



BAKER UNITED STRATEGIC RECOVERY PLAN

Long-Term Community Recovery Plan
January 2018



BAKER, LOUISIANA

Long-Term Community Recovery Plan
January 2018

MAYOR

Darnell Waites

CITY COUNCIL

Dr. Charles Vincent PhD - District 1

Pete Heine - District 2

Glenda Bryant - District 3

Doris Alexander - District 4

Brenda G. Jackson - District 5

DISASTER RECOVERY LIAISON

LaTania Anderson

BAKER UNITED STEERING COMMITTEE

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Councilwoman Doris Alexander
Councilwoman Glenda Bryant
Councilwoman Brenda G. Jackson
Councilman Pete Heine
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Darnell Waites, Mayor of Baker

A powerful storm moved through Louisiana in August 2016 causing flood damage in many parishes and communities, including Baker, a city in East Baton Rouge Parish, north of the city of Baton Rouge. Baker was severely affected by the storm, which resulted in a federally declared disaster.

On May 18, 2017, representatives from the Louisiana Office of Community Development Disaster Recovery Unit, the Capital Region Planning Commission (CRPC) and the Federal Emergency Management Agency (FEMA) met with Mayor Darnell Waites to identify the recovery needs of Baker and introduce the concept of community recovery planning. The mayor requested assistance to help support the community-led effort in developing a recovery plan and appointed LaTania Anderson as the city of Baker's Disaster Recovery Liaison. The goal of the city's recovery plan is to provide a framework that will help the city manage its recovery as it moves towards a stronger, safer and more resilient future.

City of Baker, Louisiana

Baker is a small city (8.3 square miles) that is located approximately 15 miles north of Baton Rouge. The city has a stable population of approximately 13,800 residents.

The city is considered a business-friendly community with a relatively low cost of living compared to other suburban cities in the region. Within the city limits, there are 198 businesses, five of which are industrial. There are 25 industrial businesses in close proximity to the city. Also in close proximity to the city is Southern University and A&M College, an historically black university and 1890 land grant institution. Many residents in Baker have strong ties to Southern University.

Baker is located in the Amite and Bayou Sara-Thompson Watersheds. A watershed is a geographic area through which water flows across the land and drains into a common body of water. Large areas

in Baker, including fully developed neighborhoods, are located in the floodplain and at risk for overland flooding. The flooding risk is increased by development upstream, outside the Baker city limits.

Impact of the August 2016 Flood

In August 2016, prolonged rainfall in southern Louisiana resulted in catastrophic flooding. According to the National Oceanic and Atmospheric Administration, 27.47 inches of rain fell in the Baker vicinity. The flooding that affected Baker in August 2016 was largely the result of massive flooding in the Amite River Watershed.

Of the 5,601 housing units in the city, FEMA identified 3,601 homes that experienced flooding (64 percent of all homes). Of the homes that flooded, 1,442 (40 percent) experienced more than two feet of water in their homes. Thirty-one businesses closed as a result of the flood, leaving vacant storefronts in commercial areas.

The city's public works department reported that it has cleaned storm-related debris from about half the city's channels and open culverts. Baker is located in East Baton Rouge Parish and many of the roads inside the city are maintained by the parish or state. Baker coordinates closely with the parish to ensure that the roads and stormwater channels are maintained.

Recovery Planning Process

Baker's recovery planning process was supported by and aligned with the federal government's National Disaster Recovery Framework. The framework establishes a structure to help coordinate the recovery efforts of the federal government, the private sector, and nongovernmental and community organizations. The framework is organized into six components or Recovery Support Functions (RSFs): Community Planning and Capacity Building, Economic Development, Health and Social Services,

Housing, Infrastructure Systems, and Natural and Cultural Resources.

In July 2017, as part of the recovery planning process, the Baker United Steering Committee, comprised of residents, business representatives and city officials, was formed. The steering committee held more than 35 committee and subcommittee meetings. Two of the community meetings were held to give the public the opportunity to share their ideas about how to rebuild the city. The steering committee created a community vision for recovery and developed goals and projects to make Baker a more vital community, encourage growth and strengthen civic engagement.

The Baker United Strategic Recovery Plan identifies projects that will provide a foundation for growth and development. These projects include strategies to:

- Update the city's comprehensive plan in order to make the city's development more resilient and sustainable, and improve quality of life and economic growth opportunities.
- Develop policies and tools to encourage new commercial and residential development
- Redevelop public infrastructure
- Strengthen the stormwater management system
- Eliminate blight
- Renovate city parks and recreational facilities
- Develop community health and recreation programs to promote community wholeness

The implementation of the Baker United Strategic Recovery Plan will be a long-term process that requires dedication and effort from the city, the steering committee and the residents who volunteered to assist in this endeavor.

During the 2016 flood, neighbors united to save lives and help each other begin the recovery. This same spirit of caring, cooperation and resiliency is critical to ensuring that the Baker United Strategic Recovery Plan is successful.



City of Baker

"Great American Hometown"

OFFICE OF THE MAYOR

DARNELL WAITES

January 2018

An Open Letter to the Residents of the City of Baker:

The Great Flood of August 2016 left a devastating effect on the City of Baker and its residents. Hundreds of residents in the community were displaced and received significant damage to their homes.

Through it all, the City and its citizens have not lost hope and have been resilient throughout the entire recovery process. This was all made possible by the selfless acts of volunteers, nonprofits, businesses, staff and neighboring communities.

We are focused and determined to rebuilding our community and watching it grow and thrive innovatively and economically.

As the Recovery Plan is released, we encourage you to become a part of the recovery and implementation process. This plan is a blueprint reflecting the vision of what the City will become within the next 10-20 years.

Our Vision Statement states:

Baker is a resilient, cultural, historic and innovative city of excellence. It is a model community that is competitive and attractive to both businesses and families. It provides high quality educational opportunities and is built on family values. Baker's culture enables residents from all walks of life to accomplish their goals and dreams and to play a part in building a safe and healthy living environment.

Thank you for your support as we continue to work toward building a "Better, Bigger, Bolder" Baker.

Sincerely,

Darnell Waites
Mayor, City of Baker

POST OFFICE BOX 707 • BAKER, LOUISIANA 70704-0707
PHONE: (225) 778-0300 • FAX: (225) 775-5598

Congress of the United States
House of Representatives
Washington, DC 20515-1806

January 15, 2018

The Honorable Darnell Waites
Mayor
City of Baker
P.O. Box 707
Baker, LA 70704

Dear Mayor Waites:

Following the Great Flood of 2016 our area has been faced with enormous challenges and unprecedented recovery. With the recovery process well underway, the effort to rebuild is the priority. The community of Baker has fully embraced this challenge and has put forth a plan that takes into consideration its citizens ideas and helps plan for a bright and exciting future.

I applaud the efforts of you, the steering committee and the citizens of Baker to capitalize on the opportunity to rebuild a better community following such an altering experience. It takes courage and foresight to see beyond the present day devastation and plan for a brighter future. I look forward to seeing continued growth in the Baker community as you implement the Baker United Strategic Recovery Plan.

As you continue to rebuild, please let me know if there is anything we can do to assist.

Sincerely,



Garret Graves
Member of Congress

PRINTED ON RECYCLED PAPER

**Governor's Office of Homeland Security
and Emergency Preparedness**
State of Louisiana

JOHN BEL EDWARDS
GOVERNOR



JAMES B. WASKOM
DIRECTOR

DIR-2018-0116-003

January 16, 2018

Dear Committee Members and Citizens of Baker:

I recognize and commend the citizens of Baker for their dedication and willingness to cooperatively plan and seek sound solutions to rebuilding following the Great Flood of 2016.

You fully embraced the National Disaster Recovery Framework (NDRF) and have proven that local, state and federal partners can work cooperatively for a common purpose and produce meaningful outcomes. Use of FEMA's Long Term Community Recovery (LTCR) process provided decision makers the tools to gather information and develop ideas for building back better and stronger. Although not every project recommended in the plan will be implemented, a framework is necessary to document progress over the short and long-term recovery process and to assist with soliciting funding.

The Governor's Office of Homeland Security and Emergency Preparedness (GOHSEP) is pleased to learn of FEMA's support for this grassroots effort, which was critical to moving this plan forward. We strongly endorse the community's implementation that leads to long-term recovery. We are confident that the committee's determination and hard work will prevail.

Your dedication and patience is greatly appreciated.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Waskom".

James B. Waskom
Governor's Authorized Representative



SENATE
STATE OF LOUISIANA
"Serving you is my privilege"

REGINA A. BARROW

State Senator
District 15
Baton Rouge
Baker
Zachary

4811 Harding Blvd.
Baton Rouge, LA 70811
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COMMITTEES

Select Committee on Women
and Children, Chairwoman
Health and Welfare
Vice Chairwoman
Finance
Judiciary C
Labor and Industrial Relations
Select Committee on Veterans
Affairs

December 28, 2017

Mayor Darnell Waites
City of Baker
P.O. Box 707
Baker, LA 70704

Dear Mayor Waites:

It is with great pleasure that I write this letter of support on behalf of City of Baker Strategic Recovery Plan. The City of Baker has remained dedicated to rebuilding a stronger infrastructure following the Great Flood of 2016. FEMA's Community Planning and Capacity Building (CPCB) staff has been engaged with the City of Baker and the Community to receive feedback on what the citizen's view as improvement. This creates a win – win situation. I'm committed to working with CPCB, the City of Baker, and the Mayor of Baker to help them achieve their mission.

I am in full support of City of Baker Strategic Recovery Plan.

Sincerely,

Regina A. Barrow
State Senator, District 15

LOUISIANA HOUSE OF REPRESENTATIVES

1975 Harding Blvd.
Baton Rouge, LA 70807
Email: carpenterb@legis.la.gov
Phone: 225.771.5674
Fax: 225.771.5673



Administration of Criminal Justice
Retirement
Transportation, Highways
and Public Works

BARBARA W. CARPENTER
State Representative ~ District 63

January 15, 2018

Honorable Mayor Darnell Waites,
City of Baker,
P.O. Box 707
Baker, LA 70704

Dear Mayor Waites:

I sincerely commend your guidance for the leadership role in involving the citizens of Baker in developing the Baker United Strategic Recovery Plan, which will serve as a roadmap for recovery following the Great Flood of 2016.

The Baker recovery planning process was supported by the National Disaster Recovery Framework (NDRF) and has shown that local, state and federal partners can work cooperatively for a common purpose and produce meaningful results. It is noted that the Baker United Steering Committee:

- facilitated more than 35 committee and subcommittee meetings;
- held two community meetings which gave residents the opportunity to share their ideas about how to rebuild the city;
- developed goals and projects; and
- identified project champions.

The outcomes of these efforts will result in making Baker a more vital economic community, encourage growth and strengthen civic engagement.

I strongly endorse the Plan and stand ready to support your efforts in this long-term recovery to make the City of Baker more resilient and sustainable.

Sincerely,

A handwritten signature in blue ink that reads "Barbara W. Carpenter". The signature is fluid and cursive, with a long horizontal stroke extending from the end.

Barbara W. Carpenter

Louisiana State Representative- District 63



AIA Baton Rouge

521 America Street • Baton Rouge, Louisiana 70802 • Phone: 225.936.5215 • Email: kathleen@aiabr.com • www.aiabr.com

November 13, 2017

The Honorable Darnell Waites
Mayor, City of Baker
P.O. Box 707
Baker, LA 70704

Dear Mayor Waites,

I have been privileged to attend many of the meetings over recent months for the Baker United Long-Term Community Recovery Plan, and offer this letter of support for the inclusive process and thoughtful content of the recovery plan.

The planning process is to be complimented for bringing together the citizens of Baker to help plan the future of the city they each call home. Through the many meetings, the voices of those attending were respectfully heard and well documented in both large and small group discussions, plus community open house sessions.

The themes of discussion reached beyond immediate disaster recovery, and envisioned how to rebuild a more resilient community. Key topics of group discussion included Community Planning, Economic Development, Education & Health & Social Services, Housing, Infrastructure, plus Natural & Cultural Resources. These critical issues were carefully analyzed and thoughtfully vetted for how best to integrate into an effective comprehensive recovery plan.

I strongly support the Baker United Long-Term Community Recovery Plan, as it best represents the collective needs and creative ideas of the community to implement a better, bigger & bolder vision for the City of Baker.

Sincerely,

Rex Cabaniss
Principal, WHLC Architecture
President-Elect, Baton Rouge Chapter
American Institute of Architects



James C. Setze
Executive Director

Capital Region Planning Commission

Ascension • East Baton Rouge • East Feliciana • Iberville • Livingston • Pointe Coupee • St. Helena
Tangipahoa • Washington • West Baton Rouge • West Feliciana

December 28, 2018

The Honorable Darnell Waites
Mayor, City of Baker
Post Office Box 707
Baker, LA 70704

Dear Mayor Waites:

I offer this letter as a statement of support and commendation for the work of Baker United. The Capital Region Planning Commission thanks you for inviting our staff to participate in the Baker United Steering Committee meetings and Community Open Houses. As Baker United's motto suggests, the group and its efforts to create a strategic recovery plan represent a desire and commitment from you, your staff, and the people of Baker to make Baker "bigger, better, bolder."

Baker's long-term recovery from the August 2016 flood will be an ongoing effort for many years. Nevertheless, the people of Baker now have created a road map to help them navigate the long journey ahead. As always, CRPC remains ready and available to provide assistance as you continue to plan and build a more resilient Baker.

Sincerely,

A handwritten signature in blue ink that reads "James C. Setze".

James C. Setze
Executive Director

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Tel: (225) 383-5203 • Fax: (225) 383-3804 • Email: info@crpcla.org • WEB: www.crpcla.org
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Office of the Metropolitan Council

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Councilwoman Chauna Banks-Daniel
District 2

Council Office: 225-389-4699
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January 12, 2018

The Honorable Darnell Waites
Mayor
City of Baker
P. O. Box 707
Baker, LA 70704

Dear Mayor Waites:

It is my sincere pleasure to write this letter in support of the Baker United Strategic Recovery Plan as the city moves to recover from the devastating impact of the August 2016 flood. The Plan outline strategic projects to:

- Redevelop public infrastructure;
- Develop policies and tools to encourage new business and residential development;
- Promote a more robust economic development plan;
- Identify steps to reduce blight;
- Renovate city parks and recreational facilities; and
- Develop community health and recreation programs to promote community wholeness.

The Plan also evidences the steadfast involvement and dedication of the residents, business representatives, and city officials who formed the Baker United Steering Committee. This continued diligence is an important factor in the teamwork that is necessary to move the city forward in a more resilient and sustainable manner.

I am committed to work with you and the citizenry to champion a better, bigger, and bolder Baker!

Sincerely,

A handwritten signature in blue ink that reads "Chauna Banks". The signature is fluid and cursive.

Chauna Banks
Metro Councilwoman



LOUISIANA MUNICIPAL ASSOCIATION
a unified voice for municipalities since 1926

December 20, 2017

Honorable Darnell Waites
Mayor, City of Baker
Post Office Box 707
Baker, Louisiana 70704

President
W. Lawrence Henagan
Mayor, DeQuincy

First Vice President
Harry J. Lewis
Mayor, Rayville

Second Vice President
Jimmy B. Williams
Mayor, Sibley

Executive Director
John A. Gallagher

Re: Baker United Long Term Community Recovery Plan

Dear Mayor Waites,

The Louisiana Municipal Association is proud to support you and the City of Baker through your extended recovery from the devastating Great Flood of 2016. You and your citizen activists have made great strides in cleanup, rebuilding, and planning for a better future. We have followed the efforts of the recovery steering committee and community volunteers as you focus on greatly improving the ability of Baker to bounce back from future disasters. One thing we know for sure in Louisiana is that riverine communities will continue to face drainage concerns, water management issues, and potential flood events.

We applaud your diligence in updating your codes and ordinances to promote sustainable and efficient development patterns. This, combined with the steering committee's decision to better coordinate with other communities that share a regional flood risk, evidences that Baker is taking significant steps toward mitigating threats and increasing resiliency.

We commend you on the laudable goal of improving safety while promoting a thriving community through economic growth. The Baker Strategic Recovery Plan demonstrates that you recognize the principles of smart growth that encourage investment in existing neighborhoods, while preserving the culture, tradition, and lifestyle Baker offers. The strategic plan outlines an impressive approach that combines key recovery projects with visionary projects identified by residents, staff, and partners in the community.

When any such opportunity arises, the LMA is happy to offer our assistance and resources to help Baker achieve its goals. We look forward to witnessing Baker's continued recovery as you rebuild a community aimed at increasing success, prosperity, and resiliency.

Sincerely,

John A. Gallagher
Executive Director

JAG/kdw

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Baker Presbyterian Church, U.S. National Register of Historic Places



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INTRODUCTION

In May 2017, Baker Mayor Darnell Waites met with state and federal officials to establish a recovery planning process. As part of the process, residents formed the Baker United Steering Committee, which was comprised of residents, business representatives, and city officials.

The Baker United Steering Committee hosted 35 committee and subcommittee meetings and two community meetings where residents shared their ideas about how to rebuild their city. Information gathered from residents at these meetings was used to develop the plan's vision statement and goals, propose projects, prioritize projects and develop an implementation strategy to carry the goals to completion.

The Baker United Strategic Recovery Plan outlines recovery and visionary projects. Key recovery projects are those with a champion. A project champion is a person, or a group of people, who takes responsibility for overseeing the implementation of a specific project. Visionary projects address community goals, but do not have an identified project champion.

The Baker United Strategic Recovery Plan serves as a framework that will help the city manage its recovery for a stronger, safer, and more resilient future. This plan is a living document that may be modified by the community as projects, needs and resources change.

The following sections in the Baker United Strategic Recovery Plan describe the city's background, impact of the August 2016 flood, public participation process, and the recovery projects identified by the community. The plan includes an implementation strategy and actions that should be considered as implementation proceeds.



Mayor speaking at Baker Community Steering Meeting



Debris from impacted homes

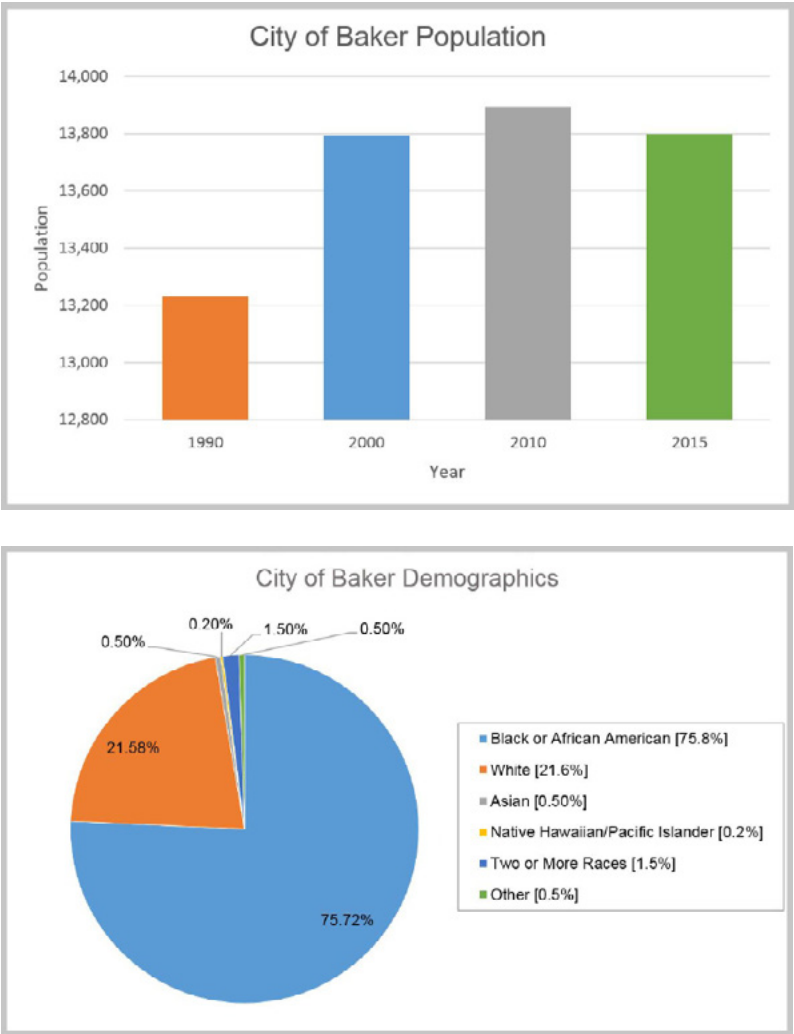
BACKGROUND

Baker is a small city (8.3 square miles) in East Baton Rouge Parish, Louisiana. The city is located approximately 15 miles north of Baton Rouge.

The city was first known as Cottonville and sits on land that operated as a prosperous cotton plantation 50 years before the Civil War. In 1888, the name was changed to Baker, after Josephus Smith Baker, a prominent pioneer settler and the owner of the Baker Plantation. Agriculture remained the most

important source of income for the area until the 1940s.

Today, Baker is home to approximately 13,800 residents. The city's population has been stable since 1990. The following tables show population statistics since 1990 and other selected demographics and facts from the 2015 census estimates.



