to levy and collect sales and use taxes.
- Continue to work with other governmental agencies such as the Louisiana Association of Tax Administrators (LATA) and the Louisiana Municipal Association (LMA) to develop the following:
 - a uniform tax return and remittance system,
 - a uniform tax code,
 - a state and local tax court,
 - uniform sales tax rules and regulations,
 - a local taxpayer's bill of rights, and
 - a LATA Board of Arbitration.
- Continue to support innovative and collaborative projects and studies, such as the liaison with the Capital Ground Water Commission and local industries, to use treated wastewater effluent for industrial use.

PUBLIC SAFETY

Strategic Initiatives

- Maximize the coordinated efforts to reduce crime and increase our citizens' sense of security.
- Implement key community policing principles.
- Continue to provide leadership in anti-terrorism and emergency response.
- Maintain the Police Department's Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation, and the Fire Department's Insurance Services Office (ISO) Class One rating.
- Minimize the risks to public safety through the provision and maintenance of necessary infrastructure enhancements, safety equipment, and facilities.
- Establish accreditation through the American Correction Association for the Juvenile Services program including medical, facilities, and probation services.

2001 Accomplishments

- *Completed the construction of the Advanced Traffic Management and Emergency Operations Center, a first-of-its-kind, state-of-the-art facility.*
- *Utilized the Emergency Operations Center fully for rapid response and crisis management during the national crisis of September 11, 2001.*
- *Adopted a community policing policy as the primary enforcement strategy of the Baton Rouge Police Department, and developed a multi-year strategy to achieve complete implementation. Assigned full-time community resource officers to every district.*
- *Created and activated a computer network system that permits the integration and comparison of traffic enforcement data.*
- *Upgraded the Global Positioning System for mobile data to a newer, high-speed system allowing for quicker and more certain transmission of police reports from mobile units to the Criminal Records Division of the Police Department.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *Conducted a leadership academy for over 70 Baton Rouge Police Department supervisors to help strengthen their management and leadership skills and enhance their abilities to work with line officers to implement the new community policing initiatives.*
- *Completed the review and update of all policies and procedures in line with the CALEA standards. An on-site assessment for re-accreditation was completed in August 2001, and a hearing before the full commission was held in mid-November.*
- *Fully implemented the Customer Service Responder program with the primary goal of responding to citizens affected by fire or related disasters during and after such incidents.*
- *Surveyed citizens impacted by fire or related disasters to identify service areas requiring attention by the Fire Department. An overall rating of "excellent" has been received from the majority of the citizens impacted, and areas of concern were dealt with immediately.*
- *Implemented the Rapid Intervention Team to ensure on-scene accountability of all personnel and support of any downed firefighter.*
- *Secured funding and selected a contractor to rebuild the Monterrey Boulevard Fire Station which was destroyed by fire.*
- *Constructed a confined space rescue training facility in cooperation with, and through funding from, local industry groups.*
- *Conducted over 179 fire education and safety classes, reaching over 14,550 people through September 2001. These classes included the Learn Not to Burn program for pre-school children and the Fire Safety for the Elderly program.*
- *Conducted over 14,400 business inspections to ensure compliance with local, state, and federal fire codes.*
- *Completed construction of the third new Emergency Medical Services (EMS) station in three years, to allow quicker response to those in need.*
- *Provided American Heart Association instructor certification training to the largest number of Cardio Pulmonary Resuscitation (CPR) instructors in the state.*
- *Instituted a new call-taking and medical pre-arrival instruction system to provide enhanced EMS services.*
- *Instituted an Automatic Number Identification (ANI), or callback number, system for Cingular wireless customers calling 911 for EMS or other assistance.*
- *Increased the efficiency of the patient care tracking system through process improvements and automation, thereby saving time, reducing errors, and minimizing paper waste.*
- *Completed a two-year pilot program teaching the new guidelines for paramedic training in accordance with the new national standards model.*
- *Assembled a multi-agency team called Operation Club Drug to reduce the use of Gamma-Hydroxybutyrate (GHB), Ecstasy, and other designer drugs in our community.*
- *Obtained \$100,000 in federal funds to implement a Drug-Free Communities program focusing on prevention education, counseling, and outreach services through the Juvenile Services Department and through Operation Club Drug.*

