



PROGRESS REPORT TO CITIZENS OF ALEXANDRIA
Year One of Term, 2007

Dear Friends,

One year ago, I was elected to serve as the 23rd Mayor of Alexandria, Louisiana. During the past year, we worked together to ensure Alexandria continues to prosper and grow, and we should be proud of the results and work harder on the shortcomings.

Particularly, the Administration is proud of completion of programs for economic and workforce development, which have dramatically impacted the City of Alexandria within the year of 2007.

“Good economic development pays the salaries of its sponsors.” This public assessment of development personnel will occur each year for accountability regarding the newly-hired workforce and economic development officers.

Here are highlights for the year on quality of life, infrastructure, development, and recreation plans and activities:

- Immediately after taking office, the Administration approved and received Council support for hiring ten new police officers. These new officers are not only a necessary addition to a police force that must respond to the needs of a growing community, but also enable us to begin implementing our community-based policing program. This program has been severely hampered in recent years due to a loss of federal dollars which funded the programs nationwide. Communities are making hard decisions to inch forward to re-establish these remarkably successful crime prevention tools. Statistics support community policing as the most effective tool in recent decades for lowering crime.
- In addition to the ten new police officers, we immediately filled ten fire fighter positions which had long remained vacant.
- The City has instituted several policies to ensure transparency of its actions, including public records responses, open communications to officials, detailed litigation reports to the City Council, opposition to improper closed-door sessions, and frank policy discussion in City Council meetings allowing weigh-in before the process, not after. Examples include the Cabrini expansion discussions and disciplinary matters, to the extent the latter is allowed by law.
- The Administration has worked hard and continues to work to establish a proper Mayor/Council balance, ensuring that our government operates in accordance with both the letter and the spirit of our City Charter. Sometimes, this plays out in the public forum as a negative, but the Administration must be concerned about the long run.
- The Administration reformed the City’s car policy, reducing the number of take-home cars, particularly cars allotted to non-essential employees. Due to this reform, there was a financial savings to taxpayers of over \$100,000 a year. Once the Administration confirms

these savings, we will introduce major budget amendments to add these funds to the police department strictly for designated equipment upgrades in 2008, fulfilling the campaign promise to cut the fat and re-allocate savings to police and fire.

- Instituted massive restructure and implementation of mandated building codes following Hurricanes Katrina and Rita; completed this task on time despite the obstacles and problems many other political subdivisions had in instituting changes. Worked with local builders to bring them up to speed and soften the blow of this onerous regulatory scheme which significantly changed planning developments and building.
- By working with the Alexandria City Council and the State legislature, the Administration continues to ensure Operation Fast Track remains “on track.” According to the Planning Department reports to City Council, during the past year, we have completed 16 of out 40 five-year projects. Actually, 10 of the 40 and 6 through the A,B,C programs. The Administration considers A,B,C as part of Fast Track, but do not list these projects on the top 40 list. There are 7 of the 40 and 2 more through A,B,C currently under construction for a total of 9, and we are on pace to complete all of these important infrastructural projects within the planned timeframes. We have fought hard for marquis projects like Versailles and Sugarhouse Road. These projects are in a best-case scenario for completion due to detail-oriented follow-through with the state legislature.

Versailles.

This single piece of transportation expansion will join the shopping and retail hub of the City to the greatest residential, and mixed-use area of expansion—Highway 28 growth. Jackson Street will be joined with Highway 28.

The Lakes Subdivision will offer a unique mixed-use, planned development to emulate throughout the City. The piece will provide critical “inner” looping of City transportation and traffic relief on Jackson Extension and Coliseum Boulevard.

Sugarhouse Road.

This project provides additional “inner” looping and forces movement clockwise for the City’s expansion. Also, the infrastructure will provide “banding” in an area desperately needing economic development. Major thoroughfares of Highway 1 and I-49 would be joined, along with Broadway, Sugarhouse, and Hudson Boulevard.

6th and Foisy Streets.

