















VOLUME SIX | NUMBER THREE

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Baton Rouge Area Foundation



renda Pepitone would be on the beach right now, reading books she had stacked up over the years as a retirement gift to herself. Sad circumstances rearranged her life, though, and gave it a different purpose.

Her daughter, Staci Pepitone, was diagnosed with cancer. While she was battling the disease, she happened to meet another cancer patient who carried an added burden. In order to get the treatments he needed, this man regularly had to travel 10 hours by bus. After each exhausting procedure, he returned home the same way.

In fighting for their lives together, the two became friends, and Staci made a private pledge: One day, she would find a way to provide for cancer patients who didn't have the means to pay for all the additional expenses that insurance doesn't cover, like travel. They would ride on planes instead of the bus; they would stay with their families in comfortable accommodations when receiving treatments in distant cities.

Staci did not live to fulfill that promise, but she is still with us. Brenda Pepitone set aside her retirement plans to create Geaux Past Cancer, carrying forward her daughter's pledge. Brenda discovered that she is not alone in this difficult undertaking. She has been helped by the generous people who were Staci's friends and colleagues at LSU.

Please read her story in this magazine and do what you can to help Brenda Pepitone fulfill the unselfish dream of her daughter, inspired by her chance encounter with one of the countless cancer patients whose struggles could be made just a little easier through our generosity.

In this edition, you will also see some of the key findings and statistics from our annual CityStats survey, which measures the quality of life in Baton Rouge. The report points to some bad news for Baton Rouge, but it offers some important encouragement too.

Most clear among the indicators is the public's worry over crime in East Baton Rouge. For instance, 37% of polled residents said that they are much more concerned that either they or their family members will become victims of crime in the next year. That's a troubling increase from 28% when we conducted the same poll for our first study four years ago.

Our local government has begun to respond to the city's alarming crime rate, which was identified by CityStats in the very first report. Our ongoing annual research will reveal whether Baton Rouge's crime-fighting strategies initiated this spring are actually making the city a safer place.

Through CityStats, we have also uncovered this disturbing trend: the people of Baton Rouge are increasingly disengaged from their leaders. Fifty-five percent told our pollsters that they have little or no influence over their elected officials—up from 49% in the previous two years.

We cannot proceed this way. When people are skeptical of the ones who are supposed to represent them, the citizenry becomes estranged from its own government. Losing the faith of those who elected them, leaders will quickly find that they do not have the support or cooperation they need from the public to better the community. Little will get done.

Along with disturbing trends like these, however, our annual report always seems to find reasons to feel optimistic about our community too. The teen birth rate has declined again, for example, and so has the number of high school dropouts. More and more travelers are using Baton Rouge Airport, thanks to the entry of U.S. Airways. The number of people attending Live After Five in downtown Baton Rouge is also going up. That's good because, in their shared appreciation of music, people of all kinds from around the parish are coming together, making new friends, and ultimately understanding each other better. Over time, things like this build real cohesion in a community.

You can get a glimpse of the report in this issue of the magazine, or you can read the entire report at BRAF.org under the heading "Projects."

. . .

CityStats is a civic leadership project of the Foundation, underwritten by the Newton B. Thomas Support Foundation.

Another civic leadership project that began at the Foundation is now standing on its own. In December, we launched The Water Institute of the Gulf, which was created in response to a request by U.S. Sen. Mary Landrieu and state leaders.

Led by chair Kevin Reilly Jr., the Institute has moved quickly, hiring an executive director and two top scientists. The Water Institute will provide the most reliable science and solutions to take on the double danger of rising seas and eroding coastlands in Louisiana and the Gulf Coast. But the rewards of this research will reach far beyond our shores, benefiting tens of millions of people living in delta regions around the globe, from Vietnam to Bangladesh. As new as it is, the Institute already shows the potential to grow into an enterprise that could produce thousands of high-paying spinoff jobs for Louisiana.

The creation of The Water Institute and the Foundation's other civic leadership projects are funded by our members. The undeniable results of their support surround us, from the rebound of our downtown district to the establishment of New Schools for Baton Rouge, our cover story in this issue.

We thank our members, and we urge you to join them. Memberships begin at \$100, and joining is easy; just visit BRAF.org. The more members we have, the more we can accomplish.

Sincerely,

Matthew G. McKay

Baton Rouge Area Foundation

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The Baton Rouge Area Foundation is a community foundation that takes advantage of opportunities to improve the quality of life in South Louisiana. We do so by providing two essential functions. One, the Foundation connects philanthropists with capable nonprofits to make sure the needs of our communities are met. For example, our donors support the Shaw Center for the Arts and education reform. Two, the Foundation invests in and manages pivotal projects to improve the region. Our Plan Baton Rouge initiative spearheaded the downtown revitalization plan and now is working to revive Old South Baton Rouge. For more information, contact Mukul Verma at mverma@braf.org.

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Baton Rouge Area Foundation

The Baton Rouge Area Foundation is among more than 700 community foundations across the country. We work to improve the quality of life for all people in the region. We do so in two ways.

One, we connect philanthropists with nonprofits to make sure the needs of our neighbors are met. Our donors, for instance, fund music programs for children, provide money to feed the hungry and underwrite education reform. Last year, our donors and the Foundation made thousands of grants worth more than \$28 million. Two, the Foundation begins and manages civic leadership projects, including rebirth of neglected neighborhoods. Our latest civic initiative is The Water Institute of the Gulf, which is an independent nonprofit that will provide a scientific response to the problem of eroding marshes, rising seas and changing climate.

Mission: The Baton Rouge Area Foundation unites human and financial resources to enhance the quality of life in South Louisiana. To achieve our mission, we:

- —serve donors to build the assets that drive initiatives and solutions;
- engage community leaders to develop appropriate responses to emerging opportunities and challenges;
- —partner with entities from all segments of our service area, as well as with other community foundations, in order to leverage our collective resources and create the capacity to be a stimulus of positive regional change; and
- —evaluate our work and share the results with our stakeholders.

Who we serve: We conduct projects and provide grants across South Louisiana—East and West Baton Rouge, East and West Feliciana, Ascension, Livingston, Pointe Coupee and Iberville. The Foundation works in St. Tammany, Tangipahoa, Washington and St. Helena

parishes through the Northshore Community Foundation, a support organization that operates independently from a home base in Covington. The Foundation also supports the Community Foundation of Southwest Louisiana. Based in Lake Charles, that foundation serves Calcasieu, Beauregard, Allen, Cameron and Jefferson Davis parishes.

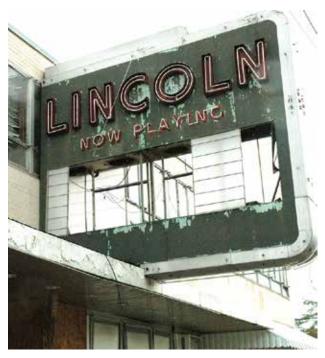
How we work: The Foundation is funded in several ways. One key way is through generous people who choose to start donor-advised funds to provide grants to nonprofit groups and community projects. Philanthropists can start a tax-deductible charitable fund for \$10,000. To learn more about charitable funds, call Ellen Fargason at 225.387.6126.

The Foundation also is funded through earnings on unrestricted assets, which were donated by philanthropists and grow over time.

Among Foundation assets is the Wilbur Marvin Foundation, which is comprised of real estate left by the late Wilbur Marvin. Those real estate assets include the Hilton Capitol Center Hotel in Baton Rouge, as well as shopping centers in Louisiana and Texas. The real estate assets are managed by Commercial Properties Realty Trust.

What's our size: At year-end 2011, the Foundation had estimated assets of \$608 million, making it among the top-20 largest community foundations in the country. Donors of the Foundation have provided the assets over 48 years. Since 1964, the Foundation has issued more than \$275 million in grants to support our community. Also, the Foundation has contracted with for-profit organizations to provide social benefits to the region, such as guidance on health care reform and direction on whether to build a new airport or invest in our existing ones.

More information is available at BRAF.org or by calling Mukul Verma at 225.387.6126.



Bring back the music

The Kresge Foundation has awarded \$300,000 to the Arts Council of Greater Baton Rouge to determine how to build a cultural district surrounding the Lincoln Theater in Old South Baton Rouge. Working with the Center for Planning Excellence, the Arts Council will conduct public gatherings, hire a national consultant and write a feasibility study for the area, which is on Myrtle Walk near downtown.

The two-year study will begin in September.

A nonprofit purchased the theater as a site to build a performance venue and an African-American history museum. Fundraising for that project is in the early stages.

The theater once was the centerpiece of nightlife in the area, featuring many of the country's top black performers.

Grants

The Foundation's donors make thousands of grants each year. Here are a select few. All the grants are enumerated in our annual report, which is at BRAF.org.

NOW HEAR THIS The Speech and Hearing Foundation has raised \$4.5 million of \$7 million needed to build The Emerge Center for Communication, Behavior and Development at the LSU Innovation Park on GSRI Road. The Foundation will triple the number of children served from about 2,500 in 2011 when the center opens.

The Speech and Hearing Foundation provides early intervention therapies for children with autism, group therapy in a preschool setting, occupational therapy, hearing and speech evaluations, and hearing aid fittings.

Fund donors of the Baton Rouge Area Foundation have granted more than \$612,000 to the Speech and Hearing Foundation, including \$572,000 to build the new center.

FOUNDATION MAKES TULANE GRANT The Baton Rouge Area Foundation has awarded \$3.7 million to

Tulane University's School of Public Health and Tropical Medicine to study seafood consumption and to examine pollutants that can affect seafood. The research will sort out additional risk in seafood consumption if there are more environmental disasters.

The school also will use \$15 million from BP's settlement of class-action medical claims to establish a network of environmental health experts for assisting doctors across the Gulf Coast.

The Foundation's grant was from a BP \$100 million donation, which first went to assist workers on deepwater rigs that were affected by a federal moratorium on drilling after the Gulf oil leak.

Dr. Maureen Lichtveld of Tulane will lead the research.

"Through the support of the Baton Rouge Area Foundation, we are not only able to address key questions regarding local seafood safety along the Gulf Coast, but we will also create a rapidly deployable community outreach, research and education program for residents when they most need it," Lichtveld said.

Good things



FAÇADE GRANTS The East Baton Rouge Redevelopment Authority is granting \$300,000 to improve business facades in parts of North Baton Rouge, Mid City and Old South Baton Rouge. You can see the value of the grants on Government Street, where Ogden Park Market has painted storefronts, a repaved parking lot and plants replacing concrete. Brett Furr, an attorney who owns the building, has installed an irrigation system along the entire length to ensure the plants get enough water.

In total, the Ogden remaking cost about \$102,000, with \$52,500 coming from the RDA. The RDA requires at least a 25% match from the business owner and grants a maximum of \$7,500 per storefront.

The agency, which was created by the Baton Rouge Area Foundation in partnership with the city of Baton Rouge, receives money for the business improvement grants from private donations and federal community development funds. The RDA had granted \$187,000 from the pool in June to five projects.



CHIMES STREET MAKEOVER The transformation of Chimes Street began when LSU replaced broken sidewalks and built sitting areas. Doing its part, city government in Baton Rouge has remade the business side of Chimes with durable pavers, bike racks, some plants and a curb extension at Highland Road that narrows the distance pedestrians have to walk from 30 feet to nine feet.

Bikes that once were chained to lampposts are secured in an orderly manner to several racks along the way, and out of the way of people. Local government spent \$250,000 on that upgrade and another one at the Perkins Road Overpass, installing drainage and sidewalks under the interstate.



Civic leadership initiatives

The Foundation's Civic Leadership Initiatives are underwritten by our members. With their support, we take on short- and long-term projects that attempt to solve underlying problems.

The Water Institute of the Gulf, which began as a Foundation civic leadership initiative, has begun to hire top scientists who will refine the direction of the nonprofit in years to come.

Institute President and CEO Charles "Chip" Groat hired Ehab Meselhe as director of natural systems modeling and monitoring. Meselhe is fostering partnerships with universities, government agencies and the private sector in building and implementing the modeling and monitoring programs. His last job was professor of civil engineering and director of the Insittute of Coastal Ecology and Engineering at University of Louisiana Lafayette.

The Institute also appointed nine experts to a science advisory committee. In addition to peer review, the group will make recommendations directly to the CEO. "Peer review is an essential element to ensure true scientific rigor, and

the advisory council will play an important role to validate the independence of the Water Institute," says Groat. "The members are extremely talented and offer a broad area of expertise."

The advisory council members are Gregory Baecher, engineering professor at the University of Maryland and an expert on the reliability of water resources infrastructure; Virginia Burkett, chief scientist for climate and land use change for the U.S. Geological Survey; Robert A. Dalrymple, civil engineering professor at Johns Hopkins University and a member of Louisiana's 2012 Coastal Master Plan Science and Engineering Board; Margaret Davidson, an attorney and director of

the National Oceanic and Atmospheric Administration's Coastal Services Center.

Also, Jos Dijkman, engineer with the Deltares water research institute in The Netherlands until his recent retirement; Peter Goodwin, founder and director of the



THE WATER INSTITUTE OF THE GULF

University of Idaho's Center for Ecohydraulic Research; Shirley Laska, sociology professor emeritus at the University of New Orleans; Rick Luettich, director of the University of North Carolina's Institute of Marine Sciences and Center for the Study of Natural Hazards and Disasters; and Fred Sklar, Ph.D., director of the South Florida Water Management District's Everglades division.

Formed in 2011, the independent research nonprofit is advancing the understanding of coastal and deltaic systems. The Institute was founded to preserve and protect the U.S. Gulf Coast environment, a major source of natural and industrial resources, while developing and sharing water management technology worldwide. For more information, visit waterinstitute.org.



Philanthropy

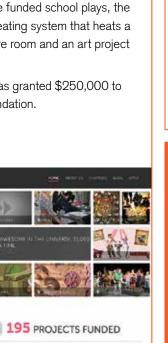
AWESOME FOUNDATION Big ideas get noticedand funded by large foundations. Now, the little ones have their champion.

The Awesome Foundation is a no-frills means to make grants to local dreamers. The foundation is not a charity or nonprofit. Rather, it's a gathering of like-minded people in more than three dozen communities who solicit ideas and fund them out of their own pockets.

Each of the members pony up \$100 per month and grant about \$1,000 each month to small projects. The original goal of The Awesome Foundation was to "forward the interest of awesomeness in the universe," says founder Tim Hwang, who started the group in Boston after graduating in 2009.

Foundation chapters have funded school plays, the development of a laser heating system that heats a person instead of an entire room and an art project to cover a bus with yarn.

The Knight Foundation has granted \$250,000 to grow The Awesome Foundation.









AND SO ON With more than 800 million linked to each other on Facebook, fundraising on the social platform and others was inevitable. Fundly seems to have succeeded right out of the gate.

Nonprofits, schools, sports teams, faith-based groups and others have raised more than \$240 million on Fundly through early June. Some organizations have raised hundreds of thousands of dollars.

Located at Fundly.com, the site attempts to simplify online fundraising. To seek donations, people register, post a story or brief video and start promoting across Facebook and other networks. Fundly has tools to boost giving. The firm charges 4.9% per transaction with no upfront costs.

510.4 illion

Total given by the largest 50 U.S. donors in 2011, as tracked by the Chronicle of Philanthropy. Twelve had signed the Giving Pledge to donate at least half their wealth. At \$6 billion donated, the late Margaret A. Cargill was the top donor. An heir to the Cargill Inc. fortune, she donated to private foundations that support an array of causes, including animal welfare, the arts, the Nature Conservancy, Public Broadcasting and the School for Advanced Research.

Q&A with Kim Sherlaw, **Companion Animal Alliance**

What caused you to devote your career to the welfare of companion animals?

Animals have always been a part of my life. I still remember picking out my very first kitten from the local farmers market where someone had brought a basketful for which they were seeking homes. Over the years I have shared my home with many pets and many of my life's difficult moments were made easier through the comfort and companionship of an animal. Working to save the lives of companion animals is extremely satisfying; the appreciation that they show is so genuine. Pet overpopulation is a widespread problem that requires a community based solution. I am motivated professionally to develop sustainable programs and models that improve the lives of animals in shelters, end the needless euthanasia of healthy adoptable animals and build compassionate communities for animals and their caregivers.

I believe you have two dogs. How did you choose them and what makes them endearing now?

Yes, I have two rescued flat-coated retriever mixes from Virginia. Pup was a five-month old puppy that was found wandering around. Two days after his arrival at the shelter, he was diagnosed with the Parvo virus, a highly contagious and often deadly disease that affects young unvaccinated puppies and dogs. He was sent to the emergency vet clinic, where he spent five days undergoing treatment. I visited Pup daily on my way home to check on his progress and was struck by his intense bravery and courage as he worked to battle the disease. Each day he tried so hard to stand and greet me even at his worst point, always giving a faint tail wag. I knew that a forever home was what he deserved and he has repaid my kindness with intense loyalty and protection.

Six months after adopting Pup, my second dog Happy was found as a stray and dropped off at our shelter. We were full at the time and could not take him in. Happy was sent to the local animal control, his fate uncertain. He was the spitting image of Pup and I could not get him off my mind. Before the close of the day, I had my second adopted dog and lifetime friend. There is neither an animal nor human that Happy doesn't like; he's a true social butterfly. Happy has often been put to work at the shelter, participating in dog and cat temperament assessments, fostering baby kittens and meeting school children during humane education classes. Each day he reminds me that life is good.

You have said that the animal shelter has a long way to go. Can you describe the condition of the shelter when you arrived and what's been done to improve the shelter since then?

The shelter was very disorganized and cluttered. Animals were living in crowded and unsanitary conditions. The facility was in need of general maintenance and specific repairs to the kennels and animal enclosures.

Humane treatment of the animals sheltered is paramount. In the next several months, we will focus on completing repair work on the 30-year-old kennels to improve safety for our animals, staff and volunteers. We will standardize protocols for training staff and volunteers to improve shelter cleanliness and customer service, and to promote the creation of healthy, happy and adoptable dogs and cats. Also, we'll improve our partnerships with community rescue groups, animal advocates, and spay and neuter resource groups.

What specific things make for a good shelter environment? Do the dogs, for instance, need a couple of hours outside to run around?

Animal shelter must be clean and follow protocols and standards for the control of infectious diseases. The enclosures must be built with the physical and mental well-being of dogs in mind; the areas should be well ventilated and allow for natural light. Shelters must also be welcoming to the public, so staff should be trained and implement excellent customer service skills. Shelters should strive to provide behavior enrichment activities such as walks, socialization with humans and exercise periods. These activities are great opportunities for volunteers to help animals at the shelter. It is inhumane to house animals in cages without any behavioral enrichment.

What are going to be your main strategies to improve the adoption rate in Baton Rouge?

We want to provide a clean, humane and professional shelter for residents to visit when seeking to adopt a pet in need. We want to ensure the physical and mental health of animals available for adoption; having healthy animals increases adoptions. Our goal is to build local, regional and out-of-state transfer programs to shelter partners and humane organizations with high adoption rates. We will continue to highlight animals available for adoption using the Internet and other media outlets, and keep offsite satellite adoption sites in the community.

And how will you reduce the number of pets that CAA has to take care of and find homes for?

We look to provide education programs focused on the importance of spaying and neutering in partnership with low-cost or free spaying and neutering options.

What can we expect CAA to become five years from now?

CAA will be the community's leading animal resource center, engaging high standards and modern animal welfare practices that save the maximum number of animal lives. We seek to identify and increase easily accessible programs that will allow us to end the needless euthanasia of animals for population control, while creating a community in which every adoptable animal finds a loving and responsible home.



Kimberly Sherlaw plays with her two flat-coated retriever mix pets, Happy and Pup, outside CAA. Both dogs are shelter adoptions.

Will CAA attempt to raise funding for a new shelter or is an upgrade of the existing shelter the best option?

In the long term, a new facility built to support best practices in animal care and sheltering would be our goal. The new shelter will be a destination point for the community's animal advocates and prospective adopters rather than a drop-off center for disposable animals. The existing building is old and antiquated; it would not be cost effective to conduct major renovations to the existing facility.

CAA needs more money. In the next year, what will the nonprofit do to raise more resources and to be sustainable?

CAA will seek to steward existing donor relationships and engage new donors through annual giving opportunities, corporate partnerships, educational programs, grants and special events that highlight the importance of our work in improving the lives of animals in Baton Rouge. Community support is vital to the success of our efforts to save more lives. We will continue to encourage volunteerism and increase the visibility of CAA in the community.

What does Baton Rouge gain by reducing the euthanasia rate?

A healthy community for its residents that promotes kindness and caring to humans and animals. •



Spirit of a tiger

In fulfilling her daughter's last wish, a mother finds a new purpose—and home.

By Amy Alexander | Photo by Frank McMains

f the LSU Tigers were halfway through a dismal season, don't you dare turn on them. She didn't have patience for that. If you're a Tiger, you're a Tiger. And you believe in winning, down to the last 30 seconds of the fourth quarter, even if the Tigers are so far behind, no Hail Mary will pull them out.

When she was diagnosed with esophageal cancer in 2007, she vowed to beat it. Hard. Like a Tiger.

Months later, when her chances of survival shrank to 3%, her answer was simple: "Someone has to be the 3%."

The night before she slipped into a coma and died at 44 in March 2010, Staci Pepitone had a party in her hospital room. All her coworkers were there. There were no goodbyes. No sniffles. No movie-like soliloquies. Just laughter and good memories.

"She had a great time that night," recalls her mother, Brenda Pepitone.

Staci's last words to Brenda Pepitone were decidedly everyday, but lovely: "I love you, Mama."

Over a ceramic bowl of Ohio potato chips and sweet tea, Brenda Pepitone counts down how long it's been since she last heard Staci's voice. "Two years. Eight months. Five days."

No matter how much time passes since Staci's death, though, the answer will always be the same.

Too much time has passed

There weren't enough years in Staci's wide, loving life.

She didn't grow up in Baton Rouge. Staci was a native of West Milton, Ohio, and attended Wright State University. But when she moved here to work at LSU's department of student life in 1998, she quickly grew to love Louisiana.

"She became a Tiger the day she arrived on campus," said Eric Monday, Staci's boss at LSU's finance office. "Although we talk about doing our best, few of us really do and we meet few who did. Staci was one of the few—she gave her all in life."

There are still days when Brenda Pepitone keeps the <u>curtains</u> drawn. The neighbors—many, fatefully, also figur-

ing out how to survive the loss of a child—know that means Pepitone is doing the hard, gravelly work of grief.

And yet, in the darkest of those dark days that come like a blindsiding force, a small part of Staci still grows, like an ember, ready to burst into light and bring cheer and resources to others who face the uncertainty and cost of cancer.

Geaux Past Cancer—The Staci A. Pepitone Fund is a Baton Rouge Area Foundation charitable account. The nonprofit's mission is to help with the extra costs that come along with cancer treatment.

Even if insurance covers the cost of cancer treatments. there are often other expenses such as travel and lodging that can become barriers to treatment or, at the very least,

support, in 2008. By then, Staci had already gone through treatment at Memorial Sloan Kettering Hospital in New York City, a large facility that Pepitone chose because of its knowledge base of unusual or rarely diagnosed cancers.

Brenda would meet Staci in Manhattan for chemo. When a 28-day radiation regimen was prescribed, the two rented a Hell's Kitchen apartment so Staci could have her daily dose of radiation.

"The doctor said exercise was good, so we'd walk to the clinic, then walk home," Brenda Pepitone says. "She was reluctant to talk about the cancer. This was a bump in the road for us."

By the end of radiation, the 37 steps from the sidewalk to that Hell's Kitchen apartment seemed near impossible.

Although we talk about doing our best, few of us really do and we meet few who did. Staci was one of the few-she gave her all in life.

-Eric Monday, Staci's boss at LSU's finance office

become an added stress on families that are already being stretched to the breaking point.

Since cancer thrives on stress, folks who are fretting over funds have a lower chance of being able to clobber the disease.

Geaux Past Cancer offers discounts on travel and other expenses to families. It's also devoted to raising money for esophageal cancer research and awareness. Early detection raises the survival rate.

For Brenda Pepitone, though, Geaux Past Cancer has become a life's mission. It's one she never would have expected. "This is not the retirement I planned," says the former high school English teacher who loves nothing more than to sit with a good book. "My vision had more to do with sand, ocean and lobsters."

In truth, Pepitone didn't even plan to move to Baton Rouge until Staci became so sick that she needed her mom's

In January of 2008, Pepitone had surgery to remove her esophagus. During recovery from that surgery, the Pepitones stayed at Hope Lodge in New York City.

When the cancer came back in the summer of 2008, Pepitone's New York doctor-who knew she loved LSU football—agreed to let her take chemo at Mary Bird Perkins Cancer Center in Baton Rouge. "He didn't want her to miss another football season," Pepitone says.

After Staci passed away in 2010, her mother recalled a conversation the two of them had with a young man at Hope Lodge named Jeff. She never learned his last name, but as cancer patients they formed an immediate connection and shared their stories.

On chemotherapy days, Jeff would get on a bus and truck 10 hours from western Pennsylvania to Memorial Sloan Kettering. After four hours of chemo, Jeff would get back on the bus and make the 10-hour journey home again.

"When I get better," Staci Pepitone vowed to her mom, "I'm going to start something that will help people like Jeff."

Through the fog and shock of her early mourning, Brenda Pepitone recalled Staci saying that. The two never discussed the specifics of how Staci would have gone about helping people like Jeff. "I sure wish she had," Brenda Pepitone chuckles. "It would have been easier."

But Brenda found herself asking: If Staci were here and she were able to launch this charity, how would she go about doing it? The first answer: She'd do it right away.

"Staci never let grass grow under her feet," Pepitone says. Another guideline for living that Staci left behind to help Brenda Pepitone: Surround yourself by knowing, supportive people who can help see your vision come to life.

"She was always involved in something. And whatever she did, she had this group of friends," Pepitone said.

That group of friends has rallied to get the organization off the ground, serving in a variety of official and unofficial capacities. The group is working on having a 5K run this October and will soon file to become a nonprofit organization.

"We're in a delicate juggling act now," Brenda Pepitone says.

And Baton Rouge? It's become home to Pepitone. Each day she grows closer to the people and places her daughter adored, more amazed at the generosity of those who are willing to adopt her daughter's vision—now her vision too. She makes new friends through card games. Through work on behalf of Staci's unfinished dream, she grows closer to the people who loved her girl.

Even though she still daydreams about striking out on a John Steinbeck-style journey all the way to the wide, rocky California coast, she'll probably always come back to Staci's city.

"Her spirit is here." •

Brenda Pepitone established Geaux Past Cancer as a charitable fund at the Baton Rouge Area Foundation. The Foundation assists people who have charitable funds through money management, legal advice, administration and guidance. For more about charitable funds, visit BRAF.org or call Ellen Fargason at 225.387.6126.



SCHOOLS for BATON ROUGE

Teach the children well

New Schools for Baton Rouge is testing a new model for supporting education.

By Sara Bongiorni | Photo by Tim Mueller

n this May afternoon,
Istrouma Senior High School
seems like many other secondary schools. A small group of
students have gathered to visit
near a vine-covered chain link
fence next to the parking lot. You

can hear their chatter and laughter from across the expanse of grass in what is likely to be one of their last schoolyard conversations together before the bell rings to end the year.

What awaits these kids after that, however, is a troubling question. That's because Istrouma is no ordinary school; it's an educational disaster.

The Louisiana Department of Education scored the school at 55.6 points—nearly 10 points below the lowest number for failure.

Next year, the Recovery School District, which was created by the state of Louisiana, will attempt to improve

Istrouma. It will assume control over the school from the East Baton Rouge Parish School System with the goal of turning it into a charter school.

In a novel move, the RSD will group Istrouma together with other failed public schools under its control, assembling them into an Achievement Zone. It's the first step in the RSD's effort to create a coherent system for improving education among many schools that need to be reformed. Over the next five years, more than 20 schools could be included in the Achievement Zone.

In this zone, the state will look at the charter model. Organizations operating the schools will be free to innovate and choose the finest teaching strategies, while the RSD holds them accountable for student performance.

A key partner for the RSD will be a new nonprofit. Known as New Schools for Baton Rouge, it will recruit proven charter operators and help them hire exceptional teachers and principals, and engage the community and accomplished education nonprofits.

Responding to a request from state Education Superintendent John White, the Baton Rouge Area Foundation established New Schools and is underwriting the organization in its fundraising stage. Topping the priorities of New Schools for Baton Rouge is the goal of raising \$30 million over five years to support the development of exceptional charter schools in the Achievement Zone.

The New Schools board, chaired by Jennifer Eplett

charter school model itself for Louisiana and the country.

New Schools is building on a precedent. A namesake organization—New Schools for New Orleans—was created to give a hand to schools in the Crescent City when they restarted after Katrina.

Upwards of 80% of all public school students in New Orleans attend charter schools. That's more than double any other American city. And no other city has demonstrated faster or greater success with the charter model than New



This is where we will find out if people can rally together to build change without a storm or disaster funding.

-John White, Louisiana Superintendent of Education

Reilly, went to work immediately. They hired Chris Meyer as the startup's CEO. Before taking the job, Meyer, 30, was deputy superintendent for the Recovery School District in New Orleans. He began his education career as a teacher in the Teach for America program in New Orleans, where he worked both before and after Hurricane Katrina. He was chosen as a White House Fellow to serve in the U.S. Department of Defense (see sidebar).

Much is at stake for Meyer and the people working to overhaul Achievement Zone schools. What they do will undoubtedly shape the education of nearly 10,000 children. Moreover, their work may provide evidence that the post-Katrina success story of charter schools in New Orleans is not a fluke; that the turnaround in the Crescent City didn't just happen because enthusiastic educators were showered with money.

In some ways, what happens in north Baton Rouge may ultimately define the promise, and possibly the limits, of the Orleans. The average state School Performance Score at charters under RSD oversight in New Orleans has climbed from 52 in 2007 to 78 in the past year.

Before Katrina in 2005, 75% of those students performed below grade level. Today, less than half do.

New Schools for Baton Rouge will strive to duplicate and even improve upon the kind of results achieved in New Orleans. But things are different in Baton Rouge than they are downriver.

For instance, NSBR won't be able to rely on a government disaster response to stimulate its charter school initiative, nor can it expect any great swell of goodwill and philanthropy, such as what followed Katrina. Instead, NSBR will have to generate momentum on its own, counting on the promise of ingenuity as a lever to raise money for Achievement Zone schools.

"This is where we will find out if people can rally together to build change without a storm or disaster funding," said White, the state's new superintendent of education.

NSBR and the RSD are marshalling support from a wide array of partners. To date, they include LSU, Southern University, and a dozen other groups and businesses, including Entergy Corp. "I'm not aware of any other state or school district doing anything like this," says Patrick Dobard, superintendent of the RSD.

What's especially notable is that those partners also include representatives of the East Baton Rouge School System. Cooperation between state authorities and local officials in the Achievement Zone will be critical.

"Optimally this will be something that the state superintendent and parish superintendent will work on together," says John Spain, executive vice president of the Baton Rouge Area Foundation.

Already, there are good signs of collaboration. Meyer spent a day touring New Orleans charter schools with Bernard Taylor, EBR's new school superintendent. Parish school officials were also on hand for the state's late April announcement of the Achievement Zone's creation.

"This effort is about creating great schools where educators are empowered with reforms and resources to offer all children," said Meyer.

NSBR will create incentives like matching grants and other support to encourage the EBR school system to convert its schools in the Achievement Zone to charters. These incentives are meant to ease the transition and speed progress toward the state's goal of converting all the schools within the zone to charters. The process will begin with Istrouma, as well as five other schools in 2013-14.

Starting in that same year, the state will provide an extra \$200,000 per year for three years to each of the new charter schools that open in the zone, according to White. Details of how state and local officials will work with New Schools and its partners to support Achievement Zone schools under RSD control are still being worked out.

New Schools will identify and recruit charter-school operators, school leaders, and even teachers to ensure the schools' success. Meyer will collaborate with Teach for America to double the local pool of teachers available to Achievement Zone schools. He will examine charter-school operators that apply to run Achievement Zone schools, while working with approved operators to ensure their needs are met, whether that's a new school building or data-tracking software.

As elsewhere, principals at Achievement Zone char-

New Schools for Baton

Rouge is a civic leadership project of the Baton Rouge Area Foundation. Some fund donors of the Foundation have made grants to start the nonprofit. All civic leadership projects are partly financed by our members. For more projects, visit BRAF.org.

ters will have broad authority. That includes the hiring and firing of staff, as well as the flexibility to make rapid, farreaching changes in curricula to meet goals. But with that extra autonomy comes some very high-stakes accountability, and even the principals themselves will have to meet the standards set for them.

"We give them full control and all the resources they need, but if they don't meet certain targets over three, four or five years, they are put out of business," says Meyer.

New Orleans again provides an example of how it might work in Baton Rouge.

Student achievement there has been real, but New Orleans is still home to plenty of failing schools. The reality is that even dynamic school leaders and abundant resources can't always boost student achievement, at least not enough. So Meyer's job with the RSD in New Orleans included shutting down the bottom-performing 5% to 10% of RSD charter schools each year and finding new operators for those sites.

"The charter model doesn't always work," Meyer says. Closing a school "is a painful thing to do, but it is something that has to happen if you are going to put the students first. And the best thing we can do is invest in proven operators and give them the resources to prove themselves."

Meyer has just over a year to recruit top-flight charterschool operators, school leaders and teachers for the first six charter schools to open in the Achievement Zone. (RSD will operate the seven schools targeted for conversion to char-

Chris Meyer, New Schools for Baton Rouge CEO

The 30-year-old Shreveport native is a Teach for America veteran who studied political science at Tulane University.

After completing a master's degree in public policy at Harvard University's John F. Kennedy School of Government, he served as a White House fellow, an appointment that gave him the chance to travel to combat zones in Iraq and Afghanistan with Defense Secretary Robert Gates.

Before joining New Schools for Baton Rouge, he was a deputy superintendent for the Recovery School District in New Orleans, where he made decisions about school closures, school leadership teams and new schools.

Currents: Baton Rouge charter schools on the whole have not been successful. Why?

Meyer: I would say they have performed mixed to not well as a whole, with Children's Charter Elementary as an outlier among local charter schools that has made significant achievement gains.

Previously, there was this idea of finding people of goodwill who believed in the concept of school accountability and autonomy. But at the end of the day, those same people did not know how to run a school. The schools improved, but marginally. Our expectations are much higher than that.

What will you do differently as you open charter schools in the Baton Rouge **Achievement Zone?**

Our investments will be in organizations and people with track records of success. We are going to dig into that evidence as part of our due diligence, whether the groups or individuals who approach us with a vision for a school are homegrown or nationally known. We cannot afford to waste the investments we are going to make.

How soon do you know if a charter school is on the right track?

You know in a year or two whether a school is on the path to becoming exceptional or mediocre. You know because when you talk to school leaders they know where they need to adjust to improve and they have a plan they can tell you about.

Without making a comparison between a war zone and struggling public schools, are there lessons you learned from your time visiting combat zones that will influence vour work to transform schools?

For me Baton Rouge becomes a 10,000-kid mission, but it's bigger than that because if we want to achieve the kind of change we want for the state we are going to have to win the battle here first. And if you want to change people's way of thinking about something, you've got to devote the resources needed for that effort to succeed, which is similar to what a counter-insurgency strategy is.

You will be looking for local and national partners to support the Baton Rouge Achievement Zone. How do you get people outside of Louisiana interested in what happens in schools in north Baton Rouge?

We'll be creating a model that can have an impact on communities in other states. This is a vision for how to make schools great that will have lessons that can be used elsewhere, and that brings together a community to educate its children in an unprecedented way. I believe people will want to be a part of that.

-Sara Bongiorni





"We give charter schools full control and all the resources they need, but if they don't meet certain targets over three, four or five years, they are put out of business."

-Chris Meyer, New Schools for Baton Rouge CEO

ter schools during the coming school year. The goal is to reopen as charters by fall 2013).

His recruitment efforts will reach across the nation, but will also include New Orleans, where both homegrown and nationally known operators like KIPP are running successful charter schools under the oversight of the RSD. And he will be looking close to home for leadership as well.

"We have principals and teachers in this parish with the talent and the dedication to open and run successful schools," Meyer says. "If a group has a vision for a school, we want to hear that vision and how it will be achieved."

Identifying the best charter-school operators in America will be a big challenge by itself, but that's not even the hardest part. Meyer will also have to convince those operators to choose north Baton Rouge over Detroit, Memphis and other cities that are likewise pursuing charters to turn around their failing schools.

"We'll be saying to the best organizations and educators in the country that we want you to come here because we can offer you the resources to be successful," says Meyer.

Competition for nationally known operators will be stiff. It will include the likes of Tennessee's governor, Bill Haslam. This year, he invited representatives of the nation's most successful charter school operators, along with the CEOs of substantial companies, and he asked them what it would take to get them to move to Nashville and Memphis and stay for good. Tennessee also recently announced

I see this as the state creating the opportunity to bring together the community in a different way. That can play to our advantage because it's the opportunity to create something new.

-Jennifer Eplett Reilly, chair of New Schools for Baton Rouge

creation of a \$40 million fund to support the expansion of charter schools in the state's worst performing school

Simply put, there are at present more troubled schools across the country than established operators available to manage them.

But Meyer says north Baton Rouge has a compelling story to tell. He notes that Rocketship, a technology-focused charter-school operator based in California, wants to open new charter schools in Louisiana. State education officials approved Rocketship's bid to open eight schools in the state in coming years. Many of the groups at the helm of successful charter schools in New Orleans are likewise eager to expand, he says.

"We are going to look for people who want the challenge of taking on a school and students that a lot of people consider hopeless," he says. "That is who we want here. And we have a story to tell. What we are doing is new, it's where the action is, and we want people who want to be part of that story."

The coalition of partners formed to support Achievement Zone charter schools is likely to be a potent draw, says Jennifer Eplett Reilly, chairman of the founding committee that will guide New Schools for Baton Rouge in its first six months.

"I see this as the state creating the opportunity to bring together the community in a different way," Reilly says. "That can play to our advantage because it's the opportunity to create something new." •

Schools in **Achievement** Zone

Capitol Elementary

Capitol Middle

Crestworth Learning Academy

Dalton Elementary

Glen Oaks Middle

Istrouma High

Lanier Elementary

Park Elementary

Prescott Middle



Our members champion our work and provide funding for civic leadership projects. You can see what they have done across East Baton Rouge, South Louisiana and the world.

With them, the Foundation has visibly improved downtown Baton Rouge, created nonprofits and made them effective, and originated the EBR Redevelopment Authority, which is beating the odds to reclaim forgotten neighborhoods.

Next up is The Water Institute for the Gulf, a nonprofit launched with our members to provide the best science for answering the dual threat of rising seas and disappearing lands, which are imperiling our vital coast and cherished cities—New Orleans, Cocodrie, Delacroix.

Members are our +1. They are the building blocks the Foundation stands upon to give all people a chance to live more accomplished lives.

Become a member at BRAF.org or by calling Ellen Fargason at 225.387.6126.

Baton Rouge Area Foundation

CityStats 2012:

Crime worry grows; residents remain impatient with progress

Baton Rouge residents are more worried about crime, and also believe they have little or no influence over political leaders. They don't want to pay more taxes to improve transportation, but do want the state to widen the interstate.

Those are some of the results in the CityStats report, which the Foundation produces to measure the quality of life in East Baton Rouge Parish. In its fourth year, CityStats reveals where the parish has been, how far it has come and where it needs to go. CityStats includes more than 70 indicators that

structure, education, arts and more. Among key findings in the latest report:

provide insight into the EBR economy, infra-

- » 37% of residents in the latest survey were "much more concerned" that they or a family member will be a victim of crime, an increase from 28% in the first report in 2009.
- » 60% say the pace of progress in EBR is too slow, statistically unchanged from 61% in the 2011
- » 31% said lowering crime was the most important thing the government could do to improve the quality of life in their neighborhood, followed by 27% wanting improvements in infrastructureroads, sidewalks and bike lanes.
- » 75% said no to more gasoline taxes for road improvements, while 56% said no to highway tolls at the parish lines.
- » 68% approved of widening I-10 near the Perkins Road Overpass, which is being studied by the Louisiana Department of Transportation. Even when told that restaurants and shops would be destroyed by the widening, 63% were for it.
- » 51% were against reducing Government Street to three lanes with street side parking, a means to

increase businesses and residences along the thoroughfare. Forty-two percent were in favor and the rest were undecided.

» On a five-point scale, where "five" is excellent and "one" is poor, the fire department received the highest mark (4.4), followed by the library (4.3), BREC (3.9), the police department and sheriff's office (3.4) and EBR public schools (2.5).

Respondents to the poll are representative of the parish. The 107 cell phones for a total of 537 responses. The margin of error is conducted in February 2012.

- » 49% were against legalizing same-sex marriage in the latest survey, compared to 50% the year before. Forty-four percent were for making samesex marriage legal in the latest survey and 6% were undecided.
- » 55% said they have little or no influence over elected officials, compared to 49% in 2010.

The Foundation uses CityStats to guide its civic leadership projects and to assist fund donors in making grants.

The project is underwritten by the Newton B. Thomas Support Foundation, a supporting nonprofit of the Baton Rouge Area Foundation. Research for the project is conducted under contract with the Baton Rouge Area Chamber and the LSU Public Policy Research Lab, which runs the survey.

You can download the complete report at BRAF. org under projects.

-Mukul Verma

ECONOMY · · · · · ·

RESIDENTS EXPECT A BRIGHTER FUTURE (%)

Do you expect your standard of living to improve, stay the same or decline in the next year?

Source: CityStats Survey



AND THE PARISH IS DRAWING MORE PEOPLE

Net migration

2003 2004 2005 2006 2007 2008 2009 2010 -1,536 -1,481 -3,587 16,386 -270 -2,146 6,873 5,546

Source: U.S. Census Bureau

EDUCATION

METHOD FOR IMPROVING SCHOOLS

In your opinion, which of the following methods do you believe would be the most effective in improving education in East Baton Rouge?

36%	35%	19%	10%
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Create more independent public school districts

Source: CityStats Survey

Strengthen public education

Provide more alternatives, such as charter schools

Don't know

SCHOOL ENROLLMENT

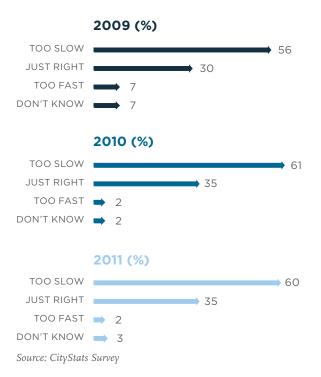
Source: La. Department of Education

	2007	2008	2009	2010	2011
EAST BATON ROUGE PARISH	46,046	44,168	42,643	43,156	43,303
ZACHARY	4,266	4,648	4,958	5,014	5,268
CITY OF BAKER	1,998	1,842	1,967	1,900	1,794
CENTRAL	3,126	3,655	3,828	4,034	4,084
PRIVATE/PAROCHIAL SCHOOLS	19,761	18,511	18,099	17,726	17,186
RECOVERY SCHOOL DISTRICT	_	1,288	4,371	2,527	2,598

GOVERNMENT & CIVIC PARTICIPATION

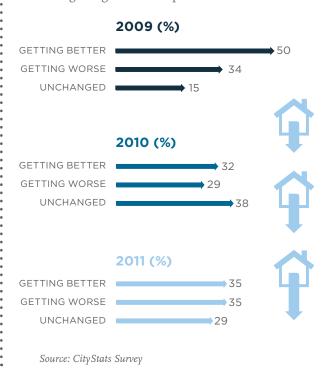
PEOPLE WANT A BETTER PARISH

Do you feel that the pace of progress and change in Baton Rouge is...



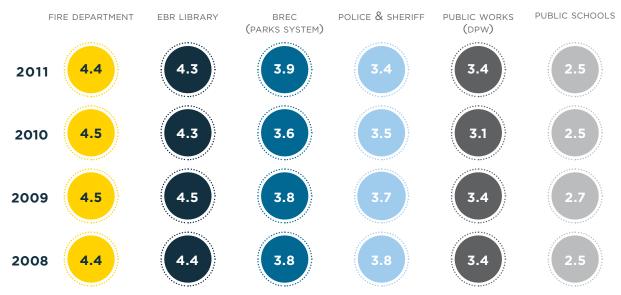
BUT SAY THEIR NEIGHBORHOODS ARE GETTING WORSE

From your own personal experience, would you say that the immediate area where you live is getting better or getting worse as a place to live?



AND THEY HAVE MIXED OPINIONS ABOUT GOVERNMENT SERVICES

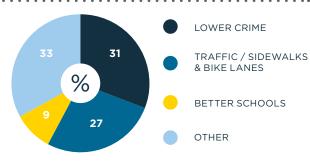
(5 = EXCELLENT / 3 = AVERAGE / 1 = POOR) Please rate the overall quality of...



GOVERNMENT & CIVIC PARTICIPATION · · ·

WHAT THEY PRIMARILY WANT ARE SAFER PLACES AND BETTER INFRASTRUCTURE

Overall, what is the single most important thing the city government of Baton Rouge could do to improve the quality of life in your neighborhood?

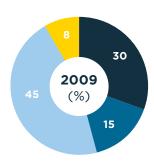


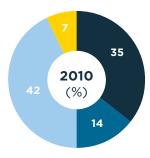
Source: CityStats Survey

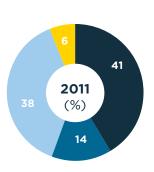
BUT THEY FEEL ELECTED OFFICIALS AREN'T LISTENING TO THEIR CONCERNS

As a resident of Baton Rouge, what level of influence do you feel ordinary citizens have on leaders in your city-parish government? Would you say...











Source: CityStats Survey

HEALTH ·····

INFANT MORTALITY RATE

Deaths within 12 months per 1,000 live births, EBR. U.S. rate was 6.26 in 2009



Source: La. Department of Health & Hospitals

LITTER IS A PROBLEM

Please rate the level of litter in Baton Rouge over the past year.

(5 = SERIOUS PROBLEM; 1 = NO PROBLEM)



INFRASTRUCTURE · · ·



WIDEN I-10?

In your opinion, should the state widen Interstate 10 at the Perkins Road Overpass area?



Source: CityStats Survey

ALTERNATIVES TO ROADS

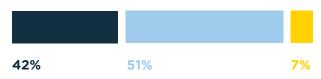
In your opinion, should state and local government spend more money on alternative transportation here in Baton Rouge, such as bike paths, buses and trains, and less on widening roads?



Source: CityStats Survey

REARRANGE GOVERNMENT STREET?

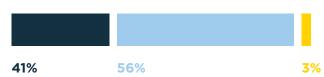
Some cities in the country have reduced their main roads from four lanes to three lanes with parking. In theory this is a way to calm traffic and potentially increase the amount of businesses and houses along the streets. With this in mind, would you favor (yes) or oppose (no) such an idea for Government Street in Baton Rouge?



Source: CityStats Survey

TOLLS AT PARISH LINES

Some have suggested the addition of an interstate highway toll that would affect vehicles both entering and leaving the parish. Funds collected from these tolls would be used to pay for new roads, road upgrades and other transportation improvements. Would you favor or oppose such tolls?



Source: CityStats Survey

MORE GASOLINE TAXES?

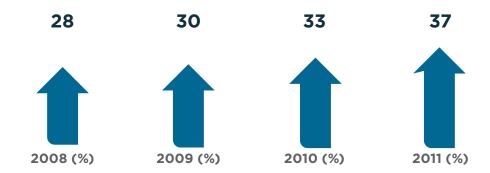
Would you favor or oppose an increase in gasoline taxes to pay for new roads, road upgrades and other transportation improvements?



RESIDENTS ARE WORRIED CRIME WILL BECOME WORSE

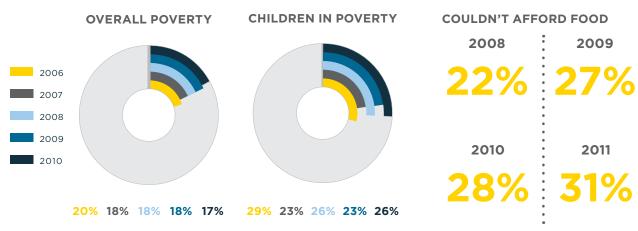
Are you more or less concerned about crime committed against you or a family member in the next year?

>> MUCH MORE CONCERNED



Source: CityStats Survey

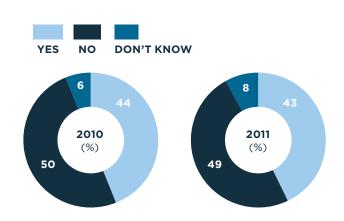
SOCIAL WELL-BEING · · ·



Source: U.S Census Bureau

DIVIDED OVER SAME-SEX MARRIAGE

Should gays and lesbians have a constitutional right to get married and have their marriage recognized by law as valid?





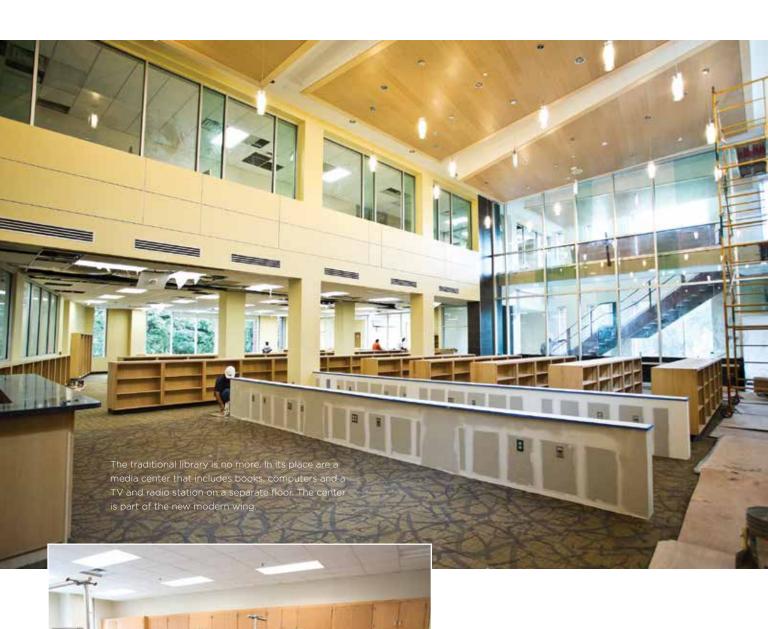
HEAD OF THE CLASS

Photos by Brian Baiamonte

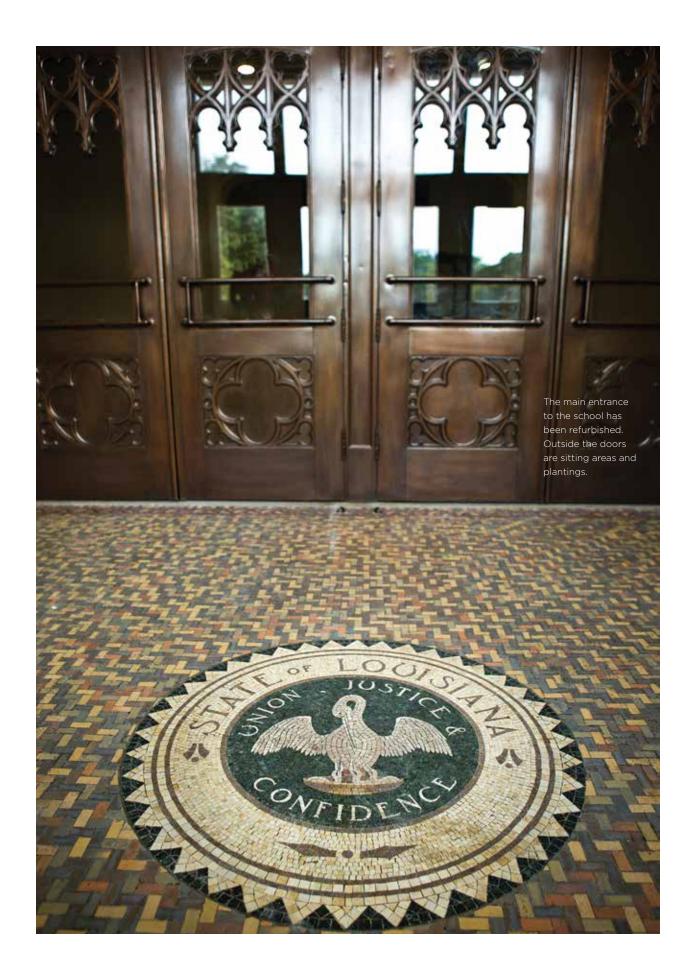
Of the tens of thousands of public high schools in America, Baton Rouge Magnet High School is among the best. The school ranked No. 285th of 1,000 top public schools in the nation by *The Daily Beast*, the online companion to *Newsweek* magazine. The rankings are based on standardized test scores, graduation rates, college matriculation rates, advanced placement courses offered.

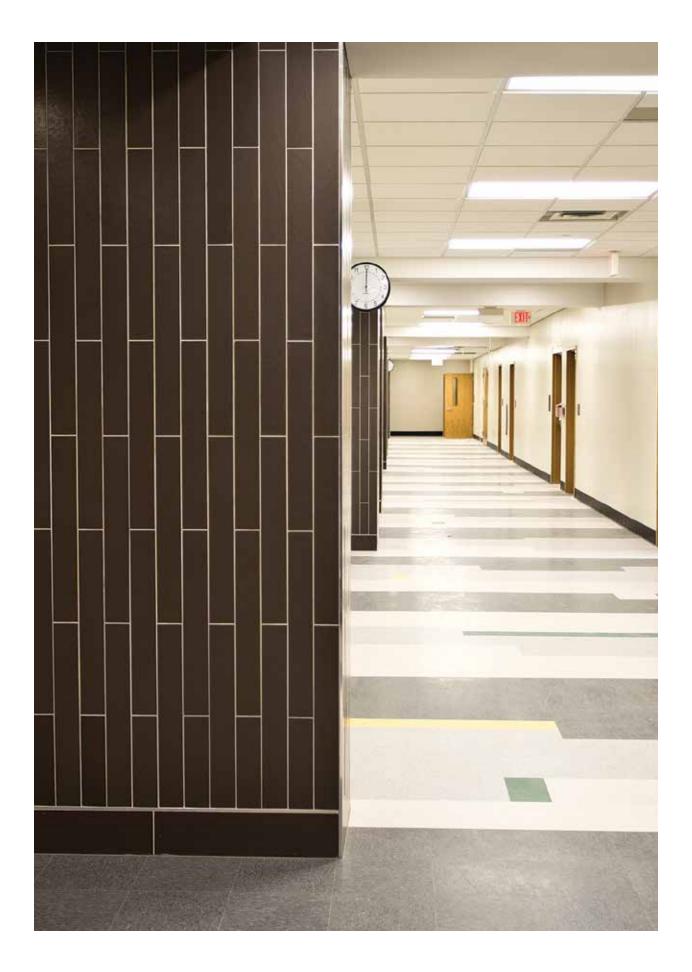
The magnet school shifts back to its refurbished and expanded complex on Government Street for the upcoming school year. A \$58 million makeover adds a 220,000-square-foot wing to the 112,000-square-foot original 1926 building. Capacity is 1,300 students.

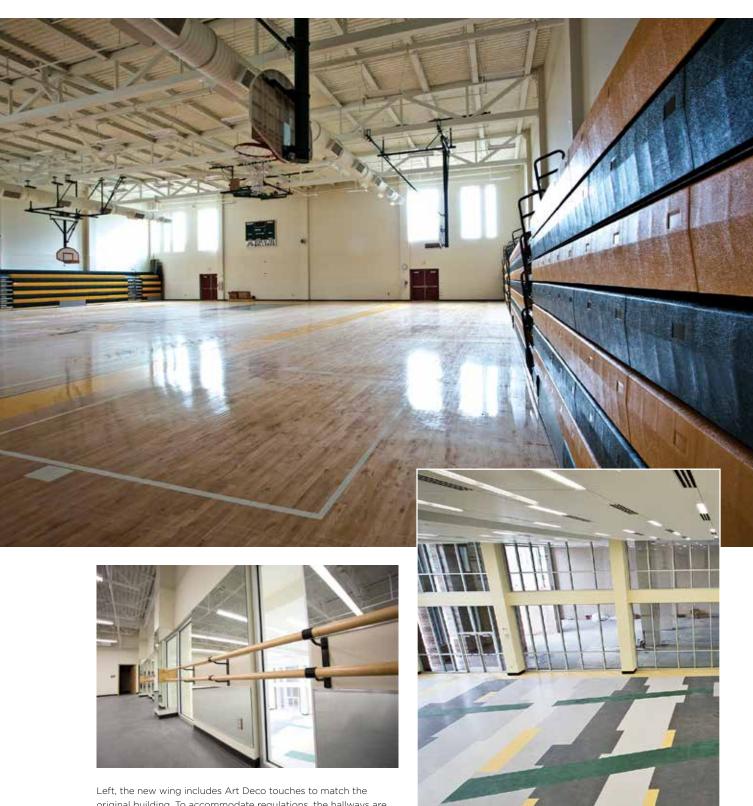




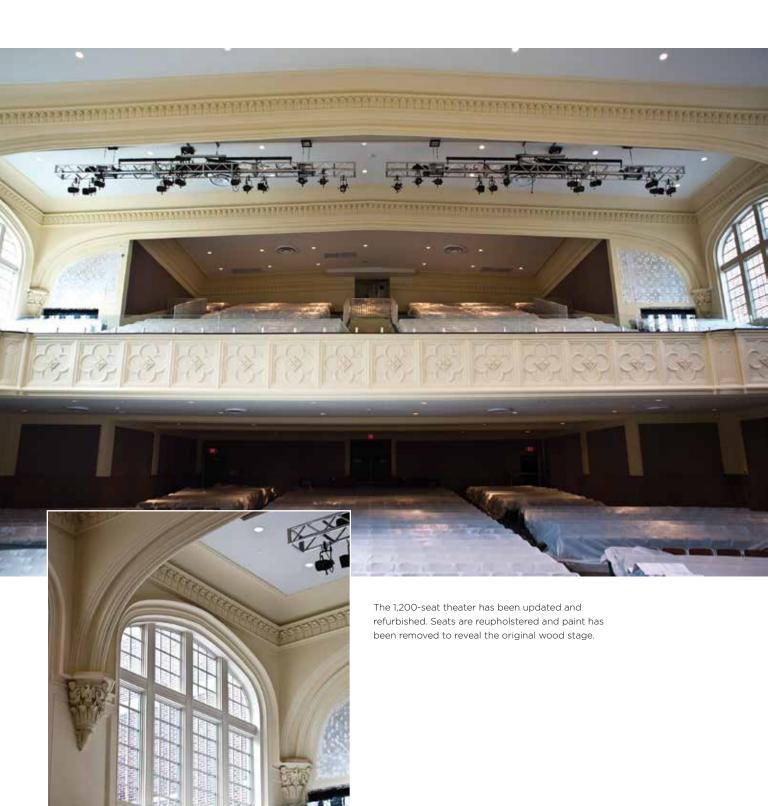
Science classrooms, left, include special safety equipment to ensure experimenting is contained.







original building. To accommodate regulations, the hallways are wider. Clockwise, the new gym, the gymnastics room and the dance studio.





A kiln for firing clay objects is in an arts area that also has soundproof music rooms and a dance studio.

Planning Wisdom, Economic Prudence

By Phillip LaFargue



Mitchell Silver is chief planning and economic development officer for the Department of City Planning in Raleigh, N.C. He is also the president of the American Planning Association.

Silver will be among headlining speakers at Center for Planning Excellence's 2012 Smart Growth Summit on Aug. 27-29. We asked him questions about issues we face in Louisiana, specifically in the Baton Rouge area.

What planning concepts would you say are vital for economic development?

I will name two. The first is having a plan or a framework to guide economic development decisions. It's common among economic developers to base a decision on the "deal" rather than an adopted plan. Or to use a "strategy" instead of a plan. Good deals should be consistent with a good plan.

A good economic development plan should have policies, strategies and an implementation element. Yes, flexibility is needed, but the deal and the plan should work together. I have seen good deals undermine good plans.

The second most important concept is return on investment. Planners, residents and elected officials must understand the return on investment and how to capture the value of the capital investment. What is the return on the taxpayer's investment? How long will it take to pay off the investment?

On a fundamental level, can you explain what the term "connectivity" means and why it is important?

Connectivity is ensuring a system offers access and options to maximize efficiency. Connectivity is typically associated with infrastructure like streets, sidewalks and public transportation, but could also apply access to jobs, amenities and housing.

Connectivity is important because it could relieve congestion by offering more options. It promotes healthier living by offering more places to walk and bike. Connectivity is also important because it advances equity or fairness by giving the public access to jobs, housing and community resources.

In Baton Rouge, we recently voted to pass a property tax for transit reform. In a city with limited connectivity and not much of a grid, where would you recommend focusing our transit investments?

This is question is not easy to answer without seeing Baton Rouge's grid and land use map, but I would focus on key districts, nodes and corridors where you have a critical mass of development, like a downtown, major employment centers, hospital or college campus, mixed-use shopping centers or dense residential areas.

We have a few key streets that represent opportunities to develop more livable spaces and set a new precedent for how we think about growth. Have you had success focusing on revitalization in specific high potential corridors to spur broader growth?

Yes. I have had success in Washington, D.C., and Raleigh. However, different dynamics in each place spurred revitalization. In Raleigh, we undertook careful planning with public input. Then we implemented smart zoning districts to capture land value, followed by public investment such as streetscape improvements. The last step was fostering public-private partnerships to ensure the development happened. We have branded this effort "Creating Great Places." To date, Glenwood South, Fayetteville Street and Hillsborough Street have experienced over \$3 billion in investment.

There is a renewed spirit of collaboration between Baton
Rouge and New Orleans based on the fact that, being home to the lion's share of Louisiana's economic assets, the two cities can work together as a super region to be globally competitive.
What kind of advice would you offer for maintaining a productive and successful regional partnership?

The most successful models include a partnership between business, universities and government. Having a regional economic development strategy makes sense because metropolitan areas will be the economic drivers in the 21st century for jobs, population growth and GDP. However, each metropolitan area must learn how to compete together rather than against each other. Each metropolitan area must develop its own economic development cluster that compliments the other. Connecting the regions is also key. But connecting the metros by highways alone will not be enough to be competitive as a region. Commuter rail should be pursued.

How do the research institutions in your region serve as anchors for your planning and economic development?

The North Carolina Research Triangle Park model developed in 1959 is considered one of the best success stories and economic development models in the world. The visionary model transformed a tobacco and textile culture into a global economic powerhouse. That model is based on business, universities and government working together. Research universities play a vital role in our economy by

We believe in planning smart, because planning is one of our competitive advantages. Businesses want to relocate or expand in a community that is well-managed, well-planned and well-maintained.

—Mitchell Silver, chief planning and economic development officer for the Department of City Planning in Raleigh, N.C.

attracting research dollars, maintaining a top-notch educational system, and using research universities to attract and retain a talented knowledge-based workforce. The research universities in the Research Triangle attract close to \$2 billion dollars in research annually. The research universities establish relationships with the business community. So the bottom line, one of our economic development strategies that allow research universities to serve as an anchor is to ensure that businesses have access to a highly-skilled and knowledge-based workforce. The research and innovation focus also helps with spin-off and new start-ups. In 2011, there were over 19,000 new business filings in the Research Triangle area.

What kind of smart city concepts are you applying in terms of gathering and using data to enhance Raleigh's systems and infrastructure?

Raleigh is implementing a land management system that helps the city understand its land capacity, make better planning decisions and maximize the value of that land. The city is also implementing a return on investment policy for capital projects - primarily roads. By looking at the value of land, it allows the city to implement a new approach and a better way to keep property taxes stable. Raleigh is North Carolina's second largest city, but has one of the



lowest property taxes in the state. We believe in planning smart, because planning is one of our competitive advantages. Businesses want to relocate or expand in a community that is well-managed, well-planned and well-maintained.

In an environment where opposition to planning seems to be gaining ground, what kind of advice would you offer planners in terms of making the case for good planning and getting public buy in?

Community planning has support across political affiliations, race, ethnicity and geography. Planners and the public need to understand that planning is not zoning. Planners need to communicate what planning is. Planning is about fostering economic growth, creating jobs, building safer neighborhoods, increasing quality of life and property values. Communities that plan for the future are more resilient than those that don't. We are facing tough challenges in this economy and the public should know that planners stand ready to work with the public to build a better future, one neighborhood at a time.

> Phillip LaFargue is the Director of Communications at Center for Planning Excellence.

Did you think you would dance in downtown Baton Rouge again?

Reclamation of downtown Baton Rouge is brought to you in part by members of the Baton Rouge Area Foundation. With their optimism and money, the Foundation's civic leadership initiatives staff pursues projects that benefit all the people of Louisiana.

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Baton Rouge Area Foundation

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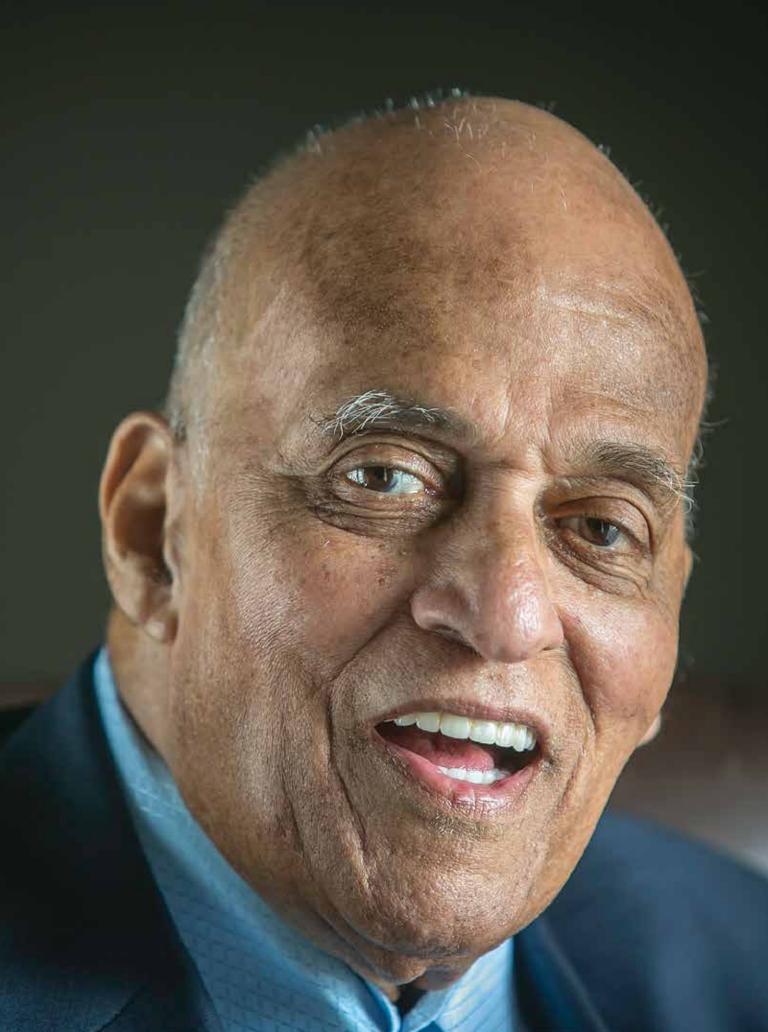
A man and his mission: **Reverend Charles T. Smith** retires By Maggie Heyn Richardson | Photos by Tim Mueller

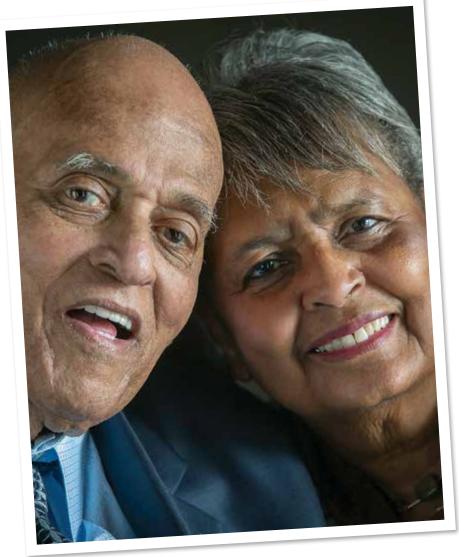
A series on people who transformed Baton Rouge, the few who quietly carried us forward as a community. When Rev. Charles T. Smith announced his retirement as head pastor of Shiloh Missionary Baptist Church earlier this year, friends and followers had a lot to say about his commanding, but calm presence, his vision for Baton Rouge and his ability to build bridges between disparate groups.

"I know I'm dating myself when I say this," says Samuel Sanders, executive director of the Mid City Redevelopment Alliance, where Smith served as a founding board member. "But I compare Rev. Charles Smith to those E.F. Hutton ads years ago. He would sit in a meeting and listen for a long time. And when he finally spoke, everyone would stop because his comments were always exactly what we needed to hear."

Longtime community volunteer Carolyn Woodfin Carnahan agrees. She met Smith in 1982, and says her first impression is one that has continued over the course of their 30-year friendship.

"He was such a calming presence," says Carnahan, who served on the Community Assistance for Public Education (CAPE) task force with Smith. By then, the East Baton Rouge Parish School System had been under a desegregation order since 1956, and a busing mandate passed in 1979 was further frustrating the community.





"His sermons were always things you would remember into the next week. They were relevant. They weren't all fire and brimstone. They were about life."-Eula Smith, Rev. Smith's wife.

"I was so impressed by his demeanor," says Carnahan, a founder of Volunteers in Public Schools. "When I first heard him speak, I knew he was a leader to be trusted and

Indeed, Smith's ability to champion progressive ideas in the face of negativity is part of his legacy as the 50-year pastor of Shiloh and as an indefatigable community activist. His retirement comes as a consequence of two minor strokes that have left him cognizant, but somewhat speechimpaired. His wife Eula says that he'd still be continuing his work at Shiloh otherwise.

"He was usually there seven days a week," she says. "He absolutely loved being at the church."

A native of Baton Rouge, Smith grew up attending Shiloh, where his father, Rev. Dudley T. Smith, served as head pastor from 1944 to 1962. The younger Smith had no intention of becoming a minister, he says.

"I didn't want to follow my dad," says Smith, "but I was called."

Smith says that while serving in the Air Force in England, he received a strong message from God that he should preach. He tried to subdue it at first, but the sense that his future was in the ministry was undeniable.

"I felt called to the gospel, and once it started, I was compelled to

do it," he says.

In England, he developed sermons in his head, and when he couldn't find an audience, he practiced in hangars whose only inhabitants were airplanes.

"It was crazy," he recalls.

Back in Baton Rouge, Smith began preaching, eventually serving as an associate pastor at Shiloh. When his father died in 1962, he was asked unanimously to take over as head pastor. The church's membership was less than 300 then, but over the course of his career, Smith would grow it to more than 3,000. He became known as a dynamic speaker with a powerful, relevant message, says his wife, Eula.

"His sermons were always things you would remember into the next week," she says. "They were relevant. They weren't all fire and brimstone. They were about life."

Moreover, Smith was instrumental in expanding Shiloh's physical campus and its auxiliary programs. Church members began to take their tithing seriously and the new

followed."

I didn't want to follow my dad, but I was called. -Rev. Charles T. Smith

investment and enthusiasm in Shiloh's outreach helped it establish a long list of new programs.

"It was not just a church 'within the walls," says Eula Smith. "He always believed in an open door policy and that it was our duty to help the community."

In 1972, Shiloh opened a day care center to help its members and others have a safe, affordable place to drop off children while they worked. The church formed a Summer Youth Enrichment Program to keep young people engaged in productive activities during the summer. Eula Smith says her husband has been particularly committed to helping youth throughout his career, and that Baton Rouge's current struggle with violent crime has been frustrating to watch. "It makes him cringe," she says.

Smith also helped launch several scholarship programs. The Walter Dumas Scholarship program grants three \$5,000 scholarships each year to ethnically diverse students who are not members of Shiloh. A reflection of Smith's commitment to crossing racial boundaries, applicants must submit an essay about what racial harmony means to them and what they do to promote it.

Moreover, Shiloh formed a charitable foundation, indigent assistance program, drug abuse prevention program and a bargain center, which sells good quality clothing and goods at prices low-to-moderate-income families can afford. Smith also led the establishment of a credit union at Shiloh. It was later absorbed by Neighbors Federal Credit Union.

Smith's board work in Baton Rouge has been extensive.

He has served on the boards of the General Health System, the Mid City Redevelopment Alliance, the Baton Rouge Rotary Club and others.

Those who know him say Smith has been a voice of reason at pivotal points in Baton Rouge's history. Despite the Mid City Redevelopment Alliance's success in increasing commerce and homeownership over the last 20 years, Sanders recalls that many members of the Mid City community were opposed to its founding.

"The neighborhood had suffered from disinvestment for years, and residents were concerned that someone was going to come in and force them out," says Sanders. "Rev. Smith encouraged everyone to just listen to one another, and consider the positive aspects."

A year ago, Shiloh also began hosting meetings of the community organization, Together Baton Rouge, which was instrumental in helping to pass a new millage in the spring of 2012 that staved off bankruptcy for the beleaguered Capital Area Transit System. Smith was one of many community leaders who believed it was a moral imperative to support public transportation so that families who depended on it could continue to work.

"In all the years I have known and worked with him, it's been so clear that he believes in the idea of helping the family as a whole," says Carnahan. "Charles always believed that all of these issues—education, crime, economic opportunity—affect each other and you can't separate them." •



God of small things

LSU's Richard Cooper works with DNA to speed cheaper drugs to market.

By Sara Bongiorni | Photo by Frank McMains

Five years ago, an unplanned discovery in its laboratory fundamentally altered the operations of TransGenRx Inc., a biotechnology start-up housed in the Louisiana Emerging Technology

Center on the Louisiana State University campus.

Until then, its focus had been developing technology that used chickens to produce low-cost human proteins for pharmaceutical applications.

TransGenRx ended its work with transgenic chickens after its 2007 discovery of changes in cell culture showed how it could exponentially boost production of human proteins.

Now that shift in focus has brought 10-year-old TransGenRx to the cusp of what could be its biggest transformation to date, this one a fusion of science and commerce.

Pending completion of a deal with a West Coast pharmaceutical firm, TransGenRx, which began under licensing agreements with the LSU AgCenter, would formulate a new drug related to wound-repair at its laboratory and head-quarters on campus.

The deal would make the start-up profitable for the first time since its inception a decade ago and provide revenues of about \$30 million in the first 12 to 18 months after the deal is completed, according to Dr. Richard Cooper, TransGenRx's chief science officer and a professor in the AgCenter's School of Animal Sciences.

The LSU AgCenter stands to gain: It will receive royalty income as an equity holder in the company of between 5% and 6%, according to Cooper.

The deal also represents the first commercialization of technology developed by the 36-employee firm. And its new

forms through processes that are just as expensive as the original drug makers' methods, he said. By contrast, TransGenRx's technology "allows us to do a true production discount," Cooper said.

TransGenRx also has several additional original or "innovator" drugs in the works.

Providing raw materials to pharmaceutical companies,

We will go from living off investment dollars to being profitable almost overnight. This would be a very big deal.

Richard Cooper, TransGenRx chief science officer

profitability would help it more quickly move several additional "innovator" drugs in various stages of development from its freezers on the LSU campus into the marketplace.

"We will go from living off investment dollars to being profitable almost overnight," Cooper said. "This would be a very big deal."

It will also be fast. TransGenRx's new drug-related work is likely to be under way this summer, and it will require the addition of about 10 new full-time employees, including quality-control experts, Cooper said. He hopes planned collaborations with other local researchers would draw more biotech start-ups to Baton Rouge.

But as Cooper tells it, the pending deal also could be the first in a string of pivotal opportunities for the biotech. Those opportunities relate to coming changes in the pharmaceutical marketplace. Between now and 2015, the patents of 49 protein-based drugs will expire. That will create opportunities for makers of "biosimilars," which are generic equivalents of those formulations, according to Cooper.

TransGenRx is positioned to capitalize on that opportunity because its technology allows it to reduce the cost of creating generics by 40% to 50%, he said.

Competitors will try to make the same drugs in generic

both in the U.S. and abroad, has become a growing focus for the firm. It will make growth-factor proteins for use in human biopharmaceuticals under a recently announced agreement with Novocyt LLC. TransGenRx also would supply materials for use in human drug trials.

The biotech has also entered an agreement with Angel Biotechnology Holdings PLC of London to make antiviral agents for the treatment of multiple sclerosis and other illnesses.

TransGenRx is also providing materials for proteinbased drug therapies to Ann Arbor, Mich.-based Esperion, which could start clinical trials of its drugs as soon as next year, Cooper said.

But Cooper has not forgotten about the transgenic chickens, even if that work was phased out in 2008 after the cellculture discovery. The company's patented technology involving the hens never produced proteins in large enough amounts to be commercially viable, he explained.

"But I'd like to get back to it one day," he said. •





Dr. Kaboom!

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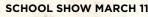














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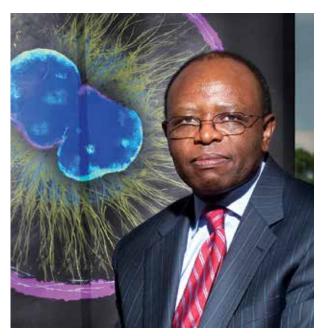
Cancer drug progresses

A Baton Rouge-based biotechnology firm is entering a second phase of clinical trials after proving its novel drug is safe at high doses with a promise of treating ovarian cancer.

The drug from Esperance Pharmaceuticals, which was born from research at LSU and its Pennington Biomedical Research Center, targets receptors that are expressed only by cancer cells. The drug floats in the bloodstream until it encounters cancer cells, then latches on to the cells and unloads a deadly poison.

In the first phase, Esperance showed the drug was safe at various doses, including a recommended dose for phase 2 trials. "This Phase 1 study provided us with the information we needed to move forward with clinical trials in specific LHRH receptor expressing tumor types that are resistant to treatment," said Hector Alila, president and CEO of Esperance Pharmaceuticals. "Specifically, we believe there is a compelling rationale for the study of EP-100 in ovarian cancer—which is known to over-express LHRH receptors. To this end we initiated a Phase 2 study in ovarian cancer in May and are hopeful EP-100 may hold promise for this patient population with very few treatment options."

William Hansel, LSU researcher at Pennington Biomedical, came up with the idea for the drug. The research and



Hector Alila, president and CEO of Esperance Pharmaceuticals

process was developed by Hansel of Pennington and Fred Enright of LSU's School of Veterinary Medicine.

Esperance is partly funded by venture capital firms that include the Baton Rouge Area Foundation among investors. The funds were created to provide capital to Louisiana high-tech ventures.

Kid genius

No matter that he's 15, you can call him a "genius." Using an approach similar to diabetic test strips, Jack Andarka created an inexpensive and fast dip-stick sensor to measure the level of mesothelin, a pancreatic cancer biomarker, in early-stage pancreatic cancer.

The Maryland teen was inspired to improve early detection because the disease killed his uncle and a friend's brother. His invention won the Intel International Science Fair. The



He wants to become a pathologist. In the meantime, Andarka is studying business to begin marketing the test within a decade.



What traffic?

Baton Rouge does not have among the most congested corridors in the nation. Not even close.

Research firm Inrix ranks I-12 from Essen Lane to O'Neal Lane as the 58th most congested corridor in the nation in 2011, down from No. 26 the year before. No other Baton Rouge corridor made the list, which is based on delays multiplied by an index of commute times.

The company, which calculates congestion by monitoring tens of thousands of GPS readings, said the average delay on the 5.8-mile stretch of I-12 in Baton Rouge was 6 minutes, equal to about 30 miles per hour.

Rating the top 162 busiest corridors in the nation, Inrix noticed that higher gas prices and the economic slow-down had decreased traffic.

Four of the top 10 most congested areas were in Los Angeles, including No 1., a 13.1-mile stretch of I-405 B to Getty Center Drive with a 20-minute delay and an average speed of 24 miles per hour.

Overall, Honolulu had the most congested highways in the country. Baton Rouge was ranked No. 24.

Amount of electric power

Maine received in 2011 from
alternative energy. According to the
Energy Information Administration,
Maine leads the country; next are
South Dakota (21%) and Iowa
(17%). A six-fold increase in
wind generation is the main
reason states have increased
production and consumption of
newable energy, but the main source of

production and consumption of renewable energy, but the main source of renewable energy remains hydroelectric power, the laggard at 1%. Louisiana received less than 4% of power from renewables.





Rouse's on the rooftop

Rouse's Market in downtown New Orleans near the Superdome may be the first in the nation to have a roof-top garden. Herbs and produce grown in the aeroponic urban farm will be sold in the grocery store, which is on Barrone Street two blocks from Poydras.

"The flat rooftop on this store is perfect for urban farming," says Donny Rouse, managing director. "And the view of downtown is postcard-perfect. I imagine we will do a lot of dinners up here on the farm." The technology from Tower Garden substitutes water for soil as the growing medium, allowing for a vertical garden that can produce more food.

Stop that pounding

Devotees of ketchup pound the "57" on the bottle to goose the flow of liquid from bottle to burger. Soon, they may be able to get every drop without pugilistic coaxing. That's because MIT engineers have invented LiquiGlide, a nontoxic coating that can be applied to all types of containers.

Ketchup and mayonnaise flow from coated bottles like water.

MIT engineers believe they've solved an expensive problem. People in the United States throw out more than \$1 billion in ketchup and other sticky foods annually.





Pennington's Bouchard: "Bizzare" results

It appears that exercise can do more harm than good to some healthy people. Claude Bouchard, a scientist at Pennington Biomedical who once was executive director of the LSU division, and fellow researchers found 10% of 1.687 exercisers had worse numbers in at least one of six measures for heart disease.

The researchers controlled for various factors but couldn't determine why working out resulted in higher blood pressure, elevated bad cholesterol and other indicators of heart disease. "It is bizarre," Bouchard told The New York Times in a story that was covered around the world.

Scientists noted that exercise improved the risk factors in 20% to 50% of people, while the response was negligible for the rest.

The researchers say that people should not stop exercising, but should get heart disease factors checked regularly by doctors.

Small work

In the switch from paper to digits, there is an opportunity to employ the poor.

Working for Microsoft and the University of Toronto, researchers in Bangalore, India, have used a little-known protocol to transfer bitmapped images across basic cell phones. People with simple cell phones can tap keyboards to turn the images—words—into digital text.

"Crowdsourcing on phones really has potential to provide substantial income for people who are very poor and have a lot of time on their hands," Ed Cutrell, a computer scientist at Microsoft Research India, told Technology Review. "That's one of the main things we're interested in here: are there means to provide supplemental income to people who don't have computer and Internet access?"

Shaw invests in novel energy technology

The Shaw Group Inc. is partnering with NET Power LLC and Exelon to develop a new technology for gas-fired power generation that could result in major benefits for electricity producers and consumers, energy security, and the environment

Called NET Power, the technology uses carbon emissions to enhance oil recovery, with the emissions sequestered underground. The partners are working with an undisclosed company to develop a special turbine for building a plant.

Shaw of Baton Rouge is acquiring a substantial ownership position in Net Power of North Carolina for \$50 million and will have exclusive worldwide rights to engineer, procure and construct NET Power plants. Exelon, the largest competitive power generator in the United States, will provide and obtain permitting for a small-scale testing site, test and commission the facility, market its output, supply fuel and provide other operations and maintenance support.

"This next-generation technology, which was invented and is being developed here in the United States, will be of great interest to both electricity-generating utilities, as well as oil recovery and exploration companies," said J.M. Bernhard Jr., Shaw's chairman, president and CEO. "In addition to being an emissions-free option for power generation investments created by large natural gas reserves in the United States, NET Power technology could aid in the recovery of 500 billion to 1 trillion barrels of oil worldwide. The innovative process effectively addresses carbon capture, making this an ideal solution for clean, responsible and cost-effective energy production."

"We're doing a grand experiment. We're trying to design the first cell from scratch. It's a little bit of a black art."

—Craig Venter, whose team decoded the human genome, in *The New York Times*. Venter's firm is attempting to genetically engineer organisms that can produce cleaner energy.



Annoying the annoyers

Baton Rouge government has decried the illegal signs that clutter our roads. Hollywood, Fla., has a simple and inexpensive solution with roots in annoying lawbreakers.

With \$300 software from Voicent, the city calls offenders up to 20 times daily and nags them to take down the signs, then to report to the police and pay a fine.

Illegal signs have declined by 80% in Hollywood since the program began in March. Other Florida cities have begun to use the system.

Look ma, no hands

Nevada is betting on driverless cars. The state is the first to let Google test its automated vehicles on public roads.

Google's driverless cars have already navigated hundreds of thousands of miles without accidents. The company will test some more on Nevada streets, but with some precautions. The state is requiring each car to have two drivers, one ready to take the wheel and the second monitoring the route on a computer. Test vehicles also will have red license plates to tell other drivers to lookout—just in case.

OFFICE OF THE

With wireless networking, automated cars are said to have some big advantages down the road. Fewer accidents, less traffic through coordination and decrease in fuel consumption are among the expected benefits.

Meanwhile, Volvo is working on an idea that could bring driverless cars to the market much sooner. Named SARTRE—Safe Road Trains for the Environment, the EU-backed project would let a lead vehicle with a driver be followed by computerized cars that rely on existing sensors to follow in a convoy. Volvo demonstrated the idea in Spain. Cars traveled safely at a maximum speed of 53 miles per hour.



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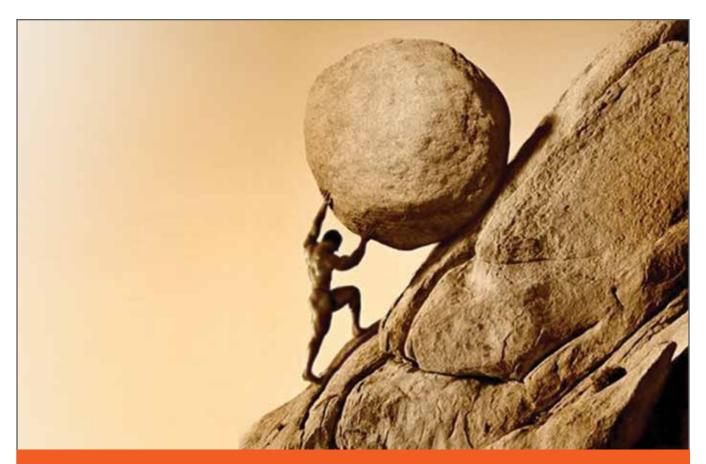
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