



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.
- Maximize and strengthen communication and technological infrastructure which supports E-Government for the delivery of public services.
- Employ, develop, and nurture a diverse workforce capable of responding to the changing needs of the citizens and the workplace and motivated to do so.
- Utilize congressional and state legislative delegations and intergovernmental relationships at all levels, as well as the private sector, to improve fiscal and regulatory opportunities.
- Encourage innovation and creativity in the provision of public services.
- Promote fiscal responsibility in all departments.

2006 Accomplishments

- Implemented a comprehensive and uniform progressive discipline process for all City-Parish employees.
- Received the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting for the 2005 *Comprehensive Annual Financial Report*. This was the 18th consecutive year that this award was received.
- Received the GFOA Distinguished Budget Presentation Award for the 2006 *Annual Operating Budget*. This was the 16th consecutive year that this award was received.
- Received upgrades in the bond ratings from AA- to AA with Standard and Poor's for City and Parish 2% sales tax revenue bonds.
- Received upgrades in the bond ratings for the EBRP sewer improvement program ½¢ sales tax revenue bonds and the road improvement program ½¢ sales tax revenue bonds.
- Reorganized the Department of Public Works including development of a front-line Complaint Resolution Division to improve customer service and increase efficiency in response to service requests.
- Established a new Collection Section within the Parish Attorney's Office to assist in collecting delinquent accounts and unpaid debts on behalf of various City-Parish departments.
- Participated in development of uniform case management system for municipal courts throughout the state.

2007 Accomplishments

- Implemented a uniform and comprehensive Performance Management Appraisal System (PMAS) for all City-Parish employees.
- Received upgrades in the bond ratings for the City 2% sales tax revenue bonds from A1 and AA- to Aa3 and AA from Moody's Investors Service and Fitch Investors, respectively.
- Received the GFOA Distinguished Budget Presentation Award for the 2007 *Annual Operating*



Budget. This was the 17th consecutive year that this award was received.

- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2006 Comprehensive Annual Financial Report. This was the 19th consecutive year that this award was received.
- Expanded the 311 Call Center to allow citizens to make service requests and inquiries about all available City–Parish services.
- Chosen as a pilot site for implementation of a uniform case management system by the Louisiana Supreme Court Administrative Office.

2008 Accomplishments

- Developed the framework for a workforce and succession planning process for City-Parish employees.
- Established a new grants section in the Finance Department for the financial administration of all federal and state assistance programs.
- Received the GFOA Distinguished Budget Presentation Award for the 2008 *Annual Operating Budget*. This was the 18th consecutive year that this award was received.
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2007 Comprehensive Annual Financial Report. This was the 20th consecutive year and the 31st time that this award has been received since 1971.
- Provided real-time Geographic Information System (GIS) data sharing with internal and external partners during Hurricane Gustav to facilitate cost-effective decision making.

2009 Goals

- *Launch an aggressive campaign to recruit and retain a competent City-Parish workforce, including completion of the third and final phase of validating and consolidating civil service examination criteria.*
- *Promote fiscal responsibility in all departments through the preparation of, and adherence to, budgets and financial reports that comply with the best recognized principles of governmental finance.*
- *Advance the implementation of the Parish-wide Geographic Information Systems (GIS), including the broadcast of base maps to corporations that have utility roles within the parish to facilitate preparation and response for the 2009 hurricane season.*
- *Maintain and/or improve bond ratings with rating agencies to allow for the issuance of the lowest cost debt for capital improvement programs.*
- *Develop a process to receive on-line sealed bids, and streamline other purchasing processes.*

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 standards and requirements for accreditation and ratings of public safety agencies.
- Minimize the risks to public safety through the provision and maintenance of necessary infrastructure enhancements, safety equipment, and facilities.

2006 Accomplishments

- Started dialogue with the Casey Foundation and selected as a Casey Foundation Juvenile Detention Alternatives Initiative Site (JDAI).
- Secured a grant from the U.S. Department of Justice for the Baton Rouge Police Department in the amount of \$5,999,184, with a 25% match of \$1,999,728, for a total project of \$7,998,912 to increase interoperability of communications within Louisiana Homeland Security Region Two.
- Continued implementation of the East Baton Rouge Computerized Traffic Signal Synchronization System (EBRCTSSS), which is a computerized Advanced Traffic Management System (ATMS).
- Implemented a security canopy that includes 58 cameras near critical infrastructure.
- Established a mounted police patrol unit for the downtown area and for special events.
- Installed and upgraded the video monitoring system throughout the City Court building.
- Approved funding for, and began installation of, audio/video recording equipment in police units.
- Entered into a cooperative endeavor agreement with the Baton Rouge Criminal Justice Foundation to provide partial funding for Project Safe Neighborhood/Project EXILE to promote public awareness of the consequences for the use of illegal guns.

