



## 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.
- 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.

#### 2009-2013 Accomplishments

- Launched an aggressive campaign to recruit and retain a competent City-Parish workforce, including validating and consolidating civil service examination criteria.
- Advanced 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 for hurricanes.
- 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- in 2009, and an upgrade on the underlying rating on outstanding revenue bonds supported by the pledge of City general sales tax collections from AA+ to AAA in 2013.
- Refinanced Parish One-Half Percent Sales Tax bonds in 2013 resulting in a savings of approximately \$5.2 million.
- Developed a process to receive on-line sealed bids, and streamlined other purchasing processes.
- 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.
- Utilized the Workforce and Succession Planning Model in order to train, retain, and recruit talented employees.
- Reviewed the Performance Management Appraisal System (PMAS) through the Human Resources Rules Committee, made up of representatives from departments and employee organizations, to ensure uniformity, and developed proposed language that was approved by the Personnel Board and the Metropolitan Council to clarify this process in the personnel rules.
- Contracted with online government auction site at no cost to the City-Parish that provides for greater exposure of surplus inventory items to a broader audience, and doubled the number of annual multiple award contracts to streamline the procurement process.
- Implemented mandatory direct deposit for all City-Parish employees.
- Developed and provided funding for a wellness program for employees, retirees, and dependents.
- Expanded training capacity through the Training Development Institute where City-Parish personnel are trained to provide training to departmental peers.
- Opened the Public Works and Planning Center, creating a one-stop service for permitting and development needs by integrating related public services at a single point of contact.



2014 Accomplishments

- Received the GFOA Distinguished Budget Presentation Award for the 2014 *Annual Operating Budget*. This was the 24<sup>th</sup> consecutive year that this award was received.
- Received the GFOA Certificate of Achievement for Excellence in Financial Reporting for the 2013 Comprehensive Annual Financial Report. This was the 26<sup>th</sup> consecutive year and the 37<sup>th</sup> time that this award has been received since 1971.
- Amended the Purchasing ordinance to streamline the procurement function giving departments more flexibility while providing for a quicker and easier procurement process.
- Gained voter approval for the reorganization of the Department of Public Works on December 6, 2014.
- Issued and evaluated responses to Request For Proposals to replace the current financial, human resources, and procurement systems with a new Enterprise Resource Planning System.
- Implemented a refunding of Sewer Improvement Bonds that generated savings of over \$25 million.

2015 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.*
- *Implement changes to the organizational structure and processes in the Department of Public Works as approved by the voters.*
- *Implement results of pay and benefit study making changes to move towards a compensation system that is both financially pragmatic and competitive with other public and private sector companies.*
- *Select vendor and begin process of implementing a new Enterprise Resource Planning System.*

**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.
- Enhance crime-fighting efforts through partnerships with other law enforcement agencies.

2009-2013 Accomplishments

- Added a Crime Victim Advocate in the Police Department to provide assistance to victims of serious crimes through the completion of prosecution.
- Received the Louisiana Municipal Association's "Basic Services" award for the EMS Telemedicine program.
- Implemented Electronic Patient Care Reporting (ePCR) system to allow EMS paramedics to record patient reports electronically.
- 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.
- Added air support for the Police Department to enhance response and provide additional safety support for ground officers, and support during vehicle pursuits.
- Received Fire Department's Insurance Services Office (ISO) Class One rating in August, 2010. In 1980, the Baton Rouge Fire Department received the first Class One rating in the United States of America.



- Received the 2010 National Citizens Corps Achievement Award for dedication to public outreach and education.
- Moved 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.
- Updated the parish-wide Emergency Operations Plan.
- Provided \$300,000 in funding for The East Baton Rouge Parish Family and Youth Center which opened in September of 2012.
- Relocated the violent crimes division to the Louisiana State Police Headquarters Complex to facilitate information sharing with other law enforcement agencies.
- Received Lifetime Achievement Award from the Louisiana Emergency Preparedness Association for leadership in emergency preparedness and response.
- Received re-accreditation under the Emergency Management Accreditation Program in 2012. The City-Parish was found to be 100% compliant with each of the 64 standards and 104 sub-standards.
- Partnered with Baton Rouge Community College to establish curriculum of Associate of Applied Science in Emergency Medical Technology-Paramedic.
- Received federal grants for the Baton Rouge Area Violence Elimination (BRAVE) project for violent crime research to help identify criminal suspects and resources to provide substance abuse mentoring and job training, and the Byrne Criminal Justice Innovation Grant Program to develop community-oriented strategies to change neighborhoods of distress into neighborhoods of opportunity.
- Partnered with Circle K and other law enforcement agencies engaged in the BRAVE program to put on a “gas for guns” buyback program in which Circle K gas coupons were exchanged for handguns and assault weapons submitted to authorities.
- Achieved reaccreditation in 2013 of the Baton Rouge Police Department from the Commission on Accreditation for Law Enforcement Agencies (CALEA) through compliance with the 481 standards. The Police Department has been accredited since 1996.
- Received an overall excellent rating and achieved reaccreditation in 2013 for Emergency Medical Services delivery from the Commission on Accreditation of Ambulance Services (CAAS) review board.
- Completed construction on the new EMS headquarters located on Harding Boulevard.

