

January 1, 2017 – December 31, 2017

CITY OF SHREVEPORT

TYLER ADMINISTRATION THIRD YEAR PROGRESS REPORT



OLLIE S. TYLER
MAYOR



Tyler Administration Third Year (2017) Progress Report

As we enter the fourth year of my administration, I am pleased to present the community with our Third Year (2017) Progress Report. I am so proud of the accomplishments that our team of dedicated City workers has been able to achieve over the past three years. It has truly been an honor to have led such a great group of hardworking and committed professionals that serve this city each day. Our employees are our greatest resource, and they have been one of the main reasons we have made major accomplishments during my tenure as Mayor.

Public safety is always our number one priority, and we have continued to place resources with our Fire and Police Departments to ensure that they have all available means at their disposal to keep our city safe. These efforts include increasing the number of sworn police officers and overall law enforcement presence, with almost 70 new police officers hired in 2017 and 80 more recruits slated for 2018; \$1 million was provided for additional police vehicles, with a total of \$6 million allotted from 2015-2018; \$1.1 million was provided to replace fire/EMS ambulances and in 2018 another \$1 million was placed in the budget to purchase a new fire ladder truck. In 2018, police officers and firefighters received a 5% pay increase (2% longevity and 3% base salary), their largest since 2003. Additionally, in 2018, the new Fire Station 17 opened in Southern Hills, and property acquisition to build a new Fire Station 14 along Greenwood Road and Broadway Avenue has begun.

High quality City services and programs continued in 2017 with our "sense of urgency" mantra as we pushed ahead with advancements in infrastructure improvements, including 69 new street projects in 2017. Over the past three years, we have done approximately 216 street projects, totaling \$58.6 million, with another 80 roadway projects scheduled this year. Infrastructure improvements on our sewer, water, and drainage systems, totaling \$146 million, continued in 2017, with \$108 million designated as federal sewer consent decree work. To date, 33 sewer Phase I Consent Decree projects totaling \$180 million have been completed since 2015. The new trenchless technology being deployed in some areas of the city will save millions of dollars on this infrastructure improvement. This is one of our *Smart City* initiatives. Another *Smart City* initiative recently passed by this Administration and the City Council will provide for small cell tower deployment in a business and aesthetically friendly environment toward our goals of providing new 5G technology throughout the community.

In 2017, more than \$13 million in SPAR renovation projects came to fruition as we provided over 465,000 points of service at our community centers and through our athletic programs. Those public facilities that saw improvements were Cargill Park, Hattie Perry Community Center, Airport Park and Bill Cockrell Pool Houses, Mamie Hicks Community Center, and upgrades at Oakland Cemetery and Columbia Park. New quality of life facilities that also came online over the last year include the new \$5.1 million, federally funded, Inter-modal Transportation Facility in downtown Shreveport, the Dog Park, the Born Learning Trail, and spray ground at A.B. Palmer Park. SPAR also provided major services that support the Shreveport Symphony, Shreveport Ballet as well as the festivals of the Red River Revel, Mudbug Madness, the African-American Parade, Holiday in Dixie Parade, the annual Mardi Gras parades, and many more events.

Multiple initiatives such as the new non-stop American Airlines service to Charlotte, North Carolina; a decreasing crime rate; increased small and minority business opportunities with the city; employment related job training services offered to approximately 20,000 individuals; hosting 130 conventions at our Hilton and Convention Center and providing 162 events at our Municipal Auditorium since 2015 have all led to a better quality of life for our citizens and the continued economic growth of our community. Expanded beautification and litter abatement efforts, such as the recent landscaping city project along Interstate 49, have also enhanced a sense of pride and partnership from citizens/businesses.

In 2017, the Economic Development Office provided assistance to more than 70 new companies and helped with the expansion of 30 existing businesses, creating more than 1,400 new employment opportunities in our community. These efforts, along with many public and private partnerships led to a significant decrease in the Shreveport MSA unemployment rate for 2017. At this point in the year and as another sign of our positive economic trend, Western Global Airlines (WGA) recently announced Shreveport Regional Airport as the site of their new worldwide aircraft maintenance base, creating 170 new jobs with an average salary of \$45,200, as well as 300 indirect jobs. WGA stated they selected Shreveport because of its "central location, abundant and competent workforce, and state-of-the-art large aircraft hangar - making it an ideal choice." Information technology companies continued their rise in the city with Network Communications getting ready to open their new telephone and high speed internet service later this year on Youree Drive. They join EATEL Business (formerly Venue Solutions Group), offering the only tier rated data center facility in Louisiana and Cyber Reef Solutions, a data protection and network solution firm, both located in downtown Shreveport.

This progress, and more, was also done with an eye on reducing taxes and seeking alternative revenue sources. In 2017, my administration and City Council once again reduced property taxes by 0.48 mills. In 2018, citizens can expect another 2.16 millage decrease (total tax decrease of 6.05 mills from 2015-2018). Additionally, our team has applied for and acquired more than \$20 million in grant funding over a three-year period which allowed this administration to supplement tax dollars to provide greater services and programs for the citizens. One example of this is Shreveport being the first city in Louisiana to deploy zero-emission battery-electric busses that were funded through a \$3.9 million federal grant.

It has truly been an honor to serve you over the last three years as your Mayor and although much has been accomplished, we realize there is still much to do. We will continue to look for ways to enhance our quality of life and economic development opportunities, while building upon the positive momentum and community pride we see growing each day in the neighborhoods and businesses across our great metropolitan landscape.



Ollie S. Tyler
Mayor

Recognitions

- The 2017 Annual Average Cost of Living Index ranks the Shreveport-Bossier Metropolitan Statistical Area (MSA) among some of the most affordable places to live in Louisiana and region (Biz Magazine 2-2018).
- Shreveport-Bossier lauded for tech growth (<https://innotechtoday.com/innovation-in-shreveport/> 6-2017).
- Shreveport ranked as a prime area in the U.S. for teachers to live and work in the 3rd Annual Best Cities for K-12 Teacher's Report. (GoodCall.com 5-2017).
- Shreveport ranked # 5 out of the top 250 Cities in the U.S. that present conditions for postgraduates looking to find their first home. (*LendEDU* 5-2017).
- Shreveport ranked as one of the best cities in the entire U.S. for getting the most out of your paycheck - study was based on factors like cost of living, household income, homeowner costs and median gross rent. (*GoBankingRates* 4-2017.)
- Shreveport ranked No. 5 out of 113 major U.S. Cities as "Best Cities for Retirement in 2017." Criteria were personal safety, low property taxes, affordable cost of living, and climate. (GetRichSlowly.org, 2017).
- Shreveport ranked No. 1 nationally for having the lowest manufacturing costs in the U.S. (*KPMG National Real estate Management Company*, 2016).
- Shreveport ranked No. 3 out of the top 10 cities nationally for affordable housing and above average salaries for 18-to-34 year-olds (*Money Under 30*, 2016).
- Shreveport ranked 17 out of the top 25 cities with the lowest cost of living (*Business Insider*, 2016)
- Shreveport ranked No. 18 out of 150 cities in the United States as the best place to start a business in 2016 (*WalletHub*, 2016).
- Shreveport is the most cost-friendly city to do business among the 27 small-sized U.S. metro city areas (*study by KPMG LLP*, 2016).
- North Louisiana ranks as the No. 1 most cost competitive manufacturing market (*KPMG Competitive Alternatives*, 2016).
- Shreveport ranks in the Top 10 of Millennial Friendly Cities (*Bloomberg Business citing data from Realtor.com*, 2015).
- Shreveport ranked No. 1 out of 150 cities in the United States as the best place to start a business in 2015 (*WalletHub.com*, 2015).

Department and Program Progress Reports

Airport Authority

2017 Accomplishments

- Launch of new twice-daily air service to Charlotte, N.C., on American Airlines with the support of \$200,000 in marketing funding from the Ark-La-Tex Regional Air Service Alliance (RASA). Within the first four months, the service is performing very well. Due to the Tyler Administration's push in 2015 to initiate legislation at the state level and leading efforts for its passage locally, the Hotel/Motel Tax has generated more than \$1.3 million since 2016 for RASA to support increased air service opportunities for Shreveport Regional Airport.
- Increased the number of airline seats serving Shreveport Regional Airport by 4,000 seats per month, compared to 2016.
- Completion of multiple capital improvement projects on runways and taxiways at both Shreveport Regional Airport (SHV) and Shreveport Downtown Airport (DTN). This includes a pavement preservation project on Runway 14-32 at SHV and Taxiways A, J, Q, and D at Shreveport Downtown Airport.
- Completion of the extension of Taxiway N at DTN Airport through federal and state discretionary grants which substantially improves safety at the airport.
- Installation of a new parking revenue control system offering updated customer conveniences.
- Acceptance of a \$500,000 federal grant from the Department of Commerce to support the renovation of the former Army Reserve Building to house the SUSLA Aeronautical Program. Airport Authority matched these funds with a \$500,000 investment.
- Acceptance of a grant in the amount of \$25,000 from AEP SWEPCO for the installation of energy efficient lighting on the SUSLA Aeronautical project.
- Successfully negotiated a common-use rate strategy for the common-use of Gate 11 at SHV with airline partners.
- Successfully installed a new jet bridge for American Airlines that offers increased convenience, safety, reliability and a positive customer experience.
- Received approval from Federal Aviation Administration to begin design on major runway extension projects at both airports.
- Increased the five-year Capital Improvement Program for the Airport Authority from \$38 million to \$62 Million, the majority of which is federally and state funded.
- Received Certified Site Designation from Louisiana Economic Development and AeroReady certification for SHV industrial parks.
- Implemented internal management of the in-terminal advertising program and increased revenue compared to former vendor.
- Implemented cross-training program among the SHV Maintenance Division to provide increased flexibility for staff and to reduce expenses.
- Completion of the first phase of a multi-year drainage program to begin replacing the 60-year old system at SHV.

