

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, develop and nurture a diverse workforce capable and motivated to respond to the changing needs of the citizens and the workplace.
- Utilize congressional and state legislative delegations, intergovernmental relationships at all levels, as well as the private sector to improve fiscal and regulatory opportunities.
- 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.

2002 Accomplishments

- *Continued work on the Geographic Information System (GIS) to facilitate access to 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 the **Single Audit and Comprehensive 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.*
- *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 the expanded use and application of computerized technology.*
- *Promoted a safe and productive work environment for all employees through Equal Employment Opportunity (EEO) and diversity awareness training programs and other awareness programs with over 700 participants in 2002.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *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 Accomplishments

- *Formed Management Action Teams in each department to identify opportunities to improve efficiency and effectiveness of service delivery, better utilize resources, enhance communication and collaboration throughout the government, plan for employee development, and involve all employees in the improvement process.*
- *Initiated the employee suggestion program, Ideas in Action.*
- *Received in February 2003, the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2001 **Comprehensive Annual Financial Report**.*
- *Received in September 2003, the GFOA Distinguished Budget Presentation Award for the 2003 **Annual Operating Budget**.*
- *Worked closely with legislators and other governmental agencies to develop and enact a Uniform Tax Code. The legislation included a Uniform Electronic Filing and Remittance System which will enable a company to file both its state and local sales tax returns in a single filing on the Internet at no cost.*
- *Expanded financial information available to citizens and the public via the Finance Department's Internet website by adding the **Comprehensive Annual Financial Report**, the **Annual Operating Budget**, and the Service Fee Business Office's policies and procedures for payment of sewer user fees and solid waste collection fees.*
- *Improved customer service with taxpayers through the implementation of electronic registration for new businesses, and the electronic filing of taxes.*
- *Implemented the first three phases of the five-phase E-Government project. At the present time, sales tax remittances, traffic ticket payments, and citizen's request for services are all available online.*
- *Installed fiber optic cable for the Police Department, the Planning Commission, the Department of Public Works (DPW) Inspection Division, and the Governmental Building.*
- *Began implementation of an Automated Citizen Information System that will provide citizens with information about City-Parish services along with answers to questions about City-Parish departments.*
- *Appointed a Human Resource Advisory Committee to study civil service rules governing classified employees to recommend changes to enhance Human Resource's ability to recruit and hire the best qualified applicants.*
- *Provided ongoing training on computer skills and the use of technology to enhance efficient delivery of services.*
- *Conducted a major study of the City-Parish employment system including the pay plan, the total compensation package, job classifications, and staffing levels.*
- *Hired a full-time professional for the City-Parish Equal Employment Opportunity (EEO)/Americans with Disabilities Act (ADA) coordinator position.*
- *Implemented a new EEO policy and trained nearly 2,600 City-Parish employees and supervisors.*
- *Developed a Diversification Plan framework and began its first phase through educational programming on the new EEO policy.*
- *Made plans to complete a feasibility study on treated wastewater effluent for industrial use.*
- *Increased grant fund receipts by 34% from 2000 to 2003 through the Grants Task Force.*

2004 ANNUAL OPERATING BUDGET

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *Increased the number of hours of Juvenile Services' in-service training related to basic job duties and performance.*
- *Increased the number of group and individual tours of the Juvenile Services Office, the Detention Facility, the Louisiana Training Institute (LTI), and the Elayn Hunt Correctional Center as part of an education effort.*
- *Increased the number of special assignment or individual development activities performed by staff members of the Juvenile Services Department.*

2004 Goals

- Utilize Department Action Teams to promote employee involvement in improving the effectiveness and efficiency of service delivery.
- 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.
- Continue to maintain bond ratings of A1, AA-, and AA- with Moody's Investor's Service, Standard and Poor's, and Fitch Investors, respectively, for City 2% Sales Tax Revenue Bonds during the year 2004.
- Improve the accuracy of sewer billings and reduce the number of adjustments by using more current water consumption data to calculate sewer user fees.
- Improve customer service with taxpayers by reducing the average time for processing sales tax refund requests utilizing the Tracking Activities with Computerized Systems (TRACS) program and revised documentation procedures.
- Continue to 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.
- Continue the implementation and enhancement of E-Government initiatives to provide citizens with access to services 24 hours a day, seven days a week.
- Maximize computer system and network performance through technical improvements.
- Complete EEO educational programming for remaining City-Parish employees.
- Initiate phases of the diversification plan including diversity educational programming, workforce succession planning, and the update of the recruiting and examination policies.
- To continue to enhance professional development opportunities for all City-Parish employees with an emphasis on improved performance, dedication to public service, and sensitivity to the differences of all employees and our community.
- Purchase software that will make the Library's electronic catalog more user-friendly.
- Explore the possibility of cost sharing (75% federal/25% local) for the preliminary engineering phase of the treated wastewater effluent for industrial use feasibility study with the Corps of Engineers for 2004.
- Complete construction on the Interstate 10 Frontage Road, Blount Road Phase I from Scenic Highway to Elm Grove Garden Drive, Millerville Road from Interstate 12 to South Harrell's Ferry Road, Groom Road from Louisiana (LA) Highway 964 to LA Highway 19, Bluebonnet Boulevard Extension from Nicholson Drive to Burbank Avenue, McClelland Drive from Evangeline Street to Airline Highway.
- Increase services offered through Juvenile Services such as tours (detention and correctional facilities), community awareness programs, and clinics.
- Continue to increase the number of self-development workshops and presentations for detained juveniles.
- Continue to increase the number of educational presentations to juveniles, as well as their level of attendance.

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 services, facilities, and probation services.

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.*
- *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.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *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 Emergency Medical Services (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 improvement projects.*
- *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.*

2003 Accomplishments

- *Greatly enhanced the capabilities of computer-based information systems aboard fire trucks by 1) automatically providing detailed maps and real time driving instructions for emergency calls; 2) showing special features such as fire hydrants and hazardous materials locations; and 3) providing graphically detailed facility information on Baton Rouge businesses.*
- *Maintained an ISO Class One rating by meeting its stringent requirements, therefore assuring citizens the best possible fire protection and the lowest possible fire insurance rates.*
- *Began architectural work to replace Fire Station #3 located at 3142 Evangeline Street. Demolition and reconstruction are scheduled to begin in 2004.*
- *Completed construction of Fire Station #11 located at 4121 Highland Road. This station replaces a 52-year-old station housing one engine company and one ladder truck.*
- *Implemented three major steps in our employee wellness and fitness programs. These steps included 1) the purchase of treadmills and weight stations for all fire stations 2) the administering of baseline physicals for all uniformed personnel, and 3) the establishment of procedures for all employees to begin and maintain a physical fitness program customized to their individual needs.*
- *Provided over 144 fire education and safety classes during the first seven months of 2003, reaching over 5,500 people. Over 9,700 businesses were also inspected during the first seven months to assess their compliance with the local fire code as a fire prevention effort.*
- *Developed a comprehensive training and development program for community policing skills based on a needs assessment, CALEA standards, and best practices.*
- *Identified and prioritized improvements to the condition of the Baton Rouge Police Department's existing physical facilities and developed a forecast for future police facility needs.*
- *Continued Operation Eiger, our nationally recognized high-intensity supervision program for juveniles with offenses involving firearms, drugs, or violent crimes.*
- *Received or managed \$480,000 in federal and state grant monies to reduce the use of drugs in our community through enforcement, prevention education, counseling, and outreach services.*
- *Began the development of the Mayor's Homeland Security Local Advisory Council to coordinate threats, a needs assessment, and equipment purchases for local public safety agencies.*
- *Commissioned six Juvenile Services probation officers and graduated six Juvenile Services officers from the required Peace Officer Standards and Training (POST) program.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

2004 Goals

- Maintained an ISO Class One rating, assuring citizens the best possible fire protection and lowest possible fire insurance rates.
- Rebuild Fire Station #3 located at 3142 Evangeline Street.
- Upgrade computer systems to include a network of all fire stations to more effectively communicate with fire department employees.
- Replace aerial #1 located at fire station #12 at 555 Government Street, and engine #15 located at fire station #15 at 3150 Brightside Lane.
- Enhance the safety of Fire Department employees and reduce overall hazardous emissions from fire trucks in the stations by installing a vehicle exhaust removal system in all fire stations.
- Develop a police recruiting plan that reflects the City's ethnic diversity to the highest degree possible.
- Begin the second stage of the community policing strategy.
- Continue to provide complete medical services for detained youths within 72 hours of incarceration including physical, psychological, psychiatric, and social work examinations.
- Continue to increase the number of juvenile detainees being drug screened and tested for contagious diseases.
- Continue to provide complete medical health care services within the Juvenile Detention Facility, and eliminate the need to transport youths to hospitals, physicians, and other health care providers.

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 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 the revitalization of the downtown area.

2002 Accomplishments

- *Received voter approval for 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.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *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 Accomplishments

- *Began construction on the new Zachary branch library in 2002, and in 2003 construction began on the new Carver Library. This new 18,000 square-foot facility is scheduled to open in late 2003, or early 2004.*
- *The design phase for the expansion of the Delmont Gardens branch library will be completed in 2003, and construction on the expansion should begin in late 2003. The library will be expanded by 10,000 square feet.*
- *Implemented the design phase for the new Eden Park Library. This will be a new 12,000 square-foot library.*
- *Opened the Louisiana Art & Science Museum's Planetarium and Space Theater.*
- *Commenced the expansion of the Riverside Centroplex and Convention Center with over \$50 million worth of improvements.*
- *Determined the need for a new Police Department facility based on operational data, deficiencies in existing facilities, and community need factors.*
- *Provided funding for approved capital improvement programs such as the road and street improvement program, the Library capital improvement program, and the river front improvement program through the issuance of debt, the use of recurring revenues, and the use of state capital outlay funds.*
- *Utilized low-cost financing sources such as the Louisiana Community Development Authority (LCDA) loan program and the Department of Environmental Quality (DEQ) Revolving Fund to finance projects such as the Airport improvements, the Shaw Center for the Arts parking garage, and sewer improvements.*
- *Maintained revenue streams and proceeds of long-term debt to support construction requirements necessary to complete the Environmental Protection Agency (EPA) mandated sewer improvements in accordance with the latest consent decree.*
- *Began construction on roadway improvements at College Drive at Interstate 10, Blount Road Phase I from Scenic Highway to Elm Grove Garden Drive, the Bluebonnet Boulevard Extension from Nicholson Drive to Burbank Avenue, and McClelland Drive from Evangeline Street to Airline Highway.*
- *Completed preparations for construction to begin at Millerville Road from Interstate 12 to Old Hammond Highway, and Groom Road from LA Highway 964 to LA Highway 1.*
- *Worked with private groups to secure funding for a new Juvenile Justice Complex.*

2004 Goals

- *Determine appropriate financial strategies to underwrite the cost of the recommended new Police Department facility.*
- *Begin construction on new branch libraries for the Eden Park, Pride, and the Southdowns areas.*
- *Continue the pay-as-you-go capital improvement program by reserving funds for future construction.*
- *Continue to provide funding for approved capital improvement programs through the issuance of debt, the use of recurring revenues, and the use of capital outlay funds.*
- *Continue to utilize low-cost financing programs such as the LCDA program and the DEQ Revolving Fund*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

to finance qualifying capital improvement projects.

- Continue to 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 latest consent decree.
- Continue to work to secure funding for a new Juvenile Justice Complex including the review of a facility study and the update of study statistics.
- Provide on-site facilities for complete medical health care services within the Juvenile Detention Facility to eliminate the need to transport youths to hospitals or other health care providers.

ECONOMIC DEVELOPMENT

Strategic Initiatives

- Implement and coordinate both regional and local development plans.
- Provide an economic development Business Assistance Team (BAT) as a resource to the community.
- Promote development and urban revitalization efforts throughout the city.
- Improve capabilities to compete for economic growth opportunities.
- Maintain, enhance, and facilitate existing businesses.

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.*
- *Began construction of the new Atlantic Southeast Airline (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,*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

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 Louisiana State Capitol Park 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 Workforce Investment Act (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.*
- *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 Accomplishments

- *Was awarded \$475,000 by the EPA for the Baton Rouge Brownfields program.*
- *Leveraged over \$20,200,000 in construction and redevelopment costs for the Brownfields program.*
- *Received the Outstanding Planning Award by the Louisiana American Planning Association for the Brownfields program.*
- *Finalized a work plan to administer a \$516,000 EPA wetlands grant in coordination with the Louisiana Department of Environmental Quality (DEQ) focusing on mitigating non-point source water pollution using best management practices, GIS mapping, and community outreach.*
- *Broke ground for construction of the new LSU Art Museum, the Shaw Center for the Arts, a new plaza, and the Manship Theatre.*
- *Enhanced tourism through participation in the development of a downtown entertainment district through collaborative efforts of the private and public sectors including the Riverside Centroplex and Convention Center renovation and expansion, and the construction or renovation of the Shaw Center for the Arts.*
- *Collaborated with private developers for the placement of housing units in the downtown business area.*
- *Completed construction of the ASA Maintenance Facility.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *Continued construction on the rehabilitation of runway 4L-22R.*
- *Completed construction of the alternative fuel station at the Airport Texaco Service Facility.*
- *Completed the Airport Master Plan.*
- *Began work on the Air Cargo Complex.*
- *Received \$14.9 million in FAA funds and \$1.6 million in state funds for the noise mitigation program.*
- *Began construction of phase II of the perimeter road and completed construction of the terminal building.*
- *Received a \$30,000 grant from the Louisiana Department of Economic Development for small business development assistance.*
- *Applied for a \$150,000 federal Minority Business Opportunity Committee grant.*
- *Continued the BAT program and added resources ,including a Small Business Incubator, a Small Business Administration, and technology assistance.*
- *Secured the site choice for construction of the new Amitech pipe manufacturing facility.*
- *Continued to participate in the CRCS and the associated business development clusters.*
- *Coordinated, and assisted in the redevelopment of, a downtown facility with non-profit foundations as well as statutory modifications to allow for a hotel/motel taxing district.*

2004 Goals

- Aggressively identify and pursue new or expanded commercial and industrial businesses to provide jobs and economic improvement for the region.
- Continue to expand the BAT concept to provide more services to businesses.
- 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.
- Continue construction on runway 4L-22R and begin construction on the Runway Safe Area project.
- Complete the Airport perimeter road phase II project and construction of the Air Cargo Complex.
- Attract a new air service to Baton Rouge.
- Expand the Airport rental car facility.
- Complete arrangements for hosting the 2005 American Bowling Congress Championship Tournament and Convention, providing a variety of entertainment venues while promoting economic development and other tourism incentives.

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.

