



## 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, competent 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.
- Promote fiscal responsibility in all departments through the preparation of, and adherence to, budgets which comply with the best recognized principles of governmental finance.

#### 2005 Accomplishments

- Received the Government Finance Officers Association's (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 Investors 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 equality 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 Baton Rouge Community College to train 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 Geographic Information System (GIS) and Finance System.
- Implemented automated parking-ticket writers, which has reduced errors and labor in data entry.



- Studied the general operations and services of Department of Public Works (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 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 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 that 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 City Court.
- Upgraded the Baton Rouge Fire Department (BRFD) computer system 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 as well as 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 projects within the Baton Rouge Police Department (BRPD).
- Increased efforts in community policing to focus on high crime areas in the city by creating a partnership between the community and law enforcement, 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 Accomplishments

- Maintained bond ratings of A1, AA-, and AA- with Moody's Investors Service, Standard & Poor's, and Fitch Investors, respectively, for City 2% Sales Tax Revenue Bonds during the year 2006.
- 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.
- Prepared the 2005 **Comprehensive Annual Financial Report** consistent with the criteria established by GFOA for its Certificate of Achievement for Excellence in Financial Reporting program.
- Implemented a uniform and comprehensive Performance Management Appraisal System (PMAS).
- Implemented a comprehensive and uniform progressive discipline process for all City-Parish employees.
- Revised the City-Parish civil service rules regarding funeral leave and administrative leave.
- Implemented and enhanced E-Government initiatives with the use of computers to provide citizens with access to services 24 hours a day.
- Executed computer system improvements in all major departments within City-Parish Government:
  - developed a disaster recovery site,
  - launched the 311 system,
  - assisted Human Resources with online training for employees,
  - upgraded the computer aided dispatch for first-responders,
  - converted telephony to Voice Over Internet Protocol,
  - provided wireless connection points at all city Police district locations,
  - implemented a new file reporting system in the BRFD, and
  - connected all fire stations and the office of Emergency Medical Services (EMS) to the City-Parish Network System.
- Provided job-related training that teaches the latest technology in fire safety/fire rescue/emergency first-responder care.
- Enhanced and improved technology support for all divisions within EMS.
- Provided access to the subdivision and building construction permitting processes online through the Internet.
- Improved the GIS system with:
  - online information relating to sewer locations, drainage, subdivision plats, and traffic,
  - items such as a new layer for garbage collection schedule and the council districts, and
  - updated aerial photography.
- Implemented mandatory supervisory/management training within DPW relative to the interviewing/hiring process, Equal Employment Opportunity (EEO) policies, diversity, communication skills, and documentation and appropriate discipline for rule violations.
- Began implementation of the following initiatives within DPW:
  - created a job posting initiative,
  - began position control/fair assignments, and appropriate transfer activities,
  - updated departmental work rules,
  - initiated an employee/mentor network, and



- implemented a DPW Complaint Resolution Division to respond to DPW related complaints.
- Created a policy establishing a 20% goal for minority inclusion in all procurements by the administrative departments.
- Upgraded the garbage collection function from a manual process to a semi-automated collection process, and implemented single-stream collection of recyclable goods.
- Successfully completed union contract negotiations with the Baton Rouge Fire Department, Airport, the Baton Rouge Police Department, and Service Employees Unions.
- 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.

### 2007 Goals

- *Continue to maintain bond ratings of A1, AA-, and AA- with Moody's Investors Service, Standard & Poor's, and Fitch Investors, respectively, for City 2% Sales Tax Revenue Bonds during the year 2007.*
- *Prepare the 2006 **Comprehensive Annual Financial Report** consistent with the criteria established by GFOA for its Certificate of Achievement for Excellence in Financial Reporting program.*
- *Standardize the City-Parish rules governing civil service employees.*
- *Continue to enhance educational programming for all City-Parish employees with an emphasis on improved performance, public seminars, and sensitivity to differences in internal and external customers.*
- *Continue and enhance programming for all City-Parish employees and agents to improve EEO/Americans with Disabilities Act (ADA) awareness and compliance.*
- *Execute computer system improvements in all major departments within City-Parish Government:*
  - *convert all public safety reporting to an Oracle database platform,*
  - *implement online permitting and remote inspection reporting in DPW,*
  - *complete a conversion of the finance revenue collection system, and*
  - *provide online access to review of building and subdivision development plans.*
- *Maintain standards and requirements to continue EMS' accreditation from the Commission on Accreditation of Ambulance Services.*
- *Provide a local government that is more accessible to the public through the government access channel, Metro21, and the City-Parish website, [brgov.com](http://brgov.com).*
- *Maintain a diversified investment portfolio that properly balances risk and return to achieve the target rate of return for providing funds to pay pension benefits to eligible members.*
- *Establish a Risk Management division within the Parish Attorney's office to handle workers' compensation and risk management issues.*
- *Provide online access for employment applications.*
- *Provide online permit applications with billing capabilities.*
- *Purchase a state-of-the-art mainframe computer system that will make the Library's electronic catalog system more user-friendly.*



## **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 personnel through the provision and maintenance of necessary infrastructure enhancements, safety equipment, and facilities.
- Establish accreditation through the American Correctional Association for the Juvenile Services program, including medical services, facilities, and probation services.

### 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 systems and their users.
- Received a grant from the Office of Public Health for the EMS-Prison Medical Service Division to conduct 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 Emergency Management Accreditation Program (EMAP).
- Opened a new co-located Fire and 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 with a non-stop capacity for all firefighters.
- 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.
- Designed and published public information materials for distribution through the Office of Homeland Security and Emergency Preparedness (OHSEP) in order to further the public's awareness of emergency procedures.
- Renovated the Emergency Operations Center to accommodate more response personnel and provide them with the most current and state-of-the-art facilities and equipment for disaster response coordination.
- 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 for assisting City-Parish agencies through competitive grant applications.
- Worked closely with federal and state offices to fully utilize homeland security funding and planning resources to increase public safety, and thereby improve economic development.



## 2006 Accomplishments

- 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). Of the current 525 traffic signal-controlled intersections, 220 will be part of the system by the middle of 2007.
- Implemented a security canopy that includes 58 cameras near critical infrastructure.
- Maintained standards and requirements to continue EMS' accreditation from the Commission on Accreditation of Ambulance Services
- Graduated 49 police officers through the Baton Rouge Police Training Academy.
- Maintained accreditation status for the BRPD as recognized by the CALEA through continued review of the department's policy and procedure standards.
- Improved the Field Training Officer (FTO) program by providing more training courses so that new recruits are better prepared for the police force.
- Provided professional public services through an ISO Class One-rated Fire Department.
- Implemented Phase II wireless 911 systems for all wireless companies operating in the parish.
- Provided City-Parish employees with the necessary information on how to deal with disasters in the workplace as well as at home.
- Incorporated the National Incident Management System (NIMS) into the current planning and training initiatives ongoing within the City-Parish government.
- Funded 20 additional police officer positions to increase law enforcement presence in the city.
- Provided funding to replace the Rosenwald Fire Station.
- Provided funding for the establishment of 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.
- 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, increase accuracy, and significantly reduce data-entry time by Clerk of City Court staff.

## 2007 Goals

- *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.*
- *Initiate 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.*
- *Enhance officer driving skills through the purchase of driving simulation courses.*



- *Implement a red-light traffic enforcement system to increase driver safety throughout the parish.*
- *Maintain the Baton Rouge Police Department's re-accreditation status.*
- *Continue to expand the comprehensive community policing strategy.*
- *Allocate funding for the replacement of two aging fire stations.*
- *Increase fire safety through public education and public awareness programs.*
- *Provide job-related training that teaches the latest technology in Fire Safety/Fire Rescue/Emergency First Responder care.*
- *Coordinate with City-Parish agencies to facilitate interoperability with fire, police, sheriff, homeland security and other emergency agencies.*
- *Enhance crime-solving and crime-prevention services through shared responsibility with the public.*
- *Develop programs for youth outreach throughout the parish.*
- *Purchase additional handheld ticket writers to increase our ability to computerize the issuance of tickets and payment of traffic fines.*
- *Increase the number of uniform police officers.*
- *Expand the BRPD mounted patrol program.*
- *Install video monitoring equipment in areas of high crime.*

## INFRASTRUCTURE ENHANCEMENTS

### Strategic Initiatives

- 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 capital improvements to complement the revitalization of the downtown area.
- Expand a street sweeper program initiative.

### 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 Department of Environmental Quality (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.
- Opened a 12,000-square-foot Pride/Chaneyville Library Branch on December 20, 2005.
- Renovated and expanded the 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 managers.
- Provided and maintained a safer and more efficient transportation system through the synchronization of traffic signals.
- Improved and maintained the parish-wide drainage system.
- Added additional features to the Mobile Data Terminals (MDT) 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 that will assist in identifying hazardous materials and reviewing medical treatments from the ambulance.
- 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 printers for all districts within the BRPD.
- Provided updates to mobile laptops through the development of a wireless system for the BRPD.
- Expanded the City-Parish paging system through the EMS Communications 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 Sanitary Sewer Overflow (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 Accomplishments

- Entered into an agreement for program-management services for the projects listed in the Green Light Plan.
- Entered into an agreement with a program manager for the development of an overall program strategy for the execution and completion of the SSO Capital Improvements Program.
- 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.
- Continued to utilize low-cost financing sources such as the LCDA program and the DEQ Revolving Fund to finance qualifying capital improvement projects.
- Continued 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.
- Continued to successfully implement Phase II of the Airport Facility Improvement Project, which will offer more amenities to travelers.
- Began Phase III of the Library Board of Control's long-term planning process and promoted the opening of the new 14,000 square-foot Eden Park Branch Library.
- Provided and maintained a safe and efficient transportation system including synchronization of traffic signals, highway capital improvements such as the ½¢ road improvement tax program, and the continued inspection, replacement, and repair of City-Parish bridges.
- Completed 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.
- Complied with national, state, and local laws including the Clean Water Act, the EPA Region Six SSO Policies, and the Louisiana DEQ Policies.
- Continued the conversion of Gateway laptops to Panasonic laptops within the BRPD and the BRFD.

2007 Goals

- *Obtain fare parity with the Louis Armstrong International Airport on a consistent basis to reduce passenger migration to New Orleans and to increase the number of Baton Rouge Metropolitan Airport passengers.*
- *Implement a comprehensive equipment maintenance and replacement program for all key equipment at the Baton Rouge Metropolitan Airport.*
- *Continue major road improvement projects throughout the parish with the following projects expected to be under construction or completed in 2007:*
  - *I-10 Frontage Road-Bluebonnet Boulevard to Siegen Lane,*
  - *Central Thruway clearing and embankment-Florida Boulevard to Sullivan Road,*
  - *Perkins Road-Essen Lane to Siegen Lane,*
  - *O'Neal Lane clearing and embankment-George O'Neal Road to South Harrell's Ferry Road,*



- *Picardy Avenue-Essen Lane to Bluebonnet Boulevard,*
- *South Choctaw-North Flannery Road to Central Thruway,*
- *Comite Drive-Plank Road to Comite River,*
- *South Harrell's Ferry Road-South Sherwood Forest Boulevard to Millerville Road,*
- *Groom Road Improvements-Old Scenic Highway to LA 19,*
- *Millerville Road-I-12 to Old Hammond Highway,*
- *Flannery Road at Florida Boulevard Intersection Improvement,*
- *South Sherwood Forest Boulevard at I-12 Intersection Improvement,*
- *State Street at Highland Road Intersection Improvement, and*
- *Joor Road at Gurney Road Intersection Improvement.*
- *Work with the Sewer Program Manager to develop an overall program strategy for the execution and completion of the SSO Capital Improvements Program, a project schedule and budget, and to initiate a parish-wide Sewer Master Plan.*
- *Continue the Sewer Preventative Repair and Maintenance Plan, the Wet Well Maintenance Program, and the Sewer System's assets management program.*
- *Continue to rehabilitate existing sewer infrastructure with emphasis on the inspection of sewers to determine priority of needs, concentrating on structural rehabilitation, and the establishment of a cycle of inspections and renewal/replacement.*
- *Continue the Emergency Sewer Point Repair Program.*
- *Continue construction on a new Burbank Branch Library.*

## ECONOMIC DEVELOPMENT

### Strategic Initiatives

- Implement and coordinate both regional and local development plans.
- Promote development and urban revitalization efforts throughout the city.
- Improve capabilities to compete for economic growth opportunities.
- Maintain, enhance, and facilitate existing businesses.

### 2005 Accomplishments

- Successfully aided economic incentive legislation to passage, which will 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 re-developed Baton Rouge River Center.
- Marked the commencement of the re-development 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.
- Managed construction of the new Eden Park Branch Library, and sought land in the south Baton Rouge area for a new branch library location.

### 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.
- Continued the implementation of the comprehensive land use and development plan –The Horizon Plan.
- Continued to develop the Arts and Entertainment District, which is a component of the Downtown Visitors Amenities Plan.
- Continued to develop covered walkways with Plan Baton Rouge through the Storefront Grant Program.
- Developed a Riverfront Master Plan working with world-class landscape architects, Hargreaves Associates.
- Completed the Community Planning Process for Growth Centers 21, 22, and 23.
- Initialized the Horizon Plan five-year update process.
- Awarded \$200,000 in brownfields assessment grants.
- Received designation as the area's first local Historic District for the Garden District.

### 2007 Goals

- *Begin implementation of the Riverfront Master Plan, which will serve as a catalyst for private sector development adjacent to Riverfront Park.*
- *Continue to support the USS KIDD in maintaining the city dock and marketing to bring visiting ships to Baton Rouge.*
- *Provide information and assistance to help the agricultural and horticultural community remain profitable and productive.*
- *Advance economic development through environmental planning.*

## **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.

#### 2005 Accomplishments

- Received 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 the diverse resources so that the 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 Wayfinding 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.
- Set construction permit fees equal to operational costs.

#### 2006 Accomplishments

- Continued 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.
- Continued working on the initiation of a Traffic Impact Fee Schedule.

#### 2007 Goals

- *Improve DPW general overall operations and services.*
- *Provide and maintain a safe and efficient transportation system for East Baton Rouge Parish.*
- *Improve and maintain the parish-wide drainage system.*
- *Continue the implementation of the comprehensive land use and development plan – The Horizon Plan.*
- *Complete the five-year update of the Horizon Plan.*
- *Advance the implementation of the parish-wide GIS Program.*
- *Continue development of online GIS applications.*
- *Continue the Growth Center Community Planning initiative with five Growth Center meetings scheduled, additional public presentations, and continuous updates to the Growth Center's Website.*
- *Continue work on brownfields and wetland grants.*
- *Update the Unified Development Code as it relates to the Horizon Plan and Smart Growth.*



- *Provide courteous and professional service in an effort to expedite the Planning Commission's application process and disseminate information to guide growth and development in the city.*

## 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.

### 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 Louisiana Art and Science Museum (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.
- Initiated the Volunteers in Public Schools (VIPS) program, which provides up to eight hours a month release time to City-Parish employees to volunteer in schools with the greatest need in the parish. Employees can also volunteer to participate in the "Everybody Reads" program, which partners a City-Parish employee with a student in grades 1-3 who is reading below grade level.
- Received assistance from the National League of Cities to facilitate the creation of program standards for after-school service providers within the parish.
- Launched Baton Rouge Initiative Developing the Genius in Every Student (BRIDGES) which is a project to develop standards in programs for the school-aged children throughout the parish.



This network includes the providers of aftercare in day care centers, schools (public, private, and parochial), faith-based centers, as well as the parish library system, recreational facilities, and health care providers.

- Created a Truancy Assessment Service Center (TASC) which is a collaborative effort between the Office of the Mayor-President, Sheriff's Office, and the East Baton Rouge Parish School System, focusing on several high-risk schools and students to address the high truancy rates of the elementary students in EBRP, with the goal of reducing the number of absences at schools.
- 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 programs, and intervention services.
- Developed and directed multi-agency/multi-jurisdictional programs aimed at reducing violence and decreasing firearm-related and drug-related offences.
- Provided landlord/tenant assistance and training.
- Distributed commodities, food boxes, and toys to needy citizens through the Baton Rouge area Community Centers.
- Successfully managed the strategic planning and bid process for new solid waste management contracts, including automated garbage collection, automated recycling collection, and an expanded woody waste collection program.
- Successfully managed the curbside recycling program and woody 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 Accomplishments

- 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.
- Established a successful campus Crime Stoppers Program within middle and high schools to allow students to report crimes without fear of retaliation.
- Continued to promote fire safety through public education and public awareness programs.
- Continued 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.
- Promoted and enhanced the Louisiana Low-Income Fatherhood Program in partnership with the District Attorney's Office Support Enforcement Services, and Family Road.
- Maintained a public education program designed to stress simple, non-chemical mosquito and abatement and animal control measures.
- 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 titled “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.
- 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.
- Continued to increase outreach opportunities for public awareness to reach the underserved population of the parish.
- Continued to assist with community literacy, with an increased emphasis on branch library book clubs.
- Continued to improve the new Customer Service Department at the Capital Area Transit System.
- Continued to support the Department of Veterans’ Affairs in their mission to aid and assist all veterans and their dependents.
- Continued to support the Baton Rouge Symphony in delivering classical music to the community.
- Continued 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.
- Maintained the LASM’s Youth ALIVE! Program, which is an art program for underserved youth.
- 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 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.
- Received designation as a “Tree City” for the 14<sup>th</sup> consecutive year. In order to retain “Tree City” designation, the city must maintain four programmatic standards, which includes:
  - a tree board or department,
  - a tree care ordinance,
  - a comprehensive community forestry program, and
  - an Arbor Day observance.
- Implemented the Learning Education and Abilities Program (LEAP) at Prescott Middle School, which focused on and improved student study skills.
- Expanded the Mayor-President’s ADA Task Force to address citizens’ concerns and enhance compliance with the Americans with Disabilities Act.
- Assisted the Baton Rouge Chamber & Rotary Club in creating and implementing the “Literacy Coalition” to address literacy needs of persons of all ages.

2007 Goals

- *Develop collaborative partnerships with governmental, community, and faith-based organizations aimed at improving coordination of services, maximizing resources, enhancing the delivery of services, and increasing the effectiveness of efforts to meet the needs of individuals and families.*
- *Establish a DHDS Audit and Compliance Committee, to work in consultation with the DHDS Director to assess compliance with individual program regulations and policies.*



- *Continue to increase services in the areas of family planning and child health screenings – Women, Infants, and Children (WIC) Program.*
- *Continue to support the LASM in providing educational opportunities for all ages in the areas of fine art and science through its Challenger Learning Center, fine-art exhibitions, and year-round math and science programs.*
- *Expand Library outreach services to constituents in assisted-living and retirement homes.*
- *Promote and expand exhibits, special events, and continue restoration of the USS KIDD.*
- *Continue to support the Arts Council of Greater Baton Rouge in its mission to enhance the quality of life through encouraging cultural and creative activities in the Greater Baton Rouge Area.*
- *Continue to support Baton Rouge Earth Day (BRED), by promoting year-round dialogue, education, awareness, and responsibility of the entire community.*
- *Develop and implement a comprehensive and collaborative Early Childhood Plan for children (pre-natal to 6 years of age) and their families to ensure every child has the opportunity and resources to grow to his/her full potential.*
- *Activate a health services action team for advancing the Greater Baton Rouge Children Coalition (GBRCC) Health Plan for Children to review the framework of the health plan and maintain it as a living document.*
- *Continue to support the Big Buddy Program by helping provide a positive, safe place for children to spend out-of-school time (after school hours, vacation days, summer, and weekends).*
- *Develop and enhance the academic, social, cultural, and medical needs of the community by employing a variety of educational programs and services.*
- *Continue to support the Council on Aging to provide sufficient meal services to aging and elderly persons.*
- *Continue the literacy initiative via the partnership with Greater Baton Rouge Area Chamber of Commerce and the Baton Rouge Rotary Club.*
- *Through the Mayor's HIV/AIDS Task Force:*
  - *provide a public education, prevention, and awareness campaign concerning the transmission of HIV/AIDS in East Baton Rouge Parish and surrounding areas,*
  - *increase awareness of available HIV/AIDS testing and resources through information coordination, and*
  - *research and acquire any additional funds available to provide HIV/AIDS testing and resources.*
- *Initiate a student internship program for East Baton Rouge high school students.*

