



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.

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.

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 Accomplishments

- Launched 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.



- Advanced 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.
- Received an upgrade on the underlying rating from Standard and Poor's on outstanding revenue bonds supported by the pledge of a half-cent sales tax dedicated for sewerage system improvements and sewer user fees from A+ to AA-.
- Developed a process to receive on-line sealed bids, and streamlined other purchasing processes.
- Established a Financial Accountability Section in the Internal Auditing Division of the Finance Department to ensure financial compliance with federal and state recovery and stimulus funding, as well as enhancing internal controls, improving efficiency, and promoting governmental accountability in other areas.
- Received the GFOA Distinguished Budget Presentation Award for the 2009 *Annual Operating Budget*. This was the 19th consecutive year that this award was received.
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2008 Comprehensive Annual Financial Report. This was the 21st consecutive year and the 32nd time that this award has been received since 1971.
- Established an Employee Benefits Committee made up of representatives from departments and employee organizations to work with an independent consultant to reevaluate employee benefit programs and restructure benefits for City-Parish employees and retirees. New benefits offered in 2010 include High Deductible Health Plans, Health Savings Accounts, and Flexible Spending Accounts for qualifying health and dependent care expenses.

2010 Goals

- *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.*
- *Maintain and/or improve bond ratings with rating agencies to allow for the issuance of the lowest cost debt for capital improvement programs.*
- *Continue to work with departments utilizing the Workforce and Succession Planning Model in order to train, retain, and recruit talented employees.*
- *Review organizational structure and processes in the Department of Public Works to enhance responsiveness to citizen requests.*
- *Upgrade the 311 Call Center System so that the caller's name, phone number, and address are immediately available when the call is received.*

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.



2007 Accomplishments

- Continued to work with the Casey Foundation to meet the standards of the Juvenile Detention Alternatives Initiative. 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.
- Received national accreditation from the Emergency Management Accreditation Commission for emergency management 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.
- Continued to meet national standards of excellence for all public safety agencies.

2009 Accomplishments

- Maintained 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.
- Added a Crime Victim Advocate in the Police Department to provide assistance to victims of serious crimes through the completion of prosecution.
- Maintained 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.
- Maintained 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.
- Received the Louisiana Municipal Associations "Basic Services" award for the EMS Telemedicine program.
- Implemented Electronic Patient Care Reporting (ePCR) system to allow EMS paramedics to record patient reports electronically.



- Maintained the standards and requirements for the Mayor's Office of Homeland Security and Emergency Preparedness Emergency Management Accreditation Program.
- Established "Red Stick Ready" campaign to provide our citizens with information needed to be prepared in hurricanes, pandemics, floods, fires, extreme weather conditions, and chemical disasters.

2010 Goals

- *Maintain standards and requirements to continue the accreditation of the Police Department from the Commission on Accreditation for Law Enforcement Agencies (CALEA) relative to the department's fourth assessment in 2010.*
- *Add air support for the Police Department*
- *Maintain the standards and requirements for the Fire Department's Insurance Services Office (ISO) Class One rating.*
- *Continue to upgrade and relocate Fire stations to provide the best coverage for our citizens in accordance with the Property Insurance Association of Louisiana (PIAL) standards.*
- *Maintain the standards and requirements for Emergency Medical Services accreditation from the Commission on Accreditation of Ambulance Services (CAAS) for re-accreditation in 2010.*
- *Begin design phase for a new EMS Headquarters to be located on Harding Boulevard.*
- *Maintain the standards and requirements for the Mayor's Office of Homeland Security and Emergency Preparedness Emergency Management Accreditation Program.*
- *Continue the partnership with the East Baton Rouge School Board to address truancy issues throughout the parish.*
- *Move all public safety radio users to a new digital system that will allow all users to communicate directly with one another and with other user agencies around the State via push to talk mobile and portable radios.*

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.

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 Accomplishments

- Finalized an implementation plan for a traffic loop around the City of Baton Rouge to relieve traffic congestion in our growing region.
- Secured funding, solicited proposals, and selected a firm to update the 20-year comprehensive plan known as the Horizon Plan.
- Developed plans for the new main library to be located in Independence Park.
- Continued expansion of the River Center campus to complement the revitalization of the downtown area.
- Initiated the first phase of Riverfront Improvements — North Boulevard Town Square.
- Initiated construction on the expansion of the existing facility and constructed outdoor pens to house dangerous animals at the Animal Control Center.
- Maintained the timeline for Sewer Capital Improvement Program projects.
- Moved forward with design engineering, right-of-way acquisition, and construction for Green Light Plan projects.