Critical corrections regarding closed streets downtown, which followed economic expansion of a hospital, and re-connections of all three aspects of the original downtown must be addressed now. The opportunity for increased use of Broadway and Sugarhouse is real, as well as redevelopment of blighted areas.

Riverfront Development.

The single-most important need to capitalize on existing natural resources. Our river is woefully underutilized when compared to its possibilities. The opportunity for a marina, attractions, boardwalks, and commercial river activity is unquestionable. The City’s role must be explored, which may include public-private collaboration principally regarding infrastructure.

Parking Address.

Funding is being requested to allow the City of Alexandria to construct parking garages to provide 600 spaces to serve the motorists working, visiting, and shopping in the Alexandria Downtown Business District. The lack of adequate urban parking at appropriate locations within the Alexandria Central Business District has hindered the twenty years of effort made by the City, the Chamber of Commerce and the Downtown Re-development Organizations. Our planning professionals report that centralized parking is needed to create the appropriate synergy required for downtown revitalization. Community leaders have unanimously agreed that the most appropriate solution is the construction of two (2) multi-level parking facilities of appropriate scale to fit into the architectural context of our historic downtown.

- The Mayor's Office of Economic Development worked with the State legislature and the Governor to allocate \$1.7 million toward the creation of a one-of-its-kind incubator for film and T.V. post production as well as training facility for technical assistance to medically-related "egg" businesses. Moreover, the OED has projects in the works, including:

Business Incubator Expansion.

These opportunities were founded on the notion of collaboration with LSUA, and now we see the opportunity for that anchor to exist at the Jakes Building. Growing young businesses is not a "soft" notion, but a progressive way to identify strengths and needs for a community. Besides creating sustainable business, the City has a unique learning opportunity with incubators.

Medical Incubator.

This notion is a corollary to the current Central Louisiana Business Incubator following the obvious theme of healthcare in a region dominated by health-related ancillaries. LSUA partnering would allow anchors in other buildings in Alexandria to "beef up" the City's presence in money-generating workforce and economic development. Technology-driven industry, which certainly includes healthcare, is a wise investment for Alexandria. We want to develop cutting-edge jobs, which tend to be higher paying and upwardly mobile.

"Leads" Program.

The Mayor's Office of Economic Development is instituting a "leads" program to not only search out opportunities for new development in film and T.V. production but follow up in a controlled, objective manner to "track" leads for development and not commit the proverbial error of "dropping the ball." The Office is pursuing several leads now of note: (i) movie/motion picture anchors for our centralized "Hollywood-South" community to compete with Shreveport and Natchitoches, (ii) incubator anchors including local and outside interests, (iii) relocation of existing businesses for significant expansion purposes, (iv) partnering with Louisiana technical and Community College System and LSUA to provide training opportunities for incubators, their tenants, and the general workforce.

- Along with the Convention and Visitors Bureau, the England Authority, and the Greater Alexandria Economic Development Authority, we have worked to attract the lucrative Louisiana film industry into Alexandria. Although this project is still in its infancy,

Alexandria, during the past year, has been the setting for at least one major motion picture and two short films. Current leads include several motion picture commitments provided the City can meet demands in the next year. These leads were developed in Santa Monica, California late in the year. Between 5 and 10 leads are “firm” offers to discuss site selection and needs in the area, 150 are follow up (“hard”) leads, and 350 contacts (“soft leads”) who showed interest.

