



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, and 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.

2004 Accomplishments

- Installed the Hansen software system to help manage the work order processes in the Department of Public Works (DPW), and provided training to all users.
- Initiated an online Geographic Information System (GIS) as part of the E-Government goal to provide information regarding properties throughout East Baton Rouge Parish to the general public.
- Received in January, 2004, the Government Finance Officer's Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 2002 **Comprehensive Annual Financial Report**.
- Received in July, 2004, the GFOA Distinguished Budget Presentation Award for the 2004 **Annual Operating Budget**.
- 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.
- Reduced the number of customer requests for adjustments to sewer billings by using more current water consumption data to calculate sewer user fees by re-averaging all new residential customers' sewer billings using the first three months' actual water consumption data.
- Improved taxpayer awareness by distributing **Tax Facts** newsletters to the 17,400 registered taxpayers on a quarterly basis, providing taxpayers with access to ordinances and regulations relating to sales and use taxes and occupational license taxes on the Finance Department Internet website, and by providing taxpayers with immediate responses to tax questions via e-mail correspondence.
- Successfully implemented the initial phase of the MGT of America study recommendations relative to employee pay and benefits.
- Reviewed the civil service rules and regulations to address deficiencies in human resource management and policies, and appointed members of the Human Resources Department to serve on the Mayor's Committee on Revenues and Expenditures (MCORE) Rules Subcommittee.
- Was awarded the International Geospatial Achievement Award for online GIS maps.



- Improved customer service in the area of employee recruitment by expanding citizen accessibility through participation in career days at our local colleges and universities.
- Provided annual reports from the Human Resources Department to keep internal customers abreast of what the department is doing.
- Successfully implemented a new imaging system which allows the transfer of information within and between City-Parish departments in the area of E-government.
- Participated in a pilot program with the Baton Rouge Community College to create the City-Parish Leadership Academy.
- Updated the Unified Development Code as it relates to the Horizon Plan and Smart Growth.
- Simplified the process for payment of traffic tickets with the implementation of an online ticket payment program through cooperation between the City-Parish Information Services (IS) Department and the Network Services, Traffic, and Accounting Sections of City Court.
- Proposed successful legislation that allows the destruction of outdated eviction suit records sooner, reducing file storage costs.
- Continued the vehicle remount program for ambulance modules on new truck chassis, saving maintenance costs in the Emergency Medical Services (EMS) Department.
- Implemented the use of a digital imaging system at the Baton Rouge Fire Department (BRFD) which allows the storage and retrieval of all paper documentation.
- Achieved 100% compliance from the Administration for Children and Families for Head Start program.
- Consolidated various computer databases into one Oracle Database system to allow greater flexibility in the management of City-Parish data.

2005 Accomplishments

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2003 **Comprehensive Annual Financial Report**.
- Maintained bond ratings of A1, AA-, and AA- with Moody's Investor's Service, Standard & Poor's, and Fitch Investors, respectively, for City 2% Sales Tax Revenue Bonds during the year 2005.
- Developed ways to improve methods of taxation and revenue collection with the help of the Louisiana Association of Tax Administrators (LATA).
- Received the GFOA Distinguished Budget Presentation Award for the 2005 **Annual Operating Budget**.
- Implemented an on-line ticket payment process which has provided a faster way of acknowledging payment receipt, and as a result, generates more payments and fewer warrants.
- Established a diversification plan that includes equity throughout the workforce and in performance appraisal.
- Implemented a Job Share Program for City-Parish departments as another employment option to meet hiring needs.
- Established a partnership between the City-Parish Human Resources Department and the Baton Rouge Community College in the area of training leaders for tomorrow (i.e. Leadership Institute).
- Launched an online training program for employees.