2007 Accomplishments

- Continued to work with the Casey Foundation to meet the standards of Juvenile Detention Alternatives Initiative Site. A study was commissioned to update projected size and cost of a Juvenile Justice Complex.
- Established a Risk Management Division and a parish-wide Safety Committee.
- Revised the ordinance governing dangerous animal policies and procedures.
- Sponsored five Operation Restore Pride activities and National Night Out events. Participated in Take Back the Night and two Citizen Academies.
- Established the blueprint for the ShotSpotter Detection System. The contract was executed and a site survey was completed.
- Established and executed a contract for the Red Light Safety Camera Program for implementation in 2008.
- Added 25 additional police officer positions to increase law enforcement presence in the city.
- Received re-accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) for the Police Department, and from the Commission on Accreditation of Ambulance Services (CAAS) for Emergency Medical Services.

2008 Accomplishments

- Adopted a City-Parish wide safety policy, and began compiling a comprehensive Risk Management policy and procedure manual.
- Supported the adoption and enforcement of stricter ordinances related to dangerous animals and provided funding for increased manpower and improved facilities.



- Provided additional manpower for communications functions in the Police and Fire Departments by adding twelve new positions.

2009 Goals

- *Maintain standards and requirements to continue the accreditation of the Police Department from the Commission on Accreditation for Law Enforcement Agencies (CALEA). The Police Department has been accredited since 1996.*
- *Maintain the standards and requirements for the Fire Department's Insurance Services Office (ISO) Class One rating. In 1980, the Baton Rouge Fire Department received the first Class One rating in the United States of America.*
- *Maintain the standards and requirements for Emergency Medical Services accreditation from the Commission on Accreditation of Ambulance Services (CAAS). The Emergency Medical Services department has been accredited since 2004.*
- *Establish accreditation through the American Correctional Association for the Juvenile Services program, including medical services, facilities, and probation services.*

INFRASTRUCTURE ENHANCEMENTS/GROWTH MANAGEMENT

Strategic Initiatives

- Continue to implement a comprehensive capital improvement program.
- Improve Baton Rouge's intermodal transportation and mass transit systems.
- Implement the sewer enhancement plan adopted by the Council.
- 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.

2006 Accomplishments

- Developed a Riverfront Master Plan working with world class landscape architects, Hargreaves & Associates.
- Selected a program manager for implementation of the Green Light Plan.
- Selected a program manager for the development of an overall program strategy for the execution and completion of the SSO Capital Improvements Program.
- Began Phase III of the Library Board of Control's long-term planning process, which included all anticipated needs for space planning, resources, and services.
- Expanded the fleet management pilot program, which equips vehicles with Global Positioning System (GPS) tracking devices in order to support analysis of idle times, travel routes, daily usage, and productivity, and is useful in theft recovery.



2007 Accomplishments

- Completed the analysis of the goals, objectives, and status of the Horizon Plan seven elements: land use, transportation; drainage; wastewater and solid waste; conservation and environment; recreation and open space; and public services, public buildings and health/human services.
- Commenced the next phase of improvements at the River Center campus — designs for the conversion of the old exhibition hall into a ballroom and meeting rooms, as well as the incorporation of an atrium for pre-meeting space.
- Approved supplemental funding of \$4.1 million for Phase I Riverfront Improvements for the North Boulevard Town Square.
- Completed construction in four regional parishes for microwave radio frequency network to help facilitate homeland security.
- Implemented the pilot program, Connect CTY, for City-Parish-wide communications abilities.
- Amended the Unified Development Code for urban design districts and overlay districts, updated the land use plan to ensure that appropriate land uses co-exist, and ensured that the Major Street Plan is up to date and that development does not impact proposed alignments.
- Completed negotiations with the Environmental Protection Agency and the Department of Justice in order to modify the 2002 Consent Decree so that a revised Sanitary Sewer Overflow Capital Improvements Program, which stresses the rehabilitation of the existing sewerage system, can begin.
- Opened the new 14,000 square-foot Eden Park Branch Library.
- Provided \$2 million in local funding to hire a consultant to develop a comprehensive implementation plan for the Baton Rouge traffic loop.
- Began drainage system rehabilitation program and appropriated over \$4.5 million for repairs, clearing, bank stabilization, and drainage renovations.
- Provided supplemental funding to expand the existing facility and construct outdoor pens to house dangerous animals at the Animal Control Center.

