

ENTERPRISE FUNDS

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.

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.

Baton Rouge River Center 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.

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.

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

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 Baton Rouge River Center 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.

BUDGET SUMMARY	2003 ACTUAL	2004 BUDGET	REQUEST	2005 PROPOSED	FINAL
REVENUES:					
Charges for Services	687,380	625,000	675,000	675,000	675,000
Miscellaneous	7,080	5,000	3,000	3,000	3,000
TOTAL REVENUES	694,460	630,000	678,000	678,000	678,000
APPROPRIATIONS:					
Personal Services	216,530	227,620	263,740	262,150	262,150
Employee Benefits	97,750	102,290	105,350	104,920	104,920
Supplies	5,480	8,090	12,590	12,590	12,590
Contractual Services	73,040	194,730	149,660	149,660	149,660
Depreciation	402,350	400,000	402,350	402,350	402,350
Debt Service	20,260	50,000	97,040	97,040	97,040
TOTAL APPROPRIATIONS	815,410	982,730	1,030,730	1,028,710	1,028,710
% CHANGE OVER PRIOR YEAR	-----	20.52%	4.88%	4.68%	4.68%
TRANSFER FROM GENERAL FUND	352,730	352,730	352,730	252,730	252,730
NET ASSETS, JANUARY 1	1,913,620	2,145,400	2,145,400	2,145,400	2,145,400
ADJUSTMENTS	0	0	0	0	0
NET ASSETS, DECEMBER 31	2,145,400	2,145,400	2,145,400	2,047,420	2,047,420
INVESTED IN CAPITAL ASSETS	1,633,340	1,238,340	976,880	976,880	976,880
RESTRICTED	0	0	0	0	0
UNRESTRICTED	512,060	907,060	1,168,520	1,070,540	1,070,540
PERSONNEL ALLOTTED	9	9	9	9	9

BUDGET HIGHLIGHTS

The Department of Public Works is requesting that the 2005 General Fund subsidy remain at current levels in order to meet debt service payments and to provide funding for needed maintenance issues at the Garage. — *Not approved. Subsidy reduced by \$100,000.*

Included in the request is the reclassification of a Parking Garage Attendant I to a Parking Garage Attendant II at a cost of \$2,010 including benefits (*See Personnel Summary section for approvals.*). Additional funding has also been included for temporary employees for extended operating hours during the American Bowling Congress National Tournament and Convention.

A replacement copy machine is being requested in the amount of \$4,500. — *Approved.*

PERSONNEL SUMMARY

JOB CODE	JOB TITLE	ALLOTMENT				PAY	ANNUAL SALARY	
		CUR	REQ	PRO	FIN	GRADE	MINIMUM	MAXIMUM
109330	Parking Garage Manager	1	1	1	1	2140	26,488	36,665
109325	Assistant Parking Garage Manager	1	1	1	1	1120	24,025	33,256
109323	Parking Garage Supervisor	2	2	2	2	1110	22,881	31,673
110128	Clerical Specialist III	1	1	1	1	1070	18,824	26,057
111735	Parking Garage Attendant II	1	2	1	2	1040	16,261	22,509
111732	Parking Garage Attendant I	3	2	3	2	1020	14,749	20,417
TOTAL		9	9	9	9			

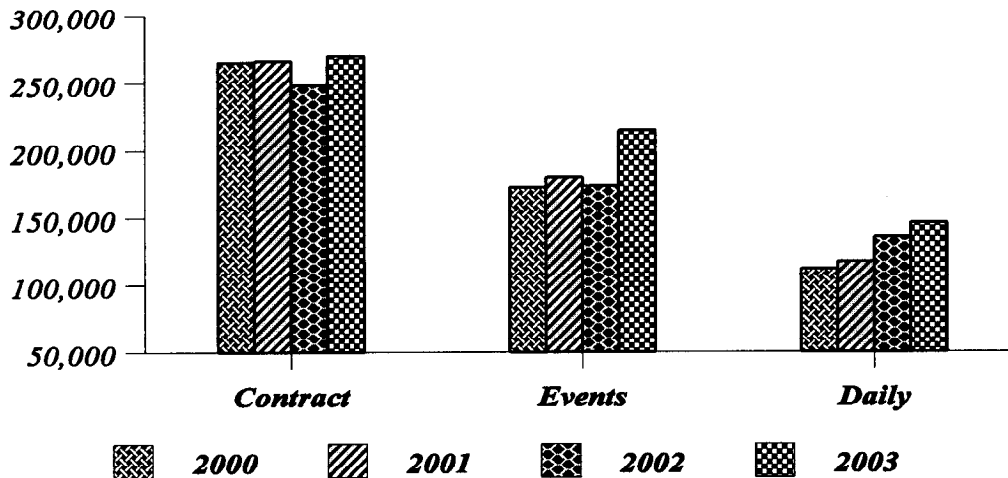
PERFORMANCE MEASUREMENT

Goals/Objectives/Performance Indicators	2003 Actual	2004 Target	2005 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	1,350
c) # of public events held in downtown area	155	190	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

2000-2003



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

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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.