- Offered skill-based training courses to employees in the professional clerical series and maintenance series of employee classifications through the Human Resources Department.
- Installed new database systems for the GIS and Finance computer applications.
- Implemented automated parking ticket writers, which has increased the volume of tickets issued as well as reduced errors and labor in data entry.
- Studied the general operations and services of DPW to identify potential areas for improvement.
- Fully implemented the four-year comprehensive multi-agency GIS system for accessing maps, permits and other public records.
- Continued to obtain recognition by the Federal Emergency Management Agency (FEMA) under their National Flood Insurance Program's (NFIP) community rating system as a community that exceeds the minimum NFIP standards for floodplain management activities.
- Continued the implementation of MGT of America's study recommendations relative to employee pay and benefits.
- Validated that the testing and grading components of the employee hiring process are appropriate to the job and are non-discriminatory.
- Moved forward with efforts to define the "new employee" in terms of pay and benefits.
- Ensured the implementation of the new Fair Labor Standards Act (FLSA) for government employees.
- Prepared a 2004 **Comprehensive Annual Financial Report** that qualifies for the GFOA Certificate of Achievement for Excellence in Financial Reporting program.
- Prepared a 2006 **Annual Operating Budget** that qualifies for the GFOA Distinguished Budget Presentation Award program.
- Continued 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.
- Continued to improve taxpayer awareness by conducting sales and use tax seminars, distributing **Tax Facts** newsletters to the 17,400 registered taxpayers on a quarterly basis, and maintaining the Finance Department Internet website.
- Began implementation of a three-year strategic automation plan for the purpose of selecting and implementing a new case management system for Baton Rouge's City Court.
- Upgraded the BRFD's computer systems to include a Fire Department network, thereby reducing the amount of paperwork and time needed to communicate with all employees.
- Completed process analyses for all Department of Human Development and Services (DHDS) programs to streamline delivery of services.
- Provided an annual statistical report on all services provided and the demographics of beneficiaries of DHDS programs, utilizing a Human Services tracking program.
- Promoted and improved employee development with DHDS programs and services.
- Increased communication within DHDS and between DHDS and other City-Parish departments.
- Continued efforts to identify and secure alternate sources of funding for worthwhile projects within the Baton Rouge Police Department (BRPD).
- Increased our efforts in Community Policing to focus on high crime areas in the city. The partnership between the community and law enforcement is based on mutual trust and respect.
- Collaborated with Louisiana State University (LSU), Southern University, Baton Rouge Community College and other private and public agencies to enhance strategic planning of City-Parish programs and objectives.



- Computerized the subdivision review process in DPW.
- Implemented an employee grievance and concern program (open-door policy) within DPW.

2006 Goals

- *Continue to maintain bond ratings of A1, AA-, and AA- with Moody's Investor's Service, Standard & Poor's, and Fitch Investors, respectively, for City 2% Sales Tax Revenue Bonds during the year 2006.*
- *Prepare the 2005 **Comprehensive Annual Financial Report** consistent with the criteria established by GFOA for its Certificate of Achievement for Excellence in Financial Reporting program.*
- *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.*
- *Increase the automation of court operations, and integrate a workflow system within this automation.*
- *Seek amendment to the Louisiana Regulatory Act which would provide for the non-renewal of vehicle license plate registrations for failure to timely pay municipal or parish parking violations.*
- *Implement and enhance E-Government initiatives with the use of computers to provide citizens with access to services 24 hours a day.*
- *Execute computer system improvements in all major departments within City-Parish Government. (i.e. develop a disaster recovery site, assist DPW with a 311 system, and assist Human Resources with online training for employees)*
- *Provide job-related training that teaches the latest technology in fire safety/fire rescue/emergency first-responder care.*
- *Improve the collection of funds process for EMS patient transport billings.*
- *Enhance and improve technology support for all divisions within EMS.*
- *Maintain standards and requirements to continue EMS' accreditation from the Commission of Accreditation of Ambulance Services.*
- *Research and implement a uniform and comprehensive performance appraisal system for City-Parish employees.*
- *Enroll all City-Parish employees who perform supervisory duties in the Leadership Institute training program.*
- *Purchase a state-of-the-art main frame computer system that will make the Library's electronic catalog system more user friendly.*
- *Provide access to the subdivision and building construction permitting processes on line through the Internet.*
- *Provide access to the GIS system on line for information relating to sewer locations, drainage, subdivision plats, and traffic.*
- *Contract with management firms to implement The Green Light Plan and the Sewer Improvement Program.*
- *Implement mandatory supervisory/management training within DPW relative to the interviewing/hiring process, EEO policies, diversity, communication skills, and documentation and appropriate discipline for rule violations.*