#### 2014 Accomplishments

- Provided funding for various capital needs of the Fire Department including two new pumper trucks, a new service truck, and a new station.
- Expanded the Victim’s Assistance Program through the assignment of a commissioned police officer to work directly with victims.
- Conducted a manpower assessment of the Police Department to coordinate the most efficient use of manpower allocation and utilization.
- Relocated the headquarters of the Baton Rouge Police Department to the Public Safety Complex located in the former Woman’s Hospital facility.
- Held Emergency Business Preparedness and Business Continuity workshop to provide small businesses with the tools needed to prepare for hurricanes and other disasters.
- Promoted “Don’t Drive – Stay Alive” campaign to encourage residents to call Emergency Medical Services instead of trying to drive to the emergency room when they suffer shortness of breath, chest pains, or other symptoms of heart attacks and strokes.
- Recognized as a **StormReady** community by the National Weather Service for the third consecutive cycle.



2015 Goals

- *Maintain standards and requirements to continue the accreditation of the Police Department from the Commission on Accreditation for Law Enforcement Agencies (CALEA).*
- *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).*
- *Maintain the standards and requirements for the Mayor's Office of Homeland Security and Emergency Preparedness Emergency Management Accreditation Program.*

**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 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.

2009-2013 Accomplishments

- Continued expansion of the River Center campus to complement the revitalization of the downtown area.
- Received the Louisiana Municipal Association's Community Achievement Award Honorable Mention for the Planning Commission's Land Development Application Search Tool that uses an interactive map to display monthly planning and zoning case information within an easily recognizable 'Google Maps' interface.
- Maintained the timeline for Sewer Capital Improvement Program projects, completing 49 of the 109 projects with a value of \$500 million through the end of 2013.
- Completed construction on the following projects under the Green Light Plan: North Harrell's Ferry Road; Coursey Boulevard at Sherwood Forest Boulevard intersection improvements; the segment of Burbank Drive from West Lee Drive to Bluebonnet Road; Foster Drive at Government Street intersection improvements; Downtown signalization; Lobdell Improvements; Picardy Avenue; Pecue Lane realignment at Perkins Road; Perkins Road at Acadian/Stanford intersection improvements; Elm Grove Garden; intersection improvements at South Choctaw and North Flannery; Jones Creek Road (Segment 3); Highland Road (Perkins Road to Airline Highway); Staring Lane Extension 1 (Burbank Drive to Highland Road); Brightside Lane (River Road to Nicholson Drive); Ford Street (Plank Road to Mickens Road); Central Thruway Phase II Clearing & Grubbing, Embankment, and Beaver Bayou Bridges 2 and 3; Central Thruway Phase I Paving (Florida Boulevard to south end of Sullivan Bridge); Siegen Lane (Highland Road to south of Perkins Road); Comite Drive (Plank Road to Comite River) South Harrell's Ferry at Sherwood Forest; South Harrell's Ferry Road (Segment 1); Stumberg Lane Extension Phase I; Sullivan Road; Phase II A of the Stumberg Extension.
- Provided for the operational and maintenance needs of the new 19<sup>th</sup> Judicial District Courthouse that opened in late 2010.



- Received the International Downtown Association (IDA) Merit Award of Distinction in Planning for “The Greening of Downtown Baton Rouge Project,” and the Award of Distinction in Leadership and Management for development of the Arts and Entertainment District.
- Secured funding for the proposed Downtown Greenway Project.
- Completed Plan Baton Rouge Phase II, a master plan and economic strategic plan that builds upon the original Plan Baton Rouge and develops directions for future growth in the downtown area.
- Completed the cargo facility expansion at the Baton Rouge Metropolitan Airport.
- Completed construction on the North Boulevard Town Square.
- Completed renovations on the Baton Rouge Junior High Building and opened the Public Works and Planning Center.
- Implemented a new evaluation process for beautification and enhancement funds. The “Notice of Call for Projects” is used as a method for requesting, evaluating, and ranking projects.
- Relocated DPW Administration and Purchasing to City Hall, completely vacating the Municipal Building in 2013.
- Completed the Airport’s terminal modification projects including the expansion of the existing rotunda by 14,500 square feet, and movement of the checkpoint for more efficient operation.
- Received two downtown merit awards from the International Downtown Association (IDA) recognizing the Downtown Development District for Leadership & Management, and the Repentance Park renovation project in the Public Space category.
- Completed the redesign of Galvez plaza and construction of “The Crest”, a permanent special event stage to provide a venue for large events in the heart of downtown.

