

## ENTERPRISE FUNDS

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Enterprise funds account for operations (a) that are financed and operated in a manner similar to that used in private business enterprises, where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

Capital Transportation Corporation accounts for the operation of a bus transportation service. Principal revenues of the fund are bus fares and governmental subsidies.

Greater Baton Rouge Parking Authority accounts for the operation of an off-street parking facility. Principal revenues of the fund are governmental subsidies and automobile parking fees.

Sewerage-Operations and Maintenance, Parish Sewer User Fee Fund, and Parish Sewer Sales Tax account for the provision of sewer services and sewage treatment services to the residents of East Baton Rouge Parish. All activities necessary to provide such services are accounted for in these funds, including, but not limited to, administration, operations, maintenance, and billing and collection of a sewer user fee.

Solid Waste Disposal Facility Fund accounts for the provision of solid waste disposal services and operation of the landfill and recycling office. Principal revenues of the fund are landfill tipping fees.

Riverside Centroplex accounts for the operation of a cultural and entertainment center composed of an arena, exhibition hall, and theater of performing arts. Management of the center is provided by Spectacor Management Group, a private management company.

Greater Baton Rouge Airport District accounts for the operation of the Baton Rouge Metropolitan Airport, a commercial and general aviation facility principally financed by air carrier fees and airport related services.

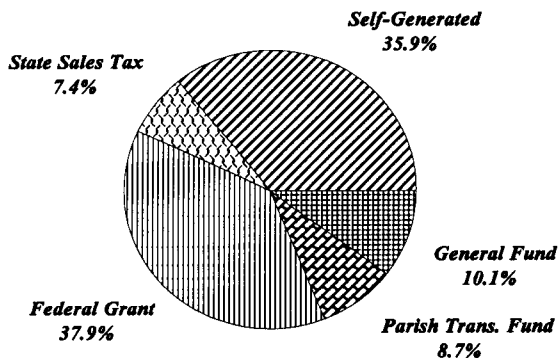
**MISSION STATEMENT**

Capital Transportation Corporation (CTC) is a nonprofit quasi-public corporation which functions under the provisions of an operating agreement with the City of Baton Rouge and Parish of East Baton Rouge. The Corporation's purpose is to provide efficient and convenient public transportation for the Parish of East Baton Rouge and the Greater Baton Rouge Area.

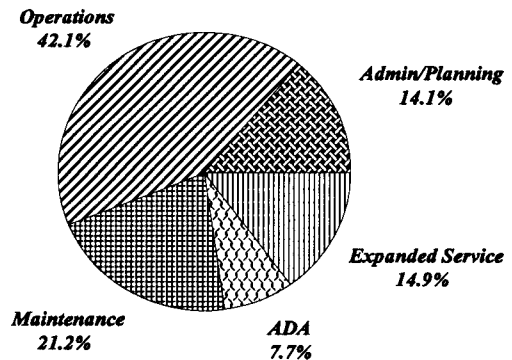
<b>BUDGET SUMMARY</b>	<b>2002 ACTUAL</b>	<b>2003 REVISED BUDGET</b>	<b>REQUEST</b>	<b>2004 PROPOSED</b>	<b>FINAL</b>
<b>SOURCES OF FUNDS:</b>					
Self Generated Revenues:					
Passenger Revenue	1,514,490	1,298,980	1,400,000	1,400,000	1,400,000
Contract Revenue	2,353,240	2,300,000	2,325,000	2,325,000	2,325,000
Advertising & Other	51,710	50,000	80,000	80,000	80,000
Federal Assistance: Operating Grants	4,137,850	4,853,410	4,750,000	4,750,000	4,750,000
State Assistance: Hotel/Motel Sales Tax	807,560	792,000	790,000	790,000	790,000
Local Assistance:					
City-Parish General Fund	1,115,400	1,042,980	1,042,980	1,042,980	1,042,980
Parish Transportation Fund	947,230	947,230	947,230	947,230	947,230
<b>TOTAL SOURCES OF FUNDS</b>	<b>10,927,480</b>	<b>11,284,600</b>	<b>11,335,210</b>	<b>11,335,210</b>	<b>11,335,210</b>
<b>% CHANGE OVER PRIOR YEAR</b>					
<b>IN GENERAL FUND SUBSIDY</b>	<b>----</b>	<b>-6.49%</b>	<b>0.00%</b>	<b>0.00%</b>	<b>0.00%</b>
<b>USES OF FUNDS:</b>					
Operating Expenses (Excluding Depreciation)					
Administration/Planning	1,545,970	1,999,810	1,866,790	1,866,790	1,866,790
Operations	4,617,770	4,399,630	4,727,560	4,727,560	4,727,560
Maintenance	2,322,100	2,372,050	2,423,870	2,423,870	2,423,870
ADA	840,560	863,110	881,380	881,380	881,380
Expanded Service	1,636,000	1,650,000	1,435,610	1,435,610	1,435,610
<b>TOTAL USES OF FUNDS</b>	<b>10,962,400</b>	<b>11,284,600</b>	<b>11,335,210</b>	<b>11,335,210</b>	<b>11,335,210</b>
<b>EXCESS SOURCES OVER USES</b>	<b>(34,920)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET ASSETS, JANUARY 1</b>	<b>5,087,390</b>	<b>4,226,880</b>	<b>3,326,880</b>	<b>3,326,880</b>	<b>3,326,880</b>
<b>ADJUSTMENTS</b>	<b>(825,590)</b>	<b>(900,000)</b>	<b>(900,000)</b>	<b>(900,000)</b>	<b>(900,000)</b>
<b>NET ASSETS, DECEMBER 31</b>	<b>4,226,880</b>	<b>3,326,880</b>	<b>2,426,880</b>	<b>2,426,880</b>	<b>2,426,880</b>
<b>INVESTED IN CAPITAL ASSETS</b>	<b>3,865,040</b>	<b>3,865,040</b>	<b>3,865,040</b>	<b>3,865,040</b>	<b>3,865,040</b>
<b>RESTRICTED</b>	<b>1,269,120</b>	<b>1,269,120</b>	<b>1,269,120</b>	<b>1,269,120</b>	<b>1,269,120</b>
<b>UNRESTRICTED</b>	<b>(907,280)</b>	<b>(1,807,280)</b>	<b>(2,707,280)</b>	<b>(2,707,280)</b>	<b>(2,707,280)</b>

**FINANCIAL SUMMARY FOR THE YEAR 2002**

**2002 SOURCES**



**2002 USES**



**MISSION STATEMENT**

The mission of the Greater Baton Rouge Parking Authority (Parking Garage) is to provide a service to downtown-area employees and to the general public and at the same time be able to operate like a for-profit business. This service includes collecting fees for daily parking, which is available to persons who conduct business in downtown-area offices. Monthly fees are collected from employees working in the downtown area, which allows these customers to come and go throughout the day Monday-Friday, 6:30 a.m. to 6:30 p.m. Event parking is charged to patrons attending functions in the Centroplex during or after normal garage hours. Another responsibility of the garage is to collect monthly fees from persons who park on the B1 and B2 levels of the governmental complex.

<b>BUDGET SUMMARY</b>	<b>2002 ACTUAL</b>	<b>2003 BUDGET</b>	<b>REQUEST</b>	<b>2004 PROPOSED</b>	<b>FINAL</b>
<b>REVENUES:</b>					
Charges for Services	616,120	615,000	625,000	625,000	625,000
Miscellaneous	7,270	5,000	5,000	5,000	5,000
<b>TOTAL REVENUES</b>	<b>623,390</b>	<b>620,000</b>	<b>630,000</b>	<b>630,000</b>	<b>630,000</b>
<b>APPROPRIATIONS:</b>					
Personal Services	209,070	224,690	229,000	227,620	227,620
Employee Benefits	71,460	96,200	108,380	102,290	102,290
Supplies	7,330	5,710	8,090	8,090	8,090
Contractual Services	66,200	200,450	187,260	194,730	194,730
Depreciation	402,350	400,790	400,000	400,000	400,000
Debt Service	61,030	25,050	50,000	50,000	50,000
<b>TOTAL APPROPRIATIONS</b>	<b>817,440</b>	<b>952,890</b>	<b>982,730</b>	<b>982,730</b>	<b>982,730</b>
<b>% CHANGE OVER PRIOR YEAR</b>	-----	16.57%	3.13%	3.13%	3.13%
<b>TRANSFER FROM GENERAL FUND</b>	<b>373,730</b>	<b>352,730</b>	<b>352,730</b>	<b>352,730</b>	<b>352,730</b>
<b>NET ASSETS, JANUARY 1</b>	<b>1,733,940</b>	<b>1,913,620</b>	<b>1,883,460</b>	<b>1,883,460</b>	<b>1,883,460</b>
<b>ADJUSTMENTS</b>	<b>0</b>	<b>(50,000)</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET ASSETS, DECEMBER 31</b>	<b>1,913,620</b>	<b>1,883,460</b>	<b>1,883,460</b>	<b>1,883,460</b>	<b>1,883,460</b>
INVESTED IN CAPITAL ASSETS	1,400,380	1,559,590	1,159,590	1,159,590	1,159,590
RESTRICTED	583,690	0	0	0	0
UNRESTRICTED	(70,450)	323,870	723,870	723,870	723,870
<b>PERSONNEL ALLOTTED</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

**BUDGET HIGHLIGHTS**

The Department of Public Works is requesting that the 2004 General Fund subsidy remain at current levels. Funding is needed to address maintenance issues at the garages. Lighting upgrades to address safety concerns will be implemented over the next few years. Funding in the amount of \$119,400 has been included in Contractual Services for this purpose.