BUDGET SUMMARY	2003 ACTUAL	2004 BUDGET	REQUEST	2005 PROPOSED	FINAL
REVENUES:					
Taxes	30,759,940	31,088,560	31,067,180	31,067,180	31,067,180
Charges for Services	51,763,830	53,969,000	54,315,320	54,315,320	54,315,320
Miscellaneous Revenues	57,180	13,000	13,000	13,000	13,000
Non-Operating Revenues	3,133,150	1,518,000	1,515,000	1,515,000	1,515,000
Contributions	7,900,540	0	0	0	0
Interfund Transfers:					
General Fund	4,000,000	4,000,000	4,000,000	4,000,000	4,000,000
TOTAL REVENUES	97,614,640	90,588,560	90,910,500	90,910,500	90,910,500
APPROPRIATIONS:					
Finance/Service Fee Business Office	2,262,430	2,386,240	2,380,790	2,380,790	2,380,790
General Administration	3,453,420	3,715,110	4,171,550	4,140,150	4,140,150
Environmental Section	895,520	935,250	992,810	992,810	992,810
Wastewater Collection	5,023,700	5,659,040	5,992,760	5,962,980	5,962,980
Wastewater Treatment	14,492,690	14,901,150	16,413,150	16,413,220	16,413,220
Sewer Preventive Maintenance Program	2,790,450	3,998,430	3,296,000	3,296,000	3,296,000
Wet Well Maintenance Program	328,970	400,000	400,000	400,000	400,000
Emergency Point Repairs	2,151,880	2,000,000	2,000,000	2,000,000	2,000,000
Contractual Services	941,850	572,260	753,200	753,200	753,200
Debt Service (excludes bond principal)	14,275,400	15,210,120	15,237,560	15,237,560	15,237,560
Bad Debt Expense	418,370	450,000	672,000	672,000	672,000
Depreciation	21,559,080	23,000,000	23,000,000	23,000,000	23,000,000
TOTAL APPROPRIATIONS	68,593,760	73,227,600	75,309,820	75,248,710	75,248,710
% CHANGE OVER PRIOR YEAR	-----	6.76%	2.84%	2.76%	2.76%
NET ASSETS, JANUARY 1	269,457,790	298,478,670	315,839,630	315,839,630	315,839,630
NET ASSETS, DECEMBER 31	298,478,670	315,839,630	331,440,310	331,501,420	331,501,420
INVESTED IN CAPITAL ASSETS	125,168,010	132,448,390	132,448,390	132,448,390	132,448,390
RESTRICTED	49,637,230	39,463,380	41,078,240	41,078,240	41,078,240
UNRESTRICTED	123,673,430	143,927,860	157,913,680	157,974,790	157,974,790

NOTE: Included in the 2005 proposed budget is an appropriation of \$3,100,000 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.

BUDGET SUMMARY	2003 ACTUAL	2004 BUDGET	REQUEST	2005 PROPOSED	FINAL
REVENUES:					
Interest Earnings	16,670	25,000	25,000	25,000	25,000
Miscellaneous Revenues	3,250	0	0	0	0
Interfund Transfers:					
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	18,116,140	19,362,150	21,109,080	21,047,970	21,047,970
Parish Sewer Sales Tax Fund	9,263,000	10,608,070	10,512,980	10,512,980	10,512,980
TOTAL REVENUES	31,399,060	33,995,220	35,647,060	35,585,950	35,585,950
APPROPRIATIONS:					
Finance/Service Fee Business Office	2,262,430	2,386,240	2,380,790	2,380,790	2,380,790
General Administration	3,453,420	3,715,110	4,171,550	4,140,150	4,140,150
Environmental Section	895,520	935,250	992,810	992,810	992,810
Wastewater Collection	5,023,700	5,659,040	5,992,760	5,962,980	5,962,980
Wastewater Treatment	14,492,690	14,901,150	16,413,150	16,413,220	16,413,220
Sewer Preventive Maintenance Program	2,790,450	3,998,430	3,296,000	3,296,000	3,296,000
Wet Well Maintenance Program	328,970	400,000	400,000	400,000	400,000
Emergency Point Repairs	2,151,880	2,000,000	2,000,000	2,000,000	2,000,000
TOTAL APPROPRIATIONS	31,399,060	33,995,220	35,647,060	35,585,950	35,585,950
% CHANGE OVER PRIOR YEAR	-----	8.27%	4.86%	4.68%	4.68%
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	341	341	341

SERVICE DESCRIPTION

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, with the assistance of extension of staff contract personnel, for the Sanitary Sewer Overflow Construction Program that was mandated by the 2002 consent decree with the U.S. Environmental Protection Agency (EPA). Project management duties include providing 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 \$1,296,000 is also included for 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 2005.

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 2005.

BUDGET HIGHLIGHTS

The City-Parish continues to operate under a Consent Decree with the United States Environmental Protection Agency and the Louisiana Department of Environmental Quality that was signed by all parties on March 14, 2002. The Consent Decree requires that approximately \$618 million in construction expenses be spent on various projects to reduce sanitary sewer overflows by December 31, 2014. 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.

Requests for personnel changes and reclassifications have been kept to a minimum due to the recent MGT Pay Study. However, in the Sewer Administration Division and the Wastewater Collection Division, personnel changes are requested due to changes in the scope of work for these positions since the MGT Pay Study. Those changes came about because of the expansion of the consent decree construction program and the safety concerns of field personnel. In addition, the Finance/Service Fee Business Office is requesting the deletion of one position if no changes are made to the solid waste billing process; however, if a multi-level variable rate system is implemented, staffing will need to be reevaluated. See Personnel Summary section for details. — *See Personnel Summary section for approvals. Clerical and Accounting series classification and pay issues will be deferred until 2005, pending the completion of a comprehensive study.*

Inventoried assets are requested as follows: computer hardware, \$90,600; radio, communication equipment, \$22,000; plant equipment, \$4,000; furniture, fixtures and office equipment, \$6,000; and other capital outlay, \$35,250. — *Approved.*

Professional service contracts are requested for software licenses and updates and for the Sewerage System Evaluation and Asset Management Program. Also, the Service Fee Business Office administers contracts with several water companies in connection with the billing and collection of sewer user fees and/or solid waste collection fees. Additional information for contracts in excess of \$17,500 can be found in the "Professional Services Contracts" section of the budget. — *Approved.*