2002 Accomplishments

- *Continued the upgrade of response equipment and infrastructure to support the public safety program.*
- *Achieved full accreditation by the CALEA for the Police Department.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *Created a community policing model district at the 4th district uniform patrol precinct, which is designed to strengthen local enforcement policies and community involvement.*
- *Continued the utilization of technology to improve the accuracy and availability of data to the Baton Rouge Police Department to aid in the reduction and prevention of crime.*
- *Procured grant funding for the Police Department to purchase new computer equipment and upgrade software systems to take full advantage of technological opportunities.*
- *Purchased 19 thermal imaging cameras, and trained firefighters on their proper usage to more quickly rescue victims trapped in burning buildings, and to locate fires hidden in walls and closed spaces.*
- *Purchased 60 replacement Self Contained Breathing Apparatus (SCBA) units to protect firefighters in ground operations, replacing out-of-date equipment.*
- *Continued using Rapid Intervention Teams as adopted by the National Fire Protection Association to provide greater assistance to firefighters in emergency situations.*
- *Maintained the Fire Department's ISO Class One rating, assuring the citizens the best possible fire protection and lowest possible insurance rates.*
- *Provided over 180 fire education and safety classes during the first seven months of 2002, reaching over 16,000 people.*
- *Inspected over 8,000 businesses to assess compliance with the local fire code as part of the fire prevention efforts.*
- *Continued professional skills development of Fire Department personnel by increasing the number of employees achieving Emergency Medical Technician certifications, Firefighter I and II certifications, and Hazardous Materials certifications.*
- *Participated in over 160,000 hours of ongoing Fire Department training and drill activities.*
- *Continued to coordinate a multi-agency program of accountability-based sanctions for a targeted population of 441 highest-risk youths.*
- *Administered a multi-agency drug-free communities program involving 37 agencies in the areas of law enforcement, intervention, and prevention strategies.*
- *Provided animal control services to the citizens of the parish with the impounding of approximately 12,000 animals.*
- *Improved the efficiency of the Communications District with approximately 80% of all 911 calls being answered in less than ten seconds.*
- *Maintained an average response time for EMS units responding to calls of ten minutes or less in the parish limits, and eight minutes or less in the city limits.*
- *Continued public works projects such as major drainage projects, the sewer rehabilitation project, and infrastructure improvements.*
- *Successfully coordinated three presidential disaster declarations.*
- *Coordinated the integration of federal, state, and local law enforcement agencies into a unified command post at the Advanced Traffic Management Operation Center to address multi-jurisdictional situations.*
- *Identified and secured over \$5 million in grant funding for East Baton Rouge Parish public safety agencies.*
- *Developed a partnership with the U. S. Attorney's Office to address critical incident stress for emergency responders.*
- *Integrated medical teams in emergency preparedness response planning and training.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

2003 Goals

- Maintain an ISO Class One rating, assuring citizens the best possible fire protection and the lowest possible fire insurance rates.
- Rebuild Fire Station #3 located on Evangeline Street, and complete the Highland Road Fire Station.
- Enhance computer hardware and software on fire trucks, allowing them to graphically store data on all fire hydrants and businesses where hazardous materials are located to show the quickest routes to any emergency situation occurring in the city.
- Continue to implement employee wellness and fitness programs by administering baseline physicals for all firefighting personnel, and utilize approved grant funding to purchase physical fitness equipment for each fire station.
- Encourage family preparedness and community integration into the emergency response system.
- Provide leadership and facilitate planning for terrorist threats and events through the promotion of awareness and response activities.
- Research and obtain funding for multi-jurisdictional and discipline planning, training, and equipment for public safety efforts.
- Coordinate continuous planning through a network of public safety agencies, government officials, state and federal agencies, the medical community, citizens, businesses, and industry for all hazards to ensure an effective and coordinated response to emergencies in our parish.
- Develop a comprehensive training and development program for advanced professional law enforcement community-policing skills based on a needs assessment, CALEA standards, and best practices.
- Maximize the Baton Rouge Fire Department's ability to protect life, reduce injury and conserve property through continuous training, planning, and public education.
- Maintain the accomplishment of the Fire Department's vision to be a provider of professional public services through meeting the stringent requirements to rate as a Class One fire department.
- Develop and implement a plan to achieve accreditation standards in the Juvenile Services Department, including continued planning for a new facility.
- Continue planning for a new Juvenile Services facility as part of an integrated plan with the juvenile court system to provide comprehensive services.
- Identify and prioritize improvements to the condition of the Baton Rouge Police Department's existing physical facilities and develop a forecast for future police facility needs.
- Provide for expanded and complete medical services for detained youths by providing complete physical, psychological, psychiatric, and social work examinations within 72 hours of incarceration.
- Provide complete medical health care services within the Juvenile Detention Facility to eliminate the need to transport youths to the hospital or to other health care providers.
- Collaborate with the cardiology community to enhance EMS patient cardiac care.
- Become one of the first communities to become certified under the Emergency Management Accreditation program.
- Develop the Mayor's Homeland Security Local Advisory Council to coordinate threats, needs assessment, and equipment purchases for local public safety agencies.
- Maximize federal, state, and local funding sources for homeland security efforts.
- Implement a liaison program consisting of public safety agency representatives to work with the Office of Emergency Preparedness to provide standardized guidance in response, training, and equipment needs for all hazard planning.