In addition, the reclassification of a Parking Attendant I to a Parking Attendant II, \$1,710 including benefits, is requested. — *Classification and pay issues will be deferred until April, 2004, pending implementation of the new pay plan.*

**PERSONNEL SUMMARY**

JOB CODE	JOB TITLE	ALLOTMENT				PAY GRADE	ANNUAL SALARY	
		CUR	REQ	PRO	FIN		MINIMUM	MAXIMUM
109330	Parking Garage Manager	1	1	1	1	209	24,727	34,228
109325	Assistant Parking Garage Manager	1	1	1	1	116	22,039	30,508
109323	Parking Garage Supervisor	2	2	2	2	115	21,009	29,081
110128	Clerical Specialist III	1	1	1	1	111	17,431	23,997
111735	Parking Garage Attendant II	1	2	1	1	108	15,169	20,773
111732	Parking Garage Attendant I	3	2	3	3	106	13,843	18,931
TOTAL		9	9	9	9			

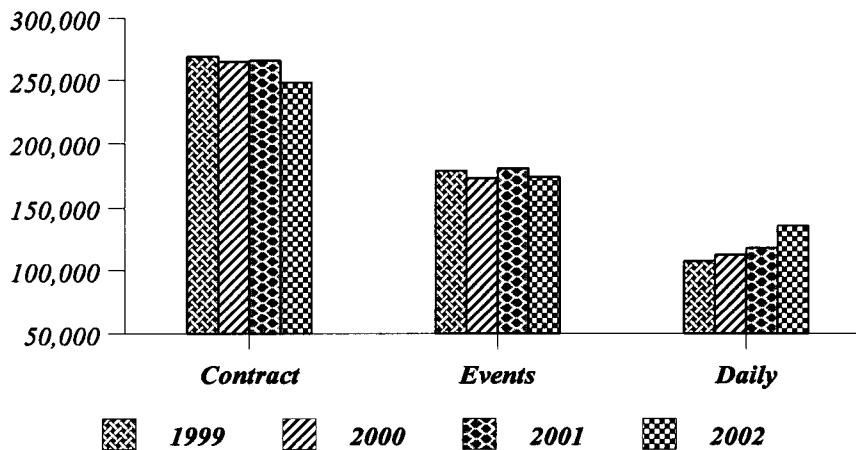
**PERFORMANCE MEASUREMENT**

Goals/Objectives/Performance Indicators	2002 Actual	2003 Target	2004 Target
1. <i>To provide safe parking space for the citizens in the downtown area.</i>			
a) # of total parking spaces available	2,014	2,020	2,020
b) # of contract parkers	1,180	1,300	1,300
c) # of public events held in downtown area	163	200	215
d) # of times the parking areas are patrolled by law enforcement officials (per day)	2	3	3
e) Law enforcement official on-site at public events	✓	✓	✓

**GRAPHICAL SUMMARY**

***Parking Garage Revenues***

1999 - 2002



**COMPREHENSIVE SEWERAGE SYSTEM ENTERPRISE FUND  
ALL FUND SUMMARY**

**41X**

**MISSION STATEMENT**

The mission of the Comprehensive Sewerage System is to provide high-quality service to the customers by collecting, transporting, and treating wastewater in a cost-effective manner; to respond in a timely manner to customer emergencies; to comply with all federal and state laws; and to provide for the future sewer needs of the City-Parish.

The following budget summary (across separate managerial fund lines) has been prepared in order to assist readers in understanding, from an overall perspective, the financial structure of the Comprehensive Sewerage System Enterprise Fund.

<b>BUDGET SUMMARY</b>	<b>2002 ACTUAL</b>	<b>2003 BUDGET</b>	<b>REQUEST</b>	<b>2004 PROPOSED</b>	<b>FINAL</b>
<b>REVENUES:</b>					
Taxes	29,953,610	29,901,280	31,063,000	31,088,560	31,088,560
Charges for Services	48,102,710	52,918,000	54,255,000	53,969,000	53,969,000
Miscellaneous Revenues	34,770	13,000	13,000	13,000	13,000
Non-Operating Revenues	3,871,220	1,710,000	1,518,000	1,518,000	1,518,000
Contributions	5,600,580	0	0	0	0
Interfund Transfers:					
General Fund	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
<b>TOTAL REVENUES</b>	<b>91,562,890</b>	<b>88,542,280</b>	<b>90,849,000</b>	<b>90,588,560</b>	<b>90,588,560</b>
<b>APPROPRIATIONS:</b>					
Finance/Service Fee Business Office	2,268,330	2,362,290	2,394,720	2,386,240	2,386,240
General Administration	3,419,620	3,491,860	3,731,260	3,715,110	3,715,110
Environmental Section	832,180	912,990	943,120	935,250	935,250
Wastewater Collection	4,709,660	5,494,950	5,740,090	5,659,040	5,659,040
Wastewater Treatment	13,150,260	14,789,610	14,932,650	14,901,150	14,901,150
Sewer Preventive Maintenance Program	1,891,690	3,207,940	3,998,430	3,998,430	3,998,430
Wet Well Maintenance Program	158,690	400,000	400,000	400,000	400,000
Emergency Point Repairs	1,418,260	2,000,000	2,000,000	2,000,000	2,000,000
Supplies	11,880	0	0	0	0
Contractual Services	1,102,340	721,720	572,260	572,260	572,260
Debt Service (excludes bond principal)	15,653,790	16,485,990	15,210,120	15,210,120	15,210,120
Bad Debt Expense	334,860	400,000	450,000	450,000	450,000
Depreciation	21,204,310	23,000,000	23,000,000	23,000,000	23,000,000
<b>TOTAL APPROPRIATIONS</b>	<b>66,155,870</b>	<b>73,267,350</b>	<b>73,372,650</b>	<b>73,227,600</b>	<b>73,227,600</b>
<b>% CHANGE OVER PRIOR YEAR</b>	<b>-----</b>	<b>10.75%</b>	<b>0.14%</b>	<b>-0.05%</b>	<b>-0.05%</b>
<b>NET ASSETS, JANUARY 1</b>	<b>244,050,770</b>	<b>269,457,790</b>	<b>284,732,720</b>	<b>284,732,720</b>	<b>284,732,720</b>
<b>NET ASSETS, DECEMBER 31</b>	<b>269,457,790</b>	<b>284,732,720</b>	<b>302,209,070</b>	<b>302,093,680</b>	<b>302,093,680</b>
<b>INVESTED IN CAPITAL ASSETS</b>	<b>128,792,250</b>	<b>136,102,240</b>	<b>144,455,930</b>	<b>144,455,930</b>	<b>144,455,930</b>
<b>RESTRICTED</b>	<b>63,234,320</b>	<b>66,826,770</b>	<b>70,928,470</b>	<b>70,928,470</b>	<b>70,928,470</b>
<b>UNRESTRICTED</b>	<b>77,431,220</b>	<b>81,803,710</b>	<b>86,824,670</b>	<b>86,709,280</b>	<b>86,709,280</b>

*NOTE: Included in the 2004 proposed budget is an appropriation of \$2,100,000 to provide for a professional services contract with Montgomery Watson Harza Americas, Inc., for the purpose of assisting the Department of Public Works in implementing the \$618 million SSO Construction Program as required by the 2001 Consent Decree.*

**PURPOSE OF APPROPRIATION**

The Federal Clean Water Act requires all public agencies having jurisdiction over sewerage collection and treatment facilities to adopt a system of funding that would ensure that all users of the system would pay their proportionate share of the cost of operating and maintaining the sewerage facilities. On May 15, 1985, the Metropolitan Council adopted an ordinance placing a sewer user fee on all residential and business users of the sewerage system. The City and Parish have entered into a local services agreement with the Greater Baton Rouge Consolidated Sewer District, creating the East Baton Rouge Sewerage Commission, which has the authority to levy, collect, and dedicate sewer user fee charges.