PERSONNEL SUMMARY

JOB CODE	JOB TITLE	ALLOTMENT			FIN	PAY GRADE	ANNUAL SALARY	
		CUR	REQ	PRO			MINIMUM	MAXIMUM
FINANCE/ SERVICE FEE BUS. OFFICE								
100415	Assistant Revenue Manager	1	1	1	1	2250	45,303	62,710
100410	Revenue Auditor	1	1	1	1	2220	39,134	54,171
100115	Accountant III	1	1	1	1	2190	33,806	46,795
100105	Accountant I	1	1	1	1	1140	26,488	36,665
111150	Senior Revenue Specialist	1	1	1	1	1150	27,812	38,498
107765	Service Fee Investigator	1	1	1	1	1130	25,226	34,919
110625	Administrative Specialist II	1	1	1	1	1100	21,792	30,165
111130	Senior Fiscal Specialist	14	13	13	13	1090	20,754	28,728
TOTAL		21	20	20	20			
GENERAL ADMINISTRATION								
101490	Special Projects Engineer	1	1	1	1	2300	57,819	80,036
101445	Professional Engineer IV	1	1	1	1	2290	55,066	76,224
101440	Professional Engineer III	2	2	2	2	2270	49,947	69,138
101435	Professional Engineer II	2	2	2	2	2250	45,303	62,710
101430	Professional Engineer I	1	1	1	1	2240	43,146	59,724
107215	Wastewater Inspections Coordinator	0	1	0	1	2200	35,496	49,135
100115	Accountant III	0	1	0	0	2190	33,806	46,795
100110	Accountant II	1	0	1	1	2160	29,203	40,423
151445	Assistant Public Works Superintendent	1	1	1	1	2160	29,203	40,423
101225	Engineering Technician	3	3	3	3	1170	30,663	42,445
101220	Engineering Aide III	2	4	2	4	1150	27,812	38,498
102350	PC LAN Specialist	1	1	1	1	1150	27,812	38,498
151575	Wastewater Service Inspector	7	4	7	4	1100	21,792	30,165
110625	Administrative Specialist II	1	2	1	1	1100	21,792	30,165
110128	Clerical Specialist III	1	0	1	1	1070	18,824	26,057
110118	Clerical Specialist II	1	1	1	1	1050	17,074	23,635
TOTAL		25	25	25	25			
ENVIRONMENTAL								
101620	Environmental Coordinator	1	1	1	1	2280	52,444	72,595
101440	Professional Engineer III	1	1	1	1	2270	49,947	69,138
120525	Environmental & Wastewater Pretreatment Manager	1	1	1	1	2200	35,496	49,135
120515	Environmental Specialist	11	11	11	11	1150	27,812	38,498
110620	Administrative Specialist I	1	1	1	1	1090	20,754	28,728
110128	Clerical Specialist III	2	2	2	2	1070	18,824	26,057
TOTAL		17	17	17	17			

PERSONNEL SUMMARY (CONT.)

JOB CODE	JOB TITLE	ALLOTMENT			FIN	PAY GRADE	ANNUAL SALARY	
		CUR	REQ	PRO			MINIMUM	MAXIMUM
SEWER-WASTEWATER COLLECTION								
151595	Wastewater Collections Systems Manager	1	1	1	1	2250	45,303	62,710
107215	Wastewater Inspections Coordinator	2	2	2	2	2200	35,496	49,135
151450	Public Works Superintendent	1	1	1	1	2200	35,496	49,135
151445	Assistant Public Works Superintendent	2	2	2	2	2160	29,203	40,423
101225	Engineering Technician	0	2	0	2	1170	30,663	42,445
101220	Engineering Aide III	5	5	5	5	1150	27,812	38,498
101215	Engineering Aide II	1	1	1	1	1120	24,025	33,256
151558	Wastewater Projects Specialist	1	0	0	0	1120	24,025	33,256
151215	Carpenter	1	1	1	1	1120	24,025	33,256
151395	Maintenance Worker Supervisor II	4	5	4	4	1110	22,881	31,673
151390	Maintenance Worker Supervisor I	4	3	4	4	1090	20,754	28,728
151575	Wastewater Service Inspector	23	23	23	23	1100	21,792	30,165
151380	Heavy Equipment Operator	17	17	17	17	1080	19,766	27,360
151375	Maintenance Worker II	15	13	15	13	1070	18,824	26,057
151370	Maintenance Worker I	17	17	17	17	1050	17,074	23,635
110625	Administrative Specialist II	1	2	2	2	1100	21,792	30,165
110620	Administrative Specialist I	2	2	2	2	1090	20,754	28,728
110128	Clerical Specialist III	5	5	5	5	1070	18,824	26,057
110118	Clerical Specialist II	2	2	2	2	1050	17,074	23,635
113110	Stock Clerk II	2	2	2	2	1060	17,928	24,816
114125	Dispatcher	2	2	2	2	1050	17,074	23,635
TOTAL		108	108	108	108			
SEWER-WASTEWATER TREATMENT								
151570	Wastewater Treatment Plant Mgr.	1	1	1	1	2250	45,303	62,710
151565	Asst. Wastewater Treatment Plant Mgr.	1	1	1	1	2240	43,146	59,724
151563	Wastewater Treatment Process Control Sprv.	1	1	1	1	2220	39,134	54,171
102655	Public Works Computer Systems Manager	2	2	2	2	2210	37,271	51,592
120440	Wastewater Laboratory Supervisor	1	1	1	1	2210	37,271	51,592
109525	Facility Maintenance Supervisor	1	1	1	1	2190	33,806	46,795
151560	Wastewater Treatment Plant Supervisor	3	3	3	3	2190	33,806	46,795
120435	Assistant Wastewater Laboratory Supervisor	1	1	1	1	2180	32,196	44,567
151360	Electrical and Instrument Supervisor	1	1	1	1	2160	29,203	40,423
151520	Treatment Plant Operator III	3	3	3	3	2160	29,203	40,423
151515	Treatment Plant Operator II	15	15	15	15	1140	26,488	36,665
151510	Treatment Plant Operator I	34	34	34	34	1120	24,025	33,256
120425	Wastewater Certification Instructor	1	1	1	1	2140	26,488	36,665
120405	Laboratory Technician	7	7	7	7	1150	27,812	38,498

PERSONNEL SUMMARY (CONT.)

JOB CODE	JOB TITLE	ALLOTMENT			PAY FIN GRADE	ANNUAL SALARY		
		CUR	REQ	PRO		MINIMUM	MAXIMUM	
151555	Plant Mechanic II	3	3	3	3	1150	27,812	38,498
151550	Plant Mechanic I	16	16	16	16	1130	25,226	34,919
151250	Plant Electrician	6	6	6	6	1140	26,488	36,665
151557	Instrument Technician	6	6	6	6	1140	26,488	36,665
151535	Pump Mechanic II	7	7	7	7	1130	25,226	34,919
151530	Pump Mechanic I	23	23	23	23	1110	22,881	31,673
141315	Pump Machinist	1	1	1	1	1120	24,025	33,256
151235	Welder	1	1	1	1	1120	24,025	33,256
151390	Maintenance Worker Supervisor I	1	1	1	1	1090	20,754	28,728
151380	Heavy Equipment Operator	4	4	4	4	1080	19,766	27,360
151505	Treatment Plant Operator Trainee	2	2	2	2	1070	18,824	26,057
151375	Maintenance Worker II	7	7	7	7	1070	18,824	26,057
151370	Maintenance Worker I	9	9	9	9	1050	17,074	23,635
151110	Tradesworker I	5	5	5	5	1060	17,928	24,816
110625	Administrative Specialist II	1	1	1	1	1100	21,792	30,165
110128	Clerical Specialist III	1	1	1	1	1070	18,824	26,057
110118	Clerical Specialist II	6	6	6	6	1050	17,074	23,635
TOTAL		171	171	171	171			
SEWERAGE-OP. & MAINT. GRAND TOTAL		342	341	341	341			