INFRASTRUCTURE ENHANCEMENTS

Strategic Initiatives

- Implement a comprehensive capital improvement program.
- Improve Baton Rouge's intermodal transportation and mass transit systems for people and goods.
- Pursue the development of a public safety complex, to house the Fire Department, the Police Department, EMS, the Coroner's Office, and a regional training facility.
- Maximize and strengthen the communication and technological infrastructure for the delivery of public services.
- Implement the sewer enhancement plan adopted by the Council.
- Maximize the Centroplex improvements to complement revitalization of the downtown area.

2001 Accomplishments

- *Completed construction of the Advanced Traffic Management and Emergency Operations Center.*
- *Completed major street improvements under the half-cent sales tax street rehabilitation program (South Choctaw Drive from Monterrey Drive to North Sherwood Forest Boulevard, and the Bluebonnet Road realignment from Interstate 10 to Jefferson Highway).*
- *Installed new traffic signals at the following locations: Millerville Road at Avalon Drive, Lee Drive at Boone Drive, Bluebonnet Boulevard at Oliphant Drive, Bluebonnet Boulevard at Jefferson Highway, South Boulevard at East Boulevard, Bluebonnet Boulevard at North Oak Hills Parkway, and YMCA Plaza Drive/Windermere Boulevard at Perkins Road.*
- *Began the design and improvement of 11 intersections on North Street and Main Street from River Road to Interstate 110 to accommodate additional traffic when the new state office buildings are opened.*
- *Upgraded traffic signals at the following locations: Bluebonnet Boulevard at Bluecross Parkway, Bluebonnet Boulevard at Gail Drive, Bluebonnet Road at Jefferson Highway, and Winborne Avenue at Victoria Drive.*
- *Maintained a Class 7 rating in the federal flood insurance Community Rating System program resulting in a 15% cost savings for flood insurance for homeowners in East Baton Rouge Parish.*
- *Awarded 16 street, bridge, and drainage improvement projects, totaling \$8.7 million in construction costs between January 1, 2001, and October 1, 2001.*
- *Demolished 138 condemned residential structures and two commercial structures between January 1, 2001, and October 1, 2001.*
- *Completed the design for phase III of the East Baton Rouge Parish Computerized Traffic Signal Synchronization System, adding 38 new computer monitored locations and upgrading 71 locations.*
- *Began the design of phases IV and V of the East Baton Rouge Parish Computerized Traffic Signal Synchronization System which includes 78 additional traffic signal controlled intersections that will be under computer monitoring.*
- *Completed repairs to the Wilson Street bridge and began construction of the following bridges: Elm Drive at Hurricane Creek, Balis Drive over Dawson Creek, Gore Road at Drainage Canal, Dyer Road bridge at Comite River, Mahoney Road at Mill Creek, and the North Sherwood Forest box culvert.*
- *Completed negotiation of a consent decree, and selected a construction alternative to address the Sanitary Sewer Overflow (SSO) problem as required by the U. S. Environmental Protection Agency*

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(EPA), avoiding \$43 million in potential fines, and minimizing discharges and overflows.

- *Completed over \$7 million in sewer construction projects consisting of the rehabilitation of sewer lines, the upgrading of pump stations, and improvements to treatment plants.*
- *Cleaned 170,557 linear feet, televised 183,461 linear feet, and smoke-tested 2,900 linear feet of sewer lines under the Wastewater Sewerage System Evaluation and Asset Management program.*