- The Historic District Preservation Commission, a mayoral commission and adjunct of the Administration, secured a grant from the National Trust, which funds were matched by the City to design a streetscape plan for the Bolton Avenue business corridor.
- Due to the work of the Historic District Preservation Commission and the Administration, three historic Alexandria properties were placed on the Louisiana Trust’s Top Ten Most Endangered list, setting a record for Alexandria and garnering much-deserved attention to three of Alexandria’s most important landmarks—the Cotton Brothers Bakery building, Mount Shiloh Baptist Church, and the Thompson-Hargis mansion. Through the efforts of the Administration and the Commission, a buyer was found for the Cotton Brothers building and renovations will soon be under way.
- Before taking office, less than 4% of City contracts were awarded to minority and women-owned businesses. In a City as diverse as Alexandria, this was unacceptable to the new Administration. In order to prevent unfair institutional practices from restricting these businesses, the Mayor’s Office, in particular the Office of Economic Development, Workforce Development section, modified a previously-existing outline of aims and then created and is implementing a bold program to aid small, emerging, and minority-owned businesses, ensuring such interests are given an equal opportunity to conduct business with the City of Alexandria. The program development occurred over months and was written by the Administration to ensure it reflected our best effort at real change. It promotes: (i) The competitive viability of small business, minority, and women business enterprise by providing contract, technical, educational, and management assistance; (ii) business ownership by small business persons, minority persons, and women; and (iii) the procurement by the City of articles, equipment, supplies, and materials from business concerns owned by small business persons, minority persons, and women.
- The Administration has completed a workforce development outline of the plan of action for the next year, to be preceded by: (i) A community audit the purpose of which is to provide useful information to key local stakeholders, including firms and workers—as well as policymakers, workforce and economic development practitioners, and educators; community audits provide stakeholders in a local area the information they need to develop a shared view of the critical economic and social challenges confronting them and a forum within which they can find solutions. (ii) Performance of an industry cluster analysis is defined loosely as a geographic grouping of similar industries that demonstrate an advantage.
- In addition and in keeping with a specific campaign promise, the Administration has developed an ambitious “Diversity in Action” plan, composed of the “Small and Emerging Business Development Program” for the City of Alexandria and a “Close the Gap” mentoring program. These programs shall encompass several components, including: (i) the “Alexandria Fairness, Equality, Accessibility and Teamwork” Program (“A.F.E.A.T.”); (ii) the “Alexandria Bonding Assistance” Program (“A.B.A.”); (iii) and the “Alexandria Financial Intermediary Initiative Program” (“A.F.I.I.”). The City small business bonding assistance program authorizes the mayor to enter into joint service agreements or cooperative efforts with the state or other government agencies and political subdivisions, including but not limited to, the Governor’s Office of Economic Development, or any

- other agency of the state, the parish governing body, other parish offices or agencies, the school board, the state of Louisiana, any special governing districts, or private individuals or firms, to provide help to firms who have the capability for performing work but lack the history to get bonding in place. The City's creation of an intermediary relationship with appropriate and qualified firms or individuals, including mentor and protege programs. A financial intermediary is an institution, firm, or individual who performs some form of intermediation between two or more parties in a financial context, meaning specifically, but not limited to, facilitation of the channeling of funds between lenders and borrowers through indirect means. A lender may lend funds to an intermediary, typically a banking institution, under certain limitations so that the institution, firm, or individual as the case may be can allocate the funds to borrowers under strict guidance and rules.
- Along with the Army Corps of Engineers, we have commenced work on the Alexandria to the Gulf of Mexico study, a major project seeking to identify ways to divert storm water into the Red River, thus preventing flooding within the City and eventually reducing our flood-plain. This project is exceeded in ambition and scope only by its importance to the future safety and health of this region.
 - This year's Que'in on the Red was a huge success, attracting over 12,000 people (nearly three times last year's attendance) with an economic impact of over \$2.5 million.
 - We are currently working, in-house, on a new comprehensive master plan for the City of Alexandria. This fulfills another promise to avoid wasteful, duplicative consultancies and use existing master planning to update and have a community-driven plan—one that flows up from the community not down from government. The City's last plan was completed over 15 years ago by outside consultants, and we are now in need of an updated plan that accurately reflects and responds to the past fifteen years of growth. Once completed, this plan will be vetted and analyzed in public community planning meetings. The Mayor's office has produced extremely detailed plans for economic growth, workforce development, and public-private collaboration. In the works are comprehensive plans for recreation and educational growth within the City.
 - The City recently contracted with J-Quad to developed a comprehensive redevelopment plan for blighted areas which will address long-standing commercial and residential in-fill issues and is necessary for the City to exercise its right to expropriate adjudicated properties under state law. Development of the plan includes input from community groups as well as surveys and assessments of the areas in need of revitalization.
 - Recognizing the need to provide a convenient and dependable municipal transit system to enhance quality of life and economic development, we budgeted to continue night service of the bus system. In addition, we developed and implemented a plan to provide City bus service to the LSUA campus. Finally, to further the effort of revitalization of Bolton Avenue by providing in-fill and to meet the needs of a growing transit system, we have initiated the purchase of property for the location of a new bus transfer station.
 - We have modified the development policies on annexation and planned developments:

Annexation.

The City will consider certain questions, in the following order, before annexation occurs, and seek to avoid creation of more "islands" or piecemeal annexation except when economic opportunities to aid in-need communities demands the action. The City will consider (i) public safety (safe expansion of fire, police, and utilities to the area); (ii) planning (does the area fit in trends of planning already in existence, particularly the "master planning"); and (iii) aesthetics (consideration of how the annexation will impact the "look and feel" of the area).

New Developments.

The City will consider (i) planning (i.e., “master planning”); (ii) whether the development preserves and capitalizes on natural and cultural resources, fairly and inclusively distributes the costs and benefits of the development to equitably “grow” the City, and the extent to which the development choices smartly expand new opportunities for transportation, employment and housing. Careful scrutiny will be paid to preservation of “greenspace” and “walkability.” The City will promote “mixed-use” development when proper and relax unneeded adherence to mechanical zoning in “trial” areas.

Recreational and Cultural Opportunities.

The City will aggressively promote recreational activities; cultural or educational activities, such as collaborations with learning institutions, libraries, concerts, art museums and exhibits; parks and playgrounds; and other leisure-time activities, especially local music and art. The focus will be the integration of a City-wide activities and expansion plan, heavily emphasizing educational collaboration with LSUA.

The City has instituted a template for requests for public-private partnering and will use the Alexandria Recreational and Educational Programs (“AREP”) commission to aid in community input and to identify marketing opportunities for the City.

The City has increased requirements for those receiving funding for implementing little league baseball play in the City in exchange for real funding. Additionally, the City has commenced the process for water spray parks and a comprehensive water recreation plan for the City.

The City has partnered with Arna Bontemps Museum and made programmatic changes to numerous agreements to require additional “deliverables.”

General Commentary on Land Use Planning.

Planning and enforcement need to be uniform and work together. Model, comprehensive codes to govern zoning, planning, and enforcement have long been needed to make the City’s policies uniform and easily accessible and understandable.

The Administration will continue to engage in impact analysis, a process of examining a particular land development proposal and analyzing the impact it will have on a community, before committing to new developments or annexation. This may not have been done historically and occurs frequently by the City Council in terms of the issuance of resolutions before planning review; however, the Administration will employ these principles to the best of its ability. The desire is to gain Council approval for the impact analysis so decisions reflect an objective form of joint review and approval.

- Through targeted allocations to organizations such as the Shepherd Center and the City’s home weatherization program, we have worked to reduce the burden of utility bills for those most in need. While folks continue to struggle in this day of seemingly out-of-control natural gas prices, causing fuel cost spikes being passed on to consumers, the City is aggressively pursuing new and better relationships to move its dependence off this volatile

market and spread risk across other fuel sources, including solid fuels and hydro power. The City is also defending citizens' interests in a major lawsuit to ensure the best possible outcome for Alexandrians.

- The Administration has completely reformed the way in which the City partners through intergovernmental agreements and cooperative endeavors. The City no longer “donates” money to a particular cause or group without requiring that (i) the expenditure or transfer of public funds or property is based on a legal obligation (e.g., a valid statute, ordinance, charter or contract); (ii) the expenditure is also for a public purpose; and (iii) the expenditure creates a public benefit proportionate to its cost (i.e., the amount expended by the City is met with a comparable return or real and substantial obligation to create a future return).” “Deliverables” or a return on investment is necessary.
- Plans for gateway construction and beautification are underway. The final phase of the Third Street project has been awarded and will soon become reality with benches, planters, plant hangers, signage and street stamping. Three gateway locations have been identified and are in the final planning stages. Through a partnership with the Department of Corrections, inmates will grow hanging baskets and seasonal plants which will be used along Third Street, at gateways and at other strategic locations. In addition, through contract with the DOC, an inmate landscaping and plant maintenance crew will be provided to maintain the plants and landscaping.
- Immediately upon taking office we entered into an IGA with the Rapides Parish School Board to partner in ventures to further educational and recreational opportunities for the citizens. Through the IGA we provided funding for student breakfasts during LEAP testing, assisted in improvements to the Peabody stadium fencing and parking, and installed lighting for Brame Jr. High ball fields.

And we are just getting started. When I took office last December, I spoke about the renewed spirit we are experiencing in Alexandria. Alexandria is the second-fastest growing City in the State of Louisiana, and throughout the past year, this growth has manifested in many tangible ways.

- Our housing market continues to out-perform national trends.
- New construction is on the rise. Our two main hospitals are undertaking mega-million dollar expansions.
- Our new airport terminal opened with acclaim and with the promise of accommodating our expansion for many years to come.
- We have completed an important partnership with Hitachi to move a generator to Cleco, shown confidence in government action through overwhelming approval of tax rededications, achieved savings in the legal department of professional fees, completed partnerships with the Central Louisiana Business Incubator and numerous other partnerships for community services, attended numerous neighborhood meetings, handled a massive international media event with the level of professionalism of much bigger cities to the credit of our people, and followed through with storm and emergency preparedness.

However, there were other plans made before I was sworn in as your mayor. I have taken the time, for accountability purposes, to share those with you. Some plans were made before knowing how it all fit; some are still in the works; and some just frankly need more attention from me.

What follows is the executive summary of the transition report, which is a much larger document. These sphere summaries contain condensed material from the full transition team, before taking office but after the election.

Sphere #1 - Economic Development

- Create Mayor's Office of Economic Development *

The notion considered by the committee was that an office be created within the Office of the Mayor specifically to address the issues discussed in the following sections. The committee maintains that a personnel complement of a combination of full-time, part-time and volunteer collaborators is the key to success. Local "buy-in" and collaboration from other "economic engines" and programmatic groups relative to development are necessary components to a cohesive, unified plan for sustainability and to create a united front for appropriations and legislative support.

At a minimum, the following programmatic personnel should be included to initiate the transition plan.

- 1) An economic development coordinator
 - a. Liaison between economic engines—the direction of economic development needs to begin in mayor's office to best facilitate a cohesive plan and to centralize activity for engines serving the City's interests, not to supplant those organizations already providing valuable service
 - b. Coordinate lobbying schedule
 - c. Public relations initiative—promote our successes and encourage City-wide participation
 - d. Research best practices in other areas
- 2) Grants writer
 - a. A person to write grants and handle the reporting/accounting aspect
 - b. Pursue opportunities in the economic development sector as well as workforce development, affordable housing, recreation and infrastructure
- 3) Lobbying for state and national legislative action—a presence for the City of Alexandria
- 4) Small Business Growth Coordinator
 - a. Increase diversity by closing the "how-to" gap, i.e., demonstrating to others without the same support mechanisms or societal structures how business plans are written, followed, and expanded upon—utilize local resources, such as college professors and willing business leaders.
 - b. Establish small business bonding program.
- 5) Workforce development
 - a. Jumpstart, enhance and develop existing vocational-technical school system

- b. "Career Choice" program-intervention in high school years to provide direction and options to recognize not all students are college-bound

*Must answer to an advisory group/review committee of volunteers as well as the mayor.

Note: The committee felt strongly that Alexandria "should not go out and ask for big business until we address key issues such as workforce development and small business growth."