BACKGROUND

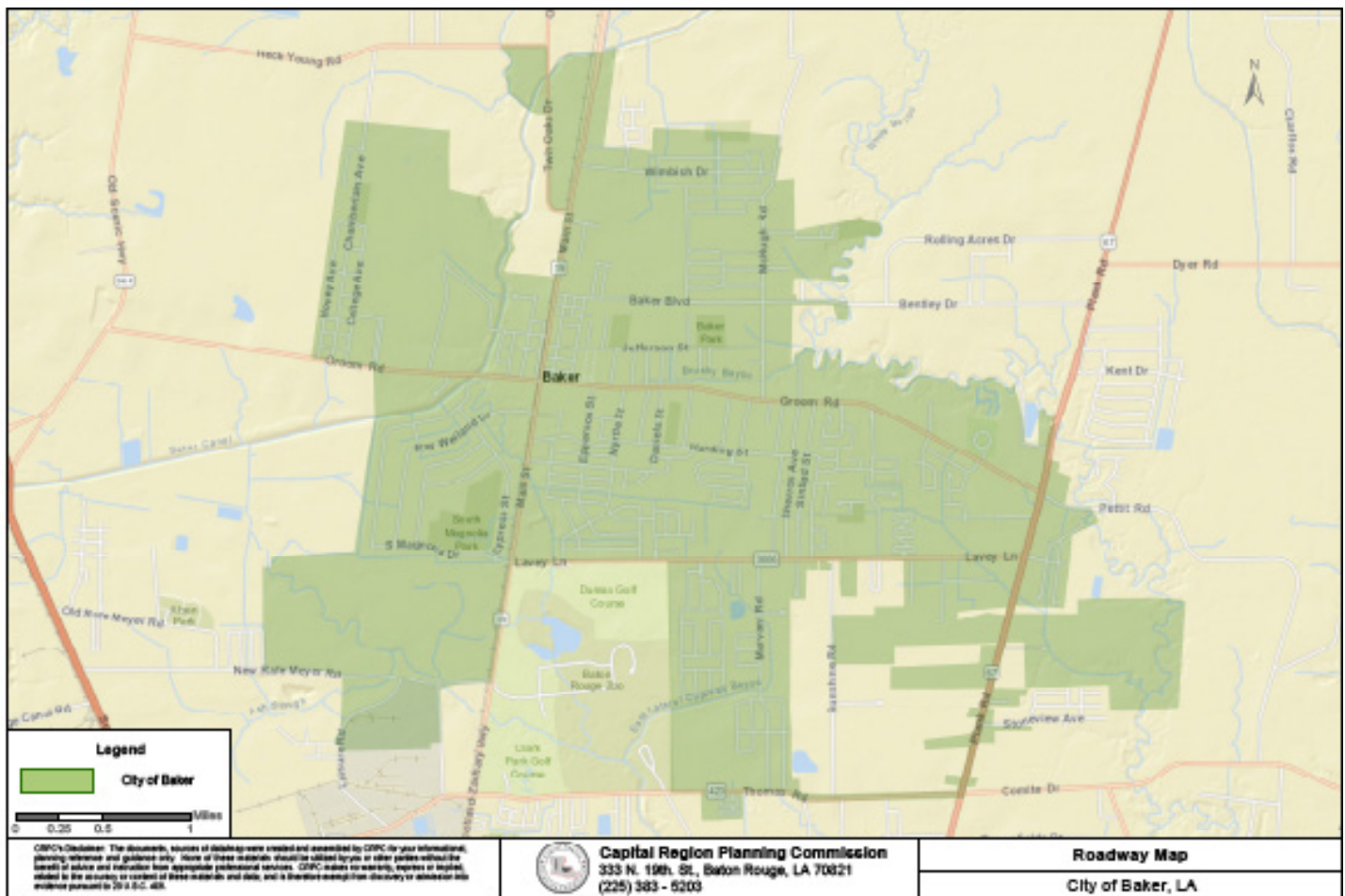
Baker is comprised of single-family subdivisions and commercial properties, with significant areas of commercial development along major thoroughfares. Large areas of land in Baker, including fully developed neighborhoods, are located in the floodplain and at risk for flooding. The flooding risk is increased by development upstream. Much of the existing infrastructure is obsolete, which exacerbates problems with drainage and flooding.

Baker is considered a business-friendly city with a relatively low cost of living compared to other suburban cities in the region. Within the city limits

there are 198 businesses, five of which are classified as industrial. There are 25 businesses classified as industrial in close proximity to the city.

Southern University and A&M College, an historically black university and 1890 land grant institution is located approximately four and one half miles from Baker. Many residents have strong ties to the university.

The Baton Rouge Recreation and Parks Commission (BREC) maintains nine parks within and surrounding Baker. BREC's Baton Rouge Zoo is adjacent to Baker.



Highway map of the City of Baker

Also adjacent to Baker is BREC's 400-acre Greenwood Park Complex. The complex includes a meeting room, a lake for canoeing, kayaking and fishing, a children's playground, tennis courts, and an 18-hole golf course.

Baker has a variety of historic buildings: the Baker Heritage Museum, the remnants of Leland College, the Chamber of Commerce Building (formerly a one-room schoolhouse) and the high school auditorium, which is listed on the national register of historic places.

The Baker Buffalo Festival is held every year in September. Started in 1981, the festival was initially focused on rodeo activities. Since then, the festival has broadened its focus to schools and families. It serves as a fundraiser for Baker schools and a way to increase tourism and interest in the city. Activities include a parade, the Running of the Buffaloes 5k Run/Walk, a talent contest, spelling bee, art contest, carnival rides and a buffalo wing cook-off.

Major industries, state agencies in the capitol of Baton Rouge and ample recreational amenities have made Baker a small but stable community in the region.

A mayor (elected at large) and five city council members (elected by district) govern the city. Five managers fill a number of positions. There is no city planner.



Greenwood Community Park Complex



ExxonMobil Chemical Plastics Plant
(located in close proximity to Baker)

AMITE WATERSHED

The city of Baker is located in the Amite River Watershed and the Bayou Sara-Thompson Watershed. A watershed is the geographic area through which water flows across the land and drains into a common body of water. The watershed boundary generally starts at the highest point of elevation around a stream channel and ends at the lowest point where water flows out of the waterway.

The flooding that occurred in Baker was largely the result of massive flooding in the Amite River Watershed. The Amite Watershed headwaters are located in southwest Mississippi. The river flows for 117 miles and discharges into Lake Maurepas in southeast Louisiana. The Amite River Watershed is approximately 2,200 square miles. Normal annual precipitation of the Amite River Watershed is 60.5 inches.

The Comite River is the largest tributary to the Amite River. It is 56 miles long, has a total drainage area of 348 square miles and flows through East Baton Rouge Parish near the eastern city limits of Baker. The portion of Baker that experienced flooding is located in the White Bayou-Comite River sub-watershed of the Amite River Watershed. This sub-watershed has a drainage area of 55 square miles.

Large areas of land, including fully developed neighborhoods in Baker, are located in the floodplain and are at risk for overland flooding. A floodplain is an area of low-lying ground adjacent to a river, formed mainly of river sediments and subject to flooding.

In 2016, the state of Louisiana launched the Louisiana Resilient Recovery Initiative. This initiative aims to coordinate resources to increase resilience on the watershed level. It identifies strategies and actions that will increase the watershed's ability to prevent, withstand and recover from severe storms and flooding. The initiative launched in the Amite River Watershed in January 2018.



Image of local business after flood, August 2016

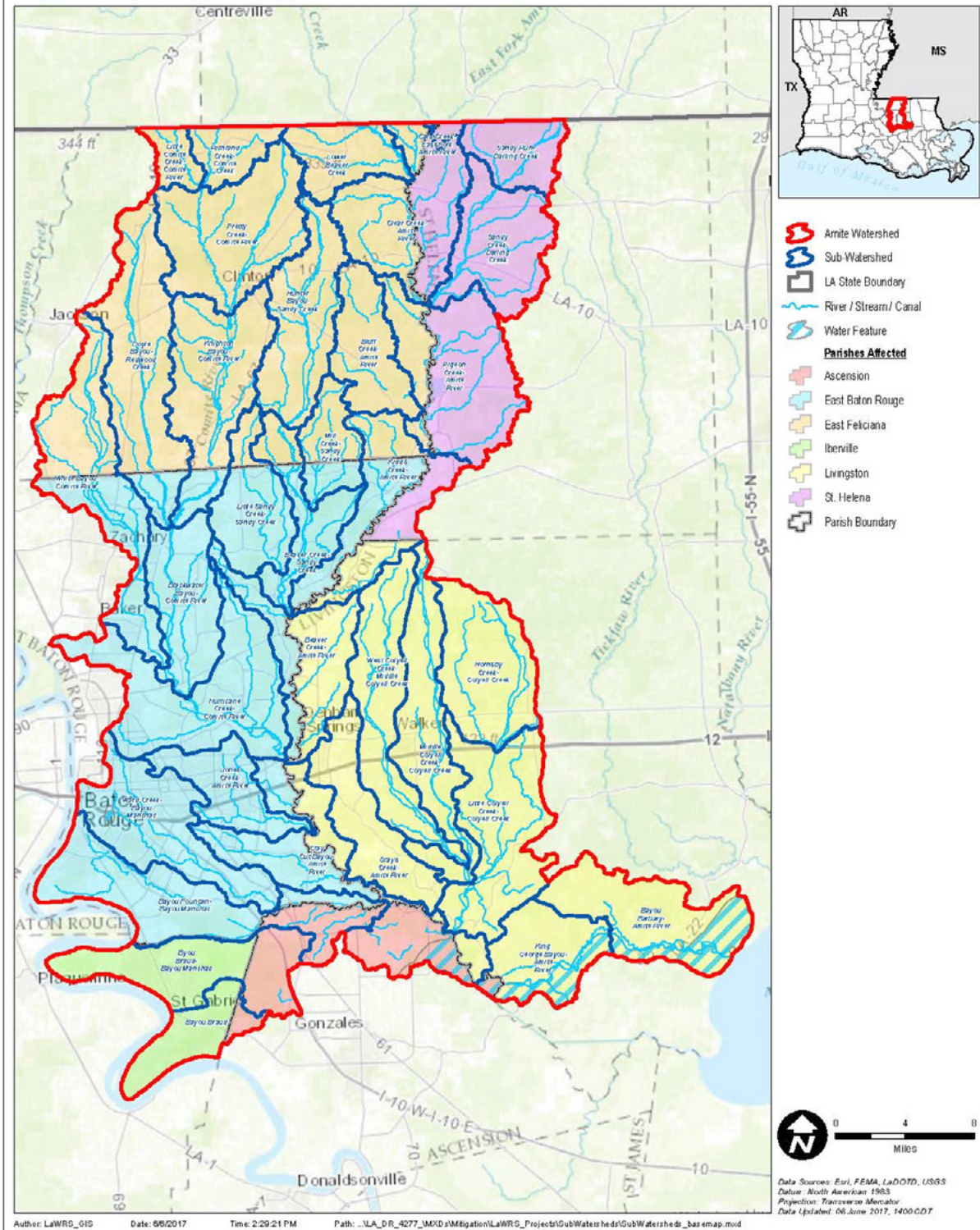
Amite Watershed



Watershed area map showing areas in Ascension, East Baton Rouge, East Feliciana, Livingston, and St. Helena Parishes

AMITE WATERSHED

Louisiana Watershed Resiliency Study - Map 1.3.1
Sub-Watersheds - **Amite Watershed**



IMPACT OF AUGUST 2016 FLOOD

In August 2016, prolonged rainfall in southern Louisiana resulted in catastrophic flooding that affected over one thousand homes and businesses in Baker. Many rivers and waterways, including the Amite and Comite, reached record levels. According to the National Oceanic and Atmospheric Administration, 27.47 inches of rain fell in the Baker vicinity. Impacts from the disaster include:

- The city's public works department reported it has cleaned storm-related debris from about half the city's channels and open culverts. Some drainage problems remain and flood risk has not diminished.
- Of the 5,601 housing units in the city, FEMA identified 3,601 homes in Baker that experienced flooding (64 percent of all homes). Of the homes that flooded, 1,442 (40 percent) experienced more than two feet of water in their homes.
- Baker has identified eight properties that are dilapidated and unsafe, and eligible for demolition.
- There are 22 repetitive loss buildings (flooded more than once) in Baker, nine of which are insured.
- Thirty-one businesses closed as a result of the flood, leaving vacant storefronts in the commercial areas.
- Baker High School sustained significant damage, making it unusable for classes and forcing the Board of Education to take emergency action. Many students in the city were displaced. Baker High students were relocated to the Baker Middle School campus. Baker Middle School students relocated to the Bakerfield Elementary School campus. The Bakerfield Elementary School students relocated to Baker Heights Elementary, where the two elementary schools now share the same campus at Baker Heights Elementary.
- The Baker Fire Department station sustained damage from the flood, causing firefighters to operate out of a temporary building located on the property for more than a year.

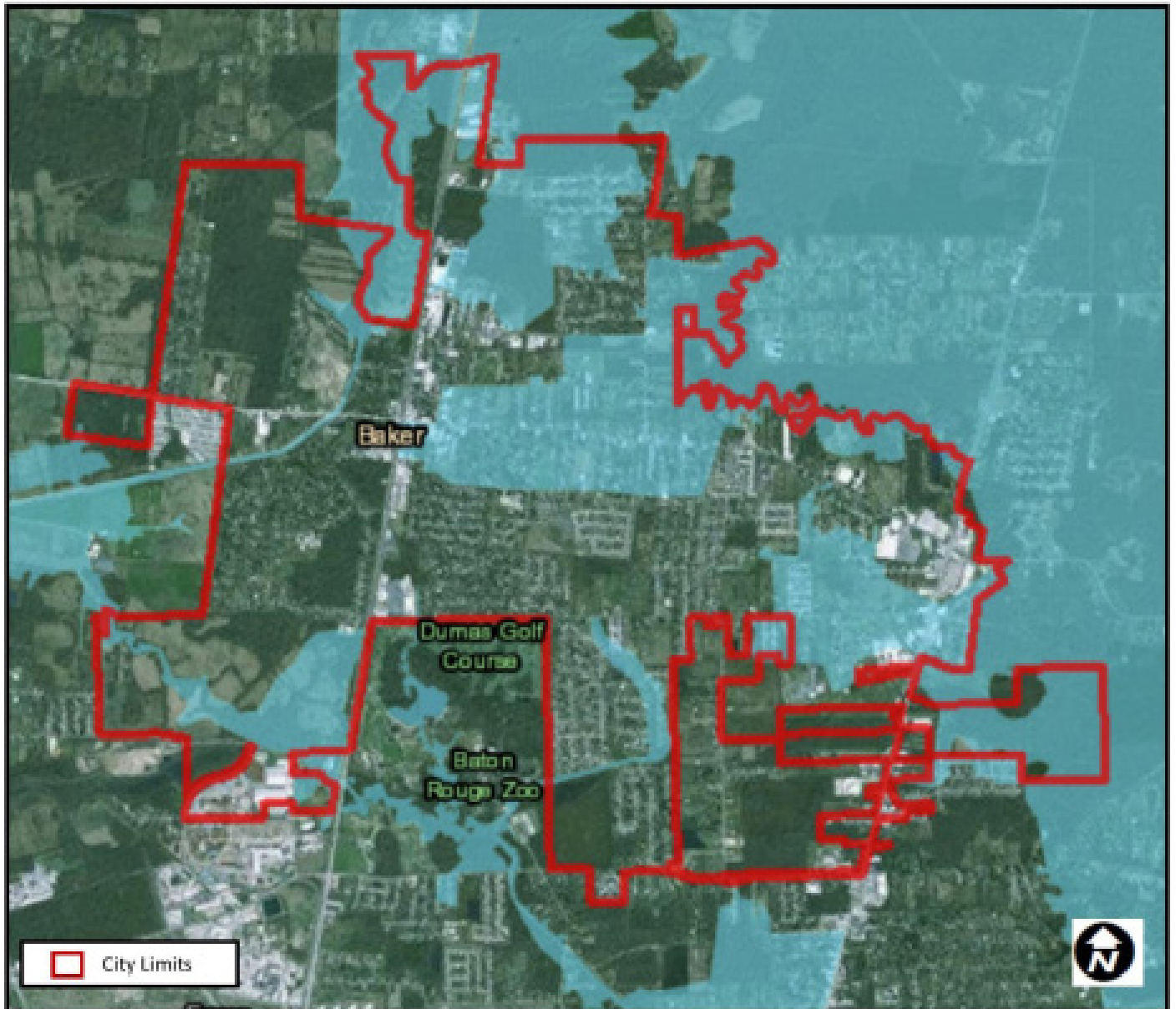


Baker homes after flood, August 2016

FLOOD FACT:

According to the Amite River Watershed Study, over 48,500 residential structures and 7,600 non-residential structures recorded at least one inch of water above the finished floor from the 2016 flooding.

City of Baker Flood Inundation Map



Flood Inundation levels, City of Baker, August 2016



RECOVERY PLANNING PROCESS

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Planning Process

On May 18, 2017, representatives from the Louisiana Office of Community Development Disaster Recovery Unit, the Capital Region Planning Commission and FEMA met with Mayor Darnell Waites to identify the recovery needs of Baker and introduce the concept of community recovery planning. The mayor requested assistance to help support the community's effort in developing its plan and appointed LaTania Anderson as the city of Baker's Disaster Recovery Liaison.

Baker's recovery planning process was supported by and aligned with the federal National Disaster Recovery Framework. The framework establishes a structure to help coordinate the recovery efforts by the federal government, the private sector, and nongovernmental and community organizations to support state and local government recovery. The framework is organized into six components, or Recovery Support Functions (RSFs): Community Planning and Capacity Building; Economic Development; Health and Social Services; Housing; Infrastructure Systems, and Natural and Cultural Resources.

Public Involvement Process

The city of Baker organized a steering committee, comprised of civic leaders, for the planning process. The steering committee held its initial meeting on June 15, 2017 and met weekly throughout the planning process.

The plan was developed through a public engagement process that sought committee input on flood recovery and resiliency issues in each of the RSFs. As an outcome of the planning and public engagement process, the city established a vision for recovery, and identified projects associated for each RSF that increase the city's ability to withstand catastrophic events.

The steering committee held an open house on August 21, 2017 to receive additional input from Baker residents regarding their ideas about the city's primary recovery issues. During the meeting, residents also learned about the steering committee's working group structure.



GOALS FOR RECOVERY

After the open house, the steering committee met to compile the results and developed the following goals:

Community Planning

- Develop guidelines to effectively plan land use
- Improve the city's emergency communications
- Foster community involvement and unity
- Improve city and community response to disasters

Housing

- Support neighborhood stabilization
- Encourage new housing opportunities for tenants and homeowners
- Support affordable housing
- Upgrade the quality of housing in the city

Infrastructure

- Foster a comprehensive understanding of risk from disasters
- Implement an effective stormwater management system
- Improve safety for pedestrians and bicyclists

Economic Development

- Build public-private partnerships to foster economic development
- Revitalize retail and commercial zones
- Develop a walkable, bikeable, economically viable Main Street along Groom Road
- Make economic development a priority for the city
- Involve local industry and business leaders in the city's economic development process

Health & Social Services

- Create award-winning schools
- Provide services to seniors, youth and those in need
- Increase the city's health, safety and resilience

Natural & Cultural Resources

- Activate and connect parks and public spaces
- Implement an arts and culture initiative
- Beautify and upgrade public and private spaces in the city

GOALS FOR RECOVERY

The steering committee developed the brand slogan “Baker United: Bigger, Better, Bolder.” They wrote the following vision statement:

Baker is a resilient, cultural, historic and innovative city of excellence. It is a model community that is competitive and attractive to both businesses and families. It provides high quality educational opportunities and is built on family values. Baker’s culture enables residents from all walks of life to accomplish their goals and dreams and to play a part in building a safe and healthy living environment.

The steering committee also created the Baker United logo (pictured below) for the recovery plan and the proposed rebranding campaign for the city.



The Baker United Steering Committee plans a dedicated website to keep the public up-to-date on the recovery plan’s progress and opportunities for the public to get involved in the recovery process. The steering committee linked goals to projects based on the input received from the first community meeting.

The final community open house was held on Oct. 16, 2017. The steering committee members and FEMA staff were available to answer questions about proposed recovery projects. Participants were asked to rank projects in order to help determine project priorities. More than 100 residents participated.

The steering committee evaluated the public input and identified final priority projects. Project champions were identified.





COMMUNITY RECOVERY PROJECTS

Community Planning	28
Economic Development	37
Housing	43
Infrastructure	49
Health and Social Services	53

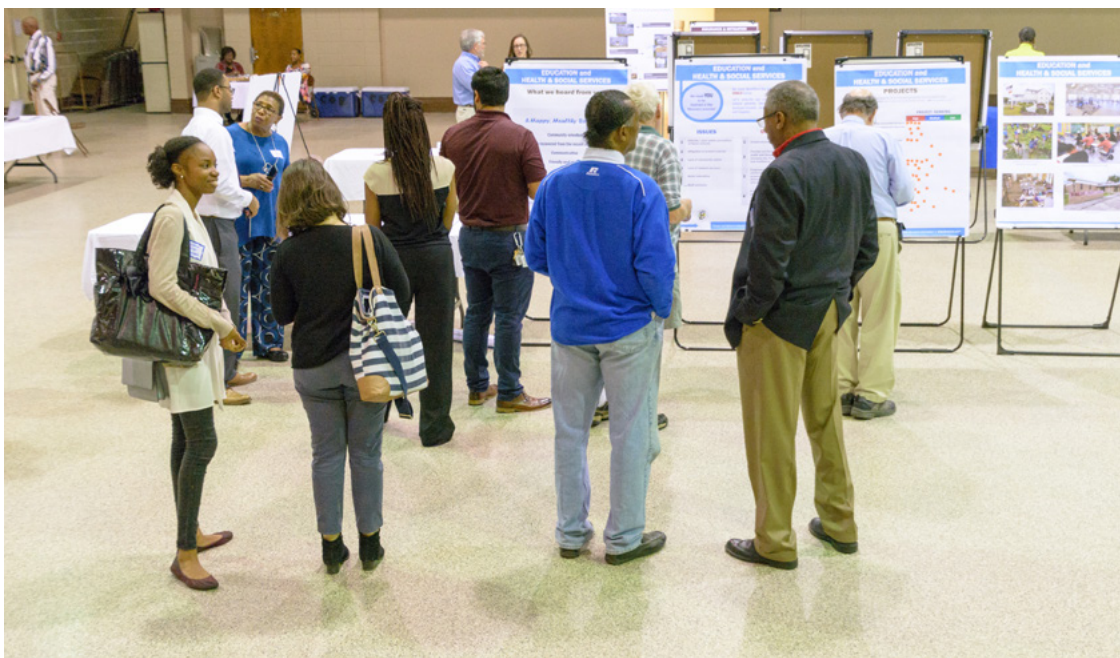


COMMUNITY PLANNING

Recovery projects identified under the Community Planning RSF include efforts that will make Baker a more vibrant, resilient and sustainable community. The projects center on: 1) developing a comprehensive plan and unified development code; 2) improving parks and recreation; 3) creating opportunities for bicycle/pedestrian traffic; and 4) organizing a community emergency response team. The goals for these projects are to:

- Develop an effective land-use planning capacity
- Improve disaster management, response and communication
- Foster community identity, involvement and unity

The community planning projects address a number of recovery issues. Several projects were identified in multiple RSF categories. For example, the Comprehensive Plan and Unified Development Code project includes input related to affordable housing (Housing RSF), economic development (Economic RSF), and stormwater standards (Infrastructure RSF).



PROJECT NAME: COMPREHENSIVE PLAN AND UNIFIED DEVELOPMENT CODE

PROJECT CHAMPIONS

Ginger Vann, Baker Community and Economic
Development Director
Baker Planning Commission

Project Description and Discussion

Baker has a comprehensive plan that was adopted in 1972 and needs to be updated. A new comprehensive plan will serve as a framework for a coordinated approach to land use, urban design, infrastructure improvements, and community/economic development. The plan will reflect Baker residents' desires for future development and organize the built environment in furtherance of community goals. The comprehensive plan's intent is to make the city's development more resilient and sustainable, and improve quality of life and economic growth opportunities.

The Comprehensive Plan will consider issues such as:

- Development and redevelopment in areas that did not flood
- Stormwater management
- Opportunities to use wetlands and low-lying areas for greenspace and stormwater retention
- Impediments to affordable housing
- Pedestrian and bicycle-friendly development

Upon completion of the plan, the ordinances, policies and design guidelines that will assist in its implementation will be prepared.

Zoning Code

An updated zoning code will be developed. Zoning divides the city into districts (zones) and imposes different land use controls on each zone, specifying the allowed uses of land and buildings, the density of such uses, and the bulk of buildings on the land. The zoning code can include hazard mitigation and flood risk reduction elements to protect current and future development. For example, the code can be used to discourage development in floodplain or high flood risk areas, and mandate buffer zones or green infrastructure for certain types of development.