2002 Accomplishments

- *Received voter approval for the re-authorization of the one-half cent sales tax dedicated to road improvements, including overlay and new construction.*
- *Continued the scheduled maintenance program for structural and mechanical repairs and replacement.*
- *Broke ground on the \$50 million, 100,000 square foot expansion to the Riverside Centroplex and Convention Center.*
- *Completed phase II of the Bluebonnet Road realignment, from Jefferson Highway to Airline Highway; phase I of the Government Street-River Road realignment; improvements to East Airport Drive; the Oak Villa extension, from South Choctaw Drive to Greenwell Springs Road; and phase III of the College Drive improvements.*
- *Completed intersection improvements to Anselmo Lane at Bluebonnet Boulevard; Hoo Shoo Too Road at Jefferson Highway; Acadian Thruway at Florida Boulevard; North Foster Drive at Airline Highway; Lavey Lane at LA Highway 19; and Bluebonnet Boulevard at Perkins Road.*
- *Completed bridge replacements at Elm Drive over Hurricane Creek; Summers Road over Lateral of Beaver Bayou; Dyer Road over Comite River; and Mahoney Road over Mill Creek.*
- *Opened the new 18,263 square foot Central branch library, housing 90,000 volumes and containing 20 public access computers.*
- *Purchased the land for, and/or implemented the design phase of, the new Zachary, Delmont Gardens, and Carver branch libraries.*
- *Improved technological support of all EMS divisions with the implementation of Mobile Data Radios in transport units.*
- *Utilized the Transportation Summit to improve cooperation with local, state, and federal services on key transportation projects.*
- *Entered into a project cooperative endeavor agreement and memorandum of agreement to secure state and federal funding for the Comite River Diversion Canal project and to begin construction.*

2003 Goals

- *Begin construction on the following projects:*
 - *Interstate 10 Frontage Roads between Bluebonnet Boulevard and Siegen Lane,*
 - *College Drive at Interstate 10,*
 - *North Boulevard from 10th Street to 19th Street,*
 - *Blount Road phase I from Scenic Highway to Elm Grove Garden Drive,*
 - *Groom Road from LA Highway 964 to LA Highway 19,*
 - *Millerville Road from Interstate 12 to Old Hammond Highway,*
 - *Millerville Road from Interstate 12 to South Harrell's Ferry Road,*
 - *Bluebonnet Boulevard extension from Nicholson Drive to Burbank Avenue, and*
 - *the Aster/Chimes drainage improvements.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- Complete construction of McClelland Drive from Evangeline Street to Airline Highway.
- Acquire land and begin construction on new branch libraries for the Eden Park, Pride, and Southdowns areas.
- Obtain a stable source of non-federal funding, which will enable Capital Transportation Corporation (CTC) to maintain its current levels of fixed-route service while continuing to explore and implement a new and innovative means of mobility management and service delivery.
- Institute a regular program of vehicle replacement at CTC in order to minimize maintenance costs.
- Provide funding for approved capital improvement programs through the issuance of debt, the procurement of grant funding, the use of recurring revenues, and the use of state capital outlay funds.
- Explore the availability of low-cost financing sources such as the Louisiana Community Development Authority program and the Department of Environmental Quality (DEQ) Revolving Fund.
- Work toward the construction of a new Juvenile Detention Center.
- Continue with street, intersection, bridge, and drainage improvements funded through gaming revenues and the Parish Transportation Fund.
- Determine the need for new Police Department facilities based on operational data, deficiencies in existing facilities, and community need factors.
- Maintain revenue streams and proceeds of long-term debt to support construction requirements necessary to complete the EPA-mandated sewer improvements in accordance with the consent decree.
- Continue the design and construction of the SSO plan as required by the EPA.
- Continue the implementation of the Comprehensive Land Use and Development Plan (the Horizon Plan).
- Complete construction of the Planetarium/Space Theater.
- Continue construction on the Riverside Centroplex expansion.
- Complete the updated Master Plan for the Airport.

ECONOMIC DEVELOPMENT

Strategic Initiatives

- Implement and coordinate both regional and local development plans.
- Create an economic development business assistance team.
- Promote development and urban revitalization efforts throughout the city.
- Improve capabilities to compete for economic growth opportunities.
- Maintain, enhance, and facilitate existing businesses.

2001 Accomplishments

- *Increased enrollment in the Workforce Investment Act (WIA) program by 45%.*
- *Initiated the Brownfields pilot program through the Planning Commission, including a ranking system for assessment purposes, with EPA funding.*
- *Reviewed 25 enterprise zone applications for a total of \$1.8 million in tax rebates.*
- *Developed a parish-wide Geographic Information System (GIS) base map in coordination with the U. S. Army Corps of Engineers, the DPW Engineering and Inspection Divisions, Information Services, and the Planning Commission. The system will network information relative to the zoning of a particular piece of land, the status of a construction permit, or which utilities' servitudes lie on*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

a parcel of land. Therefore, it will save time for the citizens of Baton Rouge because they will be able to find all of the information they need at once, and at more than one location or department. Phase I of the system's implementation was over 50% complete in 2001.