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

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, the Information Services Department, 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 Accomplishments

- *The Planning Commission continues to coordinate the continued implementation of the Horizon Plan. The Lead Agency Meeting, held in January 2003, celebrated the half-way point (Ten-Year Update) for the Horizon Plan implementation.*
- *Initiated a Growth Centers Community Planning program to encourage active local participation in planning.*
- *Worked with the LSU School of Design to make use of photo simulations, neighborhood surveys, public presentations, and a comprehensive web site to elevate awareness of urban design in the City-Parish.*
- *Held five Growth Center meetings with over 200 interested citizens attending. An additional 150 citizens attended special presentations on Growth Center Community Planning.*
- *Initiated a web site for Growth Centers.*
- *Initiated a GIS Parcel Finder system on the Metronet to locate properties and land based information throughout the City-Parish. This system is planned to go online to the Internet at the end of 2003.*
- *Initiated the Resource Center within the Planning Commission office to respond to information requests regarding property and land development applications.*
- *Received an award from the Louisiana Chapter of the American Planning Association for The Public Education Award for the Resource Center.*
- *Established the Capitol House Taxing District to fund renovations of the deteriorated Capitol House Hotel in order to promote economic development within the downtown area.*

2004 Goals

- *Continue the implementation of the Comprehensive Land Use and Development Plan—The Horizon Plan.*
- *Partner with corporate and institutional citizens to revitalize aging community areas.*
- *Continue the Growth Center Community Planning initiatives through meetings, additional public presentations, and continuous updates to the Growth Centers web site.*

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.

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 Temporary Assistance of Needy Families (TANF) program, and assisted 2,810 citizens.*
- *Assisted 404 families with rent, utility payments, medical payments, and food vouchers through Community Service Block Grant (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.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- *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.*
- *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 Community Action in Neighborhoods —Developing Opportunities (CAN—DO).*
- *Performed 8,000 mosquito treatments and 4,800 rodent treatments to provide prompt and efficient pest control services for 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 Accomplishments

- *Received a \$10,000 grant from DEQ for a litter abatement program.*
- *Participated in the annual CAN—DO convention to provide technical assistance to participants on neighborhood-related issues. 500 participants attended, 16 workshops were taught with good or excellent evaluations being received, and more than 80 booths were available to community members to educate them on issues related to their work in neighborhoods.*
- *Conducted over 9,000 counseling sessions with juveniles and their families.*
- *Referred over 1,000 juveniles and their families to appropriate services.*
- *Broke ground on the new Freeman-Matthews Head Start Center. The new facility is being built through a collaboration with the East Baton Rouge Parish Library which is also building a new branch at the same site.*
- *Completed a new community assessment which provided a vast amount of information and data which will be used for guidance in new and continued services for Head Start families.*
- *Implemented the mandated National Report System which is part of the federal demand for outcomes for pre-kindergarten children and their readiness for the public school system.*
- *Implemented a new Head Start recruitment/intake process to expedite and streamline the registration of children into the system.*
- *Enrolled 214 youth in basic skills, work readiness, and occupational skills training through the WIA program.*

2004 Goals

- *Expand electronic networked databases that can be accessed throughout the Library system and from the Library website from home computers.*
- *Provide approximately 100 new public access computers to be distributed among the 13 Library outlets.*
- *Continue to offer Library programs that are educational, interesting, and fun for all age groups.*
- *Plan programs that will introduce patrons to the world of the Internet and the mechanics of graphical access.*
- *Expand traditional print and non-print collections in the system by 60,000 items.*

MAYOR-PRESIDENT'S ACCOMPLISHMENTS, GOALS & STRATEGIC INITIATIVES

- Continue to participate in the annual CAN—DO convention to provide technical assistance to participants on neighborhood-related issues. Reduce the number of workshops in order to create fewer but higher-quality workshops that will attract larger crowds.
- Continue to support the Neighborhood in Action concept.
- Merge the databases of community/neighborhood organizations so that they can be accessed by region or neighborhood.
- Increase the number of juveniles and families referred to appropriate services.
- Continue to offer services to juveniles and their families utilizing need assessment and risk assessment procedures.
- Continue to encourage and develop health and wellness programs for employees.
- Expand benefit services and options for employees.
- Continue to expand the Head Start program with the construction of a new Head Start facility.

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