#### 2014 Accomplishments

- Issued the notice to proceed on the following projects under the Green Light Plan: Fairchild-Bradley; Stumberg Extension Phase IIB; Essen Ln/I-10 Interchange; O’Neal Lane; and Nicholson Drive @ Brightside Lane/West Lee Drive.
- Continued work on Sewer Capital Improvement Program projects. During 2014, 110 projects were identified, 63 completed, 20 under construction, and 27 are in the design phase.
- Continued Phase II renovations of the Public Safety Complex.
- Held grand opening of the new 129,000-square-foot Main Library.
- Relocated the Office of Community Development to City Hall.

#### 2015 Goals

- *Maintain the timeline for Sewer Capital Improvement Program projects in order to comply with the terms of the EPA Consent Decree.*
- *Move forward with design engineering, right-of-way acquisition, and construction for the remaining Green Light Plan projects.*
- *Continue making necessary renovations to bring outlying City-Parish offices to empty space in the City Hall building.*
- *Begin construction on the River Center Branch Library.*
- *Construct a new levee/riverfront access point that will provide ADA compliant accessibility and bicycle access to the riverfront at Florida Street and River Road.*

### **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.
- Continue to implement comprehensive planning and forecasting systems to accommodate growth (FUTUREBR).

#### 2009-2013 Accomplishments

- Secured funding, solicited proposals, and selected a firm to update the 20-year comprehensive plan known as the Horizon Plan. Parish-wide workshops in the “FUTUREBR” planning process were held to determine the land use and development patterns that the citizens would like to see over the next twenty years. The final draft was completed in 2011.
- Named a FUTURBR Implementation Team to focus on the four strategies recommended in the Strategic Implementation Plan.
- 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.
- Partnered with the Baton Rouge and La Capitale Chapters of The Links, Inc., to combat the childhood obesity epidemic.
- Received Cleanest City Award from the Louisiana Garden Club Federation for the area in District VI stretching from Slidell to Port Allen. This award is based on the cleanliness of residential yards, businesses, streets and sidewalks, parks, schools, cemeteries, and municipal buildings.
- Received a Cities of Service Leadership Grant from the Rockefeller Foundation to develop a comprehensive service plan and coordinated strategy focused on matching volunteers and established community partners to the areas of greatest local need.
- Partnered with the YMCA to hold “Skillastics Night” to promote physical fitness and combat childhood obesity.
- Provided funding through Community Development grants for renovations to the St. Vincent de Paul and Greater Baton Rouge Food Bank facilities.
- Supported recommendations of a Blue Ribbon Commission comprising business, civic, and religious leaders across the Parish to gather information and make recommendations on how to improve and fund future public transit.
- Held a Youth Expo to provide information to ages 17 through 21 on important matters such as employment, healthcare, education, after-school activities, and community safety.
- Launched Baton Rouge Proud, a new program that matches volunteers with service programs that address priority needs such as revitalization of blighted neighborhoods and provide pre-kindergarten students with resources to prepare them for school.
- Entered into a cooperative endeavor agreement with the Companion Animal Alliance for animal sheltering operations.
- Received “Fresh Beginnings Grant” from the Blue Cross Blue Shield Foundation.” This grant and additional funding of \$1.2 million in private matching funds will fund Mobile Market and Healthy Corner Store, and will improve physical fitness and training in schools.



- Launched new HealthyBR website that includes information on local health and wellness programs and a “Healthy Calendar.”
- Received recognition by the National League of Cities for completing key health and wellness goals for *Let’s Move!*, an initiative dedicated to solving the childhood obesity epidemic within a generation.
- Launched Bank on Baton Rouge to provide education and keep the supply of starter account products for the low-income unbanked market.
- Teamed up with the United States Department of Energy and launched the ConserveBR Energy Efficiency Outreach program to raise awareness about energy efficiency.
- In partnership with several other agencies, the East Baton Rouge Family and Youth Services Center became a reality and opened its doors on September 17, 2012.
- Completed construction and opened the new Progress Road Head Start Center. The 12,500 square foot facility will serve 160 children enrolled in the Head Start program in the North Baton Rouge area.
- Recognized by the League of American Bicyclist as a bronze-level Bicycle Friendly Community for its commitment to bicycling.
- Provided training in 2013 for approximately 70 East Baton Rouge Parish elementary school teachers on the Fresh Beginnings Program which uses fun and practical ways to reduce childhood obesity through engaging activities and materials that can be easily integrated into the classroom.