- *Successfully negotiated an agreement for the location of a new regional maintenance facility for Atlantic Southeast Airline (ASA) at the Baton Rouge Metro Airport. Also negotiated a state-funded training program for ASA maintenance workers in conjunction with the city's WIA program.*
- *Received designation as a foreign trade zone for the Baton Rouge Metro Airport through the Baton Rouge Port Commission which will benefit the new ASA regional maintenance facility.*
- *Continued phase II construction of improvements at the Airport, including three additional gates, new and improved baggage claim areas, two public conference rooms, a vending machine area, a business center, a children's playroom, a museum, a chapel, a reading room, and a smokers' lounge.*
- *Produced a mapping program that enables social service workers to match their clients on-line with CTC's fixed-route systems, in coordination with the Capital Region Planning Commission.*
- *Developed a regional plan for Job Access and Reverse Commute programs promoting the use of mass transit for those persons traveling from the inner city to the suburbs for employment, producing the area's first real commuter service.*
- *Increased CTC's ridership in spite of budget cuts and a reduction in hours.*
- *Doubled the number of rides for people with disabilities from 33,000 in 1998 to approximately 65,000 in 2001, while maintaining substantially the same budget.*
- *Realized the opening of the Downtown Sheraton, the first full service hotel to be built in the downtown area in approximately 50 years.*
- *Continued major construction projects in downtown's Capitol Park area, including the LaSalle Parking Garage which houses the new downtown YMCA, the LaSalle Building which brought over 1,000 employees to the downtown area, the Galvez Building and Garage, and the state Insurance and Justice Buildings. The combined construction budgets for these projects were in excess of \$130 million.*
- *Launched several major downtown planning initiatives relating to such areas as transportation, entertainment, and a visitors' amenity package.*
- *Initiated the Economic Development Task Force to pursue opportunities utilizing specially-formed teams in the areas of business assistance, one-stop licensing and permitting, the Regional Economic Development Study, e-government, tax incentives, and other major areas.*

2002 Accomplishments

- *Participated in the Capital Region Competitive Strategies (CRCS) efforts, committing both financial and personnel resources.*
- *Implemented an ongoing Business Assistance Team (BAT) to provide services to business prospects looking to locate or expand in the Baton Rouge community.*
- *Developed incentive packages through the BAT process in conjunction with the Louisiana Department of Economic Development, the Baton Rouge Community College, the technical college system, and other state and regional resources.*
- *Broke ground on the Centroplex expansion as part of a coordinated redevelopment plan for downtown Baton Rouge.*
- *Continued the Twin City program with Cordoba, Mexico.*

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- *Began construction of the new ASA Maintenance Facility, which will employ approximately 55 employees with an average annual salary of \$40,000.*
- *Received funding to commence a \$22 million project for the rehabilitation of runway 4L-22R. The initial phase of the project was awarded to the contractor in September 2002, and should be completed in fiscal year 2004.*
- *Received a grant from the Federal Aviation Administration (FAA) to be part of their Inherently Low-Emission Airport Vehicle (ILEAV) pilot program. The Baton Rouge Metropolitan Airport was one of only ten airports to receive these grant funds. It will build an alternative fuel station at the Airport Texaco Service Facility, at an estimated cost of \$376,800.*
- *Was awarded a \$1 million FAA grant to conduct a master plan study to serve as the blueprint for future improvement projects.*
- *Received Airport grants to fund the following:*
 - *construction of phase II of the perimeter road, with an estimated cost of \$1.6 million,*
 - *reconstruction of the terminal apron, with an estimated cost of \$1.5 million, and*
 - *the apron drainage project, with an estimated cost of \$1.1 million.*
- *Received an additional \$9.8 million in FAA funding for the noise mitigation project. Through this program, the Airport has successfully mitigated 1,746 properties to date.*
- *Advanced the implementation of the parish-wide GIS base map. The base map is now complete, and the land use data for the entire parish has been entered into the database.*
- *Facilitated the state's continued commitment to consolidate state government in the downtown area with efficient and architecturally magnificent new structures through the Downtown Development District. In 2002 the following state buildings were opened:*
 - *the LaSalle Building,*
 - *the Claiborne Building,*
 - *the Insurance Building, and*
 - *the Galvez Garage.*
- *Construction commenced in 2002 on:*
 - *the Justice Building,*
 - *the new state museum, and*
 - *the Galvez Building.*
- *Began preparations for a new State Visitors Center.*
- *Developed a downtown neighborhood shopping area on Main Street with the opening of the Main Street Market in the new Galvez Parking Garage at the corner of Fifth and Main Streets.*
- *Disseminated information concerning growth and development in the City-Parish, including four informational bulletins, four newsletters, and an annual report.*
- *Conducted four Planning Commission education workshops.*
- *Received two awards from the Louisiana Chapter of the American Planning Association, including the Distinguished Contribution Award to Troy L. Bunch, and the Outstanding Planning Award for a Project/Program/Tool for a large jurisdiction for the Bluebonnet Boulevard Corridor study.*
- *Provided professional management assistance for 107 economically disadvantaged businesses, and worked with them to provide guidance on startup, and counseling on sources of assistance.*
- *Served in excess of 24,000 clients through the Baton Rouge Career and Job Center under the WIA program.*
- *Provided training and retraining for over 950 clients through the Adult and Dislocated Workers programs.*
- *Enrolled 87 dislocated workers through the Allison Relief Grant to assist with the clean-up efforts following the tropical storm.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *Supported efforts of the Mayor's Office of Small Business Network to create new opportunities for small and disadvantaged businesses, with an emphasis on minority-owned and women-owned businesses.*