- *Begin implementation of the following initiatives within DPW:*
 - ▶ *Create a job posting initiative;*
 - ▶ *Begin position control/fair assignments, and appropriate transfer activities;*
 - ▶ *Update departmental work rules;*
 - ▶ *Initiate an employee/mentor network; and*
 - ▶ *Implement a DPW Complaint Resolution Division to respond to DPW related complaints.*

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.

2004 Accomplishments

- Responded to approximately 21,000 calls through the BRFD.
- Held a Firefighter Academy with a class of 36 prospective firefighters.
- Achieved the third CALEA accreditation since 1996 in the BRPD.
- Developed a new internal Uniformed Crime Reports (UCR) reporting package in the Police Department that aids in the accuracy and display of report information.
- Provided testimony on local homeland security issues to the Louisiana Senate Select Committee on Homeland Security.
- Was named the regional lead jurisdiction for developing a regional emergency operations plan for the eight-parish area.
- Created a public information campaign dedicated to educating the public about the "Shelter-in-Place" protective action plan.
- Enhanced the delivery and coordination of training for emergency responders with the employment of a new Training and Exercise Coordinator within the Office of Homeland Security and Emergency Preparedness (OHSEP).
- Administered in excess of \$13.2 million in federal and state grant funding through the OHSEP to facilitate the enhancement of local planning and response to emergencies, with an emphasis on coordinating a regional response to any major disaster.
- Was the first community in the United States to enroll in the Emergency Management Accreditation Program (EMAP). The OHSEP is dedicated to accreditation through the development of innovative programs.



2005 Accomplishments

- Implemented an interoperable radio plan for allowing 24/7 communications between the City of Baton Rouge and the East Baton Rouge Parish (EBRP) Sheriff's radio system and its users.
- Was awarded a grant from the Office of Public Health to the EMS-Prison Medical Service Division for an on-site facility to do free HIV/AIDS testing for the inmates at the EBRP Prison.
- Received Louisiana homeland security funds in the amount of \$3.6 million to continue implementation of the Homeland Security Strategy.
- Was the second community in the United States to receive conditional accreditation from the EMAP.
- Began the planning phase for implementation of the use of automated ticket writers by the Police Department for the issuance of all traffic violations, which will enable the faster issuance of tickets by the officer on the scene and will significantly reduce data entry time by Clerk of City Court staff.
- Opened a new EMS station on Evangeline Street.
- Attained accreditation from the Commission on Accreditation of Ambulance Services (CAAS).
- Maintained an ISO Class One rating within the BRFD.
- Purchased air purification respirators for all firefighters with a non-stop capacity.
- Replaced one Fire Department ladder truck.
- Maintained re-accreditation status in the BRPD, updated all policies and procedures according to CALEA standards, and evaluated all general orders via e-mail.
- Rebuilt certain skills that had been lost with the transition of personnel within the BRPD's Crime Statistics Division in the key roles of unit commander and statistician.
- Developed the necessary plans and agreements regarding homeland security to ensure the highest level of preparedness in the community.
- Designed and published public information materials for distribution through the OHSEP in order to further the public's awareness of emergency procedures.
- Continued to seek reimbursement from FEMA and other agencies for costs incurred resulting from natural disasters and hazardous materials incidents which affected our parish.
- Assisted in the development of a State Metropolitan Medical Response System Task Force to standardize treatment protocols, decontamination procedures, training curriculums, and equipment purchases.
- Sought outside funding sources by assisting City-Parish agencies in writing competitive grant applications.
- Worked closely with federal and state offices to more fully utilize homeland security funding and planning resources to increase public safety, and thereby improve economic development.
- Developed new homeland security initiatives by working with large companies like IBM for potential development of a national homeland security training center in Baton Rouge.
- Maintained traffic control through the use of approximately 200,000 traffic control signs of all types throughout the City-Parish.
- Maintained lighting for 509 City-Parish traffic signals.