2010 Goals

- *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 the remaining Green Light Plan projects.*
- *Begin construction on the North Boulevard Town Square.*
- *Implement the recommended initiatives of Plan Baton Rouge II, an urban design vision and implementation plan for downtown.*
- *Provide for the operational and maintenance needs of the new 19th Judicial District Courthouse opening in the summer of 2010.*
- *Develop a plan and make necessary renovations to bring outlying City-Parish offices to the City Hall building in space previously occupied by District Court.*
- *Complete renovations on the Baton Rouge Junior High Building.*
- *Receive bids and begin construction on the next phase of improvements at the River Center campus.*

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.

2007 Accomplishments

- Continued the Wetlands Program, which included holding 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 high 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 Accomplishments

- Continued working with the Baton Rouge Area Chamber on major factors impacting economic developments including workforce development, incentive programs, and transportation enhancement.
- Advanced economic development through environmental planning.
- Maintained and enhanced the Career Development Center located in the River Center Branch Library.
- Assisted and promoted phase two construction of the Shaw Center for the Arts.
- Continued to develop the Downtown Arts and Entertainment District, a component of the Downtown Visitors' Amenities Plan.
- Managed the development of downtown to foster economic development, and increase residential development in the downtown area.
- Saw three major motion pictures filmed in the Baton Rouge area.
- Partnered with the East Baton Rouge Redevelopment Authority to create the East Baton Rouge Community Development Entity, which was selected to receive a \$60 million allocation of tax credits under the New Market Tax Credit Program administered by the United States Department of Treasury.

2010 Goals

- *Continue partnership with the Greater Baton Rouge Economic Partnership, a non-profit affiliate of the Baton Rouge Area Chamber, to manage a professional business development program targeting high-quality job growth and increased economic opportunities for the Baton Rouge area.*
- *Continue to provide funding for support personnel to facilitate the day-to-day operation of the Baton Rouge Film Commission in order to continue to attract this growing industry to our area.*
- *Continue to attract major events to the Baton Rouge area such as Bayou Country Superfest, the 2010 United States Youth Soccer Region III Championships, and the Red Stick Animation Festival, are all planned to be held in 2010.*
- *Continue to foster economic development at the international level through sister city agreements and the promotion of Baton Rouge resources.*



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 of and access to arts and cultural programs, recreational opportunities, and other local attractions.

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 its 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

- 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.
- Provided assistance and funding to launch the strategic planning phase of the Knock Knock Children's Museum initiative to provide an atmosphere for learning life-long skills through play experiences.

2009 Accomplishments

- Complemented and supported formal/informal educational institutions and programs via services and resources at the Library.
- Received the 2009 Environmental Leadership Award in the Small Business Pollution Prevention Project achievement category.



- 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.
- Held listening tours throughout the Parish to identify and address the needs of our citizens.
- Began the Healthy Baton Rouge initiative to identify and coordinate efforts aimed at promoting healthy eating and an active lifestyle into a unifying community commitment to better health.
- Developed a litter enforcement program to address junk, debris, and litter on public and private property, as well as poorly maintained private property causing blight in neighborhoods.
- Became the first Louisiana city to receive a designation as a "Bicycle Friendly Community" from the League of American Bicyclists.

2010 Goals

- *Improve the quality of life for low-income residents of East Baton Rouge Parish.*
- *Continue to promote downtown events and cultural attractions such as the International Heritage Festival, Baton Rouge Blues Festival, Earth Day, Sunday in the Park Series, and the Live After Five Concerts.*
- *Continue participation in educational programs including the Volunteer in Public Schools Program, Partners in Education Program, Scotlandville Magnet High School Pre-engineering Training Program, and Junior Achievement and literacy programs.*
- *Continue support for facilities and programs to promote and enrich cultural life and preserve our heritage.*
- *Triple the miles of bicycle routes through partnership with Louisiana State University and the East Baton Rouge Recreation and Parks Commission.*