2003 Goals

- Continue to participate in the CRCS efforts to implement a regional economic development plan.
- Continue to support the Louisiana State University (LSU) Small Business Incubator program.
- Continue to participate in the downtown revitalization efforts.
- Continue the ongoing BAT to provide services to new and existing businesses.
- Complete construction of the new ASA Maintenance Facility.
- Continue construction on the rehabilitation of runway 4L-22R.
- Begin construction of the alternative fuel station at the Airport Texaco Service Facility.
- Complete work on the Airport Master Plan.
- Complete work on the Air Cargo Complex.
- Begin construction on the new Downtown Arts Block, a \$53 million public and private sector project which will include a new LSU Museum of Art and Performing Arts Center.
- Complete construction and open the Louisiana Art & Science Museum's Planetarium and Space Theater, offering inspiring opportunities for children and adults alike.
- Continue construction on the expansion of the Riverside Centroplex. The new facility will allow Baton Rouge to become a major competitor in the convention industry.
- Maintain and administer an Enterprise Zone Rebate program that aids in the attraction and/or expansion of businesses in designated enterprise zones throughout the City-Parish.
- Advance economic development through environmental planning.
- Increase outreach by the Mayor's emerging Small Business Network to minority and women-owned businesses through the publication of resource guides, training videos, workshops, and other activities.

GROWTH MANAGEMENT

Strategic Initiatives

- Work to develop and define the principles of Smart Growth as related to the East Baton Rouge Parish metropolitan area.
- Continue to implement comprehensive planning and forecasting systems to accommodate growth (the Horizon Plan).
- Continue the revitalization and development of downtown Baton Rouge and other primary community areas in partnership with public and private entities.
- Adopt innovative financing and taxation methods to encourage development.
- Manage urban sprawl through planned and infill development.

2001 Accomplishments

- *Initiated a GIS base map, and continued the data collection process.*
- *Reenacted portions of the Unified Development Code based upon recommendations of the Zoning Committee.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *Completed Planning Districts 6, 5, and 4 in the Subarea/Neighborhood planning process. This process coincides with the data survey, collection, and entry for land based information for the GIS.*

2002 Accomplishments

- *Created a more streamlined and better structured process to obtain development permits and approvals.*
- *Completed the second five-year update for the Horizon Plan.*
- *Completed the Subarea/Neighborhood planning process for Planning Districts 3, 2, and 1. This process coincides with the data survey, collection, and entry of land based information for the GIS; thereby, it also completes this task for the GIS.*
- *Completed the GIS base map for the City-Parish in coordination with the U. S. Army Corps of Engineers, the DPW Engineering and Inspection Divisions, Information Services, and the Planning Commission.*
- *Amended and reformatted the Unified Development Code, including recommendations from the Mayor's Planning Task Force regarding the application process.*
- *Completed the Subarea/Neighborhood planning process.*
- *Achieved implementation of a blight ordinance to facilitate the removal of substandard facilities in urbanized areas.*

2003 Goals

- Continue to upgrade the community warning system.
- Continue the implementation of the Comprehensive Land Use and Development Plan (the Horizon Plan).
- Initiate the community planning process in the designated growth centers.
- Implement components of the Downtown Transportation Plan.
- Continue to explore the Tax Incremental Financing (TIF) program as a viable economic development financing option.
- Continue to study statutory changes to facilitate the elimination of blight in residential and commercial areas.