2018 Look Ahead

- Announcement of the launch of a new air service destination. Targeted areas for consideration include Washington D.C. and Chicago, Illinois.
- Increase capacity and secure two-class service on the Charlotte, N.C., route.
- Acceptance of a federal grant of approximately \$7 million for a Runway Safety Enhancement Project at Downtown Airport that shifts and extends Runway 5-23.

- Opening of a new consolidated passenger security checkpoint at Regional Airport to provide for improved passenger screening.
- Opening of newly renovated baggage claim restrooms offering much improved passenger comfort and improving the overall customer experience.
- The addition of more than 10,000 monthly seats into the Shreveport market in spring and summer 2018 compared to the same time the previous year.
- Launch of the ***FlyShreveportFIRST*** campaign to bring awareness to the community on the true cost of travel and the need to fly from Shreveport Regional Airport rather than driving to Dallas.
- Completion of building and hangar renovations for the SUSLA Aeronautical program at DTN which will increase the school's capacity to produce more students in the aviation mechanics industry.
- Recruit new aerospace-related industry to lease Hangar 40 at SHV and hire local workers trained in aviation maintenance fields.
- Completion of a federal and state-funded Airport Sustainability Plan which will assist in SHV's ability to compete for energy-related grant funds and to provide guide to long-term airport planning.
- Completion of engineering design work in order to publicly bid and begin construction on the extension of Runway 6-24 and Taxiway C at SHV to allow for increased capacity and safety. Acceptance of \$12 million in federal and state grants to extend the runway and taxiway.
- Implementation of a runway and taxiway Pavement Markings Assessment Conditions Program at SHV through a state-funded grant. SHV was chosen to be the first airport in the state to test this program which provides long-term maintenance plans for airfields.
- Completion of a \$1 million LaDOTD-funded grant for the first phase of airfield lighting enhancements at SHV.
- Completion of project to reconstruct pavement of north end of primary taxiway at SHV with state grant funding.
- Begin environmental and other work required to begin the process of relocating the air traffic control tower at SHV.
- Partner with the Regional Air Service Alliance (RASA) and other community groups to pursue new business and leisure air service routes, including low cost carrier options, from SHV.

Beautification and Litter Abatement

2017 Accomplishments

- The City launched its Beautification and Litter Abatement Campaign, "Don't be Trashy, Keep it Classy... Shreveport is Home," in March 2015. Since that time, we have accomplished beautification initiatives that continue to grow with the help of our partners at Shreveport Green, local businesses, neighborhood and professional associations, churches, Sheriff's Department, City Marshal's Office, DEQ, City Courts, non-profit organizations, and the Juvenile Detention Center, all in an effort to help keep our city clean and beautiful.
- The City required all Neighborhood Investment Program (NIP) grant recipients to have a neighborhood clean-up once a month to qualify for their funding. We have had a total of 103 City assisted cleanups and 2,798 volunteers for this year's efforts. Our Police Department continued to rotate hidden cameras at illegal dumpsites and has been very effective in catching and locking up offenders.
- In 2017, the City's Public Works Solid Waste Division cleaned up an average of two illegal dump sites per day.
- Secured federal grand dollars through LA DOTD to do landscaping on I-49 corridor inside of city limits.

2018 Look Ahead

- I-49 Landscaping Interchange project by the City began in January 2018 and entails the natural beautification at Kings Highway, Pierremont/Hollywood, LA 511 (70th Street), and LA 526 (W. Bert Kouns Industrial Loop). Most of the funding for the \$1 million project was provided by a federal grant through the LADOTD.
- In continued vigorous cleanup and enforcement efforts with our great partners, we will strive to seek new partnerships, sponsorships, grants, and new ideas to keep our city clean and beautiful.

City Attorney Office

2017 Accomplishments

- In 2017, the Office of the City Attorney continued to maintain its aggressive approach to saving taxpayer dollars by improved efficiency, oversight and management of City of Shreveport legal matters. Despite the costs related to successfully defending several lawsuits filed by litigants, attorney's fees still remained lower than those fees paid in prior administrations.
- The City Attorney's Office established a better system of checks and balances with its Risk Management Division and has reduced the number of overall claims and claims that result in litigation.
- The City Attorney's Office continued to strictly review each bill submitted by our qualified contract (outside) attorneys. In 2017, the City spent \$1,191,541 on attorney fees and costs. This is a reduction of \$783,927 from 2014.
- The City Attorney's Office continues to aggressively seek to collect all monies owed to the municipality. Over the last three years, this office has successfully recouped more than \$9.2 million in outstanding receipts dating back to 2009.

2018 Look Ahead

- In 2018, the City Attorney's Office will continue to support the Mayor's Administration with best practices from the legal community, forward thinking legislation and assistance to all City departments.

Community Development

2017 Accomplishments

- *Healthy Living Initiative* – The City, in collaboration with the Red River Coalition of Gardeners and LSU Ag Center, developed an urban and community garden; Phase I of the Healthy Living Initiative consisted of the rehabilitation of a vacant house to be used for programming to tackle overweight persons and childhood obesity in children, and to encourage citizens to take advantage of recreational activities offered through the city.
- *Sprague Street Victorian Roughhouse* – Construction completed of a replica of the Queen Anne Victorian Row House that was located at 1118 Sprague Street, and constructed at 728 Elvis Presley Avenue. The building operations will be managed by SPAR.
- *Christian Services Program*- Rehabilitation completed and facility is operational and located at 2350 Levy Street; Cost \$300,000.
- Several focus groups were held on the development of our Affirmative Furthering Fair Housing plan.
- The Department, through its Workforce Division, procured a contract for a one stop operation in accordance with Workforce Innovation Opportunity Act (WIOA), Section [121 (d) (2) (A)]. We have signed a contract with Southern University Shreveport as the One Stop Operator.
- The Department completed work on the first phase of a private sector partnership initiative with the manufacturing industry in order to bring together multiple employers with the manufacturing industry to collaborate with colleges, schools, labor, workforce agencies, community organizations and other community stakeholders to align training with the skill needed for that industry to grow and compete.

- In 2017, many homeowners were served from the City's Community Development rehabilitation programs including 30 emergency repairs of unsafe dwellings for low income and elderly homeowners; 50 "Paint Your Heart Out" homes; 16 home major system repairs applications were approved; and 17 handicap accessibility projects totaling \$1.6 million were initiated. Twenty families were also provided with new homeownership opportunities through Community Development's efforts. Additionally, 2,023 clients were provided homelessness prevention services and 175 low to moderate income individuals received healthcare and educational services. Through our Workforce Innovation and Opportunity program as well as the Louisiana Job Employment Training (LaJET) program, over 20,000 participants were provided employment related services through the city.

2018 Look Ahead

- The Department of Community Development will celebrate the 44th Anniversary of the Community Development Block Grant (CDBG) Program during the week of April 2-6, 2018.
- The Department of Community Development will seek firms to help prepare the City's five year U.S. Department of Housing and Urban Development 2019-2023 Consolidated Strategy Plan.
- The department will spend approximately \$1.6 million of HUD Funding to develop and complete the *Milam Street Kitchen Incubator and Community Kitchen Facility* in the Allendale and Ledbetter Heights Neighborhood.
- The department is working in conjunction with *Project Celebration* on the completion of their new facility in 2018. Four hundred thousand dollars (\$400,000) of HUD Funding has been provided to Project Celebration to renovate an acquired building to provide mental health services and to house survivors of domestic violence, sexual assault, and child crime.
- The Department is providing \$1 million in HOME Investment Partnerships funds to Olive Branch Ministries to construct the "Olive Grove Apartments," a multi-family rental project to be located in Cedar Grove neighborhood. The first phase of the development will consist of 12 duplex units.
- The Department is providing \$300,000 in Community Development Block Grant funds to *Martin Luther King, Jr. CDC* to construct a public facility that will provide mentoring and tutorial services for disadvantaged youth, socialization and computer training services for elderly and disabled citizens. The project will be new construction and located in the Martin Luther King community.
- *Millennium Housing* – Tax credits and conventional financing have been secured to create at least 136 units of housing in and around Millennium Studios.
- *Minority Supplier Institute* – The City of Shreveport awarded the Strategic Action Council \$300,000, through its Minority Supplier Institute to create a loan fund. Working capital will be provided to small and minority owned businesses that have been awarded contracts to help grow said businesses into entities that can access traditional financial sources of capital.
- *Cities Financial Empowerment* – The City of Shreveport was chosen to receive support from the Cities for Financial Empowerment Fund and Bloomberg Philanthropies to replicate proven Financial Empowerment Center Public Municipal Financial Counseling models. Shreveport will receive technical assistance and a seed grant to bring free, high-quality, one-on-one financial counseling to Shreveport's residents.
- *The Healthy Living Initiative (Expansion)* was divided into two phases due to funding shortages. This project is located at 1605 Martha Street in the Stoner Hill Neighborhood. Phase II will include a parking lot and the outdoor pavilion that will be used as an outdoor venue and to harvest and clean produce from the garden. It will also serve as an outdoor venue for the Annual Harvest Day. A total of \$75,000 was allocated for Phase II.
- The Department will enter into an agreement to provide \$150,000 to the YWCA to purchase a building at 850-B Olive Street in Highland Community to serve women and girls, and those who are victims of crime and at-risk teen girls in school based programs.