The Metropolitan Council establishes a budget each fiscal year for the Sewerage Operations and Maintenance Section, which operates within the Department of Public Works. This section is funded by dedicated sewer user fees, the one-half of one percent (½%) sales and use tax dedicated for sewers and sewer disposal works, and an annual \$4,000,000 transfer from the General Fund supported by gaming revenues.

<b>BUDGET SUMMARY</b>	<b>2002 ACTUAL</b>	<b>2003 BUDGET</b>	<b>REQUEST</b>	<b>2004 PROPOSED</b>	<b>FINAL</b>
<b>REVENUES:</b>					
Interest Earnings	27,220	40,000	25,000	25,000	25,000
Miscellaneous Revenues	500	0	0	0	0
<b>Interfund Transfers:</b>					
City General Fund	2,400,000	2,400,000	2,400,000	2,400,000	2,400,000
Parish General Fund	1,600,000	1,600,000	1,600,000	1,600,000	1,600,000
Parish Sewer User Fee Fund	15,373,400	19,356,640	19,532,760	19,362,150	19,362,150
Parish Sewer Sales Tax Fund	8,447,570	9,263,000	10,582,510	10,608,070	10,608,070
<b>TOTAL REVENUES</b>	<b>27,848,690</b>	<b>32,659,640</b>	<b>34,140,270</b>	<b>33,995,220</b>	<b>33,995,220</b>
<b>APPROPRIATIONS:</b>					
Finance/Service Fee Business Office	2,268,330	2,362,290	2,394,720	2,386,240	2,386,240
General Administration	3,419,620	3,491,860	3,731,260	3,715,110	3,715,110
Environmental Section	832,180	912,990	943,120	935,250	935,250
Wastewater Collection	4,709,660	5,494,950	5,740,090	5,659,040	5,659,040
Wastewater Treatment	13,150,260	14,789,610	14,932,650	14,901,150	14,901,150
Sewer Preventive Maintenance Program	1,891,690	3,207,940	3,998,430	3,998,430	3,998,430
Wet Well Maintenance Program	158,690	400,000	400,000	400,000	400,000
Emergency Point Repairs	1,418,260	2,000,000	2,000,000	2,000,000	2,000,000
<b>TOTAL APPROPRIATIONS</b>	<b>27,848,690</b>	<b>32,659,640</b>	<b>34,140,270</b>	<b>33,995,220</b>	<b>33,995,220</b>
<b>% CHANGE OVER PRIOR YEAR</b>	-----	17.28%	4.53%	4.09%	4.09%
NET ASSETS, JANUARY 1	0	0	0	0	0
ADJUSTMENT	0	0	0	0	0
NET ASSETS, DECEMBER 31	0	0	0	0	0
PERSONNEL ALLOTTED	342	342	342	342	342

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**SERVICE DESCRIPTION**


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The **Finance/Service Fee Business Office** bills, collects, and accounts for service fees in order to provide funds for sewer maintenance and improvements, and proper disposal of solid waste.

The **General Administration Division** performs the project management duties for the Sewer Rehabilitation Program to provide the construction knowledge and supervisory skills needed to complete the sewer improvement projects on time and within budget.

The **Environmental Division** acts as (1) a regulatory agency over parish ordinances concerning wastewater, stormwater runoff, and solid waste; (2) a consulting unit for Public Works and other City-Parish departments regarding compliance with federal and state environmental statutes; and (3) a service organization to parish citizens in resolving problems including odor complaints, storm drainage, hazardous spills, and raw sewage.

The **Wastewater Collection Division** is responsible for the operation, maintenance, repair, and rehabilitation of the wastewater collection system.

The **Wastewater Treatment Division** is responsible for the transportation, processing, and disposal of municipal wastewater according to state and federal regulations. This division operates and maintains over four hundred pump stations, two minor treatment plants, three major treatment plants, thirteen major booster stations, seven minor booster stations, three oxidation ponds, two peak-flow storage facilities, and six stormwater pumping stations.

The **Sewer Preventive Maintenance Program** consists of a \$2,000,000 annual professional services contract to provide assistance with the maintenance portion of the EPA consent decree requirements. Among the requirements are capacity management operation and maintenance (CMOM) activities, which include the implementation of a preventive maintenance program. Funding in the amount of \$1,998,430 is also included for priority-one capital maintenance items at the treatment plants.

In the **Wet Well Maintenance Program**, wet wells at the three treatment plants and all pumping stations are pumped out to clear them of accumulated sand and other sediment. Funding in the amount of \$400,000 is requested for 2004.

The **Emergency Point Repairs Program** requires an appropriation for a contract to make urgent repairs to the sewerage system involving hazardous conditions threatening public health, public safety, and damage to property. Funding in the amount of \$2,000,000 is requested for 2004.

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**BUDGET HIGHLIGHTS**


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On March 14, 2002, the City-Parish signed a Consent Decree with the United States Environmental Protection Agency and the Louisiana Department of Environmental Quality; that Consent Decree requires the expenditure of approximately \$618 million over a period of thirteen years to minimize sanitary sewer overflows. In order to minimize future sewer user fee increases and to provide funds to pay for this large construction project, operating expenses are being closely monitored and reduced when possible.

A 4.53% increase over 2003 funding levels is requested in the 2004 sewer operations and maintenance budget. The request is \$479,000 less than the amount included in the long-range funding model for the sewer program. Areas where additional funding is requested are fringe benefits (mandatory increases), fiscal management fees, and plant maintenance, which will increase annually as the plants age.

Pursuant to the budget instructions, no reclassifications or pay-grade changes have been requested for specific individuals or classifications pending the outcome of the pay study that is currently underway. However, there are some requested changes in the Wastewater Collection Division allotment dealing with the reallocation of five vacant positions due to a change in scope of work in the division. It is requested that four Wastewater Service Inspector positions and one Engineering Aide III position be added. In order to fund the additions and not increase the overall staffing complement in the division, one Heavy Equipment Operator, one Maintenance Worker II, and three Maintenance Worker I positions will be deleted. These changes are necessitated by additional duties mandated by the EPA Consent Decree such as inspections, monitoring, and reporting. — *Approved.*

Inventoried Assets are requested as follows: Computer Hardware, \$91,800; Radios, Communication Equipment, \$47,000; Plant Equipment, \$4,000; and Other Capital Outlay, \$18,400. — *Approved.*

Professional services contracts are requested for software licenses and updates (\$24,740) and for the Sewerage System Evaluation and Asset Management Program (\$2,000,000). — *Approved.*

## PERSONNEL SUMMARY

JOB CODE	JOB TITLE	ALLOTMENT				PAY GRADE	ANNUAL SALARY	
		CUR	REQ	PRO	FIN		MINIMUM	MAXIMUM
FINANCE/ SERVICE FEE BUS. OFFICE								
100415	Assistant Revenue Manager	1	1	1	1	221	44,213	61,202
100410	Revenue Auditor	1	1	1	1	218	38,210	52,893
100115	Accountant III	1	1	1	1	215	33,036	45,730
100105	Accountant I	1	1	1	1	118	24,279	33,608
111720	Service Fee Supervisor	1	1	1	1	117	23,137	32,027
107765	Service Fee Investigator	1	1	1	1	117	23,137	32,027
110625	Administrative Specialist II	1	1	1	1	115	21,009	29,081
111130	Senior Fiscal Specialist	14	14	14	14	113	19,127	26,415
TOTAL		21	21	21	21			
GENERAL ADMINISTRATION								
101490	Special Projects Engineer	1	1	1	1	226	56,352	78,005
101445	Professional Engineer IV	1	1	1	1	225	53,687	74,316
101440	Professional Engineer III	2	2	2	2	223	48,715	67,434
101435	Professional Engineer II	2	2	2	2	221	44,213	61,202
101430	Professional Engineer I	1	1	1	1	219	40,114	55,528
100110	Accountant II	1	1	1	1	212	28,578	39,561
151445	Assistant Public Works Superintendent	1	1	1	1	211	27,235	37,700
101225	Engineering Technician	3	3	3	3	121	28,080	38,870
101220	Engineering Aide III	2	2	2	2	119	25,489	35,282
102350	PC LAN Specialist	1	1	1	1	120	26,743	37,018
151575	Wastewater Service Inspector	3	3	3	3	114	20,040	27,717
110625	Administrative Specialist II	1	1	1	1	115	21,009	29,081
110128	Clerical Specialist III	1	1	1	1	111	17,431	23,997
110118	Clerical Specialist II	1	1	1	1	109	15,887	21,796
151375	Maintenance Worker II	2	2	2	2	6111	17,598	24,071
151370	Maintenance Worker I	2	2	2	2	6109	16,077	21,902
TOTAL		25	25	25	25			
ENVIRONMENTAL								
101620	Environmental Coordinator	1	1	1	1	224	51,134	70,782
101440	Professional Engineer III	1	1	1	1	223	48,715	67,434
120525	Environ. & Wastewater Pretreatment Mgr.	1	1	1	1	215	33,036	45,730
120515	Environmental Specialist	11	11	11	11	119	25,489	35,282
110620	Administrative Specialist I	1	1	1	1	114	20,040	27,717
110128	Clerical Specialist III	2	2	2	2	111	17,431	23,997
TOTAL		17	17	17	17			