QUALITY OF COMMUNITY AND FAMILY LIFE

Strategic Initiatives

- Promote a higher quality of life for all East Baton Rouge Parish citizens.
- Improve the educational system at all levels.
- Participate in local and regional networks for the delivery of services to disadvantaged citizens.
- Increase the availability and access to arts and cultural programs, recreational opportunities and other local attractions.

2001 Accomplishments

- *Hosted a Community Action in Neighborhoods—Developing Opportunities (CAN—DO) convention for over 450 participants from neighborhoods all over East Baton Rouge Parish to provide technical*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

assistance from major City-Parish departments and non-profit organizations on neighborhood-related issues.

- *Awarded more than 10 neighborhood grants throughout the parish for projects relating to anti-crime initiatives, lighting, beautification, clean-up, and the creation of neighborhood newsletters and directories.*
- *Circulated 1,584,763 items from the library to the community and answered 400,000 reference questions through August 2001, making the East Baton Rouge Parish library one of the busiest in Louisiana.*
- *Served nearly 35,000 children and young adults through such summer reading programs as Zip Into the Future-Read and Read Beyond the Outer Limits. A new summer reading program for adults attracted approximately 1,000 participants.*
- *Opened the new Baker branch library on April 9, 2001. The 17,000-square-foot facility replaces a leased storefront building, has 20 public-access computers, and has a 90,000 volume collection.*
- *Constructed the new Scotlandville branch library. The new facility has approximately 18,000 square feet, contains a Black Heritage Room, and is open approximately 66 hours per week.*
- *Broke ground for the new Central branch library in March 2001.*
- *Purchased land for a new Zachary branch library.*
- *Began televising monthly Planning Commission meetings on Metro Channel 21.*
- *Developed a grant that resulted in \$500,000 per year in state funding to establish and operate a Truancy Assessment and Service Center (TASC), and accepted the role as its fiscal agent. The TASC began its operations at Greenwood Elementary in March 2001, and included a Truancy Round-Up Day conducted by local law enforcement.*
- *Secured funding of \$436,488 for the Temporary Assistance for Needy Families (TANF) Emergency Utility program.*
- *Increased by 50% the number of readiness classes provided to Community Service Block Grant (CSBG) clients.*
- *Exceeded by 100% the Head Start goal for enrolling staff members with a Bachelor of Science degree in the curriculum of Child Development.*
- *Exceeded by 25% the Head Start goal to increase parent/guardian volunteer hours in Head Start centers.*
- *Developed and coordinated the implementation of a new process for making tax adjudicated property more accessible for non-profit housing development.*
- *Secured 100% of the Emergency Shelter Grants (ESG) program funding that was available to East Baton Rouge Parish, and contracted out the full amount to local organizations.*
- *Provided 60 affordable housing loans to first-time home buyers.*
- *Generated \$3,046,424 in private mortgage financing through coordination of the Home Buyer Assistance loan program.*
- *Began construction of a new Head Start center.*
- *Provided self-development workshops for over 80% of the juveniles at the Juvenile Detention Center.*
- *Conducted over 50 prevention-oriented tours of the Juvenile Detention Center for youth and civic groups.*
- *Provided cultural and art education activities to nearly 9,000 children through the LASM.*
- *Provided project assistance grants, multi-cultural grants, decentralized arts funding grants, and neighborhood arts grants to over 100 cultural and arts organizations through the Arts Council of Greater Baton Rouge.*
- *Provided hands-on educational experiences for approximately 60,000 children, and Discovery concerts to approximately 10,000 children through the LASM.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *Provided in-service training in arts and science to over 200 teachers through the LASM.*