- The Department will provide Oakland Cemetery \$42,350 to the historic preservation group to provide electrical services, a control station and five light poles. A new gazebo was donated by The Oakland Cemetery Preservation Society.
- *Mabel's Bistro* – In late 2017, the Business Loan Committee approved a \$150,000 business loan to the owners of Mabel's Bistro to open a Cajun restaurant in the Downtown Entertainment District. The funds will be used for renovations, equipment, and operating capital.
- *Private Sector Partnership* – As part of our employer engagement activities we will be working on a private sector partnership initiative with the health care industry. The purpose of initiative is to bring together multiple employers in the health care industry to collaborate with colleges, schools, labor, workforce agencies, community organization and other community stake holders to align training with the skill needed for the health industry to grow.
- *Louisiana Workforce Commission Business Service Team* – In order to increase the awareness of services available to employers in the workforce system, the City of Shreveport Workforce Development Board, LWDB #71D and the Seventh Planning District LWDB #70 are partnering with the Louisiana Workforce Commission Business Service Team to provide, on a regular basis, employer seminars to employers in Region 7.
- The City of Shreveport Local Workforce Development Board (LWDB) will be updating the Memorandum of Understanding (MOU) between the board and workforce system partners. The MOU is intended to identify the roles and responsibilities of the partners for the implementation of a functional, integrated service delivery system.

Economic Development

2017 Accomplishments

- In 2017, the Economic Development Office assisted 72 new and 30 existing companies. Some new and existing companies that were assisted created 1,451 new employment opportunities in the city and area last year. These efforts, along with many public and private partnerships, led to a significant decrease in the unemployment rate for 2017. Updates were made on the City's 2017-2018 Economic Profile that is available at <https://www.shreveportla.gov/DocumentCenter/View/11968/2017-2018-Economic-Profile>.
- Here are some of the 2017 economic development highlights: the Shreveport Aquarium and restaurant opened in November (a must see); Willis Knighton opened their new 146,000 square foot rehabilitation hospital at the former Doctors Hospital on Line Avenue/I-20 in February; AFS, a recognized leader in the freight and parcel audit and shipping software business opened their new 30,000 building and headquarters on Ellerbe Rd/3132 in January; an announcement was made in March for a new high end car dealership, Moffitt Shreveport Porsche/Shreveport Audi, to be constructed at I-49, and Bert Kouns; Hyundai GLOVIS announced in January the opening of a state-of-the-art vehicle logistics and processing center at the former General Motors plant; Brentwood Hospital announced construction of a \$11M expansion for a new tower and rehab of their 100 year old facility; new restaurants, First Watch, opened the end of 2017 creating 32 jobs and La Madeleine's restaurant on Fern Avenue opened in October; and Alorica, the largest provider of customer solutions to the U.S., opened and hired 500 part-time customer service positions in 2017.
- From the Information Technology (IT) front, Network Communications, a locally owned provider of telephone and high-speed internet began construction on their new operations on Youree Drive and will open in 2018; EATEL Business, formerly known as Venue Solutions Group, opened in the historic Selber Brothers Department store building, transforming clothing racks with over 200 IT servers and switch racks fed by 91,000 ft. of power cabling--providing 5KW per rack for data, managed and Cloud services.

- EATEL Businesses' data center is the only tier rated facility in Louisiana and is the 46th Uptime Institute Tier III facility in the United States.

2018 Look Ahead

- We will continue to work diligently towards greater economic growth and opportunities with new companies as well as supporting existing business' growth and expansion. We are cautiously optimistic that the oil and gas service industry will continue to ramp-up with increased production, thus creating a greater positive economic impact throughout our area. Some business news for 2018 includes; Moffitt Shreveport Porsche/Shreveport Audi's new dealership will be opening this summer; CarMax, (used car dealership) is under construction on an 8.36-acre site on Brook Hollow Drive and Bert Kouns with projected completion in the Fall of 2018; Gibbon's American Grill, opened in February in the old Cheddars Restaurant building on East 70th Street; Jaguar Energy Services (a new oilfield services company) has created 50 jobs; Teleperformance, a customer service call center, is creating 500 new jobs in 2018; and a new 4 story 105 room hotel, Home 2 Suites (Hilton property) is currently under construction off of East 70th.
- Western Global Airlines (WGA) announced in May 2018 that Shreveport Regional Airport was selected as the site for their new worldwide aircraft maintenance base, creating 170 new jobs with an average salary of \$45,200, as well as 300 indirect jobs. WGA stated they selected Shreveport because of its "central location, abundant and competent workforce, and state-of-the-art large aircraft hangar - making it an ideal choice."

Fair Share

2017 Accomplishments

- The City of Shreveport's Fair Share Program provides economic opportunities for our small, minority, and women owned businesses. This program is designed to create a level playing field of participation in city government contracting as well as opportunities to sub-contract with larger private companies, expanding capacity to grow their businesses.
- There are currently more than 249 Fair Share certified vendors listed with the City of Shreveport's Fair Share Program. Last year, the Fair Share program executed an outreach effort with local partner agencies to share data related to procurement opportunities with more than 300 businesses. Additionally, the program provided education for business owners regarding the contracting process as well as technical assistance to the challenges small, minority, and women-owned businesses face.
- In the 2015 program year, small businesses earned \$21,519,197 serving as prime and subcontractors with the various divisions with the City of Shreveport. In 2016, small businesses earned \$27,027,669; and in 2017, small businesses earned \$50,279,787. The Fair Share program will continue its efforts to have a profound impact on boosting small, minority, and women-owned businesses, addressing the importance of growing their companies solely on increased revenue and cash flow.
- In 2017, the Fair Share program coordinated efforts with The Governor's Louisiana Economic Development Department and offered scholarships to 14 small business owners. The business owners were able to learn about construction management and how to prepare for the business and law portion of the contractor's licensing exam. The course is open to construction based organizations and anyone with an interest in starting a construction business. After the completion of the course, the small business owner received a certificate with a copy being submitted to the Louisiana State Licensing Board for Contractors for record keeping.
- The Fair Share program offered workshops educating small business owners about trenchless sewer repair/replacement methods; partnered with the African American Chamber of Commerce and offered a Match Making Opportunity Session for the small business owner to meet with buyers of various agencies.

- Additionally the program worked closely with the Louisiana Casino Association, Inc. informing small business owners about “Doing Business with 19 Casinos in the State” and creating opportunities for initial contacts.

2018 Look Ahead

- The Fair Share program will again partner with the Governor’s Louisiana Economic Development Department and will offer the Louisiana Contractor’s course to 12 small, minority, and women-owned businesses and Veteran owned businesses.
- The City will host a 2018 Small Business Summit on Friday, September 28 and coordinate efforts with the Governor’s LED staff acquainting small, minority, and women-owned businesses with the State of Louisiana’s procurement process. This summit will also provide business matchmaking opportunities with 23 State agencies, DOTD, local government and local casinos.
- The Fair Share Program will continue its efforts in promoting partnerships with our small, minority, and women-owned businesses with prime contractors and subcontractors by establishing and following a clear and specific compliance and monitoring plan. This effort will ensure timely and accurate reporting of contract bundling information, addressing and maintaining an overall acquisition system that is fair, efficient and transparent.
- The Fair Share Program will host a workshop entitled “The Next Step to become a General Contractor.” This workshop will be delivered by the staff members from the State License Board on Friday, July 20, 2018 from 8:30 a.m. until 10:30 a.m. This event is free and open to the public.
- The Fair Share Office will work closely with Northwest Louisiana Technical College and the State Licensing Board to execute an MOU for this institution to serve as a Testing Center for Licensing Exams for General Contractors or Residential and Commercial Building Contractors, and Specialty Trades.