## PERSONNEL SUMMARY (CONT.)

JOB CODE	JOB TITLE	ALLOTMENT				PAY GRADE	ANNUAL SALARY	
		CUR	REQ	PRO	FIN		MINIMUM	MAXIMUM
SEWER-WASTEWATER COLLECTION								
151595	Wastewater Collections Systems Manager	1	1	1	1	221	44,213	61,202
107215	Wastewater Inspections Coordinator	2	2	2	2	215	33,036	45,730
151450	Public Works Superintendent	1	1	1	1	215	33,036	45,730
151445	Assistant Public Works Superintendent	2	2	2	2	211	27,235	37,700
151558	Wastewater Projects Specialist	1	1	1	1	116	22,039	30,508
101220	Engineering Aide III	4	5	5	5	119	25,489	35,282
101215	Engineering Aide II	1	1	1	1	116	22,039	30,508
151395	Maintenance Worker Supervisor II	4	4	4	4	115	21,009	29,081
151390	Maintenance Worker Supervisor I	4	4	4	4	113	19,127	26,415
151375	Maintenance Worker II	16	15	15	15	6111	17,598	24,071
151370	Maintenance Worker I	20	17	17	17	6109	16,077	21,902
151575	Wastewater Service Inspector	19	23	23	23	114	20,040	27,717
151215	Carpenter	1	1	1	1	6116	22,142	30,508
151380	Heavy Equipment Operator	18	17	17	17	6112	18,412	25,231
110625	Administrative Specialist II	1	1	1	1	115	21,009	29,081
110620	Administrative Specialist I	1	1	1	1	114	20,040	27,717
110134	Senior Clerical Specialist	1	1	1	1	113	19,127	26,415
110128	Clerical Specialist III	5	5	5	5	111	17,431	23,997
110118	Clerical Specialist II	2	2	2	2	109	15,887	21,796
113110	Stock Clerk II	2	2	2	2	6110	16,827	22,971
114125	Dispatcher	2	2	2	2	109	15,887	21,796
TOTAL		108	108	108	108			
SEWER-WASTEWATER TREATMENT								
151570	Wastewater Treatment Plant Manager	1	1	1	1	221	44,213	61,202
151565	Asst. Wastewater Treatment Plant Mgr.	1	1	1	1	219	40,114	55,528
151563	Wastewater Treatment Process Control Sprv.	1	1	1	1	217	36,396	50,381
102655	P. W. Computer Systems Manager	2	2	2	2	216	34,671	47,994
109525	Facility Maintenance Supervisor	1	1	1	1	214	31,470	43,561
120440	Wastewater Laboratory Supervisor	1	1	1	1	216	34,671	47,994
151560	Wastewater Treatment Plant Supervisor	3	3	3	3	214	31,470	43,561
120435	Assistant Wastewater Laboratory Spvr.	1	1	1	1	213	29,991	41,515
120425	Wastewater Certification Instructor	1	1	1	1	209	24,727	34,228
151360	Electrical & Instrument Supervisor	1	1	1	1	211	27,235	37,700
120405	Laboratory Technician	7	7	7	7	6119	25,541	35,282
151520	Treatment Plant Operator III	3	3	3	3	211	27,235	37,700
151515	Treatment Plant Operator II	15	15	15	15	6118	24,349	33,608
151510	Treatment Plant Operator I	34	34	34	34	6116	22,142	30,508

## PERSONNEL SUMMARY (CONT.)

JOB CODE	JOB TITLE	ALLOTMENT				PAY GRADE	ANNUAL SALARY	
		CUR	REQ	PRO	FIN		MINIMUM	MAXIMUM
151555	Plant Mechanic II	3	3	3	3	6119	25,541	35,282
151550	Plant Mechanic I	16	16	16	16	6117	23,223	32,027
151250	Plant Electrician	6	6	6	6	6118	24,349	33,608
151557	Instrument Technician	6	6	6	6	118	24,279	33,608
141315	Pump Machinist	1	1	1	1	6116	22,142	30,508
151535	Pump Mechanic II	7	7	7	7	6117	23,223	32,027
151530	Pump Mechanic I	23	23	23	23	6115	21,127	29,081
151235	Welder	1	1	1	1	6116	22,142	30,508
151390	Maintenance Worker Supervisor I	1	1	1	1	113	19,127	26,415
151380	Heavy Equipment Operator	4	4	4	4	6112	18,412	25,231
151375	Maintenance Worker II	7	7	7	7	6111	17,598	24,071
151370	Maintenance Worker I	9	9	9	9	6109	16,077	21,902
151110	Tradesworker I	5	5	5	5	6110	16,827	22,971
110625	Administrative Specialist II	1	1	1	1	115	21,009	29,081
110128	Clerical Specialist III	1	1	1	1	111	17,431	23,997
110118	Clerical Specialist II	6	6	6	6	109	15,887	21,796
151505	Treatment Plant Operator Trainee	2	2	2	2	6111	17,598	24,071
TOTAL		171	171	171	171			
SEWERAGE-OP. & MAINT. GRAND TOTAL		342	342	342	342			

## PERFORMANCE MEASUREMENT

Goals/Objectives/Performance Indicators	2002 Actual	2003 Target	2004 Target
1. <i>To make billing and collection of sewer and solid waste fees more efficient.</i>			
a) Maximize collection of sewer and solid waste fees through reduction of bad debt.			
▶ # of sewer fee bills	1,497,205	1,501,960	1,502,000
▶ \$ amount of sewer fees collected	\$47,441,420	\$51,141,745	\$53,500,000
▶ Billing collection rate for sewer fees	100%	98.9%	98.5%
▶ # of solid waste fee bills	1,374,872	1,379,160	1,379,500
▶ \$ amount of solid waste fees collected	\$12,915,196	\$12,941,740	\$13,000,000
▶ Billing collection rate for solid waste fees	99.5%	99.1%	98.5%
▶ Implement a system for collecting security deposits from new customers	N/A	N/A	✓
2. <i>To continue to improve accuracy of bills and reduce the need for adjustments to improve efficiency and reduce customer complaints.</i>			
a) Review customer accounts upon request and process adjustments timely			
▶ # of fee adjustments processed	22,084	20,690	15,000
▶ Average processing time of adjustments	N/A	2 days	2 days
b) Audit billing registers each year to verify accuracy of rate increases and re-averaging of consumption data	N/A	✓	✓
c) Amend the Sewer User Fee Ordinance to use more current consumption data for computing the Sewer User Fee	N/A	✓	N/A

## PERFORMANCE MEASUREMENT (CONT.)

Goals/Objectives/Performance Indicators	2002 Actual	2003 Target	2004 Target
3. <i>To ensure that final effluent from wastewater treatment plants meets federal and state standards and regulations.</i>			
a) % of weeks that the treatment plants complied with the biological oxygen demand (BOD) and total suspended solids (TSS) concentration level regulations			
▶ North Wastewater Treatment Plant			
BOD	100%	100%	100%
TSS	100%	100%	100%
▶ Central Wastewater Treatment Plant			
BOD	100%	100%	100%
TSS	100%	100%	100%
▶ South Wastewater Treatment Plant			
BOD	62%	100%	100%
TSS	98%	100%	100%
4. <i>To ensure that wastewater from commercial or industrial users complies with federal and state pre-treatment standards.</i>			
a) % of commercial and industrial users complying with standards	100%	100%	100%
5. <i>To implement the Sanitary Sewer Overflow (SSO) Corrective Action Plan in a timely manner.</i>			
a) % of consent decree deadlines met	100%	100%	100%
6. <i>To implement and maintain a high-quality environmental monitoring program.</i>			
a) # of samples collected	2,989	2,900	2,900
7. <i>To operate and maintain the wastewater collection system in the most efficient manner.</i>			
a) In-house work efforts			
▶ # of cave-in inspections	2,435	2,500	3,000
▶ # of cave-in repairs	560	650	700
▶ # of service line inspections	184	250	300
▶ # of manhole rehabilitations	238	250	300
▶ # of manhole inspections	1,121	500	1,000
▶ # of concrete replacement jobs	216	225	250
▶ # of locations backfilled (due to point repairs)	640	650	650
▶ # of stoppage complaints responded to	6,121	6,500	7,000
b) Contracts administered and executed			
▶ # of small diameter point repairs	406	500	600
▶ # of emergency point repairs	611	650	675
▶ # of sewage pump installations	88	100	125
c) Asset Management Program			
▶ # of linear feet of sewer line cleaned	265,163	250,000	275,000
▶ # of linear feet of sewer line televised	269,074	250,000	275,000
▶ # of linear feet of sewer line root removal	9,435	6,000	8,000
▶ # of linear feet of sewer line smoke tested	17,615	0	30,000