PERFORMANCE MEASUREMENT

Goals/Objectives/Performance Indicators	2003 Actual	2004 Target	2005 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	1,508,751	1,512,620	1,527,750
▶ \$ amount of sewer fees collected	\$50,984,287	\$50,787,690	\$52,819,190
▶ Billing collection rate for sewer fees	99.9%	99.0%	98.9%
▶ # of solid waste fee bills	1,383,807	1,385,560	1,399,420
▶ \$ amount of solid waste fees collected	\$12,966,695	\$12,881,950	\$13,010,770
▶ Billing collection rate for solid waste fees	99.1%	98.0%	98.0%
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	16,402	9,320	9,500
▶ Average processing time of adjustments	2 days	2 days	2 days
b) Audit billing registers each year to verify accuracy of rate increases and re-averaging of consumption data	✓	✓	✓
3. <i>Streamline processes through redesign and technology improvements.</i>			
a) Improve customer response time and increase the efficiency of work processes at the Service Fee Business Office			
▶ Obtain network access to Baton Rouge Water Company's billing system to replace existing database terminals	N/A	N/A	✓
▶ Obtain computer access to the City of Baker's billing system for retrieval of customer account information	N/A	N/A	✓

PERFORMANCE MEASUREMENT (CONT.)

Goals/Objectives/Performance Indicators	2003 Actual	2004 Target	2005 Target
4. <i>To provide high-quality customer service to on-site customers and telephone inquiries.</i>			
a) Provide walk-in payment service and face-to-face assistance to customers at the Service Center			
▸ # of register transactions	140,348	137,430	139,000
b) Provide courteous and efficient service to telephone customers through problem solving at the initial point of contact			
▸ # of customer calls	55,535	49,820	51,000
▸ # of calls referred to supervisor for resolution	N/A	1,900	1,900
c) Disseminate information regarding fees through distribution of informational packets to new and existing customers			
▸ # of flyers distributed through bills, mailings, or direct delivery	137,763	245,600	245,600
5. <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	100%	100%	100%
▸ Central Wastewater Treatment Plant	100%	100%	100%
▸ South Wastewater Treatment Plant	100%	100%	100%
6. <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%
7. <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%
8. <i>To implement and maintain a high-quality environmental monitoring program.</i>			
a) # of samples collected	3,698	3,600	3,600
9. <i>To operate and maintain the wastewater collections system in the most efficient manner.</i>			
a) In-house work efforts			
▸ # of linear feet cleaned	337,691	350,000	450,000
▸ # of cave-in inspections	2,275	3,000	5,000
▸ # of cave-in repairs	349	700	500
▸ # of service line inspections	174	300	400
▸ # of manhole rehabilitations	258	300	400
▸ # of manhole inspections	331	1,000	2,000
▸ # of concrete replacement jobs	156	250	260
▸ # of locations backfilled (due to point repairs)	341	650	500
▸ # of stoppage complaints responded to	7,788	9,600	9,600
b) Contracts administered and executed			
▸ # of small diameter point repair	500	600	500
▸ # of emergency point repairs	729	675	700
▸ # of sewerage point installations	116	125	175
c) Asset Management Program			
▸ # of linear feet of sewer line cleaned	305,750	275,000	275,000
▸ # of linear feet of sewer line televised	301,779	275,000	275,000
▸ # of linear feet of sewer line root removal	10,876	8,000	8,000
▸ # of linear feet of sewer line smoke tested	32,484	30,000	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	2003 ACTUAL	2004 BUDGET	REQUEST	2005 PROPOSED	FINAL
REVENUES:					
Taxes	440	0	0	0	0
Charges for Services	51,763,830	53,969,000	54,315,320	54,315,320	54,315,320
Miscellaneous Revenues	53,930	13,000	13,000	13,000	13,000
Non-Operating Revenues	1,252,690	600,000	600,000	600,000	600,000
Private Developer Contributions	2,916,440	0	0	0	0
TOTAL REVENUES	55,987,330	54,582,000	54,928,320	54,928,320	54,928,320
APPROPRIATIONS:					
Contractual Services	5,550	10,000	50,000	50,000	50,000
Debt Service	3,424,430	3,138,890	3,876,560	3,876,560	3,876,560
Bad Debt Expense	418,370	450,000	672,000	672,000	672,000
Depreciation	21,559,080	23,000,000	23,000,000	23,000,000	23,000,000
Transfer to Sewerage—Oper. & Maint.	18,116,140	19,362,150	21,109,080	21,047,970	21,047,970
TOTAL APPROPRIATIONS	43,523,570	45,961,040	48,707,640	48,646,530	48,646,530
% CHANGE OVER PRIOR YEAR	-----	5.60%	5.98%	5.84%	5.84%
NET ASSETS, JANUARY 1	403,858,400	420,923,450	429,544,410	429,544,410	429,544,410
ADJUSTMENT					
Intrafund Equity Transfer	4,601,290	0	0	0	0
NET ASSETS, DECEMBER 31	420,923,450	429,544,410	435,765,090	435,826,200	435,826,200

BUDGET HIGHLIGHTS

Capital Outlay in the amount of \$1,736,000 is requested as follows: Service Fee Business Office: On-line inquiry system for the City of Baker (\$6,000), an imaging system (\$26,000); Sewer Administration: three flow meters (\$60,000), three replacement vehicles (\$49,000), a replacement copier (\$35,000), engineering and scientific equipment (\$45,000); Wastewater Collection: building improvements (\$30,000), heavy construction equipment (\$182,680), twelve replacement vehicles (\$180,000), light plant equipment (\$50,000); Wastewater Treatment: building improvements (\$310,000), replacement vehicles (\$438,820), and plant equipment (\$323,500). — *Approved*.

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.

Parishwide Homeowners Pump Installation Program: Funding in the amount of \$800,000 is provided to install individual homeowner pumps to mitigate sewer backups in homes that have experienced problems.

Wastewater Collection Point Repair Program: Funding in the amount of \$1,000,000 is provided to make repairs to the sewer collection system.

Extension of Staff: Funding in the amount of \$3,100,000 is requested to fund a professional services contract associated with staff extension for the period January 1, 2005, through December 31, 2005.

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	2003 ACTUAL	2004 BUDGET	2005 REQUEST	2005 PROPOSED	2005 FINAL
REVENUES:					
Taxes	30,759,500	31,088,560	31,067,180	31,067,180	31,067,180
Interest Earnings	1,121,130	893,000	890,000	890,000	890,000
TOTAL REVENUES	31,880,630	31,981,560	31,957,180	31,957,180	31,957,180
APPROPRIATIONS:					
Contractual Services	581,740	562,260	703,200	703,200	703,200
Debt Service	10,850,970	12,071,230	11,361,000	11,361,000	11,361,000
Interfund Transfers:					
Sewerage—Operations & Maintenance	9,263,000	10,608,070	10,512,980	10,512,980	10,512,980
\$30.2 M Sewer Sales Tax Bonds	965,000	0	0	0	0
\$70 M Sewer Sales Tax Bonds	2,380,000	0	0	0	0
\$43 M Sewer Sales Tax Bonds	980,000	0	0	0	0
\$20 M Sewer Sales Tax Bonds	45,000	0	0	0	0
\$65 M Refunding Bonds	1,920,000	0	0	0	0
\$36 M Sewer Sales Tax Bonds	620,000	0	0	0	0
\$112.72 M Sewer Sales Tax Revenue & Refunding Bonds	2,289,640	0	0	0	0
TOTAL APPROPRIATIONS	29,895,350	23,241,560	22,577,180	22,577,180	22,577,180
% CHANGE OVER PRIOR YEAR	-----	-22.26%	-2.86%	-2.86%	-2.86%
NET ASSETS, JANUARY 1	(25,968,950)	(8,878,810)	(138,810)	(138,810)	(138,810)
ADJUSTMENT					
Intrafund Equity Transfer	15,104,860	0	0	0	0
NET ASSETS, DECEMBER 31	(8,878,810)	(138,810)	9,241,190	9,241,190	9,241,190

BUDGET HIGHLIGHTS

As of July 31, 2004, \$64,003,797 in sewer sales taxes have been authorized by the Metropolitan Council for various construction projects within this fund.

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

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 449). 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 449 to present a complete budget summary for the Comprehensive Sewerage System Enterprise Fund.

BUDGET SUMMARY	2003 ACTUAL	2004 BUDGET	REQUEST	2005 PROPOSED	FINAL
REVENUES:					
Intergovernmental Revenues	147,370	0	0	0	0
Interest Earnings	595,290	0	0	0	0
Interfund Transfers	9,199,640	0	0	0	0
Federal Contributions	709,900	0	0	0	0
State Contributions	56,430	0	0	0	0
Impact Fees	4,217,770	0	0	0	0
TOTAL REVENUES	14,926,400	0	0	0	0
APPROPRIATIONS:					
Contractual Services	354,560	0	0	0	0
TOTAL APPROPRIATIONS	354,560	0	0	0	0
NET ASSETS, JANUARY 1	(108,431,660)	(113,565,970)	(113,565,970)	(113,565,970)	(113,565,970)
ADJUSTMENT					
Intrafund Equity Transfer	(19,706,150)	0	0	0	0
NET ASSETS, DECEMBER 31	(113,565,970)	(113,565,970)	(113,565,970)	(113,565,970)	(113,565,970)

MISSION STATEMENT

The Baton Rouge River Center, formerly known as 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	2003 ACTUAL	2004 BUDGET	REQUEST	2005 PROPOSED	FINAL
REVENUES:					
Operating Revenues	1,917,770	1,750,180	2,278,450	2,278,450	2,278,450
Other Non-Operating Revenues	41,500	4,000	4,000	4,000	4,000
TOTAL REVENUES	1,959,270	1,754,180	2,282,450	2,282,450	2,282,450
APPROPRIATIONS:					
Operations	2,292,330	2,244,770	2,939,840	2,939,840	2,939,840
SMG Management Fee	204,400	209,410	336,100	321,810	321,810
Depreciation	989,410	0	0	0	0
TOTAL APPROPRIATIONS	3,486,140	2,454,180	3,275,940	3,261,650	3,261,650
% CHANGE OVER PRIOR YEAR	-----	-29.60%	33.48%	32.90%	32.90%
TRANSFER FROM GENERAL FUND	700,000	700,000	979,200	979,200	979,200
TRANSFER FROM GEN. CAPITAL EXP.	77,480	0	0	0	0
TRANSFER FROM CAP. PROJECTS FUND	7,257,450	0	0	0	0
STATE CAPITAL OUTLAY	7,898,370	0	0	0	0
NET ASSETS, JANUARY 1	24,408,120	38,814,550	38,814,550	38,814,550	38,814,550
NET ASSETS, DECEMBER 31	38,814,550	38,814,550	38,800,260	38,814,550	38,814,550
INVESTED IN CAPITAL ASSETS	36,109,180	36,109,180	36,109,180	36,109,180	36,109,180
RESTRICTED	245,200	245,200	245,200	245,200	245,200
UNRESTRICTED	2,460,170	2,460,170	2,445,880	2,460,170	2,460,170

BUDGET HIGHLIGHTS

On April 1, 1996, the management of the Baton Rouge River Center was contracted to Spectacor 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 this 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 contract is presently being renegotiated for 2005.