2006 Goals

- *Train all new Police Department employees within 90 days of hire.*



- *Maintain accreditation status for the BRPD as recognized by the CALEA through continued review of the department's policy and procedure standards.*
- *Improve the Field Training Officer (FTO) program by providing more training courses so that new recruits are better prepared for the Police force.*
- *Provide professional public services through an ISO Class One-rated Fire Department.*
- *Implement Phase II wireless 911 systems for all wireless companies operating in the parish.*
- *Automate the Prison Medical Services Division's vital processes by obtaining a program/system from Diamond Pharmacy for use in ordering and distributing prescription medication to inmates.*
- *Reorganize the Parish Attorney's Office in an effort to improve services.*
- *Provide City-Parish employees with the necessary information on how to deal with disasters in the workplace as well as at home.*
- *Incorporate the National Incident Management System (NIMS) into the current planning and training initiatives ongoing within the City-Parish government.*
- *Establish accreditation through the American Correctional Association in the area of medical services for the Juvenile Detention Center.*
- *Increase grant funding to enhance university sponsorship of the Capital Area Transit System (CATS).*
- *Begin implementation of a Neighborhood Traffic Calming Initiative in which various traffic calming techniques will be utilized to improve traffic movement, reduce unnecessary congestion, and help restore quality of life and improve safety in the residential neighborhoods throughout the City-Parish.*
- *Continue implementation of the East Baton Rouge Computerized Traffic Signal Synchronization System (EBRCTSSS), which is a computerized Advanced Traffic Management System (ATMS). Of the current 525 traffic signal-controlled intersections, 220 will be part of the system by the middle of 2007.*

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 Baton Rouge River Center improvements to complement the revitalization of the downtown area.



2004 Accomplishments

- Completed construction of Phase I of the Baton Rouge River Center expansion and River Road realignment project.
- Continued construction on, or completed turning lane improvements to Staring Lane at Hyacinth Avenue, Staring Lane at Highland Road, Highland Road at Bluebonnet Boulevard, and Oak Villa Boulevard at Florida Boulevard.
- Continued the Road and Street Improvement program with construction either commencing or continuing on the George O'Neal Road project, the Lobdell Avenue project, the Picardy Avenue extension, the Picardy Avenue/Interstate 10 Frontage Road project, and the North Boulevard project.
- Continued the Sanitary Sewer Overflow (SSO) program with many of the sewer line rehabilitation and replacement contracts under construction. New pump stations were designed, particularly those at the Central and South Treatment Plants.
- Initiated the Wetlands Grant Project with the Louisiana Department of Environmental Quality (DEQ) and LSU.
- Provided funding for approved capital improvement programs such as the Road and Street Improvement program, the expansion of the Baton Rouge River Center, and the Downtown Signage/Visitor's Amenities program through the issuance of debt, the use of recurring revenues and the use of state capital outlay funds.
- Streamlined billing procedures at EMS and improved security of private patient documents with the addition of a document imaging system.
- Installed and implemented Mobile Data Terminals (MDT) in all EMS units, which will provide paramedics with all pertinent call information about the address that they are servicing.
- Began Phase I of a Fire Station Enhancement program by installing computers at five fire stations where the District Fire Chiefs are housed, and trained them in their use.
- Demolished Fire Station #3 at 3142 Evangeline Street in order to build a more modern facility.
- Constructed a new Head Start Center.
- Integrated computerized intake procedures for Low Income Home Energy Assistance Program (LIHEAP) funds.
- Continued construction on a new extended-stay facility for alcohol abusers.
- Replaced approximately 125 computers and all mobile laptop computers in the BRPD.
- Developed a unified synopsis system which allows information sharing between divisions in the BRPD.
- Implemented a Uniform Crime Reporting (UCR) website, making the latest crime information available to the public.
- Programmed over 1,400 radios for individual departments through the EMS Telecommunications Office.
- Provided continued maintenance and monitoring, through the IS Department, of "AskBR," a 24-hour-a-day automated citizens' information system.
- Provided technical support through the IS Department for the implementation and operation of the online GIS system, which began operations during the first quarter of 2004, including a link which enables users to look up permits and the status of inspections.
- Implemented the first phase of the Hansen System for managing DPW work orders, which was installed by the IS Department.