2008 Accomplishments

- Provided funding for replacement of the last two of five fire stations built over 50 years ago.
- Completed Phase I of the Wayfinding Signage Program component of the Downtown Visitors' Amenity Plan.
- Completed the design of the Animal Control Center's expansion.

2009 Goals

- *Finalize an implementation plan for a traffic loop around the City of Baton Rouge to relieve traffic congestion in our growing region.*
- *Initiate the process for a new 20-year comprehensive Horizon Plan.*
- *Develop plans for the new main library to be located in Independence Park.*
- *Continue expansion of the River Center campus to complement the revitalization of the downtown area.*
- *Initiate the first phase of Riverfront Improvements — North Boulevard Town Square.*
- *Initiate construction on the expansion of the existing facility and construct outdoor pens to house dangerous animals at the Animal Control Center.*



- *Install a network radio switch in Region II parishes to accommodate other radio systems to facilitate interoperability with homeland security.*
- *Maintain the timeline for Sewer Capital Improvement Program projects in order to comply with the terms of the EPA Consent Decree with a final completion date of December 31, 2014.*
- *Move forward with design engineering, right-of-way acquisition, and construction for Green Light Plan projects.*
- *To resubmit to the voters a plan to improve all areas of infrastructure including public buildings, drainage, and riverfront improvements.*

ECONOMIC DEVELOPMENT

Strategic Initiatives

- Implement and coordinate local, regional, national, and international 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.

2006 Accomplishments

- Received a Minority Business Opportunity Center (MBOC) grant from the U. S. Department of Commerce, Minority Business Development Agency, to provide assistance to minority business enterprises that are capable of creating significant employment and a positive long-term economic impact, or that have been displaced from Louisiana as a result of the 2005 hurricanes.
- Created the Baton Rouge Film Commission, an advisory board to develop plans and action steps that will make East Baton Rouge Parish a premier venue for the film, television, video gaming, animation, and digital industries.
- Received the Preserve America designation, which is a federal initiative to encourage partnerships between local government and the private sector to make better use of resources for economic development and public benefit.
- Partnered with the Baton Rouge Black Chamber of Commerce to educate the community on the overall benefits for African-American business development, and assist the small business community to identify ways to secure funding.

2007 Accomplishments

- Continued the Wetlands Program which included having Wetlands Steering Committee meetings; established the Master Development Program – Regulation Subcommittee; expanded the wetlands mitigation site list; set up four workshops; completed two wetlands videos and a handbook for best management practices for development in and around wetlands; and completed the wetlands poster.
- Continued processing brownfields assessment funding for petroleum and hazardous waste and initiated seven new assessments.



- Provided \$1 million of local funding for an Airline Air Service Incentive Program for commercial air service between Baton Rouge and Denver.
- Entered into a cooperative endeavor agreement with the Greater Baton Rouge Area Economic Partnership to create a professional business development program that will provide quality job growth and increased economic opportunities for the Baton Rouge area.
- Provided funding for support personnel to facilitate the day-to-day operation of the Baton Rouge Film Commission in order to attract this growing industry to our area.
- Partnered with the Louisiana State University Foundation to host the third annual Red Stick International Animation Festival in downtown Baton Rouge.

2008 Accomplishments

- Through a partnership with the Baton Rouge Area Chamber, provided economic development initiatives with programs to accelerate the creation of jobs and new investment in East Baton Rouge Parish through aggressive recruitment, retention, and expansion of “economic driver” industries.
- Actively participated in the support and facilitation of ten economic development and expansion projects within the community, which will result in over 1,500 jobs in East Baton Rouge Parish.
- Announced the kick-off of Plan Baton Rouge Phase Two, under which an urban planning consultant will work with the Center for Planning Excellence and the Downtown Development District on a plan for existing and planned residential, commercial, mixed-use, public space, and infrastructure developments. The plan will include a retail market analysis study and recommendations of incentives for the newly designated Arts and Entertainment District.