Finance

2017 Accomplishments

- The City’s strategic goal to protect and sustain transparent, engaging, and high quality governance, and fiscal responsibility continues to resound at the forefront of the Administration’s budgeting and fiscal monitoring.
- In 2017, property tax millages were once again reduced by 0.48 mills to 35.81 mills, resulting in the continuance of historically low millage rates during this Administration.
 - In 2018, property taxes will once again be reduced by another 2.16 mills to their lowest level (33.65) since 1982. The cumulative impact of tax reductions has been -6.05 mills since 2015, resulting in a savings to property owners of an estimated \$60 per \$100,000 of their property’s value.
 - Allowing for the millage reduction, outstanding general obligation bond (GOB) debt was paid down another \$18.8 million in 2017, leaving a balance of \$167.9 million. By comparison, in 2000, the City had a GOB debt of more than \$369 million and City property tax millages were 51.30. Additionally, in 2017 the 2011 GOBs were advanced refunded, which provided a savings of \$1.78 million over the life of the bonds.
- In 2017 there were \$2.8 million in new costs due to increases in employee health care, pension costs, and fire and police longevity 2% increases. All of these were absorbed (no added costs) in the budget through operational restructuring (doing more with less) and greater fiscal efficiencies in each department.
 - Health Care contribution increased \$1,163,500.
 - City Employee Retirement contribution (all systems) increased \$972,400.
 - Longevity (2%) pay increase to firefighters and police officers cost \$1,100,000.

- In 2017, sales taxes rebounded to \$119.4 million after falling in 2016 to \$115.4 million. The turnaround was due in large part to the uptick in oil and gas production in the region and higher crude oil prices globally.
- In partnership with the Caddo Parish Commission, the City paid 50% (\$75,000) of the costs associated with IT upgrades implemented in 2017 for the City Council Chambers.
- Additionally, our team has applied for and acquired more than \$20 million in grant funding over a three-year period which allowed this administration to supplement tax dollars to provide greater services and programs for the citizens.

2018 Look Ahead

- The Administration will be working with a sound \$491 million fiscal budget to provide for the continuation of City services at a high level while increasing general fund operational reserves to maintain critical bond ratings and readily accessible cash resources in the event of an emergency.
- All sworn firefighters and police officers (excluding the fire and police chiefs) received a 5% pay increase (2% longevity and 3% base pay) in 2018. This is public safety largest pay increase since 2003 at a cost of \$2.9 million.
- All other City employees earning less than \$75,000 received a 5% pay increase (largest since 2002) at a cost of \$1.1 million.
- Police officers and firefighters individual clothing allowance was doubled (restored to original levels) in 2018.
- The City absorbed the employee's portion (\$150,000) of the health care insurance increase, thus employees saw no increased premium payments for 2018.
- In the 2018 budget, there were no transfers from the Streets Special Revenue Fund to support the General Fund. This allowed the fund to provide up to \$8.3 million in street related projects for 2018. Additionally the GF transfer from the Riverfront Development fund (\$7 million) decreased by \$2.2 million in 2018 over 2017.

The 2017 and 2018 City of Shreveport Operating and Capital Budgets can be reviewed in their entirety at <https://www.shreveportla.gov/199/Budgets>

Fire Department

2017 Accomplishment

- SFD was rated by Property Insurance Association of Louisiana and retained our Class One Rating. In 2016, the Shreveport Fire Department was named the "Louisiana Fire Department of the Year" by the State Fire Marshal's Office.
- Responded to 43,277 total incidents:
 - 1,249 Fires.
 - 29,202 EMS incidents.
 - 6,435 Good Intent incidents.
 - 3,574 Service Calls.
 - 785 Hazardous Materials Incidents.
 - 1,800 False Alarms.
- 19 cardiac arrest saves (patient survived and was discharged from the hospital).
- Installed 490 smoke alarms.
- 405 Fire Prevention Programs delivered to 10,963 attendees (Fire Prevention and Operations)
- Made 20 arson arrests.
- Responded to 38 Bomb Threats/Suspicious Objects.

- Purchased 210 SCBA (self-contained breathing apparatus) with federal grant funding of \$1,240,910 (Federal Share) and \$124,090 (local match from City of Shreveport) and trained all personnel on their use.
- Broke ground on Fire Station #17 (2011 Bond Project) at a cost of \$2,379,634.96.
- Graduated 29 firefighters from 2017 Fire Basic Training.
- Partnered with Southern University to begin a new Paramedic Training Program to begin in spring semester of 2018.
- Began replacing six medic units (ambulances) with 2017 budget funding of \$1.1 million.

2018 Look Ahead

- The department opened new Fire Station #17 in the Southern Hills Community on Baird Road in April.
- Acquisition to build a new Fire Station 14 along Greenwood Road and Broadway Avenue has begun.
- A new 107-foot Aerial Apparatus (Ladder Truck) will be purchased with 2018 budget funding of \$954,000.
- The Department will be utilizing a \$10,000 Fire Prevention grant to develop life safety education programs targeting 2nd and 3rd grade children.
- To continue our level of service, SFD will hire a class of 20 firefighters to replace those lost through attrition in 2018.
- The Fire Department will be submitting for Assistance to Firefighter Grant in February of 2018 to enhance our service operations to our citizens.
- We will continue to pursue the Upper Payment Limit Medicaid reimbursements for Large Urban Government regarding EMS Transports.

As our city suffered through the loss of six (6) fatalities in 2017 due to structure fires, SFD will continue to prioritize and focus our life safety messages to those individuals and groups who are being affected the most as well as our general education to all citizenry. We will also continue to promote our smoke alarm giveaway program with a goal to ensure all homes in Shreveport have a working smoke detector.

Governmental Affairs

2017 Accomplishments

- The Mayor's Office of Governmental Affairs is responsible for coordinating the City of Shreveport's legislative efforts by working with local, state and federal lawmakers as well as government agencies to protect and promote the city's best interest while advancing our quality of life and business-friendly agenda. It serves as the point-of-contact for follow-up on partnership connections that include but are not limited to: Shreveport City Council meetings; Northwest Louisiana Council of Governments (NLCOG); Restore Louisiana Taskforce (Flood Task Force); and Military Affairs.
- The majority of City of Shreveport board/commission vacancies, to date, have been filled (appointments are made by the Administration and confirmed by the Council).
- All active boards and commissions were placed on the City's website— with information that includes their duties and responsibilities, appointment requirements, and meeting dates and time: <https://www.shreveportla.gov/1493/Boards-Commissions>
- The Office of Government Affairs oversaw the Mayor's Summer Internship Program 2017 where 17 of Shreveport's best and brightest college students participated in and learned about city government.
- The Mayor's Office hosted **Restore Louisiana Task Force** meeting in Shreveport at Government Plaza and a RLTF community meeting to address Housing and Community Development at Bill Cockrell Recreational Center/Park in 2017.
- All members of the Shreveport Implementation Redevelopment Authority were appointed, making this board up and running.

- Assisted and facilitated in Governor Edwards attending the grand opening of the new Shreveport Public Transportation Intermodal Facility.
- Submitted and monitored the City's 2018 Capital Outlay request.

2018 Look Ahead

- Continue to facilitate meetings with the Mayor's Office and elected officials, in person and/or via telephone calls.
- Work towards providing information to the public on the April 2018 ad valorem tax renewal election.
- Successful 2018 Mayor's Summer Internship Program.
- 2018 Mayor's Prayer Breakfast will be held in Shreveport.
- Boards and Commissions are 95% up to date (ongoing).
- Continue to serve as point of contact for partnership connections for the following: NLCOG (Northwest Louisiana Council of Government), Southern University at Shreveport, Louisiana State University at Shreveport, Barksdale Forward/Military Affairs and Restore Louisiana
- Update staff on upcoming election to include amendments or propositions, early voting dates and times and State Legislature Committee Meetings.
- Monitor 2018 Louisiana Legislative Session for issues that impact Shreveport and surrounding area.

Human Resources

2017 Accomplishments

- In 2017, Human Resources (HR) offered a comprehensive training series for supervisors to meet compliance with the training AP.
- HR analysts monitored 231 pre-disciplinary conferences (PDC) including fire and police. Additionally, there were 71 investigations, 16 job audits, and staff attended six job events.
- Over 200 training sessions and workshops were offered with approximately 4,410 employees in attendance. The department's annual events continue to be a great success with employees. The Mayor recognized a special group of employees with her signature "Unheard and Unsung" Award for the first year, during "Women Motivating Women" and "Men's Conference".
- The Department is pleased to announce its first graduate as a result of the City's GED program.
- Completed the 12th and 13th Leadership Academies with a total of 35 graduates for the year. The Leadership Academy II resumed as well in 2017.
- There were 316 employees presented service pins and 89 employees were invited to attend the Annual Recognition Banquet at the Shreveport Convention Center.
- Recruitment and selection experienced a significant increase showing a record number applicant totaling 22,301 prospective employees for the year compared to 18,166 in 2016.
- The department also began posting jobs internally first to increase promotional opportunities for current employees.
- There were 294 employees and 45 vendors in attendance for the Human Resources' Annual Health and Wellness Fairs. Sixty-eight employees participated in the annual health walks.

2018 Look Ahead

- Dr. Randall Pickett was the guest speaker for the 2018 Spring Leadership Conference. Dr. Pickett, possesses five academic degrees, is a Rhode Scholar and is former winner of The Apprentice TV show. The department was honored with such an accomplished individual visiting our city to move us forward in leadership and entrepreneurship.
- Implementation of Human Resources suite into New World system to improve efficiency in tracking training, discipline, certifications and required licenses uniformly throughout departments.