2002 Accomplishments

- *Purchased an outreach van to provide library materials and services to retirement homes and assisted living centers.*
- *Improved the public access electronic catalog system at the libraries with Syndetics Catalog Enrichment, providing full color cover images for newly published titles, summaries, annotations, and reviews from publishers.*
- *Administered and facilitated social service assistance to eligible citizens, such as:*
 - *provided free income tax assistance to 600 citizens,*
 - *assisted 125 individuals in obtaining Generally Equivalency Diplomas and other educational skills,*
 - *provided 3,300 persons assistance with adequate nutrition and health care information/referrals, and*
 - *referred 80 citizens for employment opportunities and follow-up.*
- *Developed strategies for creating an automated intake system for the Department of Human Development and Services.*
- *Received \$1.3 million in round two funding for the TANF program, and assisted 2,810 citizens.*
- *Assisted 404 families with rent, utility payments, medical payments, and food vouchers through CSBG funding.*
- *Enrolled 1,362 children in the Head Start program and assessed their progress using the Brigance Assessment Instrument.*
- *Opened the Progress Head Start Center, the fifth new Head Start center in the parish. The center accommodates 160 children and is designed to be the flagship center for training all new Head Start personnel and interns from Southern University, LSU, and the Louisiana Technical College.*
- *Through the East Baton Rouge Parish Health Unit, assisted 3,500 participants in the family planning program, provided 5,500 child health visits, saw 45,000 Women, Infants, and Children (WIC) participants, and administered 5,000 immunizations.*
- *Through the Council on Aging, served 93,000 congregate meals at 17 sites to aging and elderly citizens, and served 83,600 meals to homebound citizens.*
- *Provided emergency shelter of free room and board to approximately 300 battered women and their dependent children.*
- *Provided detoxification treatment planning and placement to approximately 1,400 citizens through the Baton Rouge Area Alcohol and Drug Center.*
- *Provided information, education, and referral services to individuals seeking alcohol, drug, or other chemical dependency treatment through the O'Brien House.*
- *Provided hands-on educational experiences for 22,000 children attending the Louisiana Art and Science Museum.*
- *Continued the United Arts Funding Drive, providing approximately \$480,000 in financial assistance to various organizations.*
- *Provided Discovery concerts to 11,000 children in order to educate and expose children to classical music.*
- *Provided educational experiences to approximately 52,000 children and adults visiting the USS KIDD & Nautical Center.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *Processed 16,783 contacts to locate veterans in East Baton Rouge Parish or their dependents to determine their eligibility for state and federal benefits.*
- *Served approximately 1,400 youths through the Big Buddy program, to provide a positive, safe place for children to spend out-of-school time (after school hours, vacation days, the summer, and weekends).*
- *Provided 16 educational workshops to improve and maintain the quality of life in our community neighborhoods through CAN—DO.*
- *Performed 8,000 mosquito treatments and 4,800 rodent treatments to provide prompt and efficient pest control services to the citizens.*
- *Circulated 2,325,000 items through the public library system.*
- *Provided educational, informational, and recreational library programs throughout the parish, including 2,455 children's programs, 700 young adult programs, and 350 adult programs.*
- *Initiated the Mayor's Youth Advisory Council to stimulate youth participation in the government process.*

2003 Goals

- Expand electronic networked databases that can be accessed throughout the library system and through the library's web site from home computers.
- Provide approximately 100 new public access computers to be distributed among the 13 library branches.
- Promote community programs that reduce individual and family risk factors for substance abuse and other behavioral problems that lead to anti-social and criminal acts through the Drug-Free Communities program (reducing substance abuse), the Youth Violence initiative (addressing risk factors), and the Governor's Drug-Free and Safe Communities program.
- Partner with universities, nonprofit organizations, and private sector entities in drug prevention education, family strengthening, character development, and school-based programs.
- Promote community education programs that address safety and injury prevention, health maintenance, bike safety, car seat safety, and emergency services access.
- Provide emergency medical coverage for community events.
- Encourage maximum employee participation in the Employee Assistance program and the Wellness program.
- Partner with LSU and Southern University on an anti-litter campaign.
- Provide developmental opportunities for all employees to enhance individual quality of life and encourage personal contribution to our community.
- Continue to participate in the annual CAN-DO Convention to provide technical assistance to participants on neighborhood-related issues.
- Support the Neighborhood in Action concept including the designation of neighborhood liaisons to work with neighborhood organizations.
- Encourage infill development within urbanized areas through incentives.
- Increase awareness of, and access to, programs and services offered through the Department of Human Development and Services and through other entities to the disadvantaged citizens.
- Pursue various improvements such as bicycle paths and sidewalk improvements.
- Enhance public education and outreach programs to include coordination of an annual Disaster Expo, community events, a Meet Your Neighbor Day, fire safety education activities, and EMS training programs.

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- Continue to assist in the provision of educational opportunities for children, youth, and adults through partnerships with agencies such as the USS KIDD & Nautical Center, the LASM, the Arts Council of Greater Baton Rouge, and the Baton Rouge Symphony.