PURPOSE OF APPROPRIATION

The Parish Sewer User Fee Fund was established to account for sewer user fee revenues. This fund also accounts for the acquisition and construction of capital assets, liabilities associated with the construction program, and retained equity as a result of sewerage system operations.

BUDGET SUMMARY	2002 ACTUAL	2003 BUDGET	REQUEST	2004 PROPOSED	FINAL
REVENUES:					
Taxes	360	0	0	0	0
Charges for Services	48,102,710	52,918,000	54,255,000	53,969,000	53,969,000
Miscellaneous Revenues	34,270	13,000	13,000	13,000	13,000
Non-Operating Revenues	1,581,710	750,000	600,000	600,000	600,000
Private Developer Contributions	925,170	0	0	0	0
<b>TOTAL REVENUES</b>	<b>50,644,220</b>	<b>53,681,000</b>	<b>54,868,000</b>	<b>54,582,000</b>	<b>54,582,000</b>
APPROPRIATIONS:					
Supplies	11,880	0	0	0	0
Contractual Services	6,000	10,000	10,000	10,000	10,000
Debt Service	3,687,210	3,424,430	3,138,890	3,138,890	3,138,890
Bad Debt Expense	334,860	400,000	450,000	450,000	450,000
Depreciation	21,204,310	23,000,000	23,000,000	23,000,000	23,000,000
Transfer to Sewerage—Oper. & Maint.	15,373,400	19,356,640	19,532,760	19,362,150	19,362,150
Transfer to Parish Sewer Grants Fund	381,820	0	0	0	0
<b>TOTAL APPROPRIATIONS</b>	<b>40,999,480</b>	<b>46,191,070</b>	<b>46,131,650</b>	<b>45,961,040</b>	<b>45,961,040</b>
% CHANGE OVER PRIOR YEAR	-----	12.66%	-0.13%	-0.50%	-0.50%
NET ASSETS, JANUARY 1	386,441,440	403,858,400	411,348,330	411,348,330	411,348,330
ADJUSTMENT					
Intrafund Equity Transfer	7,772,220	0	0	0	0
<b>NET ASSETS, DECEMBER 31</b>	<b>403,858,400</b>	<b>411,348,330</b>	<b>420,084,680</b>	<b>419,969,290</b>	<b>419,969,290</b>

BUDGET HIGHLIGHTS

Capital Outlay in the amount of \$1,603,640 is requested as follows: Service Fee Business Office: On-line inquiry system for the City of Baker (\$6,000); Sewer Administration: two flow meters (\$45,000), four replacement vehicles (\$59,000); Environmental: one replacement vehicle (\$14,000); Wastewater Collection: building improvements (\$10,000), heavy construction equipment (\$260,000), twelve replacement vehicles (\$180,000), light plant equipment and generators (\$50,000); Wastewater Treatment: additional funding required for laboratory construction project (\$100,000), twenty replacement vehicles (\$738,900), plant equipment (\$129,000), and scientific equipment (\$11,740).

Non-SSO Infrastructure Improvements: The 2001 Sewer Consent Decree requires that \$3,000,000 be budgeted annually from 2001 to 2014 for infrastructure improvements to reduce infiltration and inflow into the sewerage system.

Extension of Staff: Funding in the amount of \$2,100,000 is requested to fund a professional services contract associated with staff extension for the period January 1, 2004, through December 31, 2004.

PURPOSE OF APPROPRIATION

The main purpose of the Parish Sewer Sales Tax Fund is to account for the collection of the one-half of one percent (½%) sales and use tax dedicated for sewers and sewerage disposal works. This tax was adopted by the voters of East Baton Rouge Parish on April 16, 1988, and became effective January 1, 1989. The funds provided from the sales and use tax are used for sewerage system operations and maintenance, sewerage system capital improvements, and debt service on bonds issued for this purpose.

BUDGET SUMMARY	2002 ACTUAL	2003 BUDGET	REQUEST	2004 PROPOSED	FINAL
REVENUES:					
Taxes	29,953,250	29,901,280	31,063,000	31,088,560	31,088,560
Interest Earnings	972,070	920,000	893,000	893,000	893,000
<b>TOTAL REVENUES</b>	<b>30,925,320</b>	<b>30,821,280</b>	<b>31,956,000</b>	<b>31,981,560</b>	<b>31,981,560</b>
APPROPRIATIONS:					
Contractual Services	589,140	711,720	562,260	562,260	562,260
Debt Service	11,966,580	13,061,560	12,071,230	12,071,230	12,071,230
Interfund Transfers:					
Sewerage—Operations & Maintenance	8,447,570	9,263,000	10,582,510	10,608,070	10,608,070
\$30.2 M Sewer Sales Tax Bonds	895,000	0	0	0	0
\$70 M Sewer Sales Tax Bonds	2,280,000	0	0	0	0
\$43 M Sewer Sales Tax Bonds	1,365,000	0	0	0	0
\$20 M Sewer Sales Tax Bonds	55,000	0	0	0	0
\$65 M Refunding Bonds	1,760,000	0	0	0	0
\$36 M Sewer Sales Tax Bonds	485,000	0	0	0	0
<b>TOTAL APPROPRIATIONS</b>	<b>27,843,290</b>	<b>23,036,280</b>	<b>23,216,000</b>	<b>23,241,560</b>	<b>23,241,560</b>
% CHANGE OVER PRIOR YEAR	-----	-17.26%	0.78%	0.89%	0.89%
NET ASSETS, JANUARY 1	(27,249,500)	(25,968,950)	(18,183,950)	(18,183,950)	(18,183,950)
ADJUSTMENT					
Intrafund Equity Transfer	(1,801,480)	0	0	0	0
<b>NET ASSETS, DECEMBER 31</b>	<b>(25,968,950)</b>	<b>(18,183,950)</b>	<b>(9,443,950)</b>	<b>(9,443,950)</b>	<b>(9,443,950)</b>

BUDGET HIGHLIGHTS

On April 9, 2003, the Parish of East Baton Rouge issued \$112.72 million of Public Improvement Sales Tax Revenue and Refunding Bonds at a true interest cost of 4.04% in order to refund the \$30.2 million, \$70 million, and the callable portion of the \$36 million Sewer Sales Tax Revenue Bonds. These bonds were issued with true interest costs of 5.6%, 5.2%, and 6.0%, respectively. This transaction will generate a gross debt service savings of \$4,798,250 and a present value savings of \$4,532,360 for the parish over the life of the bond issue.

Budgeted interest earnings include earnings on debt service funds only. Interest earnings on construction funds are reserved for construction purposes.

As of August 31, 2003, \$61,441,976 in sewer sales taxes have been authorized by the Metropolitan Council for various construction projects within this fund.

**PURPOSE OF APPROPRIATION**

The actual results for the following managerial construction sub-funds are presented for informational and comparative purposes only and include the \$30.2 Million Construction Fund (Fund 418), the \$70 Million Construction Fund (Fund 419), the \$36 Million Construction Fund (Fund 425), the \$65 Million Refunding Bonds Escrow Fund (Fund 422), the \$65 Million Refunding Bonds Construction Fund (Fund 423), the \$16.825 Million Refunding Bonds Construction Fund (Fund 424), the \$43 Million Construction Fund (Fund 420), the \$20 Million Construction Fund (Fund 421), the \$112.72 Million Refunding Bonds Escrow and Construction Fund (Fund 426), the Sewer Impact Fee Fund (Fund 412), and the Parish Sewer Grants Fund (Fund 429). These funds were established pursuant to their respective bond resolutions or other resolutions of the Metropolitan Council and are capital in nature. Their budgets are part of the Comprehensive Sewerage System's Major Capital Improvements Program and were established by the Metropolitan Council through the budget supplement process.