- The Department will host its 3rd Annual Leadercast event to be offered to the public. Without the support of sponsors, department heads and the Administration, this event would not be possible nor a success.
- The future of education and professional development is online and/or webinar. Online training will replace and fulfill 15% of the department's current training needs. HR is partnering with the State Civil Training Department to expand and enhance employee education demands.
- Human Resources will implement electronic voting to be utilized for 75% of the employee population when casting their ballots for employee reps and board of trustees.
- A comprehensive salary survey will be conducted in 2018 on all classified positions within the city.

Information Technology Department

2017 Accomplishments

- In early 2016 and through 2017, the IT Department began an aggressive initiative to improve the performance, reliability and security of the City of Shreveport's network infrastructure. Some of the projects included upgrades to the file system, the virtual server environment, the disk storage subsystem and the domain controllers along with the replacement of end-of-life servers and switches.
- In 2017, the IT Department completed the migration from a GroupWise email system to a Microsoft Exchange email system. One of the many benefits of the new Microsoft Exchange email system was that it provided the resources necessary to provide e-mail access to approximately 300 SPD patrol officers.
- The IT Department implemented a new Human Resource Management System (HRMS) and Payroll system to replace its legacy payroll system and implemented a new web-based Help Desk system for better tracking and reporting of internal problem reports and service requests to increase the efficiency in resolving IT-related issues.
- Improving the performance, reliability and security of the City of Shreveport network infrastructure continued in 2017. Projects included replacing end-of-life hardware, reducing unnecessary network traffic, installing additional hardware to remove single points of failure and implementing additional security precautions.

2018 Look Ahead

- The IT Department will continue network infrastructure improvements by upgrading its citywide fiber ring to 10 Gbps and replacing switches at Government Plaza and the Police Facility with PoE (Power over Ethernet) switches. These improvements will be necessary as the City prepares for replacing its legacy phone system with a VoIP (Voice over Internet Protocol) phone system that will provide lower operating costs and improved communications.
- Another initiative for the IT Department in 2018 is to strengthen the City of Shreveport disaster recovery plan with the ultimate goal of having either of the City of Shreveport's data centers to function as a primary stand-alone data center in the event of a disaster.

Infrastructure

2017 Accomplishments

In 2015, after decades of neglect, the city faced more than \$1.5 billion in needed infrastructure repairs. Since taking office, this administration has launched one of the most aggressive infrastructure repair campaigns in the city's history. These efforts have included:

- **Street Repairs** - We pushed ahead with advancements in infrastructure improvements, including 69 new street projects in 2017. Over the past three years, we have done approximately 216 street projects totaling \$58.6 million.
 - Attacking the most deplorable and problematic streets first, the streets projects completed in 2017 were located all across the city, including: Hawkins Street, Legardy Street, Kelsey Street, South

Lakeshore Drive, St. Vincent Avenue, Missouri Avenue, Milam Street, Southern Avenue, Fairfield Avenue, Crockett Street, Southern Avenue, 60th Street, Thornhill Avenue, Karla Circle, Flournoy Lucas Road, Roselawn Street, Southland Park Drive, Turner Drive, Union Avenue, Suntan Street, Gloria Street, Doris Street, Murray Lane, Glen Avenue, Regent Street, and Mertis Avenue.

2018 Look Ahead (Streets)

- The City will launch 82 new roadway projects at a cost of \$6.6 million. For a complete list of these and all street repairs from 2015-2018, see the *City of Shreveport's Administrative Action Plan 2015-2018: Roadway Improvements* at: <https://www.shreveportla.gov/DocumentCenter/View/12393>
- **Sidewalks** – The City completed the \$300,000 downtown sidewalk brick paver replacement program and also began the School Sidewalk Repair Program (\$2.1 million) early 2018. The school sidewalk repair program will be conducting repairs around 39 Elementary and Middle schools across the city.
- **Drainage** – The Ockley Ditch Improvements project was completed in 2017. The remaining 2011 Bond drainage projects are citywide projects that are executed on an as needed basis.

Water and Sewer

- In complying with the Department of Justice (DOJ) Sewer Consent Decree (CD), all 2017 legal milestones were met or exceeded ahead of schedule. At the end of year, the \$700 million CD project was 32-percent complete. In 2017, \$143 million was spent for sewer related work, with \$108 million of that being federal consent decree projects. In total to date, 33 projects, totaling \$180 million, have been designed and constructed for Phase I of the Consent Decree sewerage overhaul since 2015. The new trenchless technology being deployed in some areas of the city will save millions of dollars on this infrastructure improvement.
 - Seventeen (17) new projects, totaling \$140 million, have been identified for Phase II of the Consent Decree sewerage overhaul in 2018. This will include rehabilitation and replacement of approximately 1 million feet of sewer mains. While each project will have a separate completion date, all Phase II projects are required to be concluded by May 2019.
 - Approximately 2 miles of the force main for the Wallace Lift Station is being replaced, with a completion date of May 2018.
 - Other completed projects include: Unadilla Sewer Main Replacement, N. Regional Road Improvements, Broadmoor Lift Station Improvements, Cascade Ave. Sewer Replacement, Cross Lake Dam Erosion Control, and Wallace Lake Rd. Water Main Extension. Also, the Rehab/Replacement of Country Club, Squirrel Point, Wonderland, & Glen Ave. Lift Stations.
- A total of \$9.5 million was spent on water projects in 2017, which included design and construction to replace outdated or failing distribution infrastructure and treatment facilities.
- During 2017, the designs of several water projects were completed, such as: W.70th St. Water Main Improvements, Southwest Shreveport Water Main Improvements, Water Main Relocation at Calumet, Carrier Pipe at Amiss WTP, and a large portion of the Water System Asset Inventory & GIS Updates. The design of these projects cost approximately \$2 million.
- During 2017, the Sanitary Sewer Assessment (SSA) and Remedial Measures Plan (RMP) for the Phase III SSA were completed months ahead of schedule and the SSA for Phase 4 began a year ahead of schedule.
- In 2017, the City continued its preventative and sewer improvement promotions started in 2016 with the “Make Peace with your Pipes” and “Can’t Flush This” campaigns. These programs encourage residents and businesses to properly dispose of used cooking oil, grease and food waste rather than dumping down the sink as well as what can’t be flushed down the toilet.
- For 2017, the T.L. Amiss Plant (water purification) passed the biannual certification review for the certified lab, and met all regulatory compliance metrics for the year. The plant also initiated proactive flushing programs targeted at minimizing water age to improve overall water quality throughout the distribution

system; this was performed through scenario development and implementation based on distribution system hydraulic modeling. The plant treated and pumped 11.996 billion gallons of potable water to the distribution system, averaging approximately 33 million gallons per day.

- The Field Operations Division completed 41,531 work orders for 2017, up from the 2016 partial year number of 29,745. This included 4,361 water asset work orders, and 5,089 sewer asset work orders, with the remainder (31,944) being address based work orders such as locates, system investigations, dress-ups, etc. This information was tracked through Cityworks, and the department will continue the deployment of the work order system to other divisions in 2018, including the Water and Wastewater Treatment Plants. The Field Operations division also restructured personnel to add two concrete crews and one landscape section to expedite replacement of concrete and landscape dressups in an effort to provide faster service and restoration after repairs.
- The Customer Service Division took over 368,000 phone calls in 2017, up from approximately 310,000 calls in 2016. Approximately 233,000 calls were handled by the automated system and 142,000 calls taken by a Customer Service Representative. The automated system handled almost twice the call volume in 2017, compared to the 2016 amount of 120,000 calls, providing improved customer service. The division also worked 60,307 fieldwork orders across the 65,215 active accounts; this was up from 59,000 work orders completed in 2016.
- The Lucas Wastewater Treatment Plant processed 7.2 billion gallons of wastewater, averaging approximately 20 million gallons per day. This was down from the 2016 total of 8.75 billion gallons, or an average of 24 million gallons per day; this is attributed to a drier year as well as Consent Decree work completed in the Phase 1 basins, decreasing Inflow and Infiltration (I&I) into the collection system. The North Regional Wastewater Treatment Plant processed 1.49 Billion Gallons of wastewater, averaging approximately 4 Million gallons per day. The Liftstation division within the Lucas Wastewater Treatment Plant managed 131 liftstations and provided an average response time to stations of 32 minutes during the 2017 calendar year. The Sludge Farm facility also met all regulatory metrics for the 2017 calendar year.

2018 Look Ahead (Water & Sewerage)

- The Departments of Water and Sewerage and Engineering & Environmental Services will continue to work to initiate and manage the construction of Phase II of the Consent Decree; begin design of Phase III; complete Phase IV assessments; and begin Phase V assessments. The assessment work on Phases III-V will be more than one year ahead of schedule based on the current schedule.
- A number of 2011 Bond water & sewer projects will be completed in 2018, including the Lucas and North Regional Waste Water Treatment Plant Upgrades (\$11.6 million) and 12-Mile Bayou Pumping Station Modifications (\$8.6 million).

2011 Bond Projects

2017 Accomplishments

- In three years, this Administration has made significant progress in completing the majority of the 2011 Bond projects. In total, there were 106 projects/programs listed in the 2011 Bond (Appendix A) with 86 accomplished at 2017 year end. The projects completed in 2017 included:
 - Cedar Grove Trunk Main (\$6.25 million).
 - Broadmoor Sewer Outfall (\$5.2million).
 - As part of the (\$21 million) Citywide Street Program: Stoneridge Drive, Chadwick Drive, Newcastle Blvd., Lytham Drive, Hermosa, Village Green, and Ashbourne Drive.
 - Ockley Ditch Drainage Improvement Project (\$3 million).
 - R. S. Barnwell white box upgrades (\$1,500,000).
 - Cargill Park Ball Field renovations (\$3,700,000).
 - Hattie Perry Park Community Center renovations (\$1,500,000).