#### 2014 Accomplishments

- Sponsored a job fair to connect job seekers, with an emphasis on veterans, with over 90 employers currently hiring in Baton Rouge and the surrounding areas.
- Provided resources for the Big Buddy Program to partner with Junior Achievement for youth education and mentoring programs, and The Love Our Community Summer Youth Program that allows youth ages 14 to 16 the opportunity to earn income while completing work that benefits themselves, the environment, and the community.
- Hosted the first annual “Open Streets” Healthy BR Initiative which drew over 800 participants, including local business owners, to a Family Fit Day encouraging biking, walking and a healthy lifestyle.
- Continued to partner with many local sponsors for Red Stick Revelry, Baton Rouge’s New Year’s Eve celebration.
- Conducted Better Block demonstration by placing a 2-block section of Government Street on a “road diet” to demonstrate how the narrowing from four to three lanes with landscaping, sidewalks, and bike lanes can make a major traffic artery friendly to pedestrians and cyclists as well as cars and trucks.
- Received a two-year grant from the United States Department of Housing and Urban Development to create a transformation plan aimed at revitalizing the Smiley Heights/Melrose East neighborhood and the Ardenwood Village Apartments.

#### 2015 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 Baton Rouge Blues Festival, Earth Day, Sunday in the Park Series, and the Live AfterFive Concerts.*
- *Continue participation in educational programs and promote volunteerism, including the Volunteer in Public Schools Program, Partners in Education Program, Scotlandville Magnet High School Pre-engineering Training Program, Junior Achievement, and literacy programs.*
- *Continue support for facilities and programs to promote and enrich cultural life and preserve our heritage.*
- *Continue to work towards eliminating blight and promoting development projects in inner-city neighborhoods.*



- *Launch a community mapping and engagement web-site featuring a community events calendar, demographic information, and maps of public facilities.*
- *Continue with the implementation of “FUTUREBR”.*

## 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.

### 2009-2013 Accomplishments

- 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.
- 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.
- Celebrated the opening of Coca-Cola Bottling Company's new LEED-certified production and distribution facility.
- Sponsored a mentorship program to encourage large businesses to assist small businesses' growth by awarding subcontracting work to them.
- Developed a database and conducted workshops aimed at educating small, minority, and disadvantaged businesses about possible opportunities with the City-Parish.
- Held Small Business Summits to discuss economic issues facing small businesses and provided information about opportunities and incentives available to small businesses.
- Partnered with the Louisiana Department of Economic Development to attract a nonprofit paper cup manufacturer to Baton Rouge that would immediately bring 80 jobs for the blind and visually impaired to our area.
- Continued to work towards forming an official sister city partnership with the Chinese City of Guiyang to boost industrial development, educational opportunities, and cultural programs.
- Became a tourist destination for Mississippi Riverboat cruise ships.
- Hosted over 70,000 bowlers and guests during the United States Bowling Congress 2012 Open Championship which had a \$113.2 million economic impact on Baton Rouge and the surrounding area.
- Launched the “BY BATON ROUGE” software application to promote local business to the film industry.
- Announced the redevelopment of the old Baton Rouge City Dock through partnership with the Baton Rouge Area Foundation, the State of Louisiana, Louisiana State University, and Southern University. The Water Campus will be constructed at this location making Baton Rouge the epicenter of coastal research. This \$50 million facility that will contain the Coastal Protection and Restoration Authority offices, the Coastal Education and Research Public Facility's public education exhibits, and the River Modeling Center's dynamic Mississippi River simulator.





- Received notification from the United States Bowling Congress Open Championships that Baton Rouge had been chosen as the host of the 2017 Women's Championships and the 2025 Open Championships.

#### 2014 Accomplishments

- Continued funding for business incentives to attract IBM and Ameritas to the Baton Rouge area.
- Business activity began for the Dawnadele Economic Development Tax Increment Financing District as an incentive to attract a Costco retail facility to our area, which opened in 2014.
- Local direct spending from film and television production since the creation of the Baton Rouge Film Commission exceeded \$800 million, with over 300 productions.
- Completed five economic development projects that will generate \$17.5 million in new annual payroll through the creation of 335 new permanent jobs through the Greater Baton Rouge Economic Partnership. The five companies that will be investing over \$24.5 million in new capital investments include Stixis Technologies, Pod Pack International, Community Coffee, Glazetech, and DMI Contractors.
- Hosted the fifth annual Bayou Country Superfest in Tiger Stadium.
- Hosted the 2014 Miss USA competition, a major live entertainment event, which showcased Baton Rouge to an estimated 4.6 million viewers.

#### 2015 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, including the sixth annual Bayou Country Superfest.*
- *Continue to foster economic development at the international level through sister city agreements and the promotion of Baton Rouge resources.*
- *Advance economic development through environmental planning.*