2009 Goals

- *Continue working with the Baton Rouge Area Chamber on major factors impacting economic developments including workforce development, incentive programs, and transportation enhancement.*
- *Advance economic development through environmental planning.*
- *Maintain and enhance the Career Development Center located in the River Center Branch Library.*
- *Assist and promote phase two construction of the Shaw Center for the Arts.*
- *Continue to develop the Downtown Arts and Entertainment District, a component of the Downtown Visitors' Amenities Plan.*
- *Manage the development of downtown to foster economic development, and increase residential development in the downtown area.*
- *Achieve fare parity with the New Orleans Airport on a consistent basis and improve public awareness of the benefits of using the Baton Rouge Airport.*

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.

2006 Accomplishments

- Increased partnerships with governmental, community, and faith-based organizations to enhance the continued development, implementation, and operation of programs.
- Reorganized the structure of DHDS in an effort to establish a comprehensive and seamless system of integrated services.
- Initiated a neighborhood revitalization project entitled Restore Pride which included activities such as neighborhood cleanup, lot clearing, minor house repair, community walks with police to introduce community policing to neighborhoods, and job fairs. The project has been successful in four neighborhoods with the anticipation to introduce to eight additional neighborhoods next year.
- Continued to increase outreach opportunities for public awareness to reach the underserved population of the parish.
- Continued to support the Louisiana Art and Science Museum in its mission to reach out to persons who traditionally have not attended museums by providing opportunities such as First Sundays, a program that features free and reduced admission for families.
- Continued the Mayor's Task Force on HIV/AIDS, which is dedicated to the coordination of services for people infected and affected by HIV/AIDS in the East Baton Rouge Parish area.
- Initiated a Student Executive Advisory Council to the Mayor-President composed of East Baton Rouge Parish high school students. These students took an active part in investigating, introducing, and implementing items to make East Baton Rouge Parish more youth friendly, and the program promoted and facilitated greater youth involvement in our community.
- Expanded the Mayor-President's ADA Task Force to address citizens' concerns and enhance compliance with the Americans with Disabilities Act.

2007 Accomplishments

- Awarded the ACF Gold Seal of Excellence Award for service delivery and system management of East Baton Rouge Head Start.
- Provided funding for the initiation of the residential traffic-calming initiative to slow down speeders on residential streets and discourage the use of neighborhoods as shortcuts.
- Provided additional support to the Arts Council of Greater Baton Rouge for costs associated with the Blues Festival.
- Entered into a cooperative endeavor agreement with Louisiana City Year to provide financial support for their mission of uniting young people of all backgrounds to build democracy through citizen service, civic leadership, and social entrepreneurship.
- Entered into a cooperative endeavor agreement with the Greater Baton Rouge Literacy Coalition to provide financial support to increase the capacity and the quality of resources of agencies working in this area to bring about systematic change related to the literacy of the adult population.
- Made a three-year commitment to provide financial support for Opéra Louisiane, an outreach program to expose children to the opera.



2008 Accomplishments

- Provided assistance and funding to launch the strategic planning phase of the Knock Knock Children's Museum initiative.
- Hosted a Mayor's Neighborhood Expo, an informational seminar to provide facts regarding public services, including workshops and presentations by various City-Parish departments and agencies.
- Provided support to East Baton Rouge Parish neighborhood and civic associations through the Office of Neighborhoods by connecting citizens with the services they need.
- Substantially reduced the waiting list of senior citizens wishing to participate in meals programs for the elderly.
- Supported the Debbie Allen Community Program, a residency program to identify talented youth within our community.
- Implemented a solid-waste user fee assistance program for low-income residents.

2009 Goals

- *Complement and support formal/informal educational institutions and programs via services and resources at the Library.*
- *Promote downtown events and cultural attractions such as the Baton Rouge Blues Festival, Sunday in the Park Series, and the Live After Five Concerts.*
- *Continue implementation of the Comprehensive Land Use and Development Plan (Horizon Plan).*
- *Improve the quality of life for low-income residents of East Baton Rouge Parish.*
- *Support the initiative for the Knock Knock Children's Museum to provide an atmosphere for learning life-long skills through play experiences.*