- Establish Economic Development Plan for Alexandria with suggestions for the entire region

(See Economic Development Plan.)

THIS SPHERE WAS COMPLETED IN ITS ENTIRETY.

Sphere #2 - Quality of Life

- Focus on Affordable Housing*
 1. Establish an adjudicated property process (similar to Shreveport).

THIS ITEM COMPLETED AND BEING IMPLEMENTED THROUGH J-QUADD.

2. Utilize Community Development Block Grants (CDGB) to subsidize new home construction in existing neighborhoods.
 - a. The City can aid in qualifying people for \$60,000 mortgages but the cost of building is closer to \$80-90,000. The committee recommends use of CDBG money to assist with down payment and closing costs
 - b. CDGB formerly used for housing rehabilitation - this can be "throwing good money after bad" at times
 - c. Building new homes in existing neighborhoods raises property values on older homes, which in turn encourages home improvement on the owner's part and brings in small business. (Note: needs to be more than one home built at a time to make a real impact; we need to see how could we bundle construction in some cases.)

STILL IN STUDY PHASE BUT TEAM ASSIGNMENTS UNDERWAY.

3. Break City into quadrants and enlist corporate partners to assist with the affordable housing movement.
 - a. Ask banks to utilize CRA agreements.
 - b. Enlist other businesses that benefit from new housing, e.g., construction companies, insurance companies, etc.
 - c. Create a task force of volunteers who can oversee the process.
 - d. PR/communicate with non-profits already working for this purpose

*Affordable Housing could be the key to revitalizing South Alexandria.

STILL IN STUDY PHASE BUT TEAM ASSIGNMENTS UNDERWAY.

- Public Transportation
- 1. Support the existing system (including night services) while studying the true need vs. use of additional amenities.
 - a. Will bus service to LSUA increase enrollment proportionately to the cost incurred? If so, is LSUA interested in working with us to provide services?
 - b. Understand and recognize it may always operate at a financial loss but is imperative to quality of life

THIS ITEM COMPLETED IN ITS ENTIRETY.

- Police and Fire
- 1. Additional police to address immediate concerns - 16 officers but only in return for an executive summary, viz., a “report card” of the department

THIS ITEM COMPLETED TO TEN OFFICERS.

- a. Bring in a professional advisor, perhaps a former chief in another City known for its successful policing, for a 2-3 week period to provide a true assessment of the department. A few questions that need answers are:
 - i. What is working or not working in comparison to a similar City with a successful policing program?
 - ii. Is the department structured to provide the best policing?
 - iii. What disciplinary system is in place for officers not following guidelines?

STILL IN STUDY PHASE.

- b. Research the jail space issue
 - i. City owns 100 of the 391 beds at the sheriff’s facility - are these beds being utilized properly or is Sheriff putting higher paying detainees (state and federal) in those beds.
 - ii. Address the issue of same day arrests and releases due to lack of jail space.

STILL IN STUDY PHASE; LETTERS OF INFORMATION TRANSMITTED FOR INFORMATION; DISCUSSION WITH JUDGE YEAGER AND MAYOR.

2. Fire Repositional Study - needs implementation and funding-“where is it”? How do we ensure maintaining our fire rating? Are we sliding from firm two to soft two?

PRELIMINARY STUDY COMPLETED AND WILL BE RELEASED AFTER EXECUTIVE COMMENTS. FUNDING REQUEST TO FEDERAL GOVERNMENT COMPLETED.

3. There needs to be a key person hired/appointed in the mayor's office to deal directly with the unions. Past experiences with Administration dynamics and unions indicates need for "trust" relationship and dynamic which fosters real discussion outside of "normal" Administration official, such as Chief of Staff, as it had been in the past.

CHIEF OF OPERATIONS AND DIRECTOR OF FINANCE TO COVER.

Sphere #3 - Infrastructure

- Focus on utility upgrades and maintenance plan in the following order: (1) water, (2) electriCity, (3) sewer and (4) gas
1. Develop Emergency Preparedness Plan.
 2. Consider CPI tax to assist with the cost of providing reasonable electriCity rates to both homeowners and businesses. It was agreed upon that rates cannot be lowered and the perception that CLECO offers lower utility rates is false.
 3. Solid, tougher code enforcement

COMPLETION OF REPORTS. FORMATION OF COMMISSION TO GRADE AND RATE IMPORTANCE INDEPENDENTLY.

- Focus on Gateways
1. Using inmate labor and existing staff, choose 4 or 5 "gateway" streets and clean, paint, repair, replace, landscape, enhance ... look at the little things! Expect an immediate return on investment as far as public perception is concerned - important that the directive comes directly from the mayor's office. Suggested gateways include Jackson Street, Elliott Street, MacArthur Drive, Overton and Mason, Masonic, and England Drive

NEAR COMPLETION.

- Establish a *311/e-mail complaint line
1. Directly addresses the issue of accountability - residents could leave a voice message or e-mail regarding a problem they're having; messages would then be routed to the proper party and a response from that department would be required in a set amount of time. A log of the calls and emails could be published on the website along with the appropriate actions taken to resolve the issue and the timeframe in which it took place.

COMPLETE.

Sphere #4 - Education, Recreation & Children

- Manage/Enhance Recreation & Parks was a primary conclusion in transition as opposed to building new structures; however, there are opportunities for new facilities and infrastructure which must be planned to follow City needs. Identified needs:

1. Plan, redevelop, and enhance entire area from Texas to Lee Street – a true gateway area and accessible by all. Include fencing, lighting, landscaping and, most importantly, patrolling area.
2. Survey and assess the recreation facilities and parks already in existence in other areas of the City – use what’s there and enhance within reason and ensure that it can be maintained. Look at establishing cooperative agreements with schools regarding facilities.

COMPLETE.

- Create an Education Relations and Interface Committee
 1. Committee would include members from the Mayor’s office, City Council, School Board, area non-profit agencies, churches as well as community members; its purpose – to promote education and related joint-activities through the use of intergovernmental and cooperative endeavors and relationships. Look at existing services and eliminate duplication. Enhance programs already in place.
 2. Utilize the Youth Programs Coordinator or new position such as recreation director. This staff member could also handle the communication/public relations aspect, i.e., promoting, planning and marketing activities as well as publishing information on the website. This person might also act as a fiscal agent for City events and programmatic liaison for Administration personnel, AREP, and the community.

COMPLETE, BUT IMPLEMENTATION NEEDED THROUGH PUBLIC BID PROCESS.

What follows is my own original 100-day plan before being elected.

100-DAY PLAN

1. A summit meeting with the Council and mayor’s office to start elected representatives “on the right track” and see if a vision can be achieved together—identifying the community-based planning which will unite the City and be the impetus for inclusive, fair, and sustainable economic development.

Not sufficiently met.

2. Out of those meetings, re-commit publicly to the projects we need to in FastTrack and drop commitments to those which are improbable—most particularly, reassess FastTrack in terms of gaining matching funds and land banking opportunities.

Sufficiently met but still in progress.

3. Present to the City existing infrastructure problems on “a master list.” Keep all parties through the president of the Council and the mayor’s chief of staff, or equivalent, ready to work on those ideas, ready to prioritize them, and able to follow-up which are not being done and which need to be done re-prioritized or dropped off the list.

Still in progress. Commission formation to follow up in the identified list compiled from the division heads and expressions of importance from the Council.

4. The mayor and chief of police will have a retreat with their executive officers to identify what issues need to be addressed immediately along with the president of the City Council. The mayor will meet with the chief of police, Marshal Byrd, and the president of the Council in a retreat fashion to identify problems with law enforcement and the City court. The issue of retention, attrition, and officer staffing will be addressed. Also, a review of what statistics the Department is compiling in the nature of:

- An analysis of the demographics of each area of town.
- A victim survey to determine the scope and nature of crime in each area.
- A public perception survey of crime, personal safety and policing.
- An analysis of crime reported to the police.
- Correlation of the results of the victim survey with crime reported to the Computer Automated Dispatch System (CAD) and with trauma cases dealt with at local clinics and hospitals.
- Interviews with CAD managers at area and station level.
- Focus groups with victims of prioritized crimes.
- Interviews with members of the Council to determine their needs and identification of special needs for domestic and drug driven crime since it does not fit regular police model.