Even though the aforementioned funds are capital in nature, certain revenues (interest earnings, interfund transfers for the payment of bond principal) and expenses (bond amortization costs) are accounted for like recurring expenses in Funds 410, 411, and 415. Therefore, it is necessary to present the following financial data for Funds 412, 418, 419, 420, 421, 422, 423, 424, 425, 426, and 429 to present a complete budget summary for the Comprehensive Sewerage System Enterprise Fund.

<b>BUDGET SUMMARY</b>	<b>2002 ACTUAL</b>	<b>2003 BUDGET</b>	<b>REQUEST</b>	<b>2004 PROPOSED</b>	<b>FINAL</b>
<b>REVENUES:</b>					
Intergovernmental Revenues	219,790	0	0	0	0
Construction Interest Earnings	1,070,430	0	0	0	0
Interfund Transfers	7,221,820	0	0	0	0
Federal Contributions	936,620	0	0	0	0
State Contributions	368,090	0	0	0	0
Impact Fees	3,370,700	0	0	0	0
<b>TOTAL REVENUES</b>	<b>13,187,450</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>APPROPRIATIONS:</b>					
Contractual Services	507,200	0	0	0	0
<b>TOTAL APPROPRIATIONS</b>	<b>507,200</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET ASSETS, JANUARY 1</b>	<b>(115,141,170)</b>	<b>(108,431,660)</b>	<b>(108,431,660)</b>	<b>(108,431,660)</b>	<b>(108,431,660)</b>
<b>ADJUSTMENT</b>					
Intrafund Equity Transfer	(5,970,740)	0	0	0	0
<b>NET ASSETS, DECEMBER 31</b>	<b>(108,431,660)</b>	<b>(108,431,660)</b>	<b>(108,431,660)</b>	<b>(108,431,660)</b>	<b>(108,431,660)</b>

## MISSION STATEMENT

The Riverside Centroplex was conceived and constructed to encourage and promote the growth and enhancement of the community. The complex serves as the keystone of public and private assembly events by providing (1) a positive identity to Baton Rouge as a nucleus of the convention, trade-show, conference, and visitor industries; (2) continued leadership in EBRP in cultural, entertainment, and recreational activities; (3) local educational, social, athletic, cultural, and artistic events on behalf of all citizens; and (4) a continuing financial impact upon the entire community.

BUDGET SUMMARY	2002 ACTUAL	2003 BUDGET	REQUEST	2004 PROPOSED	FINAL
<b>REVENUES:</b>					
Operating Revenues	1,843,670	1,795,780	1,641,720	1,750,180	1,750,180
Other Non-Operating Revenues	73,050	9,750	4,000	4,000	4,000
<b>TOTAL REVENUES</b>	<b>1,916,720</b>	<b>1,805,530</b>	<b>1,645,720</b>	<b>1,754,180</b>	<b>1,754,180</b>
<b>APPROPRIATIONS:</b>					
Operations	2,075,820	2,200,530	2,244,770	2,244,770	2,244,770
SMG Management Fee	200,000	200,000	209,410	209,410	209,410
Depreciation	1,054,170	0	0	0	0
<b>TOTAL APPROPRIATIONS</b>	<b>3,329,990</b>	<b>2,400,530</b>	<b>2,454,180</b>	<b>2,454,180</b>	<b>2,454,180</b>
% CHANGE OVER PRIOR YEAR	-----	-27.91%	2.23%	2.23%	2.23%
TRANSFER FROM GENERAL FUND	595,000	595,000	700,000	700,000	700,000
TRANSFER FROM GEN. CAPITAL EXP.	229,750	0	0	0	0
TRANSFER FROM CAP. PROJECTS FUND	2,103,730	0	0	0	0
STATE CAPITAL OUTLAY	2,455,530	0	0	0	0
NET ASSETS, JANUARY 1	20,437,380	24,408,120	24,408,120	24,408,120	24,408,120
ADJUSTMENTS	0	0	0	0	0
NET ASSETS, DECEMBER 31	24,408,120	24,408,120	24,299,660	24,408,120	24,408,120
INVESTED IN CAPITAL ASSETS	21,134,900	21,134,900	21,134,900	21,134,900	21,134,900
RESTRICTED	2,995,450	2,995,450	2,995,450	2,995,450	2,995,450
UNRESTRICTED	277,770	277,770	169,310	277,770	277,770

## BUDGET HIGHLIGHTS

On April 1, 1996, the management fee of the Riverside Centroplex was contracted to Spectator Management Group, Inc. (SMG). The terms of that contract provided for the payment of management fees based upon the firm's ability to reduce the deficit incurred by the facility. Resolution 41454, dated December 12, 2001, authorized the Mayor-President to execute an addendum to the contract to incorporate a new three-year term ending December 31, 2004 with a two-year renewal. The terms of the new contract provide for the payment of an annual fixed fee and an annual incentive fee of 25% of the operating revenues from all event activity (excluding hockey) over the established event revenue benchmark of one million dollars as long as there is no net operating loss for the fiscal year. The annual fixed fee is adjusted based on the percentage change in the Consumer Price Index (CPI). The actual management fee for 2002 and the budgeted and projected fees for 2003 and 2004 are as follows:

	<u>2002 Actual</u>	<u>2003 Budget</u>	<u>2003 Proj.</u>	<u>2004 Final</u>
SMG Revenues	1,412,110	1,805,530	1,520,000	1,754,180
SMG Expenses	(1,730,730)	(1,970,390)	(1,930,000)	(2,033,560)
Net Operating Loss (NOL)	(318,620)	(164,860)	(410,000)	(279,380)
Eligible Revenues	918,130	1,795,780	1,341,490	1,641,720
Benchmark	1,000,000	1,000,000	1,000,000	1,000,000
Excess Revenues	(81,870)	795,780	341,490	641,720
Annual Fixed Fee	(200,000)	(200,000)	(204,400)	(209,410)
Annual Incentive Fee	0	0	0	0
Other City-Parish Expenses less Revenues	(329,420)	(230,140)	(230,140)	(211,210)
Total C-P Subsidy (NOL + Fixed Fee + C-P Exp.)	<u>(848,040)</u>	<u>(595,000)</u>	<u>(844,540)</u>	<u>(700,000)</u>

## MISSION STATEMENT

The mission of this department is to recycle and divert as much solid waste as possible in the parish, and to dispose of the remainder in an environmentally sound manner, funded by tipping fees collected at the North Landfill.

## SERVICE DESCRIPTION

The **Environmental Division** is a regulatory agency over parish ordinances concerning wastewater, solid waste, and hazardous waste; a consulting unit for Public Works and other City-Parish departments regarding compliance with federal and state environmental statutes; and a service organization to parish citizens in resolving problems including odor complaints, storm drainage, hazardous spills, and raw sewage. Since the division focus is split between wastewater and solid waste, the funding is appropriated from the Comprehensive Sewerage System Fund (80%) and the Solid Waste Disposal Facility Fund (20%).

The **North Landfill** is mandated by the Environmental Protection Agency (EPA) and the Louisiana Department of Environmental Quality (DEQ) to dispose of municipal solid waste and non-hazardous waste from East Baton Rouge Parish and from surrounding cities, towns, and parishes. The current operational permit requires the safe handling and disposal of solid waste daily. Failure to adhere to any portion of the operational and permit specifications is punishable by fine, revocation of certification, and/or site closure.

The **Recycling Division** was established to facilitate implementation of the solid waste reduction and recycling program passed by the Metropolitan Council and developed by the Recycling Task Force (replaced by the Solid Waste Advisory Committee in 1997) in accordance with the DEQ mandate to reduce landfill solid waste by 25%; to develop and implement further waste reduction policy in partnership with the Department of Public Works and the Solid Waste Advisory Committee; and to promote participation in waste reduction programs through public education, networking among existing organizations, and volunteer support.