2005 Accomplishments

- Provided funding for approved capital improvement programs such as the Road and Street Improvement program, the Library Capital Improvement program, and the Riverfront 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) program and the DEQ Revolving Fund to finance projects such as Airport improvements 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.
- Constructed a 12,000-square-foot Carver Library Branch which officially opened September 6, 2005, replacing a leased 3,000-square-foot facility.
- Renovated and expanded Delmont Gardens Library Branch which officially opened on June 3, 2005, with an expanded total of 19,267 square feet.
- Initiated a new Career Center pilot project in the East Baton Rouge Parish Library System to teach job seekers how to become their own career manager.
- Opened the newly constructed 12,000-square-foot Pride/Chaneyville Library Branch.
- Provided and maintained a safer and more efficient transportation system through the synchronization of traffic signals.
- Improved and maintained the parish-wide drainage system.
- Commenced the initial planning phase for the acquisition of automatic ticket writers for use by Baton Rouge Police Uniform Patrol Officers to assist with the issuance of all traffic violations.
- Added additional features to the MDT's including real-time mapping for ambulance calls, which will reduce response times by giving paramedics the quickest route to the call and eliminating chances of getting lost in unfamiliar areas. They will also give paramedics access to databases which will assist in identifying hazardous materials and reviewing medical treatments from the ambulance.
- Began construction of Fire Station #3 located at 3142 Evangeline Street.
- Acquired advanced communication capabilities for all firefighters.
- Enhanced safety for Fire Department employees and reduced overall hazardous emissions from fire trucks by installing a vehicle exhaust system in all fire stations.
- Sought funding opportunities for new initiatives and services to address prevalent Human Services issues.
- Continued the development of a technology plan to automate delivery of services for all DHDS programs and services.
- Sought consolidation of the users and groups within the Police Department's domain with the IS Department's "Metro Domain."
- Replaced desktop personal computers and upgraded outdated printers for all districts within the BRPD.
- Continued the conversion of outdated Toshiba laptops to new Gateway laptops and provided updates to mobile laptops through the development of a wireless system for the BRPD.
- Continued efforts in the BRPD to move toward a paperless office concept.



- Expanded the City-Parish paging system through the EMS Telecommunications Office to accommodate additional carriers, thereby increasing the total number of system users, the number of lines, and the number of departments using the system.
- Coordinated with City-Parish agencies, surrounding parishes, and city, state, and federal agencies to ensure communication interoperability to further facilitate homeland defense by increasing the number of radios to accommodate other radio systems.
- Successfully passed a 23-year extension of the ½¢ road improvement and rehabilitation program, “The Green Light Plan.”
- Entered into discussions with the EPA and the Department of Justice to renegotiate the terms of the 2002 Consent Decree in order to shift the focus of the SSO Improvements Program away from building new wastewater facilities to one that would rehabilitate and modify existing facilities in order to reduce SSO.
- Continued construction projects under the SSO Improvements Program in the areas of collection line rehabilitation, pump station upgrades, and pump station rehabilitation.
- Through the IS Department, improved the efficiency of City-Parish departments by:
 - ▶ assisting the Human Resources Department with the design and web-enablement of status change forms, and with online training for employees;
 - ▶ continuing to assist DPW with the implementation of its new work order system;
 - ▶ installing a bar code system for inventory control;
 - ▶ setting up an online permit system for the DPW Inspections Office;
 - ▶ seeking to procure funds to purchase and install new hardware for the E-911 and Finance applications; and
 - ▶ establishing a hot site for critical computer systems.

2006 Goals

- *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 sources such as the LCDA program and the DEQ Revolving Fund 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 successfully implement Phase II of the Airport Facility Improvement Project, which will offer more amenities to travelers.*
- *Begin Phase III of the Library Board of Control's long-term planning for the future of the EBRP Library System, which includes a new Library headquarters and a new branch in the eastern region of the parish.*
- *Promote the opening of the new 14,000 square-foot Eden Park Branch Library.*
- *Provide and maintain a safe and efficient transportation system including synchronization of traffic signals, highway capital improvements such as the ½¢ sales tax program, and the continued inspection, replacement, and repair of City-Parish bridges.*
- *Complete negotiations with the EPA and the Department of Justice in order to modify the 2002 Consent Decree so that a revised SSO Improvements Program, which stresses the rehabilitation of the existing sewerage system, can begin.*
- *Implement a revised SSO Improvements Program in a timely and cost-efficient manner.*



- *Comply with national, state, and local laws including the Clean Water Act, the EPA Region Six SSO Policies, and the Louisiana DEQ Policies.*

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.

2004 Accomplishments

- Was awarded an additional \$400,000 for the Brownfields Assessment grant.
- Continued the aggressive collection of bond forfeiture judgments through automation of the collection process.
- Utilized low-cost financing sources such as the LCDA program and the DEQ Revolving Fund to finance projects such as the Airport improvements, the Third Street Parking Garage, and the sewer improvements.
- Maintained 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.
- Completed the \$42 million Airport Terminal Project.
- Began construction on a new Air Cargo Facility.
- Commenced construction of Phase II of the \$6.5 million Airport parking garage.
- Submitted grant applications requesting \$6.5 million on behalf of City-Parish agencies outside of the Anti-Drug Task Force, and received awards for \$1.5 million in federal grant funding.

2005 Accomplishments

- Was successful in getting economic incentive legislation passed to increase the state's historic tax credit cap from \$250,000 to \$5,000,000 for Downtown Development Districts.
- Hosted the 2005 American Bowling Congress Tournament as well as the 2005 Miss Teen USA Pageant at the redeveloped Baton Rouge River Center.
- Marked the commencement of the redevelopment of the Heidelberg/Capitol House Hotel.
- Continued the implementation of the Comprehensive Land Use and Development Plan—the Horizon Plan.
- Continued work on tasks associated with the Brownfields and Wetlands grants.
- Continued 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.



- Utilized low-cost financing sources such as the LCDA program and the DEQ Revolving Fund to finance qualifying capital improvement projects.
- Continued the East Baton Rouge Parish Library Board of Control's pay-as-you-go capital improvement program by reserving funds for future construction.
- Passed a ten-year property tax renewal for continuation of the operation of the EBRP Library System.
- Oversaw the construction of the new Eden Park Branch Library, and sought land in the south Baton Rouge area for a new branch library location.

2006 Goals

- *Begin the planning phase of the riverfront construction project by working with a design team to devise a one-of-a-kind riverfront plan.*
- *Continue the implementation of the Comprehensive Land Use and Development Plan – the Horizon Plan.*
- *Continue to develop the Arts and Entertainment District which is a component of the Downtown Visitor's Amenities Plan.*
- *Continue to develop covered walkways with Plan Baton Rouge through the Storefront Grant Program.*

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.

2004 Accomplishments

- Established online status with GIS maps and data through the City-Parish Internet website.
- Was chosen to host the International Police Mountain Bike Association's (IPMBA) conference in 2007 through the EMS Department. (Note: This marks the first time in the conference's history that the host agency will be a paramedic service.)
- Completed the Baton Rouge Metropolitan Airport's \$23 million reconstruction of Runway 4L/22R.
- Coordinated efforts to complete construction of Phase I of the expansion of the Baton Rouge River Center.



- Commenced designs on the downtown area's new Way Finding Signage/Visitor's Amenities plan, and the new trolley/bus shelters project.
- Announced that the Hilton Hotel will be the flag of the soon-to-be-renovated Capitol House Hotel.
- Designated Third Street as an Arts and Entertainment District.

2005 Accomplishments

- Was awarded a \$200,000 Brownfields Assessment grant for south Baton Rouge neighborhoods through the Planning Commission.
- Completed the Access to Oracle database migration for the GIS system.
- Strongly enhanced efforts in Smart Growth to ensure full participation of our diverse resources so that our city is attractive and well designed for the long term.
- Coordinated with the public and private sectors in the openings of major public buildings such as the Shaw Center for the Arts, the State's Visitor Center, the Third Street Parking Garage, the State Museum, and a bike and jogging trail connecting downtown's riverfront to the LSU campus.
- Completed the design phase of downtown's Way Finding Signage/Visitor's Amenities plan and the trolley/bus shelter project.
- Continued the Growth Center Community Planning Initiative in 2005 with the scheduling of six Growth Center meetings, additional public presentations, and continuous updates to the Growth Center's website.
- Increased construction permit fees to equal operational costs.

2006 Goals

- *Conduct six Growth Center meetings, and additional presentations through the Growth Center Community Planning Initiative.*
- *Continue the DPW fleet management pilot program, which includes 20 vehicles equipped with Global Positioning System (GPS) tracking devices. The program allows the analysis of idle times, travel routes, daily usage, and productivity, and is useful in theft recovery.*
- *Initiate a Traffic Impact Fee Schedule.*

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.



2004 Accomplishments

- Expanded the litter pick-up and beautification services for the City-Parish.
- Received recognition for the Baton Rouge Metropolitan Airport at the Federal Aviation Administration's (FAA) Annual Partnering Conference for their efforts in embracing environmental protection and conservation, as well as the progress made in its Noise Mitigation program, its Compressed Natural Gas (CNG) fuel station project, and its waste paper recycling program.
- Provided over 120 fire education and safety classes during the first seven months of 2004, reaching over 10,950 people.
- Placed treadmills in all fire stations under the wellness and fitness program.
- Graduated 550 children from the Head Start program.
- Increased partnerships and agreements with community and faith-based organizations; sponsored health fairs and community workshops; closed 75 single-family loans worth over \$2.5 million; administered 260 Section Eight certificates; and closed 10 Section Eight homebuyer loans.
- Received a grant from the Louisiana Department of Labor (LDOL) to facilitate a job readiness program for Strategies to Empower People (STEP).
- Formed various partnerships within the community through the BRPD.
- Provided a parish-wide neighborhood convention for EBRP residents interested in creating strong neighborhoods.
- Delivered a high quality, community-led Neighborhood Small Grants program through Community Action in Neighborhoods – Developing Opportunities (CAN – DO).
- Produced a manual on how to start and run a productive neighborhood association.
- Improved the ability of neighborhoods to address their individual issues by serving as a partnership clearinghouse through CAN – DO.
- Enrolled 20 citizens in the Neighborhood Leadership Academy.
- Hosted a week-long annual Southeast Planetarium Association Conference at the Louisiana Art and Science Museum (LASM) for 150 planetarium professionals from 13 southern states.
- Increased membership at the LASM by 18% since 2002.

2005 Accomplishments

- Increased partnerships with the community and faith-based organizations to improve quality of life for the vulnerable population.
- Enhanced and/or expanded DHDS services to eligible clients.
- Sought funding for community policing training and to equip and train bike patrol officers.
- Provided a parish-wide neighborhood convention for East Baton Rouge Parish residents interested in creating strong neighborhoods.
- Through the Baton Rouge Center For World Affairs, Inc., developed and/or participated in educational and cultural collaborative initiatives of international scope and multi-cultural focus in conjunction with a number of Greater Baton Rouge regional governmental agencies, civic organizations, businesses, post-secondary institutions, and residents.
- Increased awareness of and participation in the International Heritage Celebration.
- Continued to develop and sustain a strong Sister Cities program as a venue for international/multi-cultural understanding, education, and economic development.



- Provided hands-on educational experiences for children through the LASM by increasing the attendance by school children, and increasing the number of students participating in the Challenger Learning Center. Also, provided teacher in-service training in art and science.
- Provided approximately 100 new public access computers for the East Baton Rouge Parish Library system, which were distributed among 13 outlets.
- Continued to provide library programs that introduce patrons to the world of the Internet and the mechanics of graphical access.
- Continued to increase the number of library cardholders.
- Reduced the incidence and prevalence of substance abuse in the community by implementing science-based prevention education programs at the individual, family, school, peer, and neighborhood levels.
- Built resilience and strengthened protective factors against substance abuse by developing and directing community-based coalitions, faith-based initiatives, community outreach, and intervention services.
- Developed and directed multi-agency/multi-jurisdictional programs aimed at reducing violence and decreasing firearm-related and drug-related offences among targeted populations.
- Provided landlord/tenant assistance and training.
- Distributed commodities, food boxes, and toys to needy citizens through the Baton Rouge area Community Centers.
- Successfully managed strategic planning and the bid process for new solid waste management contracts, including automated garbage collection, automated recycling collection, and an expanded woody waste collection program, to begin implementation January 1, 2006.
- Successfully managed the curbside recycling program and wood waste recycling program contracts to exceed the state-mandated goal of diverting 25% of landfill solid waste.
- Removed 500,000 cubic yards of debris left by Hurricane Katrina.

2006 Goals

- *Establish a successful Crime Stoppers Program within middle and high schools so that students can report crimes without fear of retaliation.*
- *Continue to promote fire safety through public education and public awareness programs.*
- *Establish parenting classes through Juvenile Court's collaboration with Southeastern Louisiana University's (SLU) Discovery Program for families that are involved with the court system to increase the commitment of the Court to the community.*
- *Promote and enhance the Louisiana Low-Income Fatherhood Program in partnership with the District Attorney's Office, Support Enforcement Services, and Family Road.*
- *Develop and maintain a public education program designed to stress simple, non-chemical control measures.*
- *Increase partnerships with governmental, community, and faith-based organizations to enhance the continued development, implementation, and operation of programs.*
- *Establish an Audit and Compliance Committee to work with the DHDS Director to assess the continued development, implementation, and operation of programs.*
- *Reorganize the structure of DHDS in an effort to establish a comprehensive and seamless system of integrated services.*



- *Continue to increase outreach opportunities for public awareness to reach the underserved population of the parish.*
- *Continue to assist with community literacy, with an increased emphasis on branch library book clubs.*
- *Continue to improve the new Customer Service Department at the Capital Area Transit System.*
- *Continue to support the Department of Veterans' Affairs in their mission to aid and assist all veterans and their dependents.*
- *Continue to support the Baton Rouge Symphony in delivering classical music to the community.*
- *Continue to support the LASM in its mission to reach out to traditionally non-attending museum audiences by providing opportunities such as First Sundays, which is a program that promotes free and reduced admission for families.*
- *Maintain the LASM's Youth ALIVE! Program, which is an art program for under-served youth.*
- *Meet the state-mandated goal of reducing EBRP solid waste directed to the landfill by 25% annually through recycling and waste reduction.*