Still in progress.

5. A similar retreat with the fire chief about the needs of the department and how emergency services might be better implemented as an enterprise fund for the City.

Still in progress.

6. A meeting with Interfaith, a group of organized ministers of an interdenominational fashion working around the nation in workforce development coaching and increasing living wages and quality of life, to keep my promise to meet with them in the first sixty days.

Completed.

7. A meeting with all neighborhood groups.

Sufficiently met but always a work in progress.

8. Partnering the superintendent of schools to identify specific ways in which the City can facilitate after school programs, truancy issues, intergovernmental agreements, cooperative endeavors, and anything else the school board thinks the City can do to help with issues.

Being met but still in progress.

9. A meeting with local and national professionals for the consideration of the creation of a recreation department in the COA.

Still in progress.

10. A two-day follow up retreat with all department heads to the extensive information gained in transition.

Sufficiently met and instituted follow up plan for assessing division head effectiveness.

11. Identification and commencement of an independent audit of the entire City, the results of which to be published to the public upon completion and for the specific purpose of benchmarking the administration's start and identifying any problems whatsoever. The audit will not be limited to the budget, but will include provision of service, losses, program efficacy, retirement system, provision of legal services, waste, provision of engineering services, and planning.

Timely completion on track but still in progress.

12. Synchronization of lights on major thoroughfares when appropriate.

Not achieved. This is one I get everyday. Jackson Street is a DOTD issue (as the extension is a state route), but the City has no excuse for failing to track when synchronization gets out of kilter and immediately notify DOTD to begin corrective measures.

13. The implementation of a hotline for reporting abuse or misuse of City funds or equipment, without reprisal, and creation of a "non-emergency" 311 hotline.

Completed.

14. Port Authority partnering.

Completed but a work in progress.

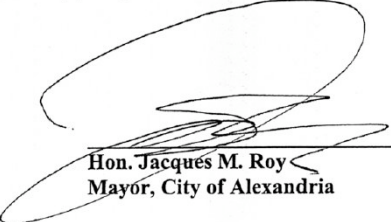
15. Discussion with the Jury on euthanization procedures for the parish.
16. Discussions of intergovernmental agreement with COP, COA, the parish and state for parish-wide bus/transit system—called RapidTrans.
17. Discussions with Cleco to re-negotiate agreements.
18. Considerations regarding all enterprise funds and re-powering of DG Hunter as well as detailed executive summary of position on retaining the asset and why.
19. Full review of the need for legislation to modify the civil service personnel and human resource departments to ensure hiring occurs with efficacy.
20. With regard to the above, and specifically City-wide positions, and generally concerning the state of the administration (e.g., regarding cost-sharing agreements, requests for proposals, exempt-from-bid-law professional services, the genesis of professional service and cooperative endeavor agreements), implement the following:
 - Review and implement new policies and procedures.
 - Comply with state and City bid requirements.

- Properly advertise City Council-passed development agreements and make Council accountable for actions which do not arise from the administration or bypass the administration.
- Ensure that records are subject to public record requests, are retained properly, and are recorded properly.
- Avoid the appearance of impropriety while balancing the need to move forward and a recognition of the size of COA and need to “keep it local” when possible.

Discussion completed. Time to implement agreements.

We are no longer stuck at the proverbial crossroads. Together, we have made a decision on our City’s direction. We have decided to embrace our location, our diversity, and our growing economy as the foundation from which to construct a brighter future for all Central Louisianans.

Sincerely,



Hon. Jacques M. Roy
Mayor, City of Alexandria

November 29, 2007