	<u>2003 Actual</u>	<u>2004 Budget</u>	<u>2004 Proj.</u>	<u>2005 Final</u>
SMG Revenues	1,421,320	1,754,180	1,586,800	2,282,450
SMG Expenses	(1,641,720)	(2,033,560)	(1,875,430)	(2,728,630)
Net Operating Loss (NOL)	(220,400)	(279,380)	(288,630)	(446,180)
Eligible Revenues ('05 Excludes Food & Beverage)	1,235,880	1,641,720	1,390,220	1,490,550
Benchmark	1,000,000	1,000,000	1,000,000	1,300,000
Excess Revenues	235,880	641,720	390,220	190,550
Annual Fixed Fee	(204,400)	(209,410)	(208,010)	(240,000)
Annual Gross Food & Beverage Fee (4%)	N/A	N/A	N/A	(67,520)
Annual Incentive Fee (Sliding Scale)	0	0	0	(14,290)
Other City-Parish Expenses less Revenues	(230,140)	(211,210)	(211,210)	(211,210)
Total C-P Subsidy (NOL + F&B Fee + Fixed Fee + Inc. Fee + C-P)	(654,940)	(700,000)	(707,850)	(979,200)

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	2003 ACTUAL	2004 BUDGET	REQUEST	2005 PROPOSED	FINAL
REVENUES:					
Charges for Services	9,493,340	9,000,000	12,257,660	11,692,860	11,692,860
Miscellaneous	6,760	0	0	0	0
Non-Operating Revenues	1,418,090	200,000	200,000	180,000	180,000
TOTAL REVENUES	10,918,190	9,200,000	12,457,660	11,872,860	11,872,860
APPROPRIATIONS:					
Environmental Division	211,160	231,630	245,880	245,400	245,400
North Landfill Operations	9,879,390	9,766,530	11,347,600	11,179,010	11,179,010
Recycling	183,430	175,540	189,740	189,620	189,620
Landfill Closure & Postclosure Expense	1,197,690	1,251,260	1,241,190	1,241,190	1,241,190
TOTAL APPROPRIATION	11,471,670	11,424,960	13,024,410	12,855,220	12,855,220
% CHANGE OVER PRIOR YEAR	-----	-0.41%	14.00%	12.52%	12.52%
NET ASSETS, JANUARY 1	30,279,680	29,726,200	27,501,240	27,501,240	27,501,240
ADJUSTMENT	0	0	0	0	0
NET ASSETS, DECEMBER 31	29,726,200	27,501,240	26,934,490	26,518,880	26,518,880
INVESTED IN CAPITAL ASSETS	24,606,910	23,527,540	22,383,180	22,383,180	22,383,180
RESTRICTED	0	0	0	0	0
UNRESTRICTED	5,119,290	3,973,700	4,551,310	4,135,700	4,135,700
PERSONNEL ALLOTTED	9	9	10	10	10

BUDGET HIGHLIGHTS

Revenue Assumptions

The 2005 revenue estimate anticipates that solid waste with an in-parish origin will be assessed a \$25/ton tipping fee, and out-of-parish a \$30/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). By reducing the out-of-parish tipping fee to market rate, it is estimated that 57,500 tons annually will return to the landfill. Net revenues of approximately \$700,000 would be realized if the tonnage returns.

Environmental Division

The appropriations 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 2005 contract, it is projected that the City-Parish will pay BFI \$17.54 a ton from January through August and \$18.42 a ton from September through December. It is projected that 504,000 tons of waste will be brought into the landfill in 2005.

Funding has been included in contractual services for two professional services contracts: Dow Chemical Company for public/private partnership for a Household Hazardous Waste Collection event (\$45,000); and grass mowing/trimming for the Baton Rouge Renewable Energy Center (\$3,400 per cut) and the Old Kaiser Aluminum Site (\$4,375 per cut).

Recycling

The Assistant Director of Recycling position was deleted in 2002 and replaced with a professional services contract for an individual to assist the division with grant writing and other special projects. The City-Parish is currently in the process of seeking proposals for recycling collection and processing services. Public education and outreach will be very important when dealing with changes and enhanced services. The funding for this position will come from funds previously appropriated for the professional services contract. —
Approved.

Capital Improvements

In July 2003, the East Baton Rouge Parish Renewable Energy Center Gas Collection System Flare Station was started. The gas system developer is responsible for operating and maintaining the collection system in accordance with EPA and LADEQ requirements. In 2004, the gas developer will install additional equipment to further clear the gas. The City-Parish will receive royalties in future years from the gas revenues. A gas collection system will also be installed at the North Landfill in 2004. As with the East Baton Rouge Parish Renewable Energy Center, the City-Parish will receive royalties in future years from gas revenues.

PERSONNEL SUMMARY

JOB CODE	JOB TITLE	ALLOTMENT				PAY GRADE	ANNUAL SALARY	
		CUR	REQ	PRO	FIN		MINIMUM	MAXIMUM
NORTH LANDFILL-OPERATIONS								
151450	Public Works Superintendent	1	1	1	1	2200	35,496	49,135
151380	Heavy Equipment Operator	2	2	2	2	1080	19,766	27,360
111130	Senior Fiscal Specialist	1	1	1	1	1090	20,754	28,728
111108	Fiscal Specialist	3	3	3	3	1070	18,824	26,057
	TOTAL	7	7	7	7			
RECYCLING								
108550	Recycling Manager	1	1	1	1	2220	39,134	54,171
NEW	Assistant Recycling Manager	0	1	1	1	2160	29,203	40,423
110625	Administrative Specialist II	1	1	1	1	1100	21,792	30,165
	TOTAL	2	3	3	3			
	GRAND TOTAL	9	10	10	10			

PERFORMANCE MEASUREMENT

Goals/Objectives/Performance Indicators	2003 Actual	2004 Target	2005 Target
<p>1. <i>To provide for and maintain the safe and efficient collection and disposal of solid waste and refuse.</i></p> <p>a) <i>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</i></p> <ul style="list-style-type: none"> ▸ <i>% of waste diverted from Landfill through recycling or reuse</i> <p>b) <i>To manage the curbside and woody waste recycling contract efficiently to promote maximum participation</i></p> <ul style="list-style-type: none"> ▸ <i>Average monthly percentage participation in curbside recycling</i> ▸ <i>Average monthly total weight collected through curbside recycling (pounds)</i> ▸ <i>Annual total weight (tons) collected through woody waste recycling</i> <p>c) <i>To increase recycling tonnage collected through special collections</i></p> <ul style="list-style-type: none"> ▸ <i>Annual Christmas tree recycling</i> ▸ <i>Annual Household Hazardous Waste Collection</i> <p>d) <i>To increase the outreach programs implemented</i></p> <ul style="list-style-type: none"> ▸ <i># of programs</i> <p>e) <i>To manage the landfill in a cost-efficient manner</i></p> <ul style="list-style-type: none"> ▸ <i>Average tipping fee collected per ton</i> ▸ <i>Average operating cost per ton (excluding depreciation)</i> 	<p>27.39%</p> <p>41%</p> <p>9.62</p> <p>28,512</p> <p>189 tons</p> <p>139,424</p> <p>10</p> <p>\$19.62</p> <p>\$21.43</p>	<p>29%</p> <p>44%</p> <p>10</p> <p>29,000</p> <p>195 tons</p> <p>140,000</p> <p>11</p> <p>\$20.16</p> <p>\$23.16</p>	<p>30%</p> <p>45%</p> <p>15</p> <p>30,000</p> <p>200 tons</p> <p>142,000</p> <p>12</p> <p>\$24.32</p> <p>\$23.59</p>
<p>2. <i>To meet all state and federally mandated reporting requirements in a timely manner.</i></p> <p>a) <i>Semi-annual reports on ground water sampling event, North Landfill</i></p> <p>b) <i>Solid Waste Disposal Annual Report</i></p>	<p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p>	<p>100%</p> <p>100%</p>
<p>3. <i>To resolve solid waste disposal complaints.</i></p> <p>a) <i># of solid waste disposal complaints received and resolved</i></p>	<p>698</p>	<p>650</p>	<p>650</p>

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	2003 ACTUAL	2004 BUDGET	REQUEST	2005 PROPOSED	FINAL
REVENUES:					
Airfield	869,440	903,500	1,149,780	1,149,780	1,149,780
Hangars & Buildings	152,220	155,610	165,900	165,900	165,900
Terminal Building Area	5,884,810	5,787,770	7,920,850	7,826,730	7,826,730
Industrial Area	598,640	699,000	807,290	807,290	807,290
Non-Operating Revenues	1,298,460	383,000	504,460	292,460	292,460
Passenger Facility Charges	895,340	1,211,460	1,571,630	1,100,000	1,100,000
Customer Facility Charges	148,900	1,662,500	0	935,000	935,000
TOTAL REVENUES	9,847,810	10,802,840	12,119,910	12,277,160	12,277,160
APPROPRIATIONS:					
Administration	2,792,870	3,133,730	3,257,200	3,162,650	3,162,650
Debt Service	2,211,160	2,215,390	1,770,330	1,770,330	1,770,330
ILEAV Fuel Station	0	35,420	35,420	35,420	35,420
Airfield	749,220	768,810	1,025,350	1,025,350	1,025,350
Terminal Building	1,451,220	1,534,350	1,579,970	1,579,970	1,579,970
Parking Lot Operations	347,220	336,770	345,230	345,230	345,230
Police/ARFF	1,892,820	1,979,280	2,290,210	2,290,210	2,290,210
Capital Outlay	132,840	61,260	25,000	25,000	25,000
Operating Grants	977,320	0	0	0	0
Customer Facility Charges:					
Transfer to GBR Operations Fund	0	1,662,500	0	936,000	936,000
Passenger Facility Charges:					
Administrative Fees	23,870	32,310	41,910	29,330	29,330
Debt Service	594,720	857,180	886,480	886,480	886,480
TOTAL APPROPRIATIONS	11,173,260	12,617,000	11,257,100	12,085,970	12,085,970
% CHANGE OVER PRIOR YEAR	---	12.92%	-10.78%	-4.21%	-4.21%
EXCESS SOURCES OVER (UNDER) USES	(1,325,450)	(1,814,160)	862,810	191,190	191,190
NET ASSETS, JANUARY 1	133,763,360	138,601,860	142,116,500	142,116,500	142,116,500
ADJUSTMENTS	6,163,950	5,328,800	4,999,100	5,935,100	5,935,100
NET ASSETS, DECEMBER 31	138,601,860	142,116,500	147,978,410	148,242,790	148,242,790
INVESTED IN CAPITAL ASSETS	147,492,460	147,492,460	147,492,460	147,492,460	147,492,460
RESTRICTED	1,175,440	1,837,570	3,024,910	2,377,860	2,377,860
UNRESTRICTED	(10,066,040)	(7,213,530)	(2,538,960)	(1,627,530)	(1,627,530)
PERSONNEL ALLOTTED	88	89	90	89	89

BUDGET HIGHLIGHTS

Personal Services: Offsetting the amounts budgeted for Personal Services are reimbursements by the airlines in the amount of \$48,140 for a portion of custodial salaries and \$176,980 by the Transportation Security Administration for a portion of Police/ARFF salaries.

The Airport has requested several reclassifications and pay grade changes; the total cost of these items as requested by the Airport is approximately \$88,520. This department also requests the addition of both the Airport Development & Administrative Manager and the PC/LAN Administrator to the list of employees authorized to receive auto allowance (*Funding currently approved for 6 employees*). — See Personnel Summary section for approvals. Clerical and Accounting series classification and pay issues will be deferred until 2005, pending the completion of a comprehensive study.

BUDGET HIGHLIGHTS (CONT.)

A total of \$1,079,120 is requested for thirteen professional services contracts for various services and studies to be performed in 2005. — *Approved.*

The Airport has requested \$11,800 in Inventoried Assets for the purchase of computer hardware and \$25,000 in Capital Outlay for the purchase of one motor vehicle. — *Approved.*

PERSONNEL SUMMARY

JOB CODE	JOB TITLE	ALLOTMENT				PAY GRADE	ANNUAL SALARY	
		CUR	REQ	PRO	FIN		MINIMUM	MAXIMUM
340015	Director of Aviation	0	1	0	0	2350	73,794	102,148
340015	Director of Aviation	1	0	1	1	2340	70,280	97,284
340010	Assistant Director of Aviation	0	1	0	0	2340	70,280	97,284
340010	Assistant Director of Aviation	1	0	1	1	2310	60,710	84,037
NEW	Airport Legal Counsel	0	1	0	0	2300	57,819	80,036
320200	Special Assistant Parish Attorney	1	0	1	1	2290	55,066	76,224
100605	Airport Business Manager	0	1	0	0	2280	52,444	72,595
100605	Airport Business Manager	1	0	1	1	2260	47,568	65,845
109715	Airport Development and Administrative Manager	1	1	1	1	2250	45,303	62,710
109730	Airport Safety and Operations Manager	1	1	1	1	2250	45,303	62,710
109840	Property & Development Coordinator	1	1	1	1	2220	39,134	54,171
109850	Airport Marketing Manager	0	1	0	0	2230	41,091	56,880
109850	Airport Marketing Manager	1	0	1	1	2220	39,134	54,171
108275	Air Service Coordinator	1	1	1	1	2120	24,025	33,256
183140	Airport Police/ARFF Chief	1	1	1	1	1180	32,196	44,567
183130	Airport Police/ARFF Lieutenant	1	1	1	1	1170	30,663	42,445
183125	Airport Police/ARFF Sergeant	5	5	5	5	1150	27,812	38,498
183115	Airport Police/ARFF Officer	24	24	24	24	1140	26,488	36,665
NEW	Assistant Business Manager	0	1	0	0	2200	35,496	49,135
100115	Accountant III	1	1	1	1	2190	33,806	46,795
100110	Accountant II	1	1	1	1	2160	29,203	40,423
100113	Accountant II (29 hours/week)	1	1	1	1	2160	29,203	40,423
NEW	Computer/Electronics Systems Manager	0	1	0	1	2220	39,134	54,171
102400	PC LAN Administrator	1	0	1	0	2200	35,496	49,135
NEW	Computer/Electronics Systems Technician	0	1	0	1	1170	30,663	42,445
102350	PC LAN Specialist	1	0	1	0	1150	27,812	38,498
113428	Airport Supply Manager	1	1	1	1	1110	22,881	31,673
151740	Airport Construction Superintendent	1	1	1	1	2190	33,806	46,795
151350	Mechanical Operations Supervisor	1	1	1	1	2160	29,203	40,423
106310	Airport Compliance Coordinator	1	1	1	1	2140	26,488	36,665
151730	Airport Maintenance Supervisor	1	1	1	1	2150	27,812	38,498
151375	Maintenance Worker II	3	3	3	3	1070	18,824	26,057
151370	Maintenance Worker I	6	6	6	6	1050	17,074	23,635
151245	Electrician	1	1	1	1	1120	24,025	33,256
151120	Tradesworker III	1	1	1	1	1120	24,025	33,256
151115	Tradesworker II	2	2	2	2	1070	18,824	26,057
108540	Executive Assistant	0	1	0	0	2180	32,196	44,567
108540	Executive Assistant	1	0	1	1	2160	29,203	40,423
110630	Senior Administrative Specialist	2	2	2	2	1120	24,025	33,256
110620	Administrative Specialist I	3	3	3	3	1090	20,754	28,728
151380	Heavy Equipment Operator	1	1	1	1	1080	19,766	27,360
110128	Clerical Specialist III	2	2	2	2	1070	18,824	26,057
114120	Surveillance - System Monitor	5	5	5	5	1060	17,928	24,816
124125	Lead Custodian	1	1	1	1	1040	16,261	22,509
124105	Custodian	11	11	11	11	1020	14,749	20,417
TOTAL		89	90	89	89			

PERFORMANCE MEASUREMENT

Goals/Objectives/Performance Indicators	2003 Actual	2004 Target	2005 Target
<p>1. <i>To comply with all FAA standards.</i></p> <p>a) Minimize number of critical deficiencies identified during inspections Measure: Annual airport certification inspection report from the FAA Airport Certification Safety Inspector</p> <ul style="list-style-type: none"> ▶ # of violations of Federal Aviation Regulations 3 1 0 ▶ # of discrepancies listed by the FAA 4 1 0 ▶ % of discrepancies corrected within specified time 100% 100% 100% ▶ # of recommendations made by the FAA 2 1 1 			
<p>2. <i>To reduce migration to New Orleans and increase Baton Rouge community use of Airport.</i></p> <p>a) Obtain fare parity with New Orleans on a consistent and stable basis Measure: Average fare differentials between Baton Rouge Metro Airport and New Orleans Airport reported weekly, monthly, and annually</p> <ul style="list-style-type: none"> ▶ Fare differential < \$50 90% 83% 80% ▶ Fare differential between \$50 and \$75 7% 17% 15% ▶ Fare differential between \$75 and \$100 3% 5% 5% <p>b) Evaluate customer satisfaction Measure: Level of customer satisfaction</p> <ul style="list-style-type: none"> ▶ On a scale from 1 to 10, with 10 being the best 8.82 N/A Preparing a Survey <p>c) Utilize Ambassador Program to improve customer assistance and service</p> <ul style="list-style-type: none"> ▶ # of volunteers 25 20 30 ▶ % of time with coverage 45% 45% 45% <p>d) Reduce passenger migration ratio</p> <ul style="list-style-type: none"> ▶ Migration ratio 22% 27% 18% <p>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</p> <ul style="list-style-type: none"> ▶ Baton Rouge % -2.99% 12.00% 18% ▶ New Orleans % 1.94% 18.52% 22% 			
<p>3. <i>To improve system of safety management for Airport.</i></p> <p>a) Develop a comprehensive Airport Safety Plan Identify FAA, OSHA, and industry guidelines and incorporate in safety plan</p> <ul style="list-style-type: none"> ▶ Police 100% 100% 100% ▶ Maintenance 100% 100% 100% <p>b) Reduce number of incidents/accidents</p> <p># of persons requiring first aid</p> <ul style="list-style-type: none"> ▶ Public 35 30 25 ▶ Staff 6 4 0 <p># of accidents</p> <ul style="list-style-type: none"> ▶ Public 10 8 6 ▶ Staff 4 3 0 			
<p>4. <i>To implement a comprehensive equipment maintenance and replacement program.</i></p> <p>a) Implement a replacement plan and schedule based on strategic/budget priorities % of replacement schedule achieved</p> <ul style="list-style-type: none"> ▶ Administration 100% 100% 100% ▶ Police 100% 100% 100% ▶ Maintenance 100% 90% 100% <p>b) Design routine/preventive inspections and maintenance system for all key equipment % of inspections and maintenance performed</p> <ul style="list-style-type: none"> ▶ Police 100% 100% 100% ▶ Maintenance 100% 100% 100% 			