BUDGET SUMMARY	2002 ACTUAL	2003 BUDGET	REQUEST	2004 PROPOSED	FINAL
REVENUES:					
Charges for Services	9,882,810	9,462,000	8,975,000	9,000,000	9,000,000
Miscellaneous	10,100	0	0	0	0
Non-Operating Revenues	751,580	250,000	200,000	200,000	200,000
<b>TOTAL REVENUES</b>	<b>10,644,490</b>	<b>9,712,000</b>	<b>9,175,000</b>	<b>9,200,000</b>	<b>9,200,000</b>
APPROPRIATIONS:					
Environmental Division	199,490	224,050	233,580	231,630	231,630
North Landfill Operations	9,762,240	9,833,410	9,761,760	9,766,530	9,766,530
Recycling	153,020	171,120	176,440	175,540	175,540
Landfill Closure & Postclosure Expense	2,481,060	1,075,350	1,251,260	1,251,260	1,251,260
<b>TOTAL APPROPRIATION</b>	<b>12,595,810</b>	<b>11,303,930</b>	<b>11,423,040</b>	<b>11,424,960</b>	<b>11,424,960</b>
% CHANGE OVER PRIOR YEAR	-----	-10.26%	1.05%	1.07%	1.07%
NET ASSETS, JANUARY 1	32,231,000	30,279,680	28,687,750	28,687,750	28,687,750
ADJUSTMENT	0	0	0	0	0
NET ASSETS, DECEMBER 31	30,279,680	28,687,750	26,439,710	26,462,790	26,462,790
INVESTED IN CAPITAL ASSETS	24,222,260	23,171,590	22,092,220	22,092,220	22,092,220
RESTRICTED	0	0	0	0	0
UNRESTRICTED	6,057,420	5,516,160	4,347,490	4,370,570	4,370,570
PERSONNEL ALLOTTED	9	9	9	9	9

**BUDGET HIGHLIGHTS**

Revenue Assumptions

The 2004 revenue estimate anticipates that solid waste with an in-parish origin will be assessed a \$20/ton tipping fee, and out-of-parish a \$55/ton tipping fee. (Exempted from paying a tipping fee are City-Parish agencies supported by the General Fund; the Baton Rouge Recreation and Parks Commission; the Housing Authority; and private citizens). In June of 2003 a resolution was passed authorizing an increase in the out-of-parish tipping fee from \$25/ton to \$55/ton effective August 1, 2003. Since this increase will happen after the 2004 budget request is due, the impact on the revenue stream and expenses for 2004 is difficult to determine. Therefore, for budgetary purposes it has been assumed that the majority of the out-of-parish solid waste will be diverted to other landfills.

Environmental Division

The appropriation reflected are 20% of total expenditures needed for the operation of this division. The remaining 80% is appropriated in the Sewerage - Operations and Maintenance Fund Environmental Division. See the Environmental Division of the Sewer Fund (Fund 410) for a listing of personnel allotted for the environmental function.

Operations - North Landfill

On August 1, 1993, the City-Parish entered into a contract with Browning-Ferris Industries (BFI) to operate and maintain the North Landfill effective October 1993. The contract was extended for two successive five year terms. The C.P.I.-adjusted contract prices go into effect September 1 of each year. In the 2004 contract, it is projected that the City-Parish will pay BFI \$16.70 a ton from January through August and \$17.54 a ton from September through December. It is projected that 450,720 tons of waste will be brought into the landfill in 2004.

Funding has been included in contractual services for a professional services contract with Dow Chemical Company for an amount up to \$45,000 for public/private partnership for a Household Waste Collection event. Capital Outlay funding is requested in the amount of \$7,000 for the purchase of computer hardware.

Recycling

Funding has been included in contractual services for a professional services contract in the amount of \$41,200 for an individual to assist the division with grant writing and other special projects.

Capital Improvements

Major capital improvements mandated at the North Landfill include construction of a gas collection system (\$3.2 million), and a wastewater treatment plant upgrade (\$500,000). Once final cost estimates and the mechanism for funding the improvements have been finalized, these items will be brought before the Administration and Metropolitan Council.

Effective 01/01/04 the fund number for Solid Waste Disposal Facility will change from Fund 431 to Fund 461.

**PERSONNEL SUMMARY**

JOB CODE	JOB TITLE	ALLOTMENT				PAY GRADE	ANNUAL SALARY	
		CUR	REQ	PRO	FIN		MINIMUM	MAXIMUM
OPERATIONS - NORTH LANDFILL								
151450	Public Works Superintendent	1	1	1	1	215	33,036	45,730
151380	Heavy Equipment Operator	2	2	2	2	6112	18,412	25,231
111130	Senior Fiscal Specialist	1	1	1	1	113	19,127	26,415
111108	Fiscal Specialist	3	3	3	3	111	17,431	23,997
	TOTAL	7	7	7	7			
SOLID WASTE - RECYCLING								
108770	Director of Recycling	1	1	1	1	217	36,396	50,381
110625	Administrative Specialist II	1	1	1	1	115	21,009	29,081
	TOTAL	2	2	2	2			

## PERFORMANCE MEASUREMENT

Goals/Objectives/Performance Indicators	2002 Actual	2003 Target	2004 Target
1. <i>To provide for and maintain the safe and efficient collection and disposal of solid waste and refuse.</i>			
a) To meet the state-mandated goal of reducing EBRP solid waste directed to the landfill by 25% annually through recycling and waste reduction in EBRP <ul style="list-style-type: none"> <li>▸ % of waste diverted from Landfill through recycling or reuse</li> </ul>	25%	27%	30%
b) To manage the curbside and woody waste recycling contract efficiently to promote maximum participation <ul style="list-style-type: none"> <li>▸ Average monthly percentage participation in curbside recycling</li> <li>▸ Average monthly # of tons collected through curbside recycling</li> <li>▸ Average monthly # of tons collected through woody waste recycling</li> </ul>	44% 938 25,683	44% 1,000 27,000	45% 1,025 30,000
c) To increase recycling tonnage collected through special collections <ul style="list-style-type: none"> <li>▸ Annual Christmas tree recycling</li> <li>▸ Annual telephone book recycling</li> <li>▸ Annual Household Hazardous Waste Collection</li> </ul>	186 tons 290 tons 136,340	198 tons 300 tons 139,424	200 tons 305 tons 141,000
d) To increase the outreach programs implemented <ul style="list-style-type: none"> <li>▸ # of programs</li> </ul>	9	14	14
e) To manage the landfill in a cost-efficient manner <ul style="list-style-type: none"> <li>▸ Average tipping fee collected per ton</li> <li>▸ Average operating cost per ton (excluding depreciation)</li> </ul>	\$19.61 \$22.88	\$19.48 \$20.84	\$19.78 \$22.81
2. <i>To meet all state and federally mandated reporting requirements in a timely manner.</i>			
a) Semi-annual reports on ground water sampling event, North Landfill	100%	100%	100%
b) Solid Waste Disposal Annual Report	100%	100%	100%
3. <i>To resolve solid waste disposal complaints.</i>			
a) # of solid waste disposal complaints received and resolved	298	350	350

## MISSION STATEMENT

The mission of the Baton Rouge Metropolitan Airport is to serve as a catalyst for economic prosperity in the Greater Baton Rouge Area by providing small-hub airport facilities and services that are recognized for excellence in safety, customer convenience, and financial efficiency.

BUDGET SUMMARY	2002 ACTUAL	2003 BUDGET	REQUEST	2004 PROPOSED	FINAL
<b>REVENUES:</b>					
Airfield	1,105,960	1,815,690	1,543,290	1,543,290	1,543,290
Hangars & Buildings	161,990	230,600	250,900	250,900	250,900
Terminal Building Area	5,666,200	7,247,060	8,112,380	8,112,380	8,112,380
Industrial Area	525,060	699,940	860,860	860,860	860,860
Non-Operating Revenues	609,760	331,280	355,500	355,500	355,500
Passenger Facility Charges	1,065,080	1,305,090	1,246,460	1,246,460	1,246,460
<b>TOTAL REVENUES</b>	<b>9,134,050</b>	<b>11,629,660</b>	<b>12,369,390</b>	<b>12,369,390</b>	<b>12,369,390</b>
<b>APPROPRIATIONS:</b>					
Administration	2,849,170	3,546,780	3,996,700	3,984,640	3,984,640
ILEAV Fuel Station	0	0	70,000	70,000	70,000
Airfield	743,380	976,490	1,129,580	1,123,670	1,123,670
Hangars & Buildings	0	43,200	8,000	8,000	8,000
Terminal Building	1,250,290	1,219,210	1,432,790	1,582,140	1,582,140
Police/ARFF	1,862,580	2,223,250	2,160,490	2,156,630	2,156,630
Depreciation	4,354,750	3,860,840	2,480,250	2,480,250	2,480,250
Debt Service (excluding bond principal)	384,130	253,850	131,700	131,700	131,700
Parking Lot Operations	374,100	367,580	335,030	335,030	335,030
Operating Transfers	281,840	0	0	0	0
Operating Grants	134,840	0	0	0	0
Passenger Facility Charges:					
Administrative Fees	27,590	34,140	32,310	32,310	32,310
Debt Service (excluding bond principal)	343,190	378,630	552,020	552,020	552,020
<b>TOTAL APPROPRIATIONS</b>	<b>12,605,860</b>	<b>12,903,970</b>	<b>12,328,870</b>	<b>12,456,390</b>	<b>12,456,390</b>
<b>% CHANGE OVER PRIOR YEAR</b>	<b>---</b>	<b>2.36%</b>	<b>-4.46%</b>	<b>-3.47%</b>	<b>-3.47%</b>
<b>EXCESS SOURCES OVER (UNDER) USES</b>	<b>(3,471,810)</b>	<b>(1,274,310)</b>	<b>40,520</b>	<b>(87,000)</b>	<b>(87,000)</b>
<b>NET ASSETS, JANUARY 1</b>	<b>120,101,840</b>	<b>133,763,360</b>	<b>132,489,050</b>	<b>132,489,050</b>	<b>132,489,050</b>
<b>ADJUSTMENTS</b>	<b>17,133,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>NET ASSETS, DECEMBER 31</b>	<b>133,763,360</b>	<b>132,489,050</b>	<b>132,529,570</b>	<b>132,402,050</b>	<b>132,402,050</b>
<b>INVESTED IN CAPITAL ASSETS</b>	<b>132,711,240</b>	<b>132,711,240</b>	<b>132,711,240</b>	<b>132,711,240</b>	<b>132,711,240</b>
<b>RESTRICTED</b>	<b>4,850,750</b>	<b>4,850,750</b>	<b>4,850,750</b>	<b>4,850,750</b>	<b>4,850,750</b>
<b>UNRESTRICTED</b>	<b>(3,798,630)</b>	<b>(5,072,940)</b>	<b>(5,032,420)</b>	<b>(5,159,940)</b>	<b>(5,159,940)</b>
<b>PERSONNEL ALLOTTED</b>	<b>85</b>	<b>88</b>	<b>89</b>	<b>89</b>	<b>89</b>

## BUDGET HIGHLIGHTS

**Personal Services:** Offsetting the amounts budgeted for Personal Services are reimbursements by the airlines in the amount of \$47,220 for a portion of custodial salaries and \$175,760 by the Transportation Security Administration for a portion of Police/ARFF salaries. The only personnel change requested is the addition of one Airport Marketing Manager position (pay grade 217). — *Approved. The pay grade for this position was amended in the final budget to pay grade 218.*

A total of \$1,828,110 is requested for nineteen **professional services contracts** for various services and studies to be performed in 2004. — *Approved.*

**Inventoried Assets** requests include computer hardware (\$53,950), two ground-control radios (\$3,000), and a fire-safe file cabinet (\$1,200). — *Approved.*

**Capital Outlay** includes three motor vehicles (\$66,500), a paint striper (\$10,000), radios (\$57,000), and a telephone taping system (\$11,050). — *Approved.*

## PERSONNEL SUMMARY

JOB CODE	JOB TITLE	ALLOTMENT				PAY GRADE	ANNUAL SALARY	
		CUR	REQ	PRO	FIN		MINIMUM	MAXIMUM
340015	Director of Aviation	1	1	1	1	4318	70,563	97,676
340010	Assistant Director of Aviation	1	1	1	1	227	59,152	81,881
320200	Special Assistant Parish Attorney	1	1	1	1	224	51,134	70,782
100605	Airport Business Manager	1	1	1	1	222	46,408	64,240
109715	Airport Development & Administrative Mgr	1	1	1	1	221	44,213	61,202
109730	Airport Safety & Operations Manager	1	1	1	1	221	44,213	61,202
109840	Property & Development Coordinator	1	1	1	1	218	38,210	52,893
NEW	Airport Marketing Manager	0	0	0	1	218	38,210	52,893
NEW	Airport Marketing Manager	0	1	1	0	217	36,396	50,381
108275	Air Service Coordinator	1	1	1	1	208	23,561	32,616
183140	Airport Police/ARFF Chief	1	1	1	1	123	30,958	42,853
183130	Airport Police/ARFF Lieutenant	1	1	1	1	122	29,484	40,813
183125	Airport Police/ARFF Sergeant	5	5	5	5	120	26,743	37,018
183115	Airport Police/ARFF Officer	24	24	24	24	118	24,279	33,608
100115	Accountant III	1	1	1	1	215	33,036	45,730
100110	Accountant II	1	1	1	1	212	28,578	39,561
100113	Accountant II (29 hours/week)	1	1	1	1	212	28,578	39,561
102400	PC LAN Administrator	1	1	1	1	216	34,671	47,994
102350	PC LAN Specialist	1	1	1	1	120	26,743	37,018
113428	Airport Supply Manager	1	1	1	1	207	22,442	31,067
151740	Airport Construction Superintendent	1	1	1	1	215	33,036	45,730
151350	Mechanical Operations Supervisor	1	1	1	1	211	27,235	37,700
106310	Airport Compliance Coordinator	1	1	1	1	209	24,727	34,228
151730	Airport Maintenance Supervisor	1	1	1	1	208	23,561	32,616
151720	Airport Maintenance Worker II	4	4	4	4	6112	18,412	25,231
151715	Airport Maintenance Worker I	6	6	6	6	6110	16,827	22,971
151245	Electrician	1	1	1	1	6116	22,142	30,508
151120	Tradesworker III	1	1	1	1	6117	23,223	32,027
151115	Tradesworker II	2	2	2	2	6111	17,598	24,071
108540	Executive Assistant	1	1	1	1	212	28,578	39,561
110630	Senior Administrative Specialist	2	2	2	2	117	23,137	32,027
110620	Administrative Specialist I	2	2	2	2	114	20,040	27,717
110134	Senior Clerical Specialist	1	1	1	1	113	19,127	26,415
110128	Clerical Specialist III	2	2	2	2	111	17,431	23,997
114120	Surveillance-System Monitor	5	5	5	5	112	18,257	25,174
124125	Lead Custodian	1	1	1	1	6108	15,370	20,895
124105	Custodian	11	11	11	11	6106	14,063	19,076
	TOTAL	88	89	89	89			

PERFORMANCE MEASUREMENT

Goals/Objectives/Performance Indicators	2002 Actual	2003 Target	2004 Target
1. <i>To comply with all FAA standards.</i> a) Minimize number of critical deficiencies identified during inspections Measure: Annual airport certification inspection report from the FAA Airport Certification Safety Inspector ▶ # of violations of Federal Aviation Regulations ▶ # of discrepancies listed by the FAA ▶ % of discrepancies corrected within specified time ▶ # of recommendations made by the FAA	0 1 100% 2	0 4 100% 3	0 0 100% 3
2. <i>To reduce migration to New Orleans and increase Baton Rouge community use of Airport.</i> a) Obtain fare parity with New Orleans on a consistent and stable basis Measure: Fare differentials between Baton Rouge Metro Airport and New Orleans Airport reported weekly, monthly, and annually ▶ Fare differential < \$50 ▶ Fare differential between \$50 and \$75 ▶ Fare differential between \$75 and \$100 b) Evaluate customer satisfaction Measure: Level of customer satisfaction ▶ On a scale from 1 to 10, with 10 being the best c) Utilize Ambassador Program to improve customer assistance and service ▶ # of volunteers ▶ % of time with coverage d) Reduce passenger migration ratio ▶ Migration ratio e) Increase enplanements Measure: Compare enplanement totals in form of % increase/decrease for Baton Rouge Metro Airport and New Orleans for the current and previous year ▶ Baton Rouge % ▶ New Orleans %	85% 10% 5% 8.82 25 40% 16% .36% -3.48%	90% 7% 3% N/A 25 40% N/A 8% N/A	90% 7% 3% N/A 25 40% 14% 8% N/A
3. <i>To improve system of safety management for Airport.</i> a) Develop a comprehensive Airport Safety Plan Identify FAA, OSHA, and industry guidelines and incorporate in safety plan (begun 2000) ▶ Police ▶ Maintenance b) Reduce number of incidents/accidents # of persons requiring first aid ▶ Public ▶ Staff # of accidents ▶ Public ▶ Staff	100% 100% 35 6 10 4	100% 100% 30 4 8 3	100% 100% 25 0 6 2
4. <i>To implement a comprehensive equipment maintenance and replacement program (begun 2000).</i> a) Implement a replacement plan and schedule based on strategic/budget priorities % of replacement schedule achieved ▶ Administration ▶ Police ▶ Maintenance b) Design routine/preventive inspections and maintenance system for all key equipment % of inspections and maintenance performed ▶ Police ▶ Maintenance	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%	100% 100% 100% 100% 100%

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