2018 Look Ahead

- Twenty-eight more 2011 Bond projects totaling \$67.36 million will be completed in Streets and Drainage, Water and Sewerage, Parks, and in Public Safety. Those projects can be found listed throughout this document in the various departments responsible for their completion. By the end of 2018, 96 of the 106 2011 Bond projects/programs will have been completed. The remaining 10 tasks consist mainly of multi-project programs that have been on-going for several years, such as the \$21 million Citywide Sewer Rehab, and will continue until all funds are expended.

Police Department

2017/2018 (April) YTD Accomplishments

- In 2017, Police officers responded to over 215,000 calls for service, investigated almost 10,000 vehicle accidents, and booked over 9,000 offenders into the Shreveport City Jail. From January 1, 2018 to April 30, 2018, SPD responded to approximately 69,809 calls for service, booked almost 3,000 offenders into the Shreveport City Jail and worked 3,880 motor vehicle crashes.
- Under the leadership of Chief Alan Crump, the Police Department initiated a new, aggressive recruitment strategy that resulted in the hiring of almost 70 police officers in 2017, the most officers hired in recent years. The department hired 36 new police officers in February of 2018 and another class is slated to begin in August of 2018 with a goal of hiring 40 more officers.
- Community policing continues to be a cornerstone of the department's crime reduction strategies. Community Liaison Officers expanded their grass roots policing initiatives by attending 57 Neighborhood Watch training meetings, as well as 102 Neighborhood and Business Association meetings during 2017. The first four months of 2018 were busy ones for the Community Policing Bureau, with officers attending almost 50 Neighborhood Watch, Homeowners' Association, Neighborhood Association and Business Association meetings.
- The 47-year average for Part I crime, from 1970 – 2016, has been 16,119. In 2017, the city experienced 12,665 reported Part I crimes. This is well below the 47 year average. Additionally we began to see substantial decreases in Part I crimes in the fourth quarter of 2017 as well as an overall 14% decrease for the six-month period of August 2017-January 2018 when compared to August 2016-January 2017. Through the first quarter of 2018, the department saw double-digit decreases in Part I crimes with a 20% reduction in the Violent Crime Index and a 15% reduction in the Property Crime Index. While the numbers for April of 2018 are not certified yet, it appears as if the downward trend is continuing.
- Police Vehicle Equipment Replacement Program: \$1 million in the 2017 budget purchased 36 new vehicles. In 2016, the City established a Police Vehicle Equipment Replacement Program and through 2017, has spent \$5.5 million towards law enforcement vehicles. Additionally, and in partnership with Caddo Parish, the Commission provided the City with another \$500,000 toward the purchase of 12 additional marked units in 2016.
 - In 2018, the City budgeted another \$1 million to continue with the purchase of approximately 36 more vehicles as part of the Equipment Replacement Program.
- As part of an ongoing effort to increase transparency, community interaction and trust, the Police department deployed 90 body worn cameras. The cameras were issued to sworn officers whose assignments often do not involve the operation of a marked unit, all of which are equipped with dash cameras.
- The number of training hours required for sworn officers was increased from 24 to 40 hours during the 2017 annual re-trainer, twice the number of hours required by the Louisiana Peace Officer Standards and Training Council.

- The additional training was designed to meet the needs of the various levels of command within the police department and included leadership classes, officer survival, and training on supervisory skills/techniques.

2018 Look Ahead

- The department will conduct two (2) basic training classes with the goal of hiring 80 police officers in 2018. This is in an effort to increase the staffing of sworn officers to record numbers.
- Continue with proactive and inventive policing initiatives in an effort to decrease Part I Crimes by 5% from 2017 numbers.
- The Police Department will continue to research and explore funding options to implement the institutional deployment of body cameras, as appropriate, to enhance transparency and build community trust.
- Continue to partner with other law enforcement agencies, including but not limited to, the Caddo Parish Sheriff's Office, the Drug Enforcement Administration, the Bureau of Alcohol, Tobacco, Firearms and Explosives, the Federal Bureau of Investigation and the United States Marshals Service to address Part I crimes in our city and to make Shreveport an even safer place for citizens to live, learn, work, worship and play.
- Aggressively seek additional grant funding opportunities.
- Work closely with other local organizations that address quality of life issues and ultimately help lead to a reduction of crime in our city. This includes the Department of Community Development and their Choice Neighborhood Initiative.

Public Relations and Communications

2017 Accomplishments

- We continue to openly engage our citizens and communicate City activities, services, news, and public service announcements to the public through a number of traditional and social media venues.
- We continue to work with civic and community leaders to address crime concerns throughout the city.
- Directors and staff continued to engage the community at public forums and neighborhood meetings.
- We held public meetings to get input on the Bike Paths Phase I that were placed on Gilbert, Creswell, and Ockley streets in 2017. Meetings have been set to get feedback on the expansion of Bike Paths Phase II into the downtown area for early 2018.
- The Mayor participated in 698 activities and events in 2017, which included community meetings, speaking engagements with civic groups, philanthropic groups, non-profit organizations, businesses, and faith-based organizations.
- Continual updates and posts to keep citizens informed were made on Facebook (Shreveport Mayor's page) and Twitter@Cityshreveport.

2018 Looking Ahead

- We will engage and educate the public about the 2018 ad valorem property tax renewal election in April. These six propositions cover City services for ongoing and future street repairs; operations and activities at SPAR recreational facilities; salaries, wages for our first responders and other City employees; police and fire uniforms and equipment; pensions and health insurance for City workers; and police staffing.

Public Works

2017 Accomplishments

- In 2017, the Streets and Drainage Division replaced 181 concrete roadway panels and 4,074 linear feet of sidewalks. The Department filled 1,842 potholes and cut the grass at 983 roadside area right-of-ways. In total, the Department answered 6,430 requests for various street services.

- An infrared pothole repair vehicle was added to the fleet of road maintenance vehicles at a cost of \$195,020. This technology greatly increases the retention rate and longevity of pothole repairs.
- The Permits and Inspections Division issued 12,607 permits for total revenue of \$1.7 million in 2017.
- In 2017, the Property Standards Division issued 1117 care of premise notices and 70 court citations; 287 property demolitions were enacted; 218 securing violations for structures were issued; and 1373 inoperable vehicle violations were issued.
 - There were 14,549 adjudicated and neglected property lots cut last year
 - For a complete list of Property Standards violations by Council District, see Appendix B
- The Solid Waste Division collected refuse from more than 66,000 households in 2017 with an average of 81 bulk collections, removal of 40 large trash piles, and cleaned up approximately two illegal dump sites per day. In 2017, the total tonnage of refuse collected at the landfill was 369,394 tons.
- In 2017, the Traffic Engineering Division performed 3,476 barricade set-up calls, 2,004 sign replacement/installations, 914,620 feet of street striping, and 1,044 signal repair/trouble calls. Traffic Engineering also completed 3,673 requests for street light repairs.
- The complete Public Works 2017 Division Data Report can be found in Appendix B.

2018 Look Ahead

- The Streets and Drainage Division will forge ahead with the installation of additional fountains and aeration systems for the E. Kings Highway duck pond. This will promote continued reduction of the duckweed that is a constant issue in this area and provide the park with a pleasant visual spray of water.
- Solid Waste will continue to expedite requests for bulk pick up collections.
- Property Standards will enter a cooperative endeavor with Streets and Drainage by sharing weed abatement spray contractors to keep neglected property at a minimum.

SPAR – Shreveport Public Assembly and Recreation

2017 Accomplishments

- SPAR provides citizens and visitors of Shreveport with innovative and traditional cultural opportunities as well as superior recreational activities. This is accomplished by creating a vital parks and recreation system offering quality of life services, promoting natural spaces, enhancing the local economy and improving community welfare. SPAR offers facilities, programs, services and events that enrich our community and surrounding region. The department enhances lives through people, places, play, programs, and parks.
- SPAR manages 63 parks, 16 community centers, 46 playgrounds, 300 flower/rosebeds, 4 cemeteries, and 126 City-owned facilities. In 2017, SPAR served more than 465,000 youth and adult visits at our community centers and participants in athletic programs; 70,000 visitors came through the gates at Independence Stadium; and 1.5 million visitors and citizens attended parades, festivals, trade shows and conventions in the city.
- SPAR had a stellar year in 2017 with more than \$13 million in park and recreation center renovations, including the opening of the following projects:
 - Shreveport Dog Park.
 - Hattie Perry Community Center.
 - Renovation of the Barnwell Center to accommodate the Shreveport Aquarium.
 - Cargill Softball Complex.
 - AB Palmer Born Learning Trail.
 - Shreveport Multi-Modal Facility.
 - Pool Houses at Airport Park and Bill Cockrell Park.
 - Columbia Park lighting and electrical upgrades.