Subdivision code

Subdivision controls regulate the division of larger parcels of land into individual building lots. These regulations establish criteria for subdivision design, including lot size and shape and street width and layout. Construction standards for improvements such as streets and sidewalks are also incorporated into subdivision controls. Flood mitigation measures can be incorporated within subdivision design.

Stormwater design standards

Stormwater design standards will identify stormwater management requirements for new development and redevelopment projects.

Design guidelines

Design guidelines set standards for the general appearance and size of buildings.

PROJECT NAME: COMPREHENSIVE PLAN AND UNIFIED DEVELOPMENT CODE (CONT)

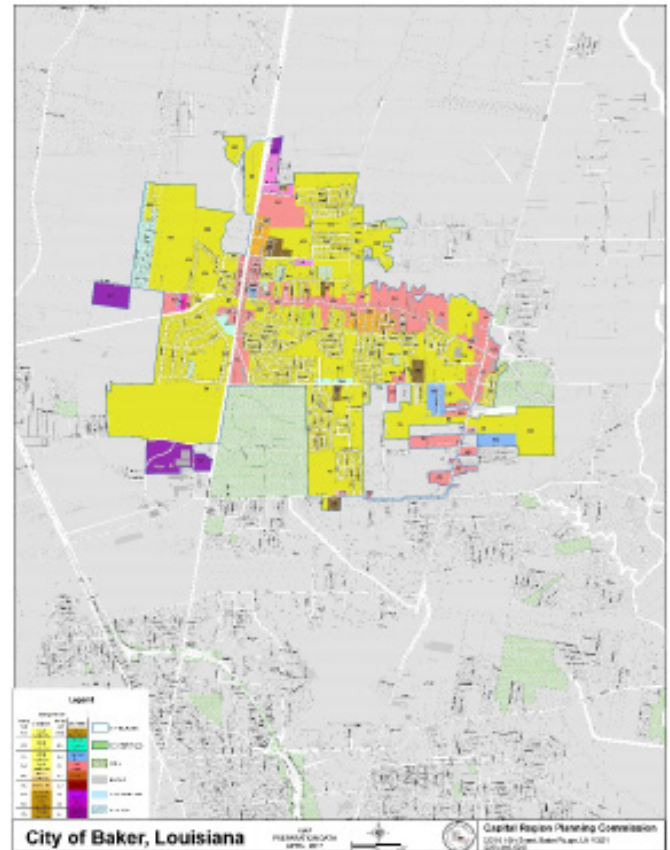


IMPLEMENTATION

The city may seek assistance from different sources and complete work in phases if funding for the Comprehensive Plan is not available.

The Capital Region Planning Commission supports planning and transportation in 11 parishes, including East Baton Rouge. The organization may be able to provide technical assistance with specific components of the Comprehensive Plan and/or Unified Development Code.

The city can develop baseline data that will facilitate the preparation of a comprehensive plan. Collection of data on existing utilities is necessary for a comprehensive plan database. Other inventory items that would facilitate the planning process include mapping existing land use, identification and mapping of publicly owned land and other public resources. Other projects in this Strategic Recovery Plan will also support and provide baseline data for the Comprehensive Plan. These projects include the Bicycle/ Pedestrian Plan, the Master Park and Recreation Plan, the Comprehensive Housing Strategy and the project to Revise and Update the Development Ready Communities Strategic Economic Development Plan.



City of Baker Land Use Map

PROJECT NAME: COMPREHENSIVE PLAN AND UNIFIED DEVELOPMENT CODE (CONT)

POTENTIAL RESOURCES	
Louisiana Office of Community Development	www.doa.la.gov/pages/ocd/index.aspx
University of New Orleans Urban Planning Department	www.uno.edu/cola/planning-and-urban-studies/
American Planning Association	www.planning.org
American Institute of Architects	www.aia.org
Louisiana State University School of Landscape Architecture	http://design.lsu.edu/landscape-architecture/
Southern University	www.subr.edu
Louisiana Economic Development	www.opportunitylouisiana.com
LED/Louisiana Quality Jobs Rebate	https://www.opportunitylouisiana.com/business-incentives/quality-jobs
LED/Small and Emerging Business Development Program	https://www.opportunitylouisiana.com/small-business/special-programs-for-small-business-small-and-emerging-business-development-program
LED/Loan and Guaranty Program	https://www.opportunitylouisiana.com/business-incentives/small-business-loan-and-guaranty-program
HUD Capacity Building Programs	www.hudexchange.info/programs/section-4-capacity-building/

POTENTIAL RESOURCES	
American Planning Association: Planning for Post-Disaster Recovery (Next Generation); Planning Commission Agility Recovery	www.planning.org/research/postdisaster/
Center for Planning Excellence (CPEX)	www.cplex.org
NewCorp	www.newcorpinc.com
East Baton Rouge Redevelopment Authority	www.ebrra.org
Project for Public Spaces	www.pps.org
Smart Growth America	www.smartgrowthamerica.org
Boo Grigsby Foundation	www.boogrigrsbyfoundation.com/
Mary Reynolds Babcock Foundation	www.mrbf.org/
Needmor Fund	www.needmorfund.org
Porticus North America Foundation	https://us.porticus.com/en/homeus
Robert Wood Johnson Foundation	www.rwjf.org/

PROJECT NAME: MASTER PARKS AND RECREATION PLAN

PROJECT CHAMPION

Gerald Collins, Chair, Baker Parks and Recreation

Project Description and Discussion

The Master Parks and Recreation Plan will provide a guide for city officials and staff to maintain, enhance and create additional parks and recreation facilities.

The project is complementary to other projects in the Baker United Strategic Recovery Plan. For example, the plan will identify greenspace and recreational activities for healthier living. The plan will also identify ways to enhance stormwater detention based upon potential future design parameters and use of parkland as a stormwater detention resource. The plan will be aligned with the city's Bicycle/ Pedestrian Plan and coordinated with BREC. The Master Parks and Recreation Plan will allow the city to fully evaluate its parks and recreation facilities and identify where additional resources are needed.

The project scope of work includes:

- Inventory existing BREC and city of Baker park facilities
- Inventory the level of improvements in facilities
- Conduct SWOT analysis (strengths, weaknesses, opportunities, threats)
- Determine if the amount of parkland and recreational facilities is adequate to meet the needs of the community
- Review current recreation programs
- Identify necessary improvements and a timeline for improvements
- Assess partnerships for potential funding for design, construction and programming



BREC basketball gym



Children playing in Greenwood Park

PROJECT NAME: MASTER PARKS AND RECREATION PLAN (CONT)



IMPLEMENTATION

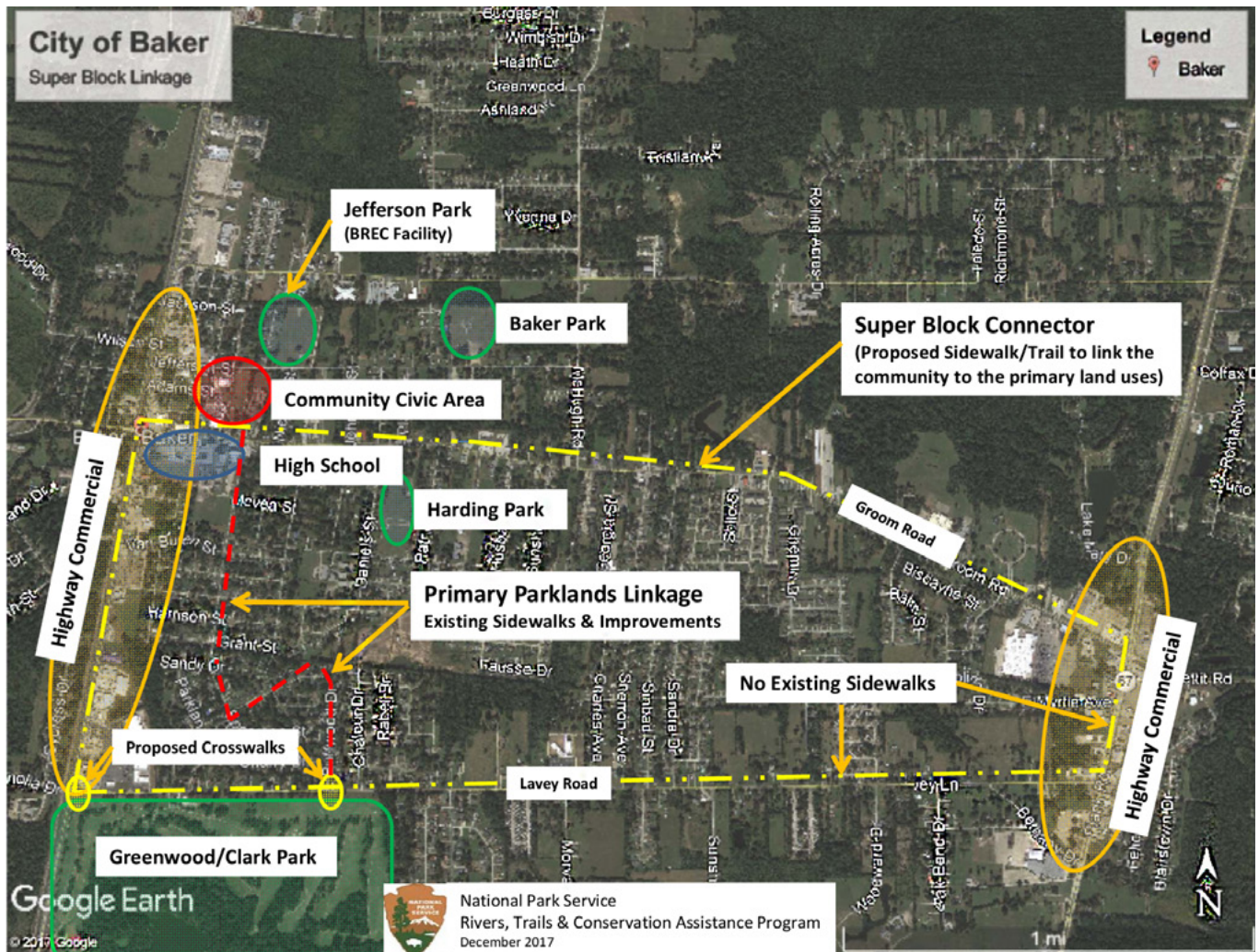
The Master Parks and Recreation Plan will be coordinated with BREC and the National Parks Service. Once funding is identified and a contractor selected, the parks plan should take between six and 12 months to complete. The cost is estimated at between \$50,000 and \$80,000. A funding source has not been identified at the time of this report.

The National Parks Service in its role as Natural and Cultural Resources RSF, has provided technical assistance to Baker. The National Parks Service has assessed alternatives to improving bicycle/pedestrian access along Groom Road and development options for Baker Park.

POTENTIAL RESOURCES

DOI National Park Service (Federal Lands to Parks)	https://www.nps.gov/ncrc/programs/flp/flp_get_land.html
Louisiana Culture, Recreation, and Tourism (Recreational Trails Program)	http://crt.louisiana.gov/louisiana-state-parks/grant-opportunities-for-outdoor-recreation/recreational-trails/index
BREC Foundation	http://brecfoundation.org/
SeaWorld and Busch Gardens Conservation Fund	https://swbg-conservationfund.org/
Tony Hawk Foundation	http://tonyhawkfoundation.org/
DOT Federal Highway Administration (Recreational Trails Program)	http://www.fhwa.dot.gov/environment/recreational-trails/
Irene W. and C.B. Pennington Foundation	http://penningtonfamilyfoundation.org/
National Environmental Education Foundation	https://www.neefusa.org/
Walmart Foundation	http://giving.walmart.com/apply-for-grants/national-giving

PROJECT NAME: MASTER PARKS AND RECREATION PLAN (CONT)



City of Baker Parks Map

The National Park Service plan showing linkages for bicycle/pedestrian access between Greenwood Park and Groom Road is shown above. This plan will be incorporated into the Bicycle/Pedestrian Plan described on page 35.

PROJECT NAME: BICYCLE/PEDESTRIAN PLAN FOR THE CITY

PROJECT CHAMPIONS

Councilwoman Glenda Bryant; LaTania Anderson,
Disaster Recovery Liaison; Parks and Recreation
Commission

Project Description and Discussion

Baker will develop and improve infrastructure to provide greater safety and mobility for bicyclists and pedestrians. Since September 2017, the Capital Region Planning Commission worked with the cities of Baker and Denham Springs to develop a scope of work for a bicycle/pedestrian plan. The outcome of the planning process included an overview of the city's existing bicycle/pedestrian infrastructure, a bicycle/pedestrian development plan and an implementation strategy.

POTENTIAL RESOURCES

ExxonMobil Foundation	http://corporate.exxonmobil.com/en/community/worldwide-giving/exxonmobil-foundation/overview
University of New Orleans Transportation Institute	http://www.uno.edu/cola/transportation/
People for Bikes	http://www.peopleforbikes.org/



IMPLEMENTATION

The Capital Region Planning Commission completed the draft scope of work for the bicycle/pedestrian comprehensive plan in November 2017. Funding for the plan will come from the Louisiana Department of Transportation and Development. Under the planning commission's direction, the consultant will prepare bicycle/pedestrian plans for the cities of Baker and Denham Springs. The total project cost is approximately \$100,000, with a 20 percent match from Baker and Denham Springs. Baker is currently seeking a funding source for \$10,000, its share of the \$20,000 match. After a consultant is selected, the plan can be completed.

PROJECT NAME: CREATE A COMMUNITY EMERGENCY RESPONSE TEAM

PROJECT CHAMPION

Sandra Jones

Project Description and Discussion

The Community Emergency Response Team (CERT) project will help residents and business owners prepare for and respond to floods, hurricanes, fire or other emergencies. CERT is a national program established by FEMA and taught by first responders and emergency management professionals.

CERT volunteers receive training in disaster preparedness, fire suppression, basic disaster medical operations, light search and rescue operations, and team organization. In the event of a disaster or other emergency, CERT volunteers have the skills to respond quickly to provide immediate assistance to victims until emergency responders or other help arrives.

The steps to implementing a CERT program include:

- Determine community needs
- Recruit volunteers and participants
- Establish a training group and schedule “train the trainer” classes for volunteers interested in becoming CERT leaders

POTENTIAL RESOURCES

Louisiana Cooperative Extension Service	http://www.lsuagcenter.com/
Mayor’s Office of Homeland Security and Emergency Preparedness	http://brgov.com/dept/oep/

- Schedule free classes on emergency preparedness and implement the “Friendly Neighborhood Keeper Initiative”
- Network with community associations to implement emergency preparedness plans (civic organizations, neighborhood watch groups, school boards, and others)

Program organizers may collaborate with the mayor of Baker, city officials, city fire department, city police department, city and regional emergency medical services, and the Baton Rouge Mayor’s Office of Homeland Security and Emergency Preparedness. The program organizers will also collaborate with and gain support from civic organizations, businesses and medical facilities.



IMPLEMENTATION

A CERT program can be established in approximately 90 days. The costs average between \$38,000 and \$48,000 a year. These funds would cover a part-time paid staff person and course materials. Typical sources for funding may include:

- Cash donations
- In-kind contributions
- Fundraising campaigns
- Establishing a non-profit organization
- State and federal grants, funded by FEMA

ECONOMIC DEVELOPMENT

The city of Baker is actively pursuing economic development opportunities to stimulate economic growth. U.S. Economic Development Administration (EDA), Department of Commerce, performed a market analysis through FEMA's Economic RSF at the city's request during the planning process (see Appendix B). The analysis found:

- There are 326 active businesses in Baker
- 31 businesses have closed since the August 2016 flood
- Business revenues dropped by \$12.4 million since the August 2016 flood
- Approximately \$200 million in trade was lost to neighboring businesses
- There is a strong entrepreneurial spirit among those in the personal service field
- Many residents are employed by religious organizations
- Many of the jobs in Baker, especially those in retail

trade, accommodation and food services, faith-based organizations and arts, entertainment, recreation and tourism pay low wages

- For every \$100 spent at a locally-owned firm, \$68 remains in the local economy

The economic development projects in the Baker United Strategic Recovery Plan will grow the economy and address the economic losses incurred since the 2016 flood. Goals include:

- Build public/private partnerships to foster economic development
- Revitalize retail and commercial sectors
- Make economic development a priority for the city
- Support small business in the city
- Involve local industry and business leaders in the city's economic development process



Baker Workforce Development Center

PROJECT NAME: PROVIDE SUPPORT FOR SMALL/EMERGING BUSINESSES AND ENTREPRENEURS

PROJECT CHAMPIONS

Ginger Vann, Baker Community and Economic Development Director

LaTainia Anderson, Disaster Recovery Liaison

Project Description and Discussion

The EDA market analysis identified 31 small businesses that have closed since the August 2016 flood. The analysis reported \$200 million per year in economic leakage from Baker to other communities because many goods and services were not available in the city after the flood. This points out the need to assist small businesses and encourage entrepreneurs.

Southern University is an excellent resource to assist Baker in developing and implementing a program to attract and support small/emerging businesses and entrepreneurs. Small businesses create the majority of jobs in most communities, grow the tax base, and help recycle money within the community. Adding new businesses that serve residents both in and near Baker creates wealth and stimulates economic development.



IMPLEMENTATION

This initiative to attract small businesses can be started quickly. After city officials contact Southern University, the initiative can likely be organized in a few weeks. The initial steps can be taken to formally start the operation over several months. Successful implementation will occur two to five years later, and on-going action is necessary to maintain the effort.

POTENTIAL RESOURCES

NewCorp	http://www.newcorpinc.com/main/home
USDA Small Business Innovation Research Program	https://nifa.usda.gov/program/small-business-innovation-research-program-sbir
U.S. Small Business Administration	
SBA Disaster Assistance Loans	https://www.sba.gov/loans-grants/see-what-sba-offers/sba-loan-programs/disaster-loans
SBA Learning Center	https://www.sba.gov/tools/sba-learning-center/
SBA Local Assistance	https://www.sba.gov/tools/local-assistance/districtoffices
Louisiana Small Business Development Centers	
Small Business Technical Assistance and Training	https://www2.lsbdc.org/events.aspx
SCORE Association	https://www.score.org/
FedEx Cares	http://fedexcares.com/
JP Morgan Chase Foundation	https://www.jpmorganchase.com/corporate/Corporate-Responsibility/global-philanthropy.htm
Walmart Foundation	http://giving.walmart.com/apply-for-grants/national-giving
Living Cities	https://www.livingcities.org/
US Chamber of Commerce Foundation	https://www.uschamberfoundation.org/ https://www.uschamberfoundation.org/topics/disaster-response
Coca Cola Foundation	http://www.coca-colacompany.com/our-company/the-coca-cola-foundation
Mary Reynolds Babcock Foundation	https://www.mrbf.org/
YouthBuild USA	https://www.youthbuild.org/

PROJECT NAME: REVISE AND UPDATE BAKER'S LOUISIANA DEVELOPMENT READY COMMUNITIES STRATEGIC ECONOMIC DEVELOPMENT PLAN

PROJECT CHAMPIONS

Ginger Vann, Baker Community and Economic Development Director

LaTania Anderson, Disaster Recovery Liaison

Project Description and Discussion

In December 2012, Baker participated in the Louisiana Development Ready Communities Program, an economic development capacity building and strategic planning initiative sponsored by Louisiana Economic Development (LED). The outcome of the program was a strategic economic development action plan for Baker endorsed by the Baker City Council.

Baker began to implement the economic development action plan, but the process was put on hold after the August 2016 floods. Now that recovery has started, the plan can be revised to take into consideration the impacts of the flood, and incorporate the recommendations of the Baker United Strategic Recovery Plan. The city may consider including LED's new requirements to embed resiliency measures in the program's efforts.



IMPLEMENTATION

Costs for this project include staff time and support for public meetings. Partners on the plan update should include:

- Baker Chamber of Commerce, the Baton Rouge Area Chamber of Commerce
- Capital Region Planning Commission
- Louisiana Economic Development
- Louisiana Department of Transportation and Development
- Louisiana Office of Community Development
- Louisiana Office of Culture, Recreation and Tourism.

PROJECT NAME: REVISE AND UPDATE BAKER'S LOUISIANA DEVELOPMENT READY COMMUNITIES STRATEGIC ECONOMIC DEVELOPMENT PLAN

POTENTIAL RESOURCES	
US Department of Health and Human Services – Administration for Children and Families (community services, economic development, block grants, LIHEAP)	https://www.acf.hhs.gov/ocs/programs https://www.acf.hhs.gov/ocs/programs/liheap
US Department of Health and Human Services – Administration for Children and Families (social and economic development strategies)	http://www.acf.hhs.gov/programs/ana/programs/seds
International Economic Development Council (Restore Your Economy)	http://restoreyoureconomy.org/ http://www.iedconline.org/
Louisiana Economic Development	
Louisiana Quality Jobs Rebate	https://www.opportunitylouisiana.com/business-incentives/quality-jobs
Small and Emerging Business Development Program	https://www.opportunitylouisiana.com/small-business/special-programs-for-small-business/small-and-emerging-business-development-program
Loan and Guaranty Program	https://www.opportunitylouisiana.com/business-incentives/small-business-loan-and-guaranty-program
Louisiana Municipal Association	
Louisiana Regional Economic Development Organizations Technical Assistance	

POTENTIAL RESOURCES	
Louisiana Municipal Association/ Louisiana Regional Economic Development Organizations Technical Assistance	http://www.lma.org/LMA/Programs/Risk_Management_Inc/LMA/Programs/Risk_Management_Inc.aspx
Economic Development Assistance	http://www.lpfa.com/economic-development
Community Development Block Grants (public facilities, LaSTEP, demonstrated needs, economic development)	http://www.doa.la.gov/Pages/ocd/cdbg/lcdbg_programs.aspx
Democracy Collaborative	http://democracycollaborative.org/
NewCorp	http://www.newcorpinc.com/main/home
Smart Growth America	https://smartgrowthamerica.org/about-us/
Arts Council of Greater Baton Rouge	https://www.artsbr.org/
Foundation for Louisiana	http://www.foundationforlouisiana.org/
Helis Foundation	http://thehelisfoundation.org/
Local Initiatives Support Corporation	http://www.lisc.org
Partners for Places	http://www.fundersnetwork.org/partnersforplaces/

PROJECT NAME: DEVELOP THE BETHANY AND MAIN STREET ECONOMIC DEVELOPMENT DISTRICTS

PROJECT CHAMPIONS

Ginger Vann, Baker Community and Economic Development Director

Project Description and Discussion

Bethany District

In June 2017, the Louisiana State Legislature approved the creation of the Bethany Economic Development District. The district is near Bethany Church on Plank Road in Baker, a large facility that attracts many worshipers in the region. The Bethany Economic Development District provides the legal authority for the use of Tax Increment Financing (TIF), a public financing method that is used as a subsidy for infrastructure improvements or redevelopment within the district boundaries. Through the use of TIF, the city will divert future sales tax revenue increases generated from development within the district towards public improvement projects in the district. TIF collections in the Bethany District can include local and sales taxes, as approved by the state legislature.

The city will investigate the expansion of the Bethany Economic Development District to incorporate adjacent properties for commercial and industrial



IMPLEMENTATION

State and federal agencies such as LED, the U.S. Economic Development Administration, U.S. Department of Agriculture and the Delta Regional Authority may be sources for grant funding. Southern University can be a resource for technical assistance.

Implementation of the districts is addressed below.

Bethany Implementation

- January 2018 - March 2018: Define proposed boundary for expansion and coordinate with LED.
- January 2018 - July 2018: Work with property owners to obtain property descriptions, assure owners have clear titles to their property. Work with the Capital Region Planning Commission to obtain GIS mapping for all properties in the district.
- January 2018 - January 2021: Identify needed infrastructure and amenities to attract and grow companies desired by the community for the district. Identify matching funding for state and federal grants and utilize TIF proceeds within the Bethany district to assist in financing both infrastructure and amenities needed. If bonds are to be sold, coordinate with LED.
- January 2018 - January 2021: Develop and implement a strategy and targeted marketing campaign for the district. Working with LED, the Chamber of Commerce and the Southern University Small Business Development Center, and recruit and assist the expansion of businesses into the district.



PROJECT NAME: DEVELOP THE BETHANY AND MAIN STREET ECONOMIC DEVELOPMENT DISTRICTS (CONT)

development. The church seats approximately 6,000 people and attracts large events. These events may serve as opportunities for restaurants, retail outlets and a hotel.

Main Street District

The city is exploring opportunities to create a second economic development district along Main Street/Highway 19. This area is ripe for redevelopment after the flood. The opportunity to provide public improvements with the revenue generated from the TIF can serve as an incentive for businesses to locate in Baker. The Main Street District is anticipated to be locally adopted. This TIF district can only collect local sales taxes and not state sales taxes. The Louisiana State Legislature must approve a district in order for state sales taxes to be collected.



IMPLEMENTATION

Main Street Implementation

- January 2018 - March 2018: Define proposed boundary for district.
- March 2018 – May 2018: Obtain property descriptions, work with owners to clear titles, map historic uses of properties.
- July 2018 - July 2021: Identify needed infrastructure and amenities to attract and grow quality companies to the district. Identify matching funding for state and federal grants and utilize TIF proceeds within the Main Street to assist in financing both infrastructure and amenities needed.
- July 2018 - July 2021: Develop and implement a strategy and targeted marketing campaign for the district. Work in partnership with LED, the Chamber of Commerce and the Southern University Small Business Development Center, to recruit and assist the expansion of businesses within the district.

POTENTIAL RESOURCES

Democracy Collaborative	www.democracycollaborative.org
Louisiana Public Facilities Authorities Economic Development Assistance	www.lpfa.com
Arts Council of Greater Baton Rouge	www.artsbr.org
Foundation for Louisiana	www.foundationforlouisiana.org
Helis Foundation	www.thehelisfoundation.org/
Partners for Places	www.fundersnetwork.org/partners-for-places/

HOUSING

The city of Baker is experiencing the impacts that natural disasters have on the housing market, including the increased cost of housing and, in most cases, a significant decrease in the number of safe, accessible and affordable housing units.

Based on initial analysis of current, pre-disaster and future housing needs, the city of Baker will face growing housing challenges in the years to come, particularly among low-moderate income households (renters and homeowners) including seniors.

The U.S. Department of Housing and Urban Development (HUD) and the U.S. Department of Agriculture (USDA) Rural Development have

programs that can be tailored to meet the needs of a disaster impacted community. These agencies have established partnerships that can be leveraged and effectively used to help Baker strategically meet their goals:

- Support neighborhood stabilization
- Encourage new housing
- Provide opportunities for tenants and homeowners
- Support additional affordable housing
- Upgrade the quality of housing in the city



PROJECT NAME: COMPREHENSIVE HOUSING STRATEGY

PROJECT CHAMPIONS

Councilwoman Doris Alexander; Admon McCastle; Charles Spears; Henrietta Spears; John Pierre, Chancellor, Southern University Law Center

Project Description and Discussion

The city of Baker's project champions believe that the foundation of Baker's recovery rests with the development of a Comprehensive Housing Strategy. The purpose of the strategy is to evaluate existing policies, programs and resources, and identify needs and gaps in providing housing for all markets that reside in or can be attracted to Baker. The housing strategy will identify ways to leverage existing partnerships and address the supportive services needed to augment affordable and accessible housing.

The Comprehensive Housing Strategy scope of work will include:

- Prepare a full inventory of existing housing, by type and value
- Identify blighted housing
- Identify affordable housing needs
- Prioritize needs and target populations
- Assess potential for new housing projects to address housing needs
- Identify state and federal programs to utilize to address needs
- Identify specific steps to implement the programs and projects identified as priorities in the Comprehensive Housing Strategy



IMPLEMENTATION

Implementation of this project will require coordination and collaboration. This should involve the inclusion of all housing partners: public, private, for-profit, non-profit, faith-based, advocacy and philanthropy working together to achieve the identified housing issues. To implement the housing strategy, housing partners should coordinate with the community's cross cutting issues, such as economic development and infrastructure that supports housing.

The types of housing programs and/or projects that can support the implementation of the Comprehensive Housing Strategy include: housing rehabilitation programs for rental and homeowner units, increased housing opportunities for the elderly, veterans and persons with disabilities, promotion of homeownership, and incentivizing housing investments in Baker.

POTENTIAL RESOURCES

Enterprise Community Partners	http://www.enterprisecommunity.com/
City of Baker officials and community stakeholders	
USDA	https://www.usda.gov/
Local Initiatives Support Corporation	http://www.lisc.org
HUD	https://www.hud.gov/
Mary Reynolds Babcock Foundation	https://www.mrbf.org/
Restore LA	http://restore.la.gov/
NeighborWorks America	http://www.neighborworks.org/

PROJECT NAME: FIRST TIME HOMEBUYER PROGRAM

PROJECT CHAMPIONS

Councilwoman Doris Alexander; Al Barron; Henrietta Spears

Project Description and Discussion

First-time homebuyer programs open the door to family wealth-building by assisting individuals and families, including those with low incomes, in purchasing a home. This program can help transition long-term renters into homeowners, which strengthens the city's tax base. Home ownership provides stability in a community. Home ownership can also help drive the local economy, as owners invest in their homes and communities.

Down payment assistance, closing cost assistance, homeowner education and the need for credit counseling are the major obstacles to first-time homebuyer programs. Housing partners will provide the education, outreach, training and services for individuals and families pursuing homeownership. Financial institutions, philanthropic organizations and housing non-profit organizations can provide down payment and closing cost assistance.

HUD-certified housing counseling agencies and financial institutions will provide counseling and assistance to help eligible first-time homebuyers qualify for credit. Housing partners, including HUD, can assist in the development and implementation of homeownership fairs and workshops. These events can be marketed to displaced disaster survivors, eligible first-time homebuyers, renters and housing investors.



IMPLEMENTATION

Initiating a first-time homebuyer program in Baker would include the following steps:

- Determine demand for the program through assessment and market demand analysis
- Identify potential funding sources, including FHA lenders, HUD, Veteran's Administration, Louisiana Housing Corporation and private funders
- Contact potential funding authorities for guidance with a kickoff meeting
- Host kickoff, including planning for a housing fair and workshop in Baker
- Establish programming that would provide the services
- Project champions should request HUD support.

HOUSING PROJECTS, POLICIES AND PROGRAMS

PROJECT NAME: FIRST TIME HOMEBUYER PROGRAM

POTENTIAL RESOURCES	
Louisiana Housing Corporation	http://lhc.louisiana.gov/
First Time Homebuyer Program	http://www.lhfa.state.la.us/page/buyers
Low-Income Home Energy Assistance	http://www.lhc.la.gov/page/energy-assistance
HOME Tenant Based Rental Assistance Program (TBRA)	http://www.lhfa.state.la.us/page/tenant-based-rental-assistance
Weatherization Assistance Program (WAP)	http://www.lhc.la.gov/page/weatherization
Multi-Family Bond Program	http://www.lhc.la.gov/page/multifamily-bond
FEMA – Assistance to Individuals and Households (housing, counseling, legal, unemployment, funeral)	https://www.fema.gov/media-library/assets/documents/24945
U. S. Department of Housing and Urban Development (HUD)	https://www.hud.gov/
HUD Disaster Resources	https://portal.hud.gov/hudportal/HUD?src=/info/disasterresources
HUD Capacity Building Programs	https://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/capacitybuilding
HUD Community Compass	https://www.hudexchange.info/programs/cdbg/
HUD Community Development Block Grant Toolkits	https://www.hudexchange.info/resource/2853/cdbg-dr-toolkits
HUD Federal Housing Authority (disaster relief options for homeowners)	https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/nsc/qaho0121
HUD Federal Housing Authority (Approved Nonprofits Program)	https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/np

POTENTIAL RESOURCES	
HUD Federal Housing Authority (Good Neighbor Next Door Sales Program)	https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/reo/goodn/gnndabot
HUD, DOT, and EPA (Partnership for Sustainable Communities)	https://www.sustainablecommunities.gov/partnership-resources
HUD HOME Investment Partnerships Program	https://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/programs/home/
HUD Housing Choice Voucher Program (Section 8)	https://www.disasterassistance.gov/get-assistance/forms-of-assistance/4469/1/7
HUD Main Street Grants Program Hope VI	http://www.hud.gov/mainstreet
HUD Mortgage Insurance for Disaster Victims 203(h) and 203(k) Rehabilitation Mortgage Insurance	https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/ins/203h-dft
HUD Public Housing Program	https://portal.hud.gov/hudportal/HUD?src=/topics/rental_assistance/phprog
HUD, DOT, EPA Sustainable Communities Initiative Resource Library	https://www.hudexchange.info/programs/sci/resources https://www.sustainablecommunities.gov/partnership-resources
US Department of Veterans Affairs – VA Housing Grants for Disabled Veterans	http://www.benefits.va.gov/homeloans/adaptedhousing.asp
Louisiana Department of Health – Permanent Supportive Housing	http://dhh.louisiana.gov/index.cfm/page/1732/n/388
Deep South Center for Environmental Justice	http://www.dscej.org/
Greater New Orleans Fair Housing Action Center	http://www.gnofairhousing.org/
Gulf Coast Housing Partnership	http://www.gchp.net/
Louisiana Cooperative Extension Service	http://www.lsuagcenter.com/
The Home Depot Foundation	https://corporate.homedepot.com/community/home-depot-foundation-grants

PROJECT NAME: BLIGHT AND HOUSING VACANCY

PROJECT CHAMPIONS

Barbara Dixon, Admon McCastle



IMPLEMENTATION

To fully implement a Blight Reduction and Vacancy Strategy, the city should evaluate its inventory of blighted properties and update its existing policies and procedures for the timely disposition of identified blighted properties. The next step is for the city to use its authority of blight declaration and demolition in accordance with the updated policies and procedures. The city should explore public, private, conventional and non-conventional funding sources to support the program.

Project Description and Discussion

The goal of the Blight and Housing Vacancy Program is to develop a coordinated approach to remove blight from neighborhoods and prevent its spread.

Blight is a major cause of decline in communities around the country. Elimination of blight will help to stabilize and increase property values and improve the quality of life in the city. The elimination of blight will also provide the city a better opportunity of full housing recovery after the floods of 2016.

The scope of work to address this project includes:

- Develop an inventory of blighted and vacant properties
- Obtain and develop a listing of adjudicated properties
- Update existing policies and procedures for the timely disposition of blighted properties
- Update and improve building code regulations
- Develop strategies to redevelop blighted properties
- Prepare an implementation strategy to address the removal of blight
- Implement the Blight and Housing Vacancy Strategy



HOUSING PROJECTS, POLICIES AND PROGRAMS

PROJECT NAME: BLIGHT AND HOUSING VACANCY

POTENTIAL RESOURCES	
U.S. Department of Housing and Urban Development (HUD)	https://www.hud.gov/
HUD Disaster Resources – CDBG-DR	https://portal.hud.gov/hudportal/HUD?src=/info/disasterresources
HUD Capacity Building Programs	https://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/capacitybuilding
HUD Community Compass	https://portal.hud.gov/hudportal/HUD?src=/program_offices/administration/grants/fundsavail/nofa2015/ccta
HUD Community Development Block Grant Programs	https://www.hudexchange.info/programs/cdbg/
HUD Community Development Block Grant Toolkits	https://www.hudexchange.info/resource/2853/cdbg-dr-toolkits
HUD Federal Housing Authority (disaster relief options for homeowners)	https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/nsc/qaho0121
HUD Federal Housing Authority (Approved Nonprofits Program)	https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/np
HUD Federal Housing Authority (Good Neighbor Next Door Sales Program)	https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/reo/goodn/gnndabot
HUD, DOT, and EPA (Partnership for Sustainable Communities)	https://www.sustainablecommunities.gov/partnership-resources
HUD HOME Investment Partnerships Program	https://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/affordablehousing/programs/home/
HUD Housing Choice Voucher Program (Section 8)	https://www.disasterassistance.gov/get-assistance/forms-of-assistance/4469/1/7
HUD Main Street Grants Program Hope VI	http://www.hud.gov/mainstreet
HUD Mortgage Insurance for Disaster Victims 203(h) and 203(k) Rehabilitation Mortgage Insurance	https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/ins/203h-dft https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/203k/203k-df

POTENTIAL RESOURCES	
HUD Public Housing Program	https://portal.hud.gov/hudportal/HUD?src=/topics/rental_assistance/phprog
HUD, DOT, EPA Sustainable Communities Initiative Resource Library	https://www.hudexchange.info/programs/sci/resources https://www.sustainablecommunities.gov/partnership-resources
U.S. Department of Agriculture (USDA)	https://www.usda.gov/
USDA Disaster Resource Center	https://www.usda.gov/topics/disaster
USDA Farm Service Agency Programs (livestock, crop assistance, tree assistance, forest restoration, energy, education, haying and grazing, farm loans)	https://www.fsa.usda.gov/programs-and-services/disaster-assistance-program/index
USDA Food and Nutrition Services (disaster food stamps – DSNAP, food distribution)	https://www.fns.usda.gov/grant-opportunities https://www.fns.usda.gov/fdd/food-distribution-contacts
USDA Forest Service	https://www.fs.fed.us/working-with-us/grants https://www.fs.fed.us/managing-land/urban-forests/ucf/nucfac
USDA Natural Resource Conservation Service (watershed, environment, farm and ranch, grazing, development, wildlife, innovation, soil, plant materials)	https://www.nrcs.usda.gov/wps/portal/nrcs/main/national/programs/financial/cig/ https://www.nrcs.usda.gov/wps/portal/nrcs/detail/plantmaterials/about/?cid=nrcs143_022413
USDA Risk Management (crop insurance and education)	https://www.rma.usda.gov/aboutrma/who/aboutrme.html
USDA Rural Development (water, waste, business development, housing, community development, energy, economic development)	https://www.rd.usda.gov/programs-services
USDA Small Business Innovation Research Program (SBIR)	https://nifa.usda.gov/program/small-business-innovation-research-program-sbir
USDA EDEN - The Extension Disaster Education Network (Reducing the Impacts of Disasters Through Education)	http://eden.lsu.edu/Pages/default.aspx

INFRASTRUCTURE SYSTEMS

The city of Baker identified the management and reduction of flood risk as a high priority for recovery and resilience. Improving the city's infrastructure is an important step in the overall goal of reducing flood risk. Baker is located in East Baton Rouge Parish and many of the roads inside the city limits are maintained by the parish or the state. Baker coordinates closely with the parish to ensure that the roads and stormwater channels are maintained.

There are four infrastructure projects identified in this section are hazard mitigation projects. Three of these projects have the potential to reduce possible flooding in a large portion of the city. One project will ensure the continuation of the city's critical services during a disaster. The development and adoption of stormwater design guidelines, identified and discussed as a component of the Comprehensive

Plan and Unified Development Code project, is a cross-cutting project which will greatly improve the city's infrastructure. The other infrastructure project addressed in this section is upgrading the softball fields at Baker Park to a tournament quality baseball field and two tournament quality softball fields.

The infrastructure projects proposed address the plan goals to:

- Create an effective stormwater management system
- Improve safety for pedestrians and bicyclists
- Connect parks and public spaces



PROJECT NAME: COORDINATE WITH EAST BATON ROUGE PARISH ON STORMWATER MITIGATION AND HAZARD MITIGATION GRANT PROGRAM ISSUES

PROJECT CHAMPIONS

Julie McCulloch, Administrative Officer, City of Baker

Project Description and Discussion

The city is coordinating closely with East Baton Rouge Parish officials to ensure the necessary infrastructure projects and improvements planned for both the city and parish can be met in an effective and cost-effective way.

Hazard Mitigation Projects

As a result of the 2016 flood, parishes in Louisiana became eligible for grants through FEMA's Hazard Mitigation Grant Program (HMGP). The program makes funding available for mitigation measures that reduce or eliminate long-term risk to people and property from natural and manmade hazards. The state is responsible for prioritizing, selecting, and administering state and local hazard mitigation projects.

East Baton Rouge City-Parish's application for HGMP funding will include the cities of Baker, Central and Zachary. Through a series of meetings between the city and the parish, four key projects were selected. If approved, these HMGP projects will:

- Reduce flooding along Groom Road
- Reduce flooding along White Bayou and Brushy Bayou
- Reduce localized flooding in select neighborhoods
- Install generators at Baker Fire Department and Baker City Hall

Each project is described below:

Reduce Flooding Along Groom Road

Groom Road runs east to west through the heart of the city of Baker. The city hall, fire station, high school, middle school and one of the city's elementary schools are located on Groom Road. Reducing flooding along Groom Road is a high priority. This project will include increasing culvert sizes in some areas; other projects are still being considered. A detailed scope, budget and timeline is being developed, but may include excavation, rerouting of roads and a hydrology and hydraulics (H&H) study. This will be a phased project. The first phase will be project development and H&H study followed by the construction phase.

Reduce Flooding Along Brushy Bayou

Brushy Bayou runs west to east in the city of Baker. It is located just north of Groom Road. It begins east of Plaza Street and discharges into White Bayou just east of Hazeloak Drive. Brushy Bayou is located entirely inside the city limits.

Reducing flooding along Brushy Bayou is a high priority for the city as many of the homes along this bayou experienced flooding during the August 2016 floods. This project will include widening and/or deepening of Brushy Bayou to increase flow and storage capacity. A detailed scope, budget and timeline of the official project is underway. This will be a phased project.

Reduce Flooding Along White Bayou

White Bayou starts in East Feliciana Parish and flows through the city of Zachary, then along Baker's eastern border before it discharges into the Comite River. Because White Bayou is located outside of the

PROJECT NAME: COORDINATE WITH EAST BATON ROUGE PARISH ON STORMWATER MITIGATION AND HAZARD MITIGATION GRANT PROGRAM ISSUES (CONT)

city boundaries of Baker, East Baton Rouge Parish has agreed to develop this project.

East Baton Rouge Parish or the state of Louisiana maintains many roads in Baker, including Groom Road. Large-scale flood mitigation projects on a body of water will affect areas outside of the city boundaries. As a result, the city of Baker and East Baton Rouge Parish must closely coordinate projects. This will ensure that Baker can advocate at the parish level for the completion of drainage and infrastructure projects to benefit its residents.

Emergency Generators

The city plans to use a portion of its HMGP funds to purchase emergency generators for both the municipal building, which also serves as an emergency shelter, and the fire station. The city will submit an application to secure the funds.

POTENTIAL RESOURCES	
Louisiana Department of Culture, Recreation, and Tourism	http://www.crt.state.la.us/
HMGP	
CDBG-DR	
USACE Civil Works (dam, flood risk, levee)	http://www.usace.army.mil/Missions/Civil-Works/
USACE Emergency Operations (drought, floods, hurricane season)	http://www.usace.army.mil/Missions/Emergency-Operations/
Repetitive Flood Claims Grant	https://www.fema.gov/repetitive
GOHSEP – Flood Mitigation Assistance Grant Program	http://gohsep.la.gov/GRANTS/RECOVERY-GRANTS/Hazard-Mitigation-Assistance/FMA
Louisiana State University – Coastal Sustainability Studio	http://css.lsu.edu/



IMPLEMENTATION

Project implementation for infrastructure projects is ongoing. Baker Mayor Darnell Waites and staff have met with Mayor President Sharon Weston-Broome and her staff in East Baton Rouge City-Parish to discuss and kick off the HMGP application process. One of the outcomes was an agreement for the parish and local municipalities to coordinate on mitigation projects that will benefit each municipality as well as the parish.

In order to receive HMGP funds to complete the mitigation projects, municipalities must submit applications to the Governor's Office of Homeland Security and Emergency Preparedness. GOHSEP reviews each application and submits it to FEMA for approval. East Baton Rouge Parish has agreed to develop the HMGP applications for the White Bayou and Groom Road projects. The city of Baker will develop the applications for the Brushy Bayou project and the emergency generators.

PROJECT NAME: BAKER SOFTBALL FIELD RENOVATION

PROJECT CHAMPIONS

Gerald Collins, Chair, Baker Parks and Recreation Committee

Once constructed, the facility will be programmed for use. This will require organizing tournaments, inviting teams, concessions, scheduling, and other activities.

Project Description and Discussion

This project calls for the renovation and redesign of three existing ball fields in Baker Park on Jefferson Street. The renovation project proposes an upgrade to tournament quality of one baseball field and two softball fields. The project includes:

- A training facility
- Re-grading and re-sodding fields
- Improved lighting for night games
- New scoreboards
- Fencing and a new parking facility with lighting



IMPLEMENTATION

The first step towards implementation of this project is fundraising for design and construction. If funding for the entire project cannot be secured, the project may be implemented in phases. The preliminary cost estimate for the full project, from design through construction, is approximately \$600,000.



POTENTIAL RESOURCES

Louisiana Department of Culture, Recreation, and Tourism	http://www.crt.state.la.us/
BREC Foundation	http://brecfoundation.org/
Irene W. and C.B. Pennington Foundation	http://penningtonfamilyfoundation.org/
National Environmental Education Foundation	https://www.neefusa.org/
Walmart Foundation	http://giving.walmart.com/apply-for-grants/national-giving

HEALTH AND SOCIAL SERVICES

Disaster survivors can carry the impacts of a disaster for many years. Baker residents continue to experience financial, physical and mental hardships caused by the August 2016 flood. The goal for Health and Social Services' project is to:

- Provide services to seniors, youth and those in need to increase the city's health, safety and resilience



PROJECT NAME: DESIGN AND BUILD A COMMUNITY CENTER

PROJECT CHAMPION

Desiree Collins

Project Description and Discussion

The project that will address issues related to health and social services is the design, construction and programming of a community center. The center will provide resources to the community that will aid in long-term disaster recovery and promote a healthier way of life.

The community center will provide opportunities for educational, recreational, cultural, physical, mental and emotional health related programming, as well as life-long learning opportunities for youth and adults.

POTENTIAL RESOURCES

Home Depot Foundation	https://corporate.homedepot.com/community/home-depot-foundation-grants
Walmart Foundation	http://giving.walmart.com/apply-for-grants/national-giving
Praxair Foundation	http://www.praxair.com/our-company/our-people/global-giving
Rebuilding Together	https://rebuildingtogether.org/
Orton Family Foundation	https://www.orton.org/
Reconnecting America	http://reconnectingamerica.org/
Smart Growth America	https://smartgrowthamerica.org/about-us/
Boo Grigsby Foundation	http://www.boogrigrsbyfoundation.com/
Foundation for the Mid South	http://www.fndmidsouth.org/about/
Local Initiatives Support Corporation	http://www.lisc.org



IMPLEMENTATION

The first phase entails the opening of an interim center in donated space, with volunteer health-related providers and other volunteers. The first phase can be accomplished by collaborating with a local church or other organization to provide facilities for volunteer organizations to come one or two days each week to provide services to the community. Depending upon funding, phases may include additional providers and a permanent location.

The concept is to initially operate the center on a part-time basis with volunteers and donated space. Over time, it is anticipated that the project will gain momentum and potential funding sources will be identified.

It is anticipated a new center can be constructed in three to five years. A budget level estimate for a new building of between 5,000 and 7,000 square feet is \$800,000 to \$1 million. This does not include the cost of land for the facility. Converting an existing building may be significantly less expensive.

Other issues associated with implementation include:

- Development of an operations, funding and management plan
- Build momentum for the project expansion by soliciting broad community input and support
- Identify additional project champions to support current champion



VISIONARY PROJECTS



PROJECT NAME: RETENTION OF BATON ROUGE ZOO IN ITS CURRENT LOCATION

Project Description and Discussion

The city of Baker abuts the Baton Rouge Zoo and Greenwood Community Park on three sides. BREC is exploring options to relocate the zoo to south Baton Rouge and make improvements to Greenwood Park. Since their opening in 1979, the zoo and Greenwood Park have become recognized by Baker residents as critical community assets. According to BREC, the zoo attracts approximately 250,000 visitors annually. This is an important economic resource, as well as a place that many Baker residents recognize as part of their community.

In August 2017, the BREC Commission granted BREC superintendent Carolyn McKnight the authority to scout the best potential alternative location for the Baton Rouge Zoo, including authority to negotiate a land deal and develop a funding plan. The relocation of the zoo to south Baton Rouge would represent a significant loss to Baker and other communities in north Baton Rouge. The relocation of the zoo is estimated to cost \$110 million and the construction of new amenities for Greenwood Park is projected to cost another \$40 million (source: Baton Rouge Advocate).

Input from the stakeholders at the community meetings indicated that many residents in Baker strongly support keeping the zoo in its current location, with BREC investing the funding to renovate the zoo and add new amenities to Greenwood Park.

A newly rehabilitated zoo and park in their present locations would provide a major economic catalyst for Baker. This level of public investment would provide a significant boost to a more resilient Baker economy. According to the Baton Rouge Advocate, the consultants hired for the potential zoo relocation estimated that the rehabilitated zoo at its current location would draw approximately 375,000 people annually, up from the current 250,000. Potential new attractions in Greenwood Park and the zoo may include a zoo train, athletic fields, restaurants,

and potentially a hotel if the new amenities attract overnight visitors.

Public input through this recovery planning process indicates that retention and rehabilitation of the Baton Rouge Zoo and Greenwood Park is a high priority visionary project for Baker.



POTENTIAL RESOURCES

BREC Foundation	http://brecfoundation.org/
SeaWorld and Busch Gardens Conservation Fund	https://swbg-conservationfund.org/
Association of Zoos & Aquariums	https://www.aza.org/cgf

PROJECT NAME: COMMUNITY GARDENS

Project Description and Discussion

The citizens of Baker have identified community gardens as a desirable way to promote healthy, low-cost eating and lifestyle habits. Community gardens create a space where individuals can obtain a garden plot and grow their own vegetables. The project's only requirements are a plot of land, a water supply and record keeping on users of each garden plot. Community gardens are often located on publicly-owned land, but can also be privately-owned if there is a willing property owner with a source of water.

A small fee can be assessed for use of the plot. The fee can cover the operating costs. A one-time fee for the growing season is often used. A community garden can be created in a few months if a sponsor and site are identified.

The Southern University and A&M College-Baton Rouge Agricultural Center is an excellent resource for community gardens. The community garden on Camelia Drive in Baker may be used as a model to serve other neighborhoods in the city.

POTENTIAL RESOURCES	
Louisiana State University – AgCenter	http://www.lsuagcenter.com/
Stanley Smith Horticultural Trust	http://www.adminitrustllc.com/stanley-smith-horticultural-trust/
Union Pacific Foundation	http://www.up.com/aboutup/community/foundation/index.htm
National Garden Clubs Inc.	http://www.gardenclub.org/awards/wildflower-awardgrants.aspx

PROJECT NAME: FARMER'S MARKET

Project Description and Discussion

Farmer's markets are held across the United States. The popularity of these markets has increased as the locally-sourced food movement grows. Farmer's markets can be a boon to the local economy by keeping money spent on food within the community. Farmer's markets also encourage the consumption of fresh, healthy food.

While some spaces have been constructed specifically for a farmer's market, many are held on blocked-off streets or in parking lots. These are typically available once or twice a week. The more developed farmer's markets may need a power supply and sanitary facilities. However, many farmer's markets have been successful without these amenities.

As with community gardens, farmer's markets require organization and vendors are typically charged a fee for a booth in order to cover overhead expenses. The fee covers the administrative costs and are kept low enough to encourage vendors to participate.

The Rotary Club of Baker, in cooperation with the Baker Charitable Foundation, is building a 60 feet by 30 feet pavilion in Baker City Park near the playground. The Rotary Club has expressed the desire to see the pavilion used for the farmer's market and other functions. The pavilion is anticipated to be complete by March 2018.

POTENTIAL RESOURCES	
USDA Grant Resources for Farmers Markets	https://www.fns.usda.gov/ebt/usda-grant-resources-farmers-markets https://www.ams.usda.gov/services/grants/fmpp
National Sustainable Agriculture Coalition (Farmers Market and Local Food Promotion Program)	http://sustainableagriculture.net/publications/grassrootsguide/local-food-systems-rural-development/farmers-market-promotion-program/

PROJECT NAME: HISTORY AND BRANDING CAMPAIGN

Project Description and Discussion

Baker was established in May 3, 1888 and incorporated on Dec. 27, 1944. At approximately 125 years old, Baker has a rich history. For example, the Cushman-Slaughter House at 10606 Main Street is listed on the National Register of Historic Places and is home to the city's Heritage Museum.

By surveying long-time residents and conducting research, Baker's history can be promoted as a tourist attraction. A well-developed branding campaign that promotes local history could result in another form of economic development. Surveys show that many tourists actively seek to visit sites of historical significance, such as small museums and churches, when visiting an area. Small museums are popular across the nation.

The city has adopted the brand "Baker United: Better, Bigger Bolder" and will use this brand and the logo created by the Baker United Steering Committee when it moves forward with its re-branding effort.



POTENTIAL RESOURCES	
FedEx Cares	http://fedexcares.com/
JM Kaplan Fund	http://www.jmkfund.org/
Louisiana Department of Culture, Recreation, and Tourism	http://www.crt.state.la.us/
Gustaf Westfeldt McIlhenny Family Foundation	http://mcilhenny.org/home-content/gustaf-w-mcilhenny-foundation/
The Heart Foundations	https://www.hearstfdn.org/
Kresge Foundation	http://www.kresge.org/
Max and Victoria Dreyfus Foundation	http://www.mvdreyfusfoundation.org/
Surdna Foundation	http://www.surdna.org/grants/grants-overview.html

PROJECT NAME: COMMUNITY QUALITY OF LIFE PROJECTS

Project Description and Discussion

At community meetings, residents discussed ideas that could enhance the quality of life in Baker. Some of the ideas included:

- Community art night
- Light up the night
- Local theatre productions
- Family nights

These family and civic events create a greater sense of community. These programs can make a community more vibrant, whole and complete.

The city can establish a committee to organize community events and activities. Civic organizations can support or lead this effort.



POTENTIAL RESOURCES

Louisiana Community Development Authority Governmental, Industrial and Non-Profit Programs	http://www.louisianacda.com/applications
Louisiana Office of Community Development Community Development Block Grants (public facilities, LaSTEP, demonstrated needs, economic development)	http://www.doa.la.gov/Pages/ocd/cdbg/lcdbg_programs.aspx
Louisiana State University Agricultural Center (Extension Disaster Education Network)	http://eden.lsu.edu/
Orton Family Foundation	https://www.orton.org/
Reconnecting America	http://reconnectingamerica.org/
Smart Growth America	https://smartgrowthamerica.org/about-us/
Boo Grigsby Foundation	http://www.boogrigrsbyfoundation.com/
Cisco Foundation	http://csr.cisco.com/pages/global-impact-cash-grants
Foundation for the Mid South	http://www.fndmidsouth.org/about/
Irene W. and C.B. Pennington Foundation	http://penningtonfamilyfoundation.org/
Local Initiatives Support Corporation	http://www.lisc.org
NeighborWorks America	http://www.neighborworks.org/
State Farm Companies Foundation	https://www.statefarm.com/about-us/community/education-programs/grants-scholarships/company-grants/



IMPLEMENTATION/NEXT STEPS



The Baker United Steering Committee and the community have demonstrated the drive and the dedication needed for long-term recovery. Moving forward, this drive and dedication will be essential to the implementation of the recovery projects. The project champions that support implementation of the key recovery projects will need support.

RECOMMENDED NEXT STEPS

1. Appoint a permanent steering committee

The Baker United Steering Committee should meet quarterly to receive reports from project champions and monitor recovery project progress. As appropriate, the committee should appoint subcommittees to focus on specific projects. The committee can be appointed by the mayor and should represent a cross-section of the community.

Activities of the committee can include:

- Coordination of regular meetings to maintain momentum and develop new projects
- Promotion and development of partnerships with regional and state organizations, in both public and private sectors
- Work with project champions to identify training opportunities
- Host community meetings to report status of recovery progress to the public and discuss new issues
- Recruitment of volunteers to support champions in areas such as grant writing and capacity building

2. Identify projects to implement early

The committee should identify projects in the recovery plan that can be easily implemented and announce when they are complete. As a result, the recovery process gains momentum. In addition,

the more projects completed, the more realistic it may seem to the community that larger and more complex projects are possible.

3. Define clear roles and responsibilities

The committee and city staff may provide support to the project champions. Roles and responsibilities of committee members and city staff should be delineated to help ensure follow-through on assigned tasks.

4. Adopt a Communication Strategy

A formal communication strategy should be developed. The strategy can include the following components:

- Set regular meetings among partners and responsible parties
- Track projects with milestones and dates they are achieved
- Communicate project initiatives and progress regularly to the public
- Implement and maintain communication tools such as newsletters, recovery websites and social media sites

5. Retain a Recovery Manager

The city should retain a recovery manager. A recovery manager will be the point of contact for project champions and the committee. The recovery manager can also provide technical assistance to project champions and other citizen volunteers, and provide recovery project reporting to the city council.

6. Establish and Maintain Partnerships

Support to the steering committee for implementation activities include:

- Louisiana Office of Community Development

- Capital Region Planning Commission
- FEMA Louisiana Recovery Office
- State, regional and university partnerships. Universities, including Southern University, Louisiana State University and the University of New Orleans offer excellent opportunities to support the development of recovery planning projects

RESOURCES

A listing of potential funding sources for recovery projects in the Baker United Strategic Recovery Plan can be found in Appendix C.

The listing includes:

- Name of recovery project
- Name of potential funding program
- Description of funder
- Website of funder
- Submittal requirements of funding program
- Submittal deadline
- Maximum award amounts
- Award timeline

A more exhaustive listing of resources that may be potentially available to support recovery can be found in the Louisiana Recovery Resource Guide. This guide will be available on the FEMA website (www.fema.gov).

PARTNERS

Forming alliances and partnerships can increase any project's success. Partnerships, especially public-private partnerships, can maximize funding, capacity building and other opportunities. Alliances and partnerships can exist between two communities and/or communities and other organizations. For

example, if two or more communities have a common need, they can form a partnership and create a more competitive grant application, or collaborate in program administration. An example of this is Baker collaborating with Denham Springs to develop a bicycle/pedestrian plan, with project management by the Capital Region Planning Commission (CRPC).

The following organizations represent key partnership opportunities for Baker:

Capital Region Planning Commission

The Capital Region Planning Commission serves 11 parishes and their municipalities, including Baker. Through planning, policymaking, coordination, advocacy, grant writing and technical assistance, the organization serves the local governments it represents. It frequently deals with issues and needs that cross both city and parish boundaries. It can assist Baker with its long-term community recovery planning process.

Baker has a close working relationship with the Capital Region Planning Commission. It is important to continue to nurture that relationship.

Southern University and A&M College

Southern University is an outstanding resource that Baker should partner with whenever possible. The university has a number of departments and programs available to the Baker community. For example, Southern University has a new Disaster Recovery Business Center on campus. The center's programs that align with the U.S. Department of Commerce's investment priorities include fostering a diversified economic base to increase resilience and mitigate the impacts of catastrophic events.

Southern University also has a "Creating Neighborhood Developers" program that the city can explore a city-university partnership opportunity.

Community Housing Development Organizations

Community Housing Development Organizations earn designation through the federal HOME Investment Partners Program and serve as a means to finance housing projects. A CHDO is a nonprofit, community-based community service organization that develops affordable housing in the low-income community it serves.

The Mid-City Redevelopment Alliance is a CHDO that operates in East Baton Parish including Baker. The Louisiana Housing Corporation administers the grant funds statewide for CHDOs including HOME funds.

Community Development Financial Institutions

Enterprise Community Partners is a national nonprofit intermediary (with an office in New Orleans) that specializes in providing financial and community development-related technical assistance to low- and moderate-income communities. For example, Enterprise Community Partners' project in Atlanta works with the State Farm Insurance Company to address residents' transportation and needs for supportive services. This may be a concept suitable for Baker.

Federal Agencies

The U.S. Department of Housing and Urban Development, as well as the U.S. Department of Agriculture, serves the Baker community with housing, reduction of blight, infrastructure, lending and community economic development programs.




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APPENDICES

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RESOLUTION

WHEREAS, starting on August 11 and continuing through August 31, prolonged late summer rainfall in southern parts of Louisiana resulted in catastrophic flooding that submerged thousands of homes and businesses in south central areas of the state. A major disaster declaration was declared by FEMA on August 14, 2016; and

WHEREAS, 40% of the homes in Baker had two feet or more of water and 31 businesses have closed since the disaster; and

WHEREAS, on May 18, 2017, Mayor Darnell Waites requested assistance from the Louisiana Office of Community Development, the Capital Region Planning Commission and FEMA to develop a community recovery plan; and

WHEREAS, the Baker United Steering Committee was established to oversee preparation of the recovery plan; and

WHEREAS, the Baker United Steering Committee held 35 committee and subcommittee meetings and 2 community meetings; and

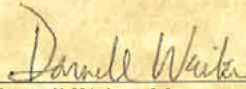
WHEREAS, the City of Baker wishes to be better prepared for the next disaster and to be a more resilient community; and

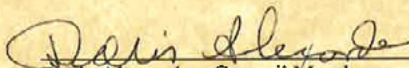
WHEREAS, the Baker United Strategic Recovery Plan has been developed to include strategies and projects that will: redevelop public infrastructure; better prepare the city of Baker for future development; promote a more robust economy in Baker; renovate and enhance city parks and recreation facilities; and develop community health and recreation programs.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and City Council of the City of Baker that:

The Baker United Strategic Recovery Plan is hereby adopted.

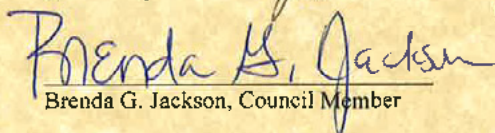
IN WITNESS WHEREOF, we have hereunto set our hands and caused the seal of the City of Baker, Louisiana, to be affixed this 23rd day of January, 2018.

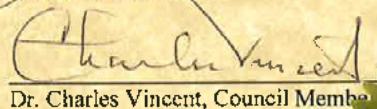

Darnell Waites, Mayor


Doris Alexander, Council Member

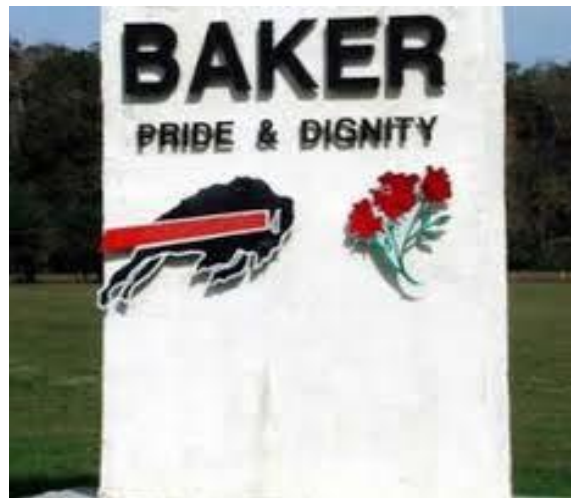

Glenda Bryant, Council Member


Pete Heine, Council Member


Brenda G. Jackson, Council Member


Dr. Charles Vincent, Council Member





Market Analysis Baker, Louisiana

National Disaster Recovery Framework

Economic Recovery Support Function

September 2017

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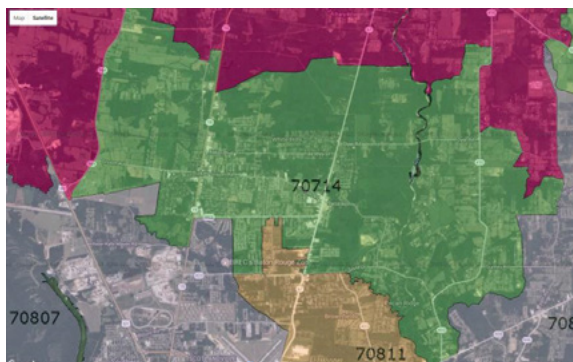
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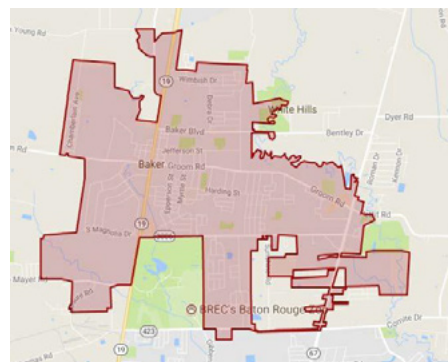
Executive Summary

The economy of Baker, Louisiana was severely impacted by flooding in August 2016. As a result of Presidential Declaration DR-4277-LA, the National Disaster Recovery Framework was activated, including the Economic Recovery Support Function. At the request of Baker's Administration, development of a long-term recovery plan was initiated by the Community Planning and Capacity Building Recovery Support Function. As a component of the plan, Baker requested a market analysis that summarizes impacts of the 2016 flood on Baker's business community and gives a view of gaps between supply of, and demand for, goods and services.

Because Baker is a city within East Baton Rouge Parish, this market analysis incorporates both parish-wide and Baker-specific data. Also, many of the data sets utilized to compile this Market Analysis are based on zip codes. Baker has two zip codes: 70704 and 70714. These zip codes extend beyond the city limits of Baker; therefore, some metrics such as population and the number of businesses may be greater than what is typically included within the city limits.



Map 1: Data derived from 70714 and 70704 zip codes



Map 2: Baker City Limits

An analysis using EMSI (economicmodeling.com), courtesy of Louisiana Economic Development, indicated the value of goods and services spent (annually) by industries located outside of Baker in exchange for goods or services produced or sold in Baker is \$1.3 billion. Conversely the amount spent in Baker in exchange for goods or services produced or sold outside of Baker and imported into Baker is \$1.5 billion, indicating economic leakage of \$200 million annually.

Baker Economic Summary	
Population (City Limits)	13,800
Population (Zip Code)	20,539
Active Businesses	326
Businesses with Employees	208
Jobs	3,500
People in Workforce (City Limits)	10,663
Employed (City Limits)	6,304
Unemployed	404
Persons in Labor Force not reported as Employed	4,359
Average Earnings	48,300
Exports	\$1,300,000,000
Imports	<u>\$1,500,000,000</u>
Leakage	(\$200,000,000)
Businesses Closing Since Flood	31

Stopping this leakage is away to enhance and retain local businesses while building resilience. Wealth is imported principally by business activity of the traded sectors located in the community. A traded sector sells products or services outside the local economy and brings in wealth. The traded sectors in Baker are Energy, Religious Organizations, and Biomedical/Biotechnical (Life Sciences). See Chart 4.

Observations

- 326 active businesses
- \$200 million in economic leakage (zip codes)
- Important Baker industries are Energy, Religious Organizations, Public Administration, and Biomedical/Biotechnical (Life Sciences)
- 31 businesses have closed since the flood
- \$12.4 million decrease in revenues by Baker businesses since the flood
- 4,359 persons are counted as being in the labor force but are not reported as employed. There are many personal service entities indicating a strong entrepreneurial spirit.
- High concentration of residents employed by Religious Organizations.
- Many of the jobs in Baker, especially those in Retail Trade, Accommodation and Food Services, Religious Organizations and Arts, Entertainment, Recreation and Visitor Industries pay low wages.

- For every \$100 spent at a locally owned firm, \$68 remains in the local economy.¹



Image 1: Courtesy of GOHSEP and Stephenson Disaster Management Institute.

Flood Impacts

Image 1 is taken from an East Baton Rouge Parish flood inundation map prepared by LSU's Stephenson Disaster Institute (SDMI). The areas in blue represent reported flooding.

Parish-wide, 41% of the 9,758 businesses were directly impacted by the flood. With respect to Baker, according to SBA data, 54 businesses located in zip code 70714 applied for disaster assistance funding from SBA.

According to SBA data, these applications included physical damage.²

Although the exact reasons for the closure of the businesses are unknown, publicly available occupational license tax data indicates 31 businesses in Baker have closed since the flood. (See Appendix I on Page 17.)

Comparisons of sales tax data also provide insight into the economic impacts of the flood. Table 1 outlines the changes in sales tax collections. The period to period changes represent a 12.35% decline in sales tax collections. The total decrease in commercial activity is over \$12 million.

¹ Civil Economics

² The SBA allows for businesses to apply for economic injury if no physical damage was sustained. There were no "stand alone" economic injury applications noted on the SBA report.

	August 2015 - July 2016	August 2016 - July 2017	Change
Baker Sales Tax Collections	\$5,510,836	\$4,830,352	(\$680,484) -12.35%
Using the Baker sales tax rate of 5.5%, lost revenues are (\$12,372,436.36)			

Table 1: Changes in sales tax revenues. Source: City of Baker

East Baton Rouge Parish Analysis

According to StatsAmerica.org, there are 51,266 establishments in East Baton Rouge Parish that employ 258,013 persons with a total payroll of \$11.85 billion. Per StatsAmerica.org, the establishments are broken down into primary industries described in Chart 1.

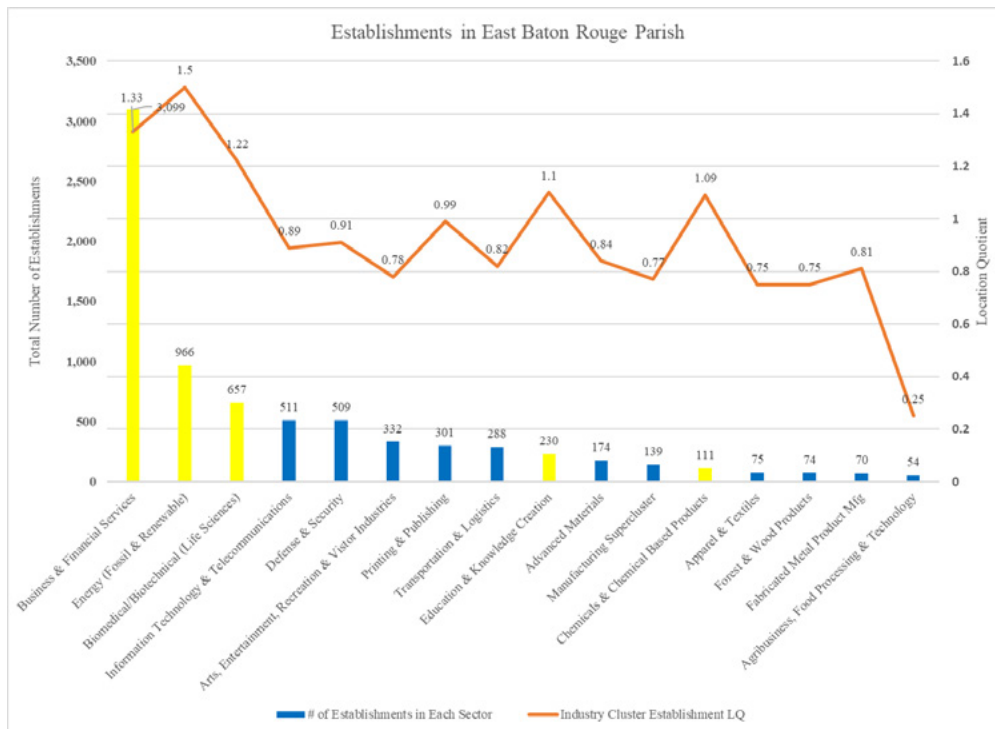


Chart 1: Establishments in East Baton Rouge Parish

- The brown line (secondary axis) in Chart 1, (and other similar charts on the following pages) indicates the LQ, which is a measurement of the concentration of companies in a specific industry sector within a specified geographic area, in relation to the entire country.
 - Location quotient (LQ) is basically a way of quantifying how concentrated a particular industry, sector, occupation, or demographic group is in a region as compared to the nation. It can reveal what makes a particular region “unique” in comparison to the national average.
 - If $LQ < 1.0$ = That industry is not meeting local demand for given goods or service and is therefore considered “Non-Basic.”
 - If $LQ = 1.0$ = The local industry is exactly sufficient to meet the local demand for given goods or service. Therefore, the industry is also considered non-basic because none of these goods or services are exported to non-local areas.
 - If $LQ > 1.0$ = When an LQ is more than 1.0, local employment is greater than expected and it is therefore assumed that this “extra” employment is basic. These extra jobs then must export their goods and services to non-local areas. An $LQ > 1.0$ is also indicative of a “traded sector.”
 - The five highlighted industries are referred to as “traded sectors.” Traded sectors are industries which export products and services, or, as in the case of Biomedical/Biotechnical (Life Sciences), provide services to persons who travel to East Baton Rouge Parish for medical care.
 - The highest LQ noted is 1.82 for Energy, which is driven by the significant refining capacity in East Baton Rouge Parish.

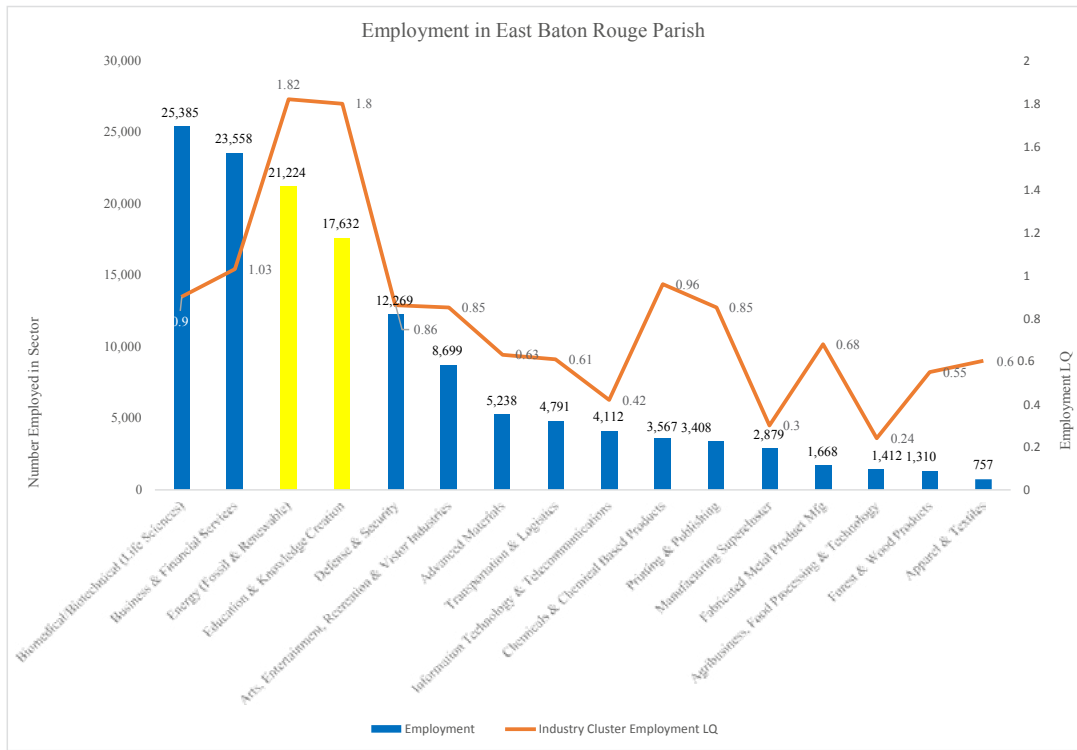


Chart 2: Employment in East Baton Rouge Parish

- The highest employment is in Biomedical/Biotechnical (Life Sciences) and Business & Financial Services.
- The highest employment LQs are in Energy and Education & Knowledge Sharing, which are driven by the presence of the petrochemical industry in the area, and LSU and Southern Universities respectively.

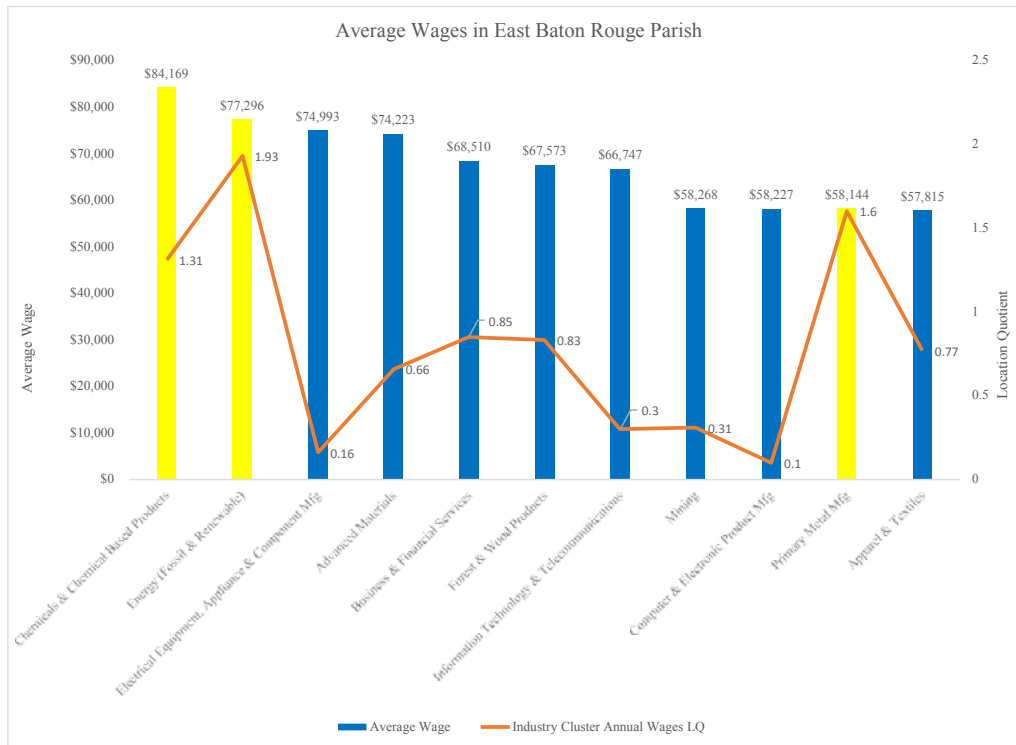


Chart 3: Average wages in East Baton Rouge Parish

- Chemicals and Chemical Based Products (plants) and Energy pay the highest average wages.

Baker - Establishments

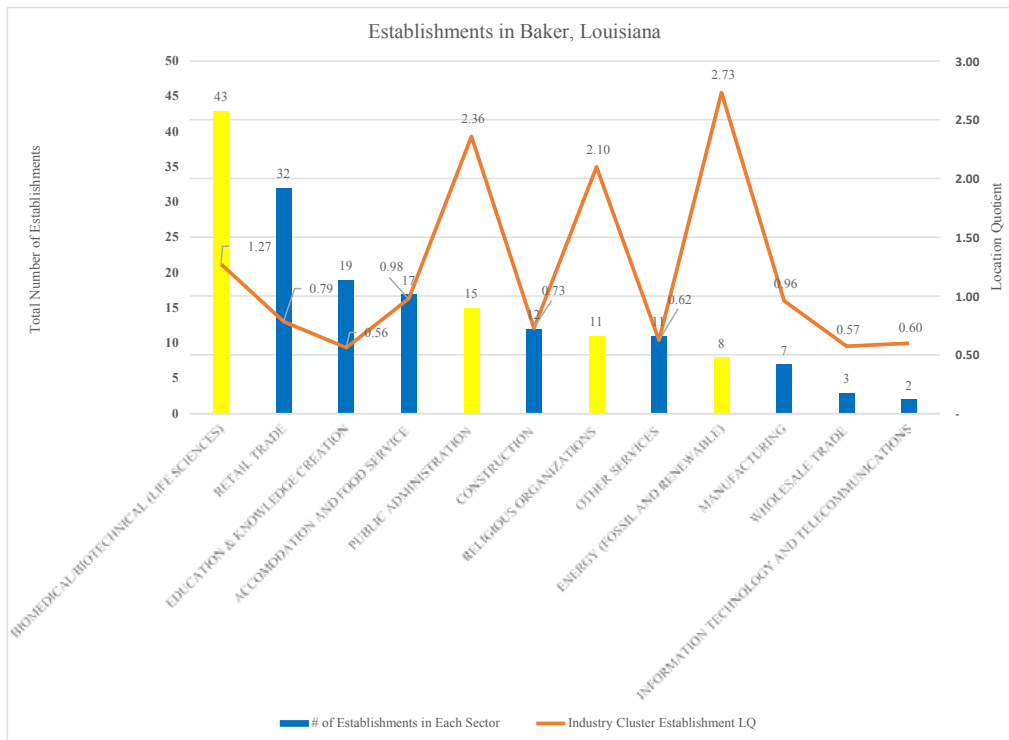


Chart 4: Baker Establishments

- Traded sectors in Baker are: Biomedical/Biotechnical (Life Sciences), Religious Organizations, and Energy.
- Public Administration also has an LQ > 1.0. The rationale for Public Administration having an LQ of greater than 1.0 is due to Baton Rouge City Maintenance having facilities in Baker where maintenance and employees perform work in all areas of East Baton Rouge Parish.
- During the Community Meeting, a frequent comment from the attendees was “more sit-down/nicer restaurants. Notice the LQ of .98 for Accommodation and Food Services. An LQ of 1.00 means the sector is sufficient to serve the local population.
 - This could be interpreted that new restaurants may be dependent on patrons from outside of Baker to be successful. There are restaurants in some small communities in the area such as St. Gabriel (Robertos), New Roads (My Mama’s Café) and Livonia (Joe’s Dreyfus Store Restaurant) that are successful because they draw patrons from outside the area.

- What types of restaurants would be successful in serving the local population but also drawing customers from Baton Rouge and other areas?
- A well-known chef with Baker roots?
- Retail trade has an LQ of .79, meaning the number of retail establishments is not sufficient to serve the local population, and/or residents of Baker make frequent retail purchases outside of the area. (Going to the mall in Baton Rouge, Amazon, etc.)
 - This may also be a contributing factor to the \$200 million of economic leakage.
 - There appear to be many vacant commercial properties in Baker, which may be leased at favorable rates. This could be a criterion for expanding retail and retaining more income within the city / decreasing the economic leakage and enhancing resiliency.

Baker Companies in the Energy traded sector are outlined in the following Table 2.

Company Name	Primary NAICS Description		Location Employee Size Actual	Location Sales Volume Actual
Baton Rouge Industries Inc	Other Petroleum Merchant Wholesale	ENERGY (FOSSIL AND RENEWABLE)	10	\$128,939,000
Murphy USA	Convenience Stores	ENERGY (FOSSIL AND RENEWABLE)	5	\$1,012,000
Baker Shell	Other Gasoline Stations	ENERGY (FOSSIL AND RENEWABLE)	7	\$6,604,000
Baker Texaco	Other Gasoline Stations	ENERGY (FOSSIL AND RENEWABLE)	9	\$8,491,000
Chevron Station Baker	Other Gasoline Stations	ENERGY (FOSSIL AND RENEWABLE)	5	\$4,717,000
Exxon	Other Gasoline Stations	ENERGY (FOSSIL AND RENEWABLE)	5	\$4,717,000
C P M Svc	Scientific/Technical Svcs	ENERGY (FOSSIL AND RENEWABLE)	6	\$965,000
Sunshine Metals Inc	All Other Professional, Scientific/Technical Svcs	ENERGY (FOSSIL AND RENEWABLE)	6	\$965,000

Table 2 Baker firms in the Energy sector.

- StatsAmerica.org lists companies that sell gasoline, such as service stations and convenience stores as participants in the Energy sector.
- The dominant local company in this segment is Baton Rouge Industries, with reported annual revenues of nearly \$129 million. Baton Rouge Industries produces and sells specialty lubricants to meet the needs of high demand vehicles and equipment used by commercial, industrial, agricultural, marine/offshore and individual customers.

Baker companies participating in the Biomedical/Biotechnical (Life Sciences) traded sector are outlined in the following Table 3.

Company Name	Primary NAICS Description	Location Employee	Location Sales
Premier Dentures & Implants	Dental Laboratories	7	\$463,000
CVS/Pharmacy	Pharmacies & Drug Stores	15	\$4,385,000
Fred's Pharmacy	Pharmacies & Drug Stores	5	\$1,462,000
Walgreens	Pharmacies & Drug Stores	21	\$6,139,000
Walmart Pharmacy	Pharmacies & Drug Stores	8	\$2,339,000
Walmart Vision Ctr	Optical Goods Stores	5	\$3,822,000
Community Empowerment Svc	All Other Professional, Scientific/Technical Svcs	6	\$965,000
Baton Rouge Urology Group	Offices Of Physicians (Exc Mental Health Specs)	8	\$1,511,000
Internal Medicine & Pediatrics	Offices Of Physicians (Exc Mental Health Specs)	34	\$6,419,000
Magnolia Medical Group & Assoc	Offices Of Physicians (Exc Mental Health Specs)	7	\$1,322,000
All Smiles Dental Ctr	Offices Of Dentists	6	\$807,000
Baton Rouge Gold Teeth	Offices Of Dentists	6	\$807,000
Rabel Family Dentistry	Offices Of Dentists	6	\$807,000
Rabel Family Dentistry	Offices Of Dentists	20	\$2,080,000
Tracey M Crear & Assoc	Offices Of Dentists	15	\$2,016,000
Baker Physical Therapy	Offices-Physical, Occptnl/Speech Thrpts/Audlgsts	6	\$362,000
Rebecca A Davis Fnp-C LLC	Offices Of All Other Misc Health Practitioners	6	\$362,000
Baker Foot Care	Freestanding Ambulatory Surgical & Emergency	8	\$1,511,000
Baker Medical Corp	Freestanding Ambulatory Surgical & Emergency	5	\$944,000
Fresenius Medical Care	Freestanding Ambulatory Surgical & Emergency	15	\$2,832,000
Mcms LLC	Freestanding Ambulatory Surgical & Emergency	8	\$1,511,000
Unique Healthcare Options LLC	Freestanding Ambulatory Surgical & Emergency	8	\$1,511,000
Unique Healthcare Options LLC	Freestanding Ambulatory Surgical & Emergency	8	\$1,511,000
Anderson, Marlo	Home Health Care Services	12	\$743,000
Christian Rehabilitation Ctr	Home Health Care Services	12	\$743,000
Destiny Home Health	Home Health Care Services	12	\$743,000
Louisiana Human Care	Home Health Care Services	8	\$495,000
Baker Mental Health	Psychiatric & Substance Abuse Hospitals	9	\$929,000
River Oaks Estate	Assisted Living Facilities For The Elderly	11	\$0
Christope Counseling	Child & Youth Services	6	\$311,000
Promise Pride Enterprises Inc	Services For The Elderly/Persons With Disabilities	6	\$311,000
Allen's Consultation-Training	Other Individual & Family Services	8	\$415,000
Centers Of Hope	Other Individual & Family Services	8	\$415,000
Talent Development Bus	Other Individual & Family Services	8	\$415,000
Louise Davis Residential Fclts	Vocational Rehabilitation Services	7	\$0
Outreach Inspirational Cmnty	Vocational Rehabilitation Services	10	\$0
Angel By Angel Christian Early	Child Day Care Services	6	\$91,000
Brighter Beginnings	Child Day Care Services	15	\$228,000
Little Land Children's	Child Day Care Services	18	\$273,000
Council On Aging Baker Ctr	Human Rights Organizations	5	\$0
Louise Davis Residential Fclts	Other Social Advocacy Organizations	8	\$0
North Ridge Care Ctr	Other Social Advocacy Organizations	90	\$0
All The Way House	Civil & Social Organizations	51	\$0

Table 3: Biomedical/Biotechnical (Life Sciences) Establishments in Baker. Note: sales and employee levels are self-reported and not verified.

- The employee and sales figures are self-reported. A company reporting zero revenues chose to not disclose.
- StatsAmerica.org includes pharmacies, which some firms consider to be retail establishments, in the Biomedical/Biotechnical (Life Sciences).

- Northridge Care Center, which is a nursing home, reported the highest number of employees (90).
- All the Way House is another significant employer in the Biomedical/Biotechnical (Life Sciences), with a reported 51 employees. The company provides treatment for addictive disorders and claims to be a faith-based organization.
 - The high concentration of religious organizations is noted in several tables. Given this high concentration, other development strategies may entail the application of faith-based initiatives to other industries, as All the Way House has done with addictive disorders.

Religious organizations in Baker are outlined in the following Table 4.

Company Name	Primary SIC Description	Primary NAICS Description	Location Employee Size	Location Sales Volume Actual
Touch Family Broadcasting	Television Stations & Broadcasting Co	Television Broadcasting	8	\$1,615,000
Baker Nazarene Church	Churches	Religious Organizations	5	\$0
Baker Presbyterian	Churches	Religious Organizations	5	\$0
Bethany Church Baker	Churches	Religious Organizations	50	\$0
Blackwater UMC	Churches	Religious Organizations	10	\$0
Cornerstone Fellowship	Churches	Religious Organizations	5	\$0
Faith Baptist Church	Churches	Religious Organizations	5	\$0
First Baptist Church	Churches	Religious Organizations	8	\$0
Friendship Baptist Church	Churches	Religious Organizations	7	\$0
Miracle Place Church	Churches	Religious Organizations	15	\$0
Word To The World Ministries	Religious Organizations	Religious Organizations	7	\$0

Table 4: Religious organizations in Baker

- Many of the churches did not report their revenues.
- Bethany has the highest number of reported employees (50).

Detailed information on other individual company participants in the various sectors of the economy will be delivered to city leadership in electronic format for further review and analysis.

Baker – Employment

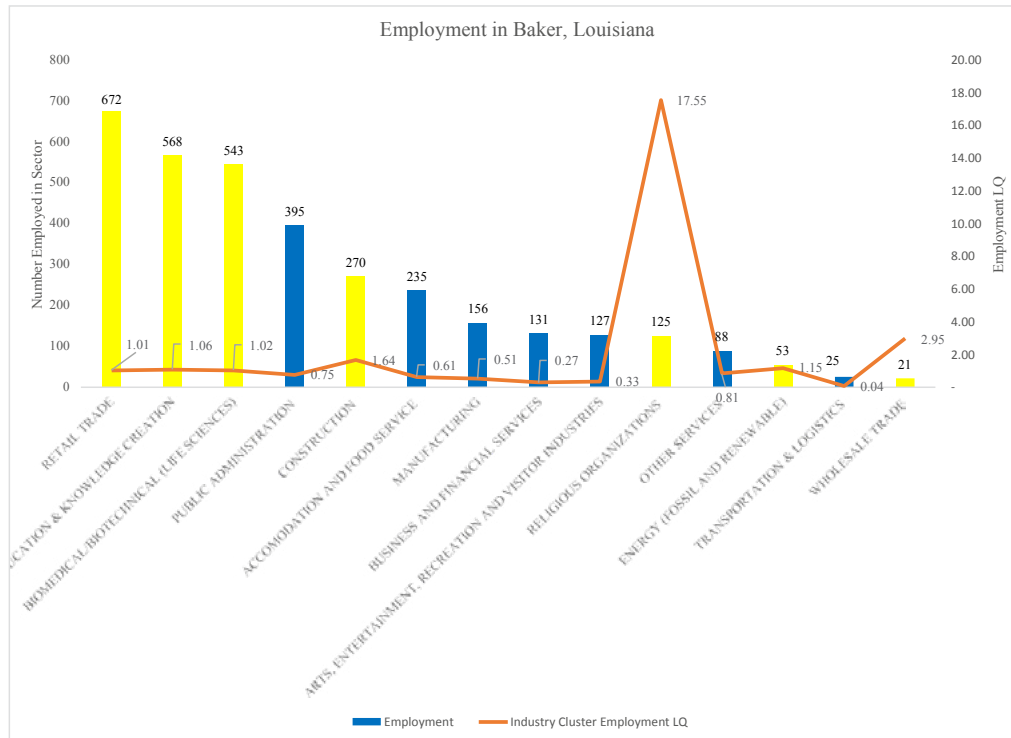


Chart 5: Baker Employment

- The highest number of people are employed in retail trade. On Chart 4, it was noted that Retail Trade had an LQ of .79, meaning this sector is not sufficient to serve the local economy.
- The second highest sector is Education and Knowledge Creation, meaning that many Baker residents are employed by the school system and the universities.
- 25 are employed in Transportation and Logistics. Some of the vacant commercial buildings in Baker may be evaluated for re-purposing as warehouse space to support transportation and logistics operations.
- Construction is also a traded sector, having an employment LQ of 1.64, which implies residents work on construction projects outside of Baker.
 - A need for training in the construction trades in Louisiana has been identified by the Louisiana Workforce Commission (LWC). A LWC study completed prior to the disasters stated over 18,000 jobs in construction trades will not be able to be filled over the next 10 years. The need for repair, reconstruction, and new construction of homes, businesses, and community and cultural assets damaged or destroyed by floodwaters

will undoubtedly increase that number. Additionally, there are opportunities for increased employment in fields related to long-term recovery activities such as repair to roads and bridges.

- Members of the Baker United Steering Committee have stated that courses offered in Baker in skilled trades such as welding have been oversubscribed each time they were offered.
- Repurposing some of the empty commercial buildings for workforce training may also be a viable strategy.
- “The industry’s workforce challenge is primarily a craft-worker shortage,” said Stephen Sandherr, the CEO of the Associated General Contractors of America, adding that skilled hourly workers represent “the bulk of construction workers.”
 - A community profile compiled by Entergy Corporation indicated 4,359 Baker residents were in the workforce but were unemployed. Because these persons are not actively looking for a job, they were not factored into the unemployment rate³.
 - Note in Chart 6 the average wages in construction are \$63,230.
- The highest employment LQ is 17.55 for Religious Organizations, meaning the number of persons employed in this sector is 17.55 times more concentrated in Baker than average.
 - A high concentration of persons skilled in the various duties associated with managing and operating religious organizations may be a positive factor in furthering the proposed convention center; however, this factor alone is not a validation. A specific market analysis/feasibility study for the proposed convention center may be advisable to validate the concept.

³ Some of these individuals counted as being in the workforce but not employed and not looking for a job may be self-employed and not reporting wages or take a draw from the business. Occupational license data indicated many business establishments in Baker that provide personal services such as lawn care and auto detailing. See “Entrepreneurship and Self-Employment” on Page 16.

The top employers in Baker are outlined in the following Table 5.

Company Name	Primary SIC Description		Location Employee Size	Location Sales Volume
Walmart Supercenter	Department Stores	Retail Trade	300	\$35,578,000
Baton Rouge City Maintenance	Government Offices-City, Village & Twp	Public Administration	150	\$0
Buffalo Electric Inc	Electric Contractors	CONSTRUCTION	100	\$13,644,000
North Ridge Care Ctr	Non-Profit Organizations	BIOMEDICAL/BIOTECHNICAL (LIFE SCIENCES)	90	\$0
Southwest Utilities Video Pkr		ARTS, ENTERTAINMENT, RECREATION AND VISITOR INDUSTRIES	70	\$14,843,000
Baker High School	Schools	Education & Knowledge Creation	65	\$0
Baker Heights Elementary Schl	Schools	Education & Knowledge Creation	63	\$0
All The Way House	Organizations	BIOMEDICAL/BIOTECHNICAL (LIFE SCIENCES)	51	\$0
Central Private School	Schools	Education & Knowledge Creation	50	\$0
Second 2 Nature Taxidermy Supl	Adhesives & Sealants (Mfrs)	Manufacturing	50	\$28,049,000
Keepsafe	Safety Equipment & Clothing-Mfrs	Manufacturing	50	\$10,553,000
Baker Printing	Commercial Printing NEC (Mfrs)	Printing & Publishing	50	\$6,454,000
Bethany Church Baker	Churches	Religious Organizations	50	\$0

Table 5: Top Employers in Baker

- All employee numbers are self-reported and not verified.
- The 300 employees for Walmart includes part-time employees
- Baton Rouge City Maintenance has facilities in Baker and is the largest employer in the public sector.
- Buffalo Electric is the largest private, non-retail, employer based in Baker. Buffalo Electric has been in business in Baker for over 50 years, and the company performs work throughout Louisiana, Mississippi, Alabama, Texas, Florida and Arkansas.

Baker – Income and Wages

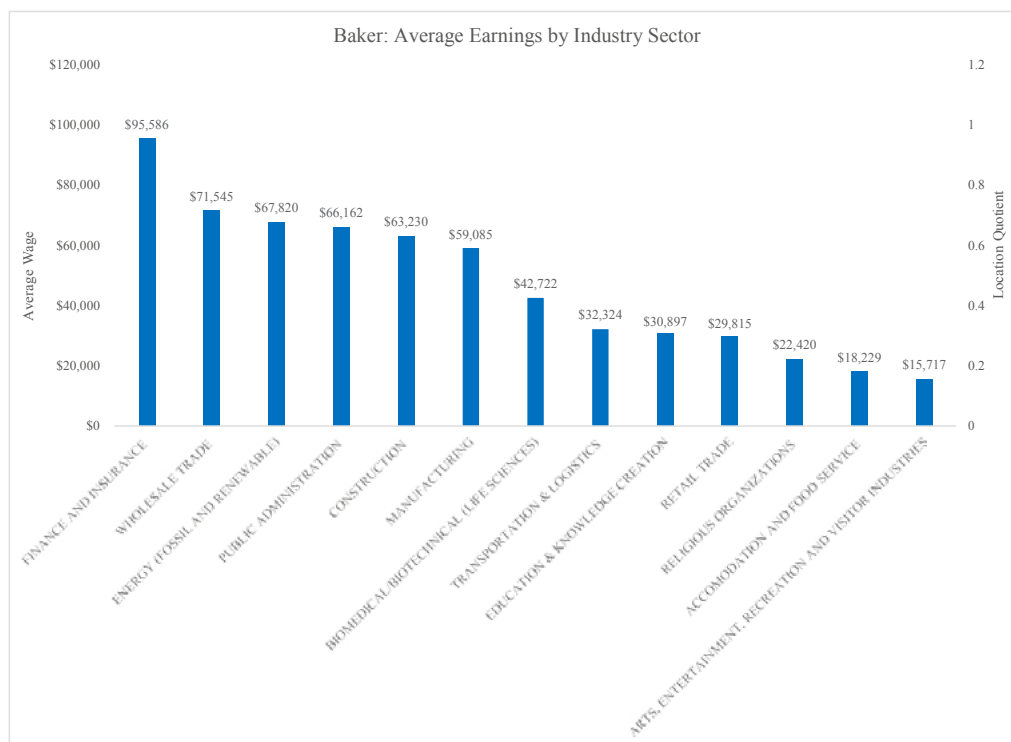


Chart 6: Baker Average Wages by Sector. Source: Louisiana Economic Development and EMSI.

- The highest wages are in Finance and Insurance.
- Wholesale Trade also registered high wages; however, there are 21 jobs and three companies participating in this sector in Baker.
- High average wages were also noted in Construction. As mentioned in prior sections, there is a strong demand for additional skilled workers in this sector.
- Retail Trade has the highest number of employees at 672 (Chart 5, Page 11) and below average wages, with an average of \$29,815.
 - An additional 235 Baker residents work in Accommodation and Food Services, with an average annual wage of \$18,229.
- There is a high concentration of employees of religious organizations, with an average wage of \$22,420.

Table 6 provides summary information on income and other factors companies such as retailers utilize when deciding to locate or expand in a particular area. Some members of the Baker United Steering Committee as well as participants in community meetings indicated there were too many “five and dime” and “dollar” stores in Baker, and they desired better retail options.

Median Household Income CrYr (City Limits)	\$38,856
Average Household Income CrYr (City Limits)	\$49,733
Per Capita Income (City Limits)	\$17,795
Poverty Rate (City Limits)	23.2%
Median Housing Value (City Limits)	\$115,300
Percentage of Population High School Grad or Higher	86%

*Table 6: Baker Summary Demographic Data Source
-Entergy Community Profile and U.S. Census*

Entrepreneurship and Self Employment

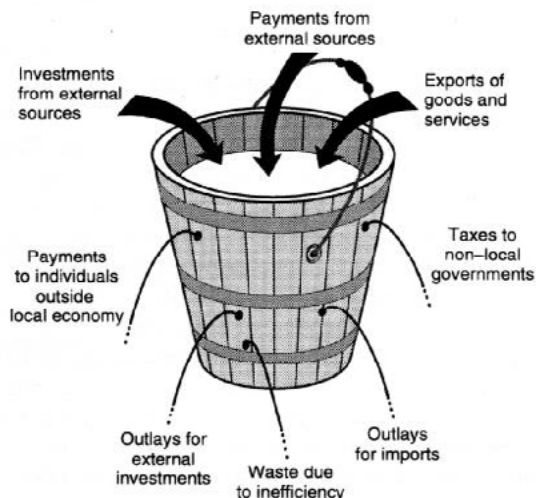
While not reflected in charts and tables, Louisiana Economic Development data indicated the fastest growing occupations in Baker are Taxi Drivers and Chauffeurs, with 40 positions added from 2011 to 2016. With no taxi or limousine companies are readily identifiable in the business listings, these positions may be residents driving for ride-sharing companies such as Uber or Lyft. Both ride sharing firms are permitted to drop off and pick up at the nearby Baton Rouge Metropolitan Airport.

These positions are also characteristic of other data analyzed when reviewing information about Baker’s economy, namely that many residents have taken steps to create their own employment and/or enhance their existing income. For instance, a review of occupational license data indicated Baker has 326 active business establishments and 208 of them have employees. Many of the remaining 118 appear to be entities providing services such as lawn maintenance, mobile auto detailing, child care, and beauty salons. A listing of some of these businesses can be found in Appendix II. It was also noted that Baker has 4,359 residents that are not reported as employed or actively looking for a job. It is possible that some of these individuals may be self-employed / independent contractors.

During a Community Meeting in the long-term recovery planning process, one participant suggested repurposing vacant commercial buildings as small business incubators. Given the apparent level of self-employed persons in Baker, this may a strategy worthy of additional investigation.

Economic Leakage

As mentioned, economic analysis indicates net outflow of \$200 million annually from Baker, which is the differential between the exports and the imports. There appears to be few locally owned businesses in Baker. Locally owned is defined as “working control of the business resides in the community.”



For example, the owner of a franchise may reside in the community; however, a franchisee does not have “working control” of the businesses and must adhere to a many strict guidelines outlined in the franchise agreement. In summary, for every \$100 spent at a locally owned firm, \$68 stays in the economy.⁴ For non-locally owned firms, only \$43 remains in the local economy.⁵

Methods of “plugging” this leakage may entail:

- Buy local programs
- Supplier Introductions (vendor fairs)
- Government procurement
- Entrepreneurial support (incubators)

A business attraction strategy may also be built around stopping the outflow of funds from Baker. The following strategies may be considered:

- Meeting known vendor needs
- Meeting known consumer needs
- Building from current economic base

⁴ Civil Economics

⁵ Civil Economics

Appendix 1 – Baker Businesses Closing Since August 2016

ACCOUNT NAME	BUSINESS OPEN DATE	BUSINESS CLOSE DATE
DONNIE LADATTO JR CPA LLC	10/18/2011	8/11/2016
BUCKS SNACK SHACK	11/1/2014	8/15/2016
BLESSINGS CONSIGNMENTS & RESALE	7/23/2015	8/16/2016
BAKER ANIMAL HOSPITAL INC	12/1/1985	8/31/2016
SWEET CREATIONS BY ROSALIN	8/1/2005	8/31/2016
A GIRLZ BEST FRIEND	2/2/2013	9/1/2016
EVANGELINES	9/1/2016	9/1/2016
CUPPIECAKE LAND	11/1/2015	9/18/2016
ACT BATON ROUGE	7/1/2016	9/30/2016
R J 1 SERVICE LLC	10/7/2016	10/7/2016
CAJUN MARKETING & CONSULTING	1/2/2016	10/15/2016
PAYLESS SHOESOURCE #241	4/1/1984	10/23/2016
LITTLETON CLAIMS SERVICE LLC	12/2/1996	11/30/2016
COMMERCIAL TIRE OF LA	4/1/1999	12/5/2016
BURGER KING # 1585	3/1/2005	12/18/2016
BIG CATFISH STUDIO LLC	2/7/2015	12/31/2016
COLONIAL FLAG & BANNER	11/1/1989	12/31/2016
DENTURES UNLIMITED INC	7/1/1997	12/31/2016
ELEGANT EXQUISITE EVENT	4/15/2016	12/31/2016
EXCEPTIONAL EDUCATIONAL SERVICE	1/16/2014	12/31/2016
KLOTHES HORSE BOUTIQUE LLC	5/1/2015	12/31/2016
P & W MANAGEMENT GROUP LLC	9/2/2014	12/31/2016
THE TIRE STORE & MORE INC	3/1/2014	12/31/2016
RV MOBILE	1/9/2007	1/30/2017
PRO-FAB	5/11/1992	3/17/2017
FREDS STORE #2658	3/1/2014	3/20/2017
PIZZA HUT 316910	5/20/2014	3/21/2017
THE CHIC CANDY BOUTIQUE	4/15/2017	4/15/2017
QUALITY PRINTING ETC	9/20/2012	4/30/2017
SECURE TOWING	7/1/2016	5/31/2017
TERRENCE D LEIST LTD	6/1/1994	6/30/2017

Chart 7: Baker Businesses that have closed since August 2016. Note: The closing of these businesses may not have been a direct result of the flood.

Appendix II – Baker Businesses without Employees / Self Employed

ACCOUNT NAME	CONTACT PERSON	BUSINESS OPEN DATE NAICS CATEGORY
A & R TAX SERVICE	AUDREY PALMER	1/9/2013 Miscellaneous Other Services
A ALWAYS HANDY SERVICES	ALFRED D LUCAS	12/2/2016 Specialty Trade Contractors
ACT BATON ROUGE	JAMI DILLON ROBERTSON	5/1/2017
AJBANKS JANITORIAL	ALICIA BANKS	7/18/2017 Miscellaneous Other Services
BE U HAIR STUDIO	BEVERLY LOMBARD	2/26/2013 Miscellaneous Other Services
BOSSSES LUV FASHION	TIFFANY GRAY	4/29/2017 Nonstore Retailers
BROTHERS	DONTEAL SPENCER	2/13/2014 Miscellaneous Other Services
BUTCHERS BLOCK MOBILE MEATS	PHYLLIS B WEISS	3/1/2017 Nonstore Retailers
C & M AUTOWORKS	CHRISTOPHER BROWN	1/20/2009 Miscellaneous Other Services
CATHERINES ALTERATIONS	CATHERINE THOMPSON	11/1/2007 Miscellaneous Other Services
CB & W ENTERPRISE	CLINE BLANCHARD JR	1/2/2013 Building Material & Garden Equip & Supplies Dealer
CLEAN INDEED CONTRACTOR	JASON JOSHUA	4/8/2015 Miscellaneous Other Services
CREATIVE BASKETS BY MAE	WILLIE MAE JONES	2/25/2017 Nonstore Retailers
D & R EQUIPMENT	DEBORAH WALLS	1/1/2009 Miscellaneous Store Retailers
DUHE OASIS ENTERPRISES LLC	DERRICK A DUHE	2/21/2017 Miscellaneous Other Services
EDUCARE ACADEMY	NATASHA CASTLE	9/2/2010 Miscellaneous Other Services
EXCLUSIVE ARTERTRY STUDIO	LOUELLA JOSEPH	12/1/2016 Miscellaneous Other Services
FIELDS OF ALEXIS	ALEXIS MARY A	2/1/1993 Miscellaneous Store Retailers
FINISTERS CLEANING SERVICE	TASHAKA FINISTER	3/6/2014 Miscellaneous Other Services
FLOS AUTO GLASS	FLORENCE WOLFE	5/1/2017 Miscellaneous Other Services
GET WELL MEDICAL TRANSPORTATION	DARRYL LEWIS	2/10/2015 Miscellaneous Transportation
HEAVENLY ICE SNOWBALL EXPRESS	JOHN & ERICA STERLING	6/13/2011 Food Services & Drinking Places
HEBRARDS SHOE SHINE AND REPAIR	WARREN HEBRARD	7/10/2008 Miscellaneous Other Services
HOP EATERY	JOSEPH E JACKSON	2/25/2017 Food & Beverage Stores
J PHILS PAINTING ETC	JOHN PHILLIP	4/29/2014 Specialty Trade Contractors
JIMS SMOKEHOUSE	JAMES MARLER	8/15/2016 Food Services & Drinking Places
JOHN ROSS COMPANY	JOHN ROSS	9/14/2010 Specialty Trade Contractors
JP & SONS TRUCKING	JERRY PHILLIP	8/1/2016 Truck Transportation
JUNK IN THE TRUNK	TRACY F HOLLAND	10/1/2013 Miscellaneous Store Retailers
KING DAVIS ENTERPRISE	JOHN L DAVIS JR	5/25/2013 Specialty Trade Contractors
LA TRAVELING TROWEL	CALVIN YOUNG	12/11/2008 Specialty Trade Contractors
LEADINGHAM PHOTOGRAPHY	DAVID LEADINGHAM	3/25/2013 Miscellaneous Other Services
LIL TIN KITCHEN	DONNA LOCKWOOD	5/1/2013 Nonstore Retailers
LONDONS ACCESSORIES & GIFTS	LENORE LONDON	1/14/2008 Clothing & Clothing Accessories Stores
LONDONS SITTERS SERVICE	LENORE R LONDON	6/13/2012 Miscellaneous Other Services
LOVE SHOP	PARRIS COLEMAN	9/4/2016 Miscellaneous Store Retailers
MAXS COLLECTIBLES	VANESSA MAXWELL	5/22/2015 Clothing & Clothing Accessories Stores
MIXING IT UP	TYESHA JONES	7/25/2014 Nonstore Retailers
MONSIEUR FINE CLOTHING	CINDY HAMILTON	5/2/2016 Nonstore Retailers
OLE MISSISSIPPI SMOKEHOUSE & CATERING	AGNES H ROBINS	8/18/2014 Nonstore Retailers
PATTERSON AUTO REPAIR	SHEDRICK PATTERSON	12/7/2010 Repair & Maintenance
PAUL HEBERT PAINTING	PAUL HEBERT	9/3/2010 Specialty Trade Contractors
PERKS ON SITE MOBILE OIL CHANGE	PERKINS MARTELLE L	1/27/1995 Repair & Maintenance
PIERSON TRUCKING	WARREN PIERSON	4/25/2013 Truck Transportation
PIZZA HUT #33397	DEE GAUDET	3/21/2017 Food Services & Drinking Places
POWER MOVES IMPORTS	NICHOLAS DOMINIC	1/2/2014 Motor Vehicle & Parts Dealer
PRECIOUS PHOTOS BY DORELLA	DORELLA MILLIGAN	7/10/2008 Miscellaneous Other Services
Q'S QUALITY SERVICES	QUINTON ANDERSON	9/9/2013 Miscellaneous Other Services
ROSE ELLA BOUTIQUE	LOUELLA JOSEPH	6/1/2017 Clothing & Clothing Accessories Stores
ROYALTY FASHION	ROSS DANIEL	5/1/2015 Clothing & Clothing Accessories Stores
SELAHVIE LIVING	TANGELA STITH	7/1/2017 Nonstore Retailers
ST VINCENT DE PAUL THRIFT	SHELIA	8/1/2013 Miscellaneous Store Retailers
STITCH IT GIRLS	SUSAN KOLB	7/27/2017 Nonstore Retailers
STRATEGIC ALTERNATIVE CONCLUSIONS	SHERAL C KELLER	10/1/2013 Nonstore Retailers
STUDIO 76 SDH HAIR SALON	SHANNA CLAIBORNE	12/1/2009 Miscellaneous Other Services
STUDIO LE POSH	VENESSA WRIGHT	8/24/2017 Miscellaneous Other Services

ACCOUNT NAME	CONTACT PERSON	BUSINESS OPEN DATE NAICS CATEGORY
SUPERIOR EVENTS & MARKETING LLC	MARIA MAMON	3/2/2009 Miscellaneous Other Services
THE LITTLE BLUE CHAIR	HOPE JOHNSON	7/1/2012 Miscellaneous Store Retailers
TRUE FORM SHEET METAL	REGINAL TONEY	11/1/2008 Specialty Trade Contractors
ULYSSES TIE CO	UNCHELLA WICKER	10/12/2015 Clothing & Clothing Accessories Stores
WOODEN TRAY	NICOLE REGALO	11/1/2016 Food Services & Drinking Places
XPRESS CLEANING SERVICE	ALESSIA SCOTT	8/25/2017 Miscellaneous Other Services

APPENDIX C: POTENTIAL FUNDING RESOURCES

Master Parks and Recreation Plan

Resource	DOI National Park Service (Federal Lands to Parks)	Louisiana Culture, Recreation, and Tourism (Recreational Trails Program) - part of the DOT Federal Highway Administration Recreational Trails Program	Department of Interior - National Park Service (National Trails System)
Website	https://www.nps.gov/ncrc/programs/flp/flp_get_land.html	https://www.crt.state.la.us/louisiana-state-parks/grant-opportunities-for-outdoor-recreation/recreational-trails/ ; http://www.fhwa.dot.gov/environment/recreational_trails/	http://www.nps.gov/nts/
Description	When federal land becomes available for reuse, the GSA will notify other federal and state agencies. Federal Lands to Parks staff review notices of available property for park and recreation opportunities and notify relevant state, regional, and/or local park agencies.	The FHWA Recreational Trails Program for Louisiana is a Federal-aid assistance program to help States provide and maintain recreational trails for both motorized and non-motorized recreational trails use. The program provides funds for all kinds of recreational trail uses, such as pedestrian uses (hiking, running, wheelchair use), bicycling, in-line skating, equestrian use, off-road motorcycling, all-terrain vehicle riding, four-wheel driving, or using other off-road motorized vehicles.	To establish a national trail, an amendment to the National Trails System Act is required along with a feasibility study. If the study recommends establishment, an act of Congress is required to add it to the National Trails Systems. After that, a comprehensive management and use plan that outlines the roles of partners is established for the full length of the trail.
Submittal Requirements	State or local agencies apply for property through the National Park Service Regional Federal Lands to Parks Program offices.	Grant funding may be provided to non-profit, governmental, or certain commercial entities. There is a 20% match required.	Established by either the secretary of Agriculture or secretary of the Interior - within those departments there are procedures for initiating and processing applications for these types of trails.
Submittal Deadline	N/A	Monday, July 02, 2018	No deadlines
Maximum Award Amounts	N/A	Non-motorized Projects: \$10,000-\$100,000 (federal share) Motorized Projects: \$20,000-\$159,000 (federal share)	N/A
Potential Award Timeline	N/A	N/A	6-15 years

Master Parks and Recreation Plan

Resource	Department of Interior - National Park Service (Rivers, Trails, and Conservation Assistance Program)
Website	http://www.nps.gov/rtca
Description	The National Park Service Rivers, Trails, and Conservation Assistance program supports community-led natural resource conservation and outdoor recreation projects across the nation. Their national network of conservation and recreational planning professionals will partner with community groups, nonprofits, tribes, and state and local governments to design trails and parks, conserve and improve access to rivers, protect special places, and create recreational opportunities.
Submittal Requirements	Project applicants may be state and local agencies, tribes, nonprofit organizations, or citizen groups. National Parks and other Federal agencies may apply in partnership with other local organizations.
Submittal Deadline	June 30 (yearly)
Maximum Award Amounts	Not listed
Potential Award Timeline	Not listed

Create a Certified Emergency Response Team (CERT)

Resource	Department of Interior - National Park Service (Rivers, Trails, and Conservation Assistance Program)	Ready.gov (community emergency response team)
Website	https://www.cdc.gov/disasters/index.html	https://www.ready.gov/community-emergency-response-team ; http://brgov.com/dept/oep/default.asp
Description	Technical assistance to take steps to reduce the harm caused by flooding.	The CERT program educates volunteers about disaster preparedness for the hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. CERT offers a consistent, nationwide approach to volunteer training and organization that professional responders can rely on during disaster situations, which allows them to focus on more complex tasks. Through CERT, the capabilities to prepare for, respond to and recover from disasters is built and enhanced.
Submittal Requirements	N/A	Contact Mayor's Office of Homeland Security & Emergency Preparedness (225-389-2100) to discuss piggybacking off of their established CERT program for East Baton Rouge Parish
Submittal Deadline	N/A	N/A
Maximum Award Amounts	N/A	N/A
Potential Award Timeline	N/A	N/A

APPENDIX C: POTENTIAL FUNDING RESOURCES

Provide Support for Small/Emerging Businesses and Entrepreneurs

Resource	USDA Small Business Innovation Research Program	SBA Disaster Assistance Loans; SBA Learning Center; SBA Local Assistance	Small Business Technical Assistance and Training
Website	https://nifa.usda.gov/program/small-business-innovation-research-program-sbir	https://www.sba.gov/loans-grants/see-what-sba-offers/sba-loan-programs/disaster-loans ; https://www.sba.gov/tools/sba-learning-center ; https://www.sba.gov/tools/local-assistance/districtoffices	https://www2.lsbdc.org/events.aspx
Description	The Small Business Innovation Research (SBIR) program at the USDA offers competitively awarded grants to qualified small business to support high quality research related to scientific problems and opportunities in agriculture. It stimulates technological innovations into the private sector and strengthens the role of federal research and development in support of small businesses. It also fosters and encourages participation by women-owned and social or economically disadvantaged small businesses.	SBA provides low-interest disaster loans to businesses of all sizes, private non-profit organizations, homeowners, and renters. SBA disaster loans can be used to repair or replace the following items damaged or destroyed in a declared disaster: real estate, personal property, machinery and equipment, and inventory and business assets.	Provides events and workshops for small businesses in Louisiana (technical assistance)
Submittal Requirements	Must be a 51% owned business by one or more individuals who are US citizens; cannot have more than 500 employees; must be the primary performer of the proposed research efforts.	Contact information, SSN, FEMA numbers, deed or lease information, insurance information, financial information, and Employer Identification Number for business applicants.	Registration is required.
Submittal Deadline	No deadlines.	Active disaster declaration	Varies
Maximum Award Amounts	Phase I grants - \$100,000; Phase II grants - \$600,000 (only available to Phase 1 grantees)	Home and personal property - \$40,000; military reservists economic injury - \$2 million; business physical disaster - \$2 million; economic injury - \$2 million	N/A
Potential Award Timeline	NA	Varies	N/A

Revise and Update Baker's Louisiana Development Ready Communities Strategic Economic Development Plan

Resource	International Economic Development Council (Restore Your Economy)	Louisiana Economic Development - Louisiana Quality Jobs Rebate	Louisiana Economic Development - Small and Emerging Business Development Program
Website	http://restoreyoureconomy.org/ ; http://www.iedconline.org/	https://www.opportunitylouisiana.com/business-incentives/quality-jobs	https://www.opportunitylouisiana.com/small-business/special-programs-for-small-business/small-and-emerging-business-development-program
Description	Funded by the US Economic Development Administration, Restore Your Economy provides resources and best practice information for public and private stakeholders seeking to rebuild their local economies after a disaster as well as assisting the business community in preparing for a disaster.	The Quality Jobs program provides a cash rebate to companies that create well-paid jobs and promote economic development.	LED's Small and Emerging Business Development Program provides the managerial and technical assistance training needed to grow and sustain a small business.
Submittal Requirements	Public and private stakeholders - technical assistance for disaster preparedness, post-disaster economic recovery, and disaster resiliency resources, tools, event announcements as well as opportunities to connect with peers through social media groups.	Bioscience, manufacturing, software, clean energy technology, food technology, advanced materials, headquarters of multi-state businesses, back-office operations, aircraft MROs, or oil and gas field service. See website for more specific requirements.	US citizen, Louisiana residency (1 year), net worth (51% of business owned/controlled by persons who individually have a net worth of less than \$400,000), and full-time employment of the firm applying.
Submittal Deadline	N/A	No deadlines	No deadline
Maximum Award Amounts	N/A	The program provides up to a 6% cash rebate on 80% of gross payroll for new direct jobs for up to 10 years (effective July 1, 2018, the rebate is available on 100% of gross annual payroll). Provides a state sales/use rebate on capital expenditures or a 1.5% project facility expense rebate on the total capital investment excluding tax exempted items.	N/A
Potential Award Timeline	N/A	N/A	N/A

APPENDIX C: POTENTIAL FUNDING RESOURCES

Revise and Update Baker's Louisiana Development Ready Communities Strategic Economic Development Plan

Resource	Louisiana Economic Development - Loan and Guaranty Program	Louisiana Public Facilities Authority - Economic Development Assistance	Louisiana Office of Community Development - Community Development Block Grants (public facilities, LaSTEP, demonstrated needs, economic development)
Website	https://www.opportunitylouisiana.com/business-incentives/small-business-loan-and-guaranty-program	http://www.lpfa.com/economic-development	http://www.doa.la.gov/Pages/ocd/cdbg/lcdbg_programs.aspx
Description	The Small Business Loan and Guaranty Program facilitates capital accessibility for small businesses by providing loan guarantees to banks and other small business lenders in association with the federal State Small Business Credit Initiative. The program's purpose is to provide financial assistance, which will help with the development or expansion and retention of Louisiana's small businesses.		
Submittal Requirements	Must be a Louisiana small business, domiciled in Louisiana, owners or stakeholders are Louisiana residents, for loans of \$100,000 or less (must be one new permanent job or one retained job), for loans over \$100,000 (must be two permanent jobs created).		
Submittal Deadline	No deadline		
Maximum Award Amounts	\$5,000 to \$1.5 million		
Potential Award Timeline	N/A		

First Time Homebuyer Program

Resource	Louisiana Housing Corporation - Multi-Family Bond Program	US Department of Housing and Urban Development - Disaster Resources	US Department of Housing and Urban Development - Rural Capacity Building for Community Development and Affordable Housing Program
Website	http://www.lhc.la.gov/page/multifamily-bond	https://portal.hud.gov/hudportal/HUD?src=/info/disasterresources	https://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/capacitybuilding
Description	The LHC through the issuance of multi-family revenue bonds provides financing to developers to acquire, construct, and/or rehabilitate affordable housing for low to moderate income families and individuals.	HUD provides a variety of disaster resources including mortgage assistance, disaster recovery and emergency preparedness toolkit, assistance from Ginnie Mae, disaster staffing toolkit, community development and housing assistance, and disaster response toolkit.	The Rural Capacity Building Program enhances the capacity and ability of local governments, Indian tribes, housing development organizations, rural Community Development Corporations, and rural Community Housing Development Organizations to carry out community development and affordable housing activities that benefit low to moderate income families and persons in rural areas.
Submittal Requirements	Developers	Available to individuals and businesses recovering from a disaster.	Rural housing areas.
Submittal Deadline	No deadlines	N/A	N/A
Maximum Award Amounts	Housing Projects that are financed (whether new construction or acquisition/rehab) in part by federal subsidies (i.e. volume cap bonds) are eligible for 4% tax credits only. There is no "limited pool" for the 4% tax credit as there is the 9% credit. To obtain the 4% tax credit, a partnership must apply for an allocation of private	N/A	N/A
Potential Award Timeline	N/A	N/A	N/A

APPENDIX C: POTENTIAL FUNDING RESOURCES

First Time Homebuyer Program

Resource	US Department of Housing and Urban Development - Community Compass	US Department of Housing and Urban Development - Federal Housing Authority Approved Nonprofits Program)	US Department of Housing and Urban Development - Federal Housing Authority Good Neighbor Next Door Sales Program)
Website	https://www.hud.gov/program_offices/administration/grants/fundsavai/nofa16/cctach	https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/np	https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/reo/goodn/gnndabot
Description	Community Compass brings together technical assistance investments from across HUD program offices including the offices of Community Planning and Development, Fair Housing and Equal Opportunity, Housing, and Public and Indian Housing. This allows technical assistance to address the needs of grantees and subgrantees across multiple HUD programs, often within the same engagement, as well as address cross-agency issues.	HUD Homes program allows HUD owned properties to be purchased by HUD-approved nonprofit organizations (NPOs) and governmental entities at a discount during the exclusive listing period. Secondary Financing program allows HUD-approved NPOs and governmental entities to provide secondary financing assistance to homebuyers utilizing FHA insurance on a first mortgage when that assistance is secured with a second mortgage or lien.	Law enforcement officers, pre-kindergarten through 12th grade teachers, firefighters, and emergency medical technicians can contribute to community revitalization while becoming homeowners through the HUD Good Neighbor Next Door Sales Program. Must meet requirements for a law enforcement officer, teacher, firefighter, or emergency medical technician and comply with HUD's regulations for the program.
Submittal Requirements	Cities, states, PHAs	The Federal Housing Administration (FHA) requires prospective NPOs to obtain approval and be placed on the HUD Nonprofit Roster to participate in FHA's Single Family Nonprofit Programs Interested NPOs must contact HUD by sending an email to the FHA Resource Center at answers@hud.gov.	Eligible single family homes located in revitalization areas are listed exclusively for sale through the Good Neighbor Next Door Sales program. Properties are available for purchase for seven days.
Submittal Deadline	Not yet available for 2018	No deadlines	No deadlines
Maximum Award Amounts	\$20,000,000	N/A	N/A
Potential Award Timeline	Not yet available for 2018	N/A	N/A

First Time Homebuyer Program

Resource	HUD, DOT, and EPA (Partnership for Sustainable Communities/Initiative Resource Library)	US Department of Housing and Urban Development HOME Investment Partnerships Program	US Department of Housing and Urban Development Choice Voucher Program (Section 8)
Website	https://www.sustainablecommunities.gov/partnership-resources ; https://www.hudexchange.info/programs/sci/resources ; https://www.sustainablecommunities.gov/partnership-resources/housing-choices	https://www.hudexchange.info/programs/home/	https://www.disasterassistance.gov/get-assistance/forms-of-assistance/4469/1/7
Description	Housing choices include FTA Joint Development Resources, Mixed-Income Transit-Oriented Development Action Guide, Smart Growth and Affordable Housing, Realizing the Potential: Expanding Housing Opportunities Near Transit, and The Role of State DOTs in Support of Transit-Oriented Development.	The HOME Investment Partnerships Program (HOME) provides formula grants to states and localities that communities use - often in partnership with local nonprofit groups - to fund a wide range of activities including building, buying, and/or rehabilitating affordable housing for rent or homeownership or providing direct rental assistance to low-income people.	The housing choice voucher program helps very low-income families, the elderly, and the disabled afford safe, healthy housing. Housing can include single-family homes, townhouses, and apartments. It isn't limited to subsidized housing projects.
Submittal Requirements	No current grants available. To receive announcements by email, subscribe to smart_growth_list_serve-subscribe@lists.epa.gov.	States are automatically eligible for HOME funds and receive either their formula allocation or \$3 million, whichever is greater. Local jurisdictions eligible for at least \$500,000 under the formula (\$335,000 in years when Congress appropriates less than \$1.5 billion for HOME) also can receive an allocation.	Public housing authorities handle housing choice vouchers locally. The PHA pays the landlord the housing subsidy, and the recipient pays the difference between the actual rent cost and the amount of the subsidy. In some instances, the voucher can be used to purchase a modest home.
Submittal Deadline	No current grants available. To receive announcements by email, subscribe to smart_growth_list_serve-subscribe@lists.epa.gov.	No deadlines	No deadlines
Maximum Award Amounts	N/A	\$3 million	N/A
Potential Award Timeline	N/A	N/A	N/A

APPENDIX C: POTENTIAL FUNDING RESOURCES

First Time Homebuyer Program

Resource	US Department of Housing and Urban Development Main Street Grants Program Hope VI	US Department of Housing and Urban Development Mortgage Insurance for Disaster Victims 203(h) and 203(k) Rehabilitation Mortgage Insurance	US Department of Housing and Urban Development PD&R Disaster Recovery Toolkit
Website	http://www.hud.gov/mainstreet	https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/ins/203h-dft ; https://portal.hud.gov/hudportal/HUD?src=/program_offices/housing/sfh/203k/203k-df	https://www.huduser.gov/portal/disaster-recovery.html
Description	The Main Street program provides assistance to smaller communities in the development of affordable housing that is undertaken in connection with a Main Street revitalization effort. Obsolete commercial offices or buildings can be reconfigured into rent producing affordable housing.	Section 203(k) insurance enables homebuyers and homeowners to finance the purchase (or refinancing) of a house and the cost of its rehabilitation through a single mortgage or to finance the rehabilitation of their existing home.	A toolkit that provides resources for flood recovery.
Submittal Requirements	Only units of general local government are eligible with the following requirements: be a local government, have a population of 50,000 or less, have 100 or fewer physical public housing units.	Section 203(h) - FHA approved lending institutions, (banks, mortgage companies, and savings and loan associations); anyone whose home has been destroyed or severely damaged in a presidentially declared disaster area is eligible to apply for mortgage insurance under this program.	N/A
Submittal Deadline	FY 2018 funds have not yet been appropriated for this program.	No deadlines	N/A
Maximum Award Amounts	Approximately \$500,000	N/A	N/A
Potential Award Timeline	FY 2018 funds have not yet been appropriated for this program.	N/A	N/A

First Time Homebuyer Program

Resource	US Department of Housing and Urban Development Public Housing Program	US Department of Veterans Affairs - VA Housing Grants for Disabled Veterans	Louisiana Department of Health - Permanent Supportive Housing
Website	https://portal.hud.gov/hudportal/HUD?src=/topics/rental_assistance/phprog	http://www.benefits.va.gov/homeloans/adaptedhousing.asp	http://dhh.louisiana.gov/index.cfm/page/1732/n/388
Description	The U.S. Department of Housing and Urban Development administers Federal aid to local housing authorities that manage the housing for low-income residents at rents they can afford. HUD furnishes technical and professional assistance in planning, developing and managing these developments.	VA provides grants to Service Members and Veterans with certain permanent and total service-connected disabilities to help purchase or construct an adapted home, or modify an existing home to accommodate a disability. Two grant programs exist: the Specially Adapted Housing (SAH) grant and the Special Housing Adaptation grant.	The Louisiana Permanent Supportive Housing program links affordable rental housing with voluntary, flexible, and individualized services to people with severe and complex disabilities, enabling them to live successfully in the community.
Submittal Requirements	Public housing is limited to low-income families and individuals. A Housing Authority determines your eligibility based on: 1) annual gross income; 2) whether you qualify as elderly, a person with a disability, or as a family; and 3) U.S. citizenship or eligible immigration status. If you are eligible, the HA will check your references to make sure you and your family will be good tenants.	If you are a Service Member or Veteran with a permanent and total service-connected disability, you may be entitled to a Specially Adapted Housing grant or a Special Housing Adaptation grant.	Households that include a person who has a significant, long-term disability that currently receives either Mental Health Rehabilitation Services, an eligible OAAS or OCDD waiver, Ryan White services, or is currently living in a nursing home; need of housing supports offered by the PSH program; meet low-income requirements.
Submittal Deadline	No deadlines	No deadlines	No deadlines
Maximum Award Amounts	N/A	SAH grant maximum is \$81,080; SHA grant maximum is \$16,217.	N/A
Potential Award Timeline	N/A	N/A	N/A

Blight and Housing Vacancy

Resource	US Department of Agriculture - Disaster Resource Center	US Department of Agriculture - Rural Development (water, waste, business development, housing, community development, energy, economic development)
Website	https://www.usda.gov/topics/disaster	https://www.rd.usda.gov/programs-services
Description	The Disaster Resource Center includes information about specific disasters and emergencies, how to prepare, recover, and help build long-term resilience, as well as information about USDA assistance during disaster events.	USDA operates over 50 financial assistance programs for a variety of rural applications.
Submittal Requirements	N/A	Rural areas (dependent upon program selected).
Submittal Deadline	N/A	Dependent upon program selected.
Maximum Award Amounts	N/A	N/A
Potential Award Timeline	N/A	N/A

Coordination with East Baton Rouge Parish on Stormwater Mitigation and Hazard Mitigation Grant Program Issues

Resource	USACE Civil Works (dam, flood risk, levee)	USACE Emergency Operations (drought, floods, hurricane season)	FEMA Repetitive Flood Claims Grant
Website	http://www.usace.army.mil/Missions/Civil-Works/ ; http://www.watertoolbox.us/apex/f?p=689:1:	http://www.usace.army.mil/Missions/Emergency-Operations/	https://www.fema.gov/repetitive-flood-claims-grant-program-fact-sheet
Description	The Civil Works programs include water resource development activities including flood risk management, navigation, recreation, and infrastructure and environmental stewardship. The mission also includes emergency response.	USACE emergency operations includes support immediately after a disaster along with recovery efforts by assessing and restoring critical infrastructure.	The Repetitive Flood Claims grant program provides funding to reduce or eliminate the long-term risk of flood damage to structures insured under the National Flood Insurance Program that have had one or more claim payment(s) for flood damages.
Submittal Requirements	Dependent upon program (state and local partners and federal partners along with shared responsibility).	Following a disaster.	RFC funds may only be used to mitigate structures that are located within a state or community that is participating in the NFIP that cannot meet the requirements of the Flood Mitigation Assistance (FMA) program because they cannot provide the non-federal cost share, or do not have the capacity to manage the activities.
Submittal Deadline	N/A	N/A	Not yet available for 2018
Maximum Award Amounts	N/A	N/A	Not yet available for 2018
Potential Award Timeline	N/A	N/A	Not yet available for 2018

Coordination with East Baton Rouge Parish on Stormwater Mitigation and Hazard Mitigation Grant Program Issues

Resource	GOHSEP - Flood Mitigation Assistance Grant Program
Website	http://gohsep.la.gov/GRANTS/RECOVERY-GRANTS/Hazard-Mitigation-Assistance/FMA
Description	The Flood Mitigation Assistance Grant program provides funds for reducing or eliminating long term risks of flood damage to structures that are insurable under the National Flood Insurance Program. FMA funding is made available for flood hazard planning and flood hazard mitigation projects on an annual basis. Grants are funded by congressional appropriations, managed by FEMA, and administered through the Governor's Office of Homeland Security and Emergency Preparedness.
Submittal Requirements	Local governments and state agencies may apply for FMA grants through the state. Federally recognized trial authorities apply through the state or independently. Individuals must seek assistance and apply through their local parish governing authority.
Submittal Deadline	Annually
Maximum Award Amounts	N/A
Potential Award Timeline	Up to eight months.

APPENDIX C: POTENTIAL FUNDING RESOURCES

Baker Softball Field Renovation

Resource	Louisiana Department of Culture, Recreation, and Tourism - Statewide Comprehensive Outdoor Recreation Plan
Website	http://www.crt.state.la.us/
Description	The Statewide Comprehensive Outdoor Recreational Plan identifies recreational needs and issues existing throughout the state of Louisiana. The document, updated every 5 years, outlines a plan for balancing environmental conservation with providing recreational facilities and provides key information for determining the distribution of federal grant funds.
Submittal Requirements	Due to be updated again in 2020
Submittal Deadline	N/A
Maximum Award Amounts	N/A
Potential Award Timeline	N/A

Farmer's Market

Resource	US Department of Agriculture - Grant Resources for Farmers Markets	National Sustainable Agriculture Coalition (Farmers Market and Local Food Promotion Program)
Website	https://www.fns.usda.gov/ebt/usda-grant-resources-farmers-markets ; https://www.ams.usda.gov/services/grants/fmpp	http://sustainableagriculture.net/publications/grassrootsguide/local-food-systems-rural-development/farmers-market-promotion-program/
Description	The purpose of the Farmers Market Promotion Program is to increase domestic consumption of, and access to, locally and regionally produced agricultural products, and to develop new market opportunities for farm and ranch operations serving local markets by developing, improving, expanding, and providing outreach, training, and technical assistance to, domestic farmers markets, roadside stands, and other direct producer-to-consumer market opportunities.	The Farmers Market and Local Food Promotion Program is a competitive grants program that funds direct-to-consumer marketing strategies as well as local and regional food business enterprises that act as intermediaries between producers and consumers by aggregating, storing, processing, and/or distributing locally or regionally produced food products to meet market demand.
Submittal Requirements	Agricultural businesses, community supported agriculture networks, CSA associations, economic development corporations, local governments, nonprofit corporations, producer networks and associations, public benefit corporations, regional farmers' market authorities and tribal governments.	Agricultural businesses, community supported agriculture networks, CSA associations, economic development corporations, local governments, nonprofit corporations, producer networks and associations, public benefit corporations, regional farmers' market authorities and tribal governments.
Submittal Deadline	FY 2018 dates not yet available	FY 2018 dates not yet available
Maximum Award Amounts	FY 2018 dates not yet available	\$250,000 capacity building projects/\$500,000 community development, training, and technical assistance
Potential Award Timeline	FY 2018 dates not yet available	FY 2018 dates not yet available

Committee to Promote Community Wholeness Projects

Resource	Louisiana Office of Community Development - Community Development Block Grants (public facilities, LaSTEP, demonstrated needs, economic development)
Website	http://www.doa.la.gov/Pages/ocd/cdbg/lcdbg_programs.aspx
Description	Public Facilities, LaSTEP, Demonstrated Needs, and Economic Development programs are available through CDBG funding through the Louisiana Office of Community Development.
Submittal Requirements	Economic Development - provide grants to local governments for infrastructure improvements which will facilitate the location of a particular business (sewer, water, and street/road access on public property).
Submittal Deadline	Deadline not yet available (deadline for last cycle was July 14, 2017)
Maximum Award Amounts	Varies depending on program and type of project (see website for details)
Potential Award Timeline	Timeline not yet available

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City of Baker
Community Recovery Plan
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