- Asian Garden lighting and electrical upgrades.
- AB Palmer Spray Park.
- Independence Stadium Club Level Upgrades.

Five of these projects were included in Proposition 2 of the 2011 Bond Election bringing the completed total to 38 of the 51 total SPAR projects. Since 2015, SPAR has initiated more than \$21 million in park and municipal infrastructure improvements.

- In 2017, groundbreakings were held for Fire Station 17 and Lakeside Community Center, both opening in 2018.
- Continued partnerships with groups including Kiwanis Club, Southern University-Shreveport, American Red Cross, March of Dimes, Shreveport Regional Arts Council, Rotary Club, Shreveport Metropolitan Ballet, Shreveport Symphony, and Shreveport Opera to bring quality of life and cultural events to our citizens and visitors.
- Planned and facilitated six Mardi Gras Parades and facilitated a host of events including, African American History Parade, Maker's Fair, Holiday in Dixie, Gumbo Cook Off, ARTBREAK, Famer's Market, Mudbug Madness, Let the Good Times Roll Festival, KTBS 4th of July Independence Day Festival, Louisiana Film Prize, Red River Revel, Revel Cork Wine Festival and BREW Beer Festival, Diwali Festival of Lights, Pumpkin Shine on Line, Log Jammer Half Marathon, Brookshire's 10K. Continued to provide Movie and Moonbeams series of outdoor films in neighborhood parks
- Hosted the 2nd Annual "Shreveport Spirit of the Season" holiday extravaganza featuring fireworks, outdoor movies, and holiday markets throughout the month of December. "Shreveport Spirit of the Season", now an annual event, infused the holiday spirit into downtown with a holiday display of a 50' Christmas tree, sponsored by the Alta and John Frank's Foundation, and various decorations and lights that lined the parkway.

2018 Look Ahead

- In the first four months of 2018, Andrew Currie Community Center and Valencia Community Center reopened after extensive renovations. The new Fire Station 17, located in Southern Hills, opened. Randle T. Moore restoration projects began. Independence Stadium upgrades continued. Bill Cockrell Park and Playground improvements were completed. Lakeside Community Center renovations continue, with an anticipated opening in late summer 2018. Groundbreaking for the renovations and upgrades at Bilberry Park Community Center was in April with construction beginning in May. Riverview Park cleanup, landscaping and waterfall repairs are underway.
- The remainder of 2018 will continue to be busy for SPAR with the opening of Lakeside Community Center and Randle T. Moore as well as renovations to Bilberry Community Center, Sunset Acres Community Center, Southern Hills Park, and Querbes Park.

SporTran

2017 Accomplishments

- The City of Shreveport constructed and opened two new transit facilities: Shreveport's \$5.1 million Intermodal Terminal and the new Southwest Transit Hub at Cedar Grove Park (70th at St. Vincent).
 - Shreveport's Intermodal Terminal is a state-of-the-art transportation center that serves as the regional hub for public transportation and currently features SporTran and a convenience store, and in the near future a food truck court, Greyhound, and Amtrak throughway service.
 - Southwest Transit Hub at Cedar Grove Park (Phase I) includes renovations to the park and added new transit element along with various enhancements to its current infrastructure.
 - These projects were funded by the Federal Transit Administration (FTA).

- The City of Shreveport deployed Louisiana's first fleet of zero-emission, battery-electric buses. The five Proterra 40' Catalyst E2 buses started service in November 2017. This milestone marks the combined commitment and foresight of SporTran and Shreveport in being the first city in the state to purchase battery-electric buses, paving the way for other public transit agencies to follow suit and recognize the economic, environmental and operations benefits.
 - In 2016, the City and SporTran won the Federal Transit Administration's (FTA) Low or No-Emission Vehicle Deployment Grant for \$3.9 million, which funded the five electric buses and five depot chargers. By replacing its diesel buses, SporTran estimates that the new Proterra Catalyst buses will save more than \$2.2 million on maintenance and fuel over the lifetime of the five vehicles. As a result, SporTran will re-invest the savings into Shreveport's transportation system with the goal of improving bus routes, technology and rider experience.
- Additional \$2.25 million from the Federal Transit Administration and \$3.2 million State of Louisiana DOTD grants were invested in purchasing additional new buses for the citizens of Shreveport.
 - (8) Eight 40' CNG New Flyer Buses
 - (15) Fifteen 28' ARBOC Buses
- As SporTran transitioned from its Downtown Terminal to the New Intermodal Terminal, this required SporTran to restructure its current routing system. SporTran implemented a Transit Development Plan that was completed by consultant through NLCOG. This plan afford several benefits to our citizens:
 - Increase from 36 to 40 Buses during Peak Time Service.
 - Increase Daytime Service Route from 17 to 27.
 - Increase Nighttime Service Buses from 5 to 11.
 - Increase Nighttime Service Routes from 5 to 15.
 - Added Downtown Circulator Service.
 - Increase Efficiency in our Corridor Routes.
 - Increase East/West Connectivity.
 - Replaced all Bus Stop Signs through the city.
- SporTran introduced a new fare collection system through the TouchPass systems provided by Delerrok. With the TouchPass system, passengers simply tap their smartcard or scan a dynamic barcode in the mobile app on the TouchPass reader as they board the bus, and the reader signals to the bus operator that the passenger has paid their fare.
 - The new system will give passengers more convenient ways to pay bus fares and will help speed up the boarding process. Passengers with a TouchPass card can use debit/credit cards to purchase fare products through a web-based customer portal. Card holders will also be able to add fare products to their account at the SporTran terminal. Customers with the mobile app can purchase fare products directly through the app.

2018 Look Ahead

- Looking ahead to 2018, the City has started construction of its new Transit Building at Southwest Transit Hub at Cedar Grove Park (Phase 2).
- SporTran will use the new-year to balance current operations and make improvements as needed.

Appendix A

2011 BOND UPDATE / 2018						
<u>Total Amount All Projects</u>	Original \$175 M	With Premium \$192.626 M	The following are only those projects of the 2011 General Obligation Bond Initiative, in addition to these, there are a large number of other infrastructure projects that have been completed and are ongoing that are paid for from other revenue sources.			
<u>Water and Sewerage Improvements</u>						
<u>Project: Water</u>	<u>Original</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Completed</u>	<u>Estimated Date For Completion</u>
Amiss Water Treatment Plant 2E Rehab	\$10.5 M	\$12.2 M	\$12.2 M	\$12.2 M	YES - 2015	
Amiss Water Treatment Plant Raw water piping modifications	\$3.0 M	\$3.4 M	\$3.4 M	\$3.4 M	YES - 2014	
Twelve Mile Bayou Pumping Station	\$7.665 M	\$8.6 M	\$8.6 M	\$8.6 M	NO	Currently under construction; Project supplemented with other funds; Est. completion June 2018
Total for Water Projects:	\$21.165 M	\$24.2 M	\$24.2 M	\$24.2 M		
<u>Project: Sewerage</u>	<u>Original</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Completed</u>	<u>Estimated Date For Completion</u>
Citywide Sewerage Rehab	\$23.705 M	\$21.1 M	\$21.1 M	\$21.1 M	YES - (On-going)	Bond funds not completely expended, the project is ongoing and is funded with other revenue.
Wastewater System Master Plan	\$3.0 M	\$3.0 M	\$3.0 M	\$3.0 M	YES - (On-going)	Bond funds no completely expended, the project is ongoing and is funded with other revenue.

Cedar Grove Trunk Main Repair	\$3.0 M	\$6.25 M	\$6.25 M	\$6.25 M	Yes - 2017	
Broadmoor Sewerage Outfall 48" Main Rehab	\$2.6 M	\$5.2 M	\$5.2 M	\$5.2 M	YES - 2017	
Delaware Lift Station	\$550 K	\$350K	\$350K	\$350K	YES - 2014	
Querbes Lift Station	\$4.0 M	\$2.5 M	\$2.5 M	\$2.5 M	YES - 2013	
Cedar Grove Force Main Replacement	\$4.0 M	\$4.0 M	\$4.0 M	\$4.0 M	NO	In Design (Second Bond Sale); Construction on hold to coordinate with related capacity project per Consent Decree-Estimated completion date December 2019
Wallace Interceptor	\$5.25 M	\$5.25 M	\$5.25 M	\$5.25 M	NO	Design Complete; Construction NTP July 2018 Estimated completion date March 2019
Southern Hills Interceptor	\$2.0 M	\$2.0 M	\$2.0 M	\$2.0 M	NO	In Design (Second Bond Sale); Construction NTP July 2018 Estimated completion date Feb. 2019
West Shreveport Lift Station	\$500 K	\$1 M	\$1 M	\$1 M	NO	In Construction; Estimated completion date October 2018
Huntington Lift Station	\$500 K	\$1 M	\$1 M	\$1 M	NO	In Construction; Estimated completion date October 2018
Looney Lift Station	\$400 K	\$500 K	\$400 K	\$400 K	YES-2014	

Stoner Force Main Replacement	\$5.0 M	\$5.6 M	\$5.6 M	\$5.6 M	NO	In Construction; Additional funds required to supplement Estimated completion date February 2019
Wallace Force Main Replacement	\$5.3 M	\$5.4 M	\$5.4 M	\$5.7 M	NO	In Construction; Estimated completion date May 2019
South Highlands Lift Station	\$1.5 M	\$1.5 M	\$1.5 M	\$1.5 M	YES - 2016	
Lucas & N. Regional WWTP	\$7.0 M	\$11.6 M	\$11.6 M	\$11.6 M	NO	Currently under construction; Est. completion June 2018; Project supplemented with other funds
Citywide Lift Station Rehabilitation	\$3.0 M	\$3.5 M	\$3.5 M	\$3.5 M	YES - (On-going)	Bond funds not completely expended, the project is ongoing and is funded with other revenue
Total for Sewerage Projects:	\$71.5 M	\$79.7 M	\$79.65 M	\$79.95 M		
<u>Total for Water & Sewerage:</u>						
Water	\$21.2 M	\$24.2 M	\$24.2 M	\$24.2 M		
Sewerage	\$71.5 M	\$79.7 M	\$79.65 M	\$79.95 M		
Total	\$92.7 M	\$103.9 M	\$103.85 M	\$104.15 M		
<u>Streets & Drainage Improvements</u>						
<u>Project: Streets</u>	<u>Original</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Completed</u>	<u>Estimated Date For Completion</u>
Sidewalk Repair Program	\$3.0 M	\$3.0 M	\$2.91 M	\$2.91 M	NO	Construction began March 2018 and completion est. July 2019
Murphy Street Viaduct	\$2.2 M	\$2.1 M	\$0.1 M	\$0.1 M	YES - 2016	Moved \$2.1 M as follows \$200,000 to Lake street and

						\$1.9 M to Linwood
Knight Street	\$3.5 M	\$3.5 M	\$3.5 M	\$3.5 M	NO	Project is scheduled to begin in August 2019 as utility relocations are being completed. Funds added from SSRF to complete.
Traffic Signal System	\$2.0 M	\$2.0 M	\$2.0 M	\$2.0 M	NO	Project is scheduled to bid May 2018. Estimated Completion date April 2019.
<u>Citywide Street Project:</u>	\$21 M	\$21 M	\$20.81 M	\$20.81 M	Below completed in 2017 and outstanding	Moved \$190,000 to SPAR for Elvis Presley median
Oakdale			\$924,610	\$924,610	NO	Project currently under construction; Est. completion July 2018
Stoneridge Drive, Chadwick Drive, Newcastle Blvd., Lytham Drive			\$395,105	\$395,105	YES - 2017	
Hermosa			Est. \$30,173	\$42,003	YES - 2017	
Akard Avenue			\$1,539,940	\$1,539,940	NO	Project to be re-bid to accommodate water and Consent Decree sewer work. Estimated start date September 2018.
Ashbourne			\$224,306	\$224,306	YES - 2017	
Village Green			\$249,550	\$249,550	YES - 2017	
Total for Streets Projects:	\$31.7 M	\$31.7 M	\$29.32 M	\$29.32 M	\$29.32 M	
Project: Drainage	Original	2015	2016	2017	Completed	Estimated Date For Completion
Citywide drainage improvements	\$3.0 M	\$3.0 M	\$3.0 M	\$3.0 M	Partially	Added \$500,000 from premium funds
Paved ditch repair	\$1.7 M	\$1.7 M	\$1.7 M	\$1.7 M	Partially	
Purchase of flood prone properties	\$800 K	\$800 K	\$800 K	\$800 K	Partially	

Juniper Place - River Oaks ditch improvement	\$780 K	\$780 K	\$780 K	\$780 K	YES - 2014	
600-700 blk. Browning St. drainage	\$850 K	\$850 K	\$850 K	\$850 K	YES - 2016	
Airport ditch repairs	\$2.5 M	\$2.5 M	\$2.5 M	\$2.5 M	YES - 2016	
Ockley Ditch improvements	\$3.0 M	\$3.0 M	\$3.0 M	\$3.0 M	YES - 2017	
Total for Drainage Projects:	\$12.63 M	\$12.63 M	\$12.63 M	\$12.63 M		
<u>Total for Streets & Drainage:</u>						
Drainage	\$12.63 M	\$12.63 M	\$12.63 M	\$12.63 M		Added the following from Premium funds: 1. Master Drainage Plan \$1,000,000 2. Add to GIS \$750,000 3. Line Avenue Widening \$600,000
Streets	<u>\$31.7 M</u>	\$31.7 M	\$29.32 M	\$29.32 M		
<u>Additional Funding</u>	-	<u>\$4.7 M</u>	<u>\$4.7 M</u>	<u>\$4.7 M</u>		
Total	\$44.3 M	\$49.3 M	\$46.65 M	\$46.65 M		
Public Assembly & Recreation Improvements						
<u>Project</u>	<u>Original</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Completed</u>	<u>Estimated Date For Completion</u>
<u>Event Facilities</u>	12.3 M	\$14.4 M	\$14.4 M	\$14.4 M		
R. S. Barnwell	\$1.5 M	\$1.5 M	\$1.5 M	\$1.5 M	YES - 2017	
Riverview Theater & Hall	\$3.2 M	\$3.2 M	\$3.2 M	\$3.2 M	NO	Construction will begin in June 2018
Fairgrounds Field	\$300 K	\$300 K	\$300 K	\$300 K	NO	Pending
Cargill Park Ball field	\$3.0 M	\$3.7 M	\$3.7 M	\$3.7 M	YES - 2017	
Municipal Auditorium Improvements	\$4.3 M	\$5.7 M	\$5.7M	\$5.7M	YES - 2014	

<u>Golf</u>						
Huntington Park Golf	\$2.5 M	\$2.9 M	\$2.9 M	\$2.9 M	YES - 2014	
Jerry Tim Brooks Golf at Lakeside	\$100 K	\$100 K	\$100 K	\$100 K	YES - 2016	
Querbes Park Golf	\$1.0 M	\$1.36 M	\$1.36 M	\$1.36 M	YES - 2015	
<u>Tennis</u>						
Querbes Park Tennis Center	\$500 K	\$500 K	\$500 K	\$500 K	NO	Re-bid January 2018
Tennis Center Renovations (Southern Hill Park, Airport Park, Bill Cockrell Park)	\$750 K	\$750 K	\$750 K	\$750 K	YES - 2016	
<u>Community Centers</u>						
Valencia Park	\$1.65 M	\$1.9 M	\$1.9 M	\$1.9 M	NO	Complete by April 2018
Hattie Perry Park	\$1.5 M	\$1.5 M	\$1.5 M	\$1.5 M	YES - 2017	
Bilberry Park	\$1.25 M	\$1.25 M	\$1.25 M	\$1.25 M	NO	Re-bid January 2018
Mamie Hicks Park	\$750 K	\$750 K	\$750 K	\$750 K	YES - 2016	
<u>Neighborhood Parks</u>						
Airport Park	\$700 K	\$700 K	\$700 K	\$700 K	Partially	2018
Bill Cockrell Park	\$700 K	\$700 K	\$700 K	\$700 K	Partially	Complete by May 2018
A. C. Steere Park	\$200 K	\$200 K	\$200 K	\$200 K	YES - 2012	
E. Kings Highway Park	\$150 K	\$150 K	\$150 K	\$150 K	YES - 2014	
C. C. Antoine Park	\$200 K	\$200 K	\$200 K	\$200 K	YES - 2016	
David Raines Park	\$250 K	\$250 K	\$250 K	\$250 K	Partially	Summer 2018
Fairgrounds Park	\$150 K	\$150 K	\$150 K	\$150 K	NO	Pending

Highland Park	\$200 K	\$200 K	\$200 K	\$200 K	Partially	November 2018
Lakeside Park	\$250 K	\$250 K	\$250 K	\$250 K	In Progress	June 2018
Mooretown Park/Chris Hays	\$200 K	\$200 K	\$200 K	\$200 K	YES - 2016	
Oakland Cemetery	\$150 K	\$150 K	\$150 K	\$150 K	YES - 2013	
Querbes Park	\$250 K	\$250 K	\$250 K	\$250 K	NO	November 2018
Southern Hills Park	\$250 K	\$250 K	\$250 K	\$250 K	Partially	June 2018
Sunset Acres Park	\$250 K	\$250 K	\$250 K	\$250 K	NO	Bid June 2018

Public Assembly & Recreation - Summary:

Event Facilities	\$12.3 M	\$14.4 M	\$14.4 M	\$14.4 M		
Golf	\$3.6 M	\$4.41 M	\$4.36 M	\$4.36 M		
Tennis	\$1.25 M	\$1.47 M	\$1.25 M	\$1.25 M		
Community Centers	\$5.15 M	\$5.4 M	\$5.4 M	\$5.4 M		
Neighborhood Parks	\$3.9 M	\$3.9 M	\$3.9 M	\$3.9 M		
<u>Total for SPAR Projects</u>	\$26.2 M	\$29.6 M	\$29.31 M	\$29.31 M		

Public Safety Improvements

<u>Project:</u>	<u>Original</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Completed</u>	<u>Estimated Date For Completion</u>
<u>Police Department</u>						

New Property Room/Evidence Facility	\$4.8 M	\$5.0 M	\$5.0 M	\$5.0 M	YES - 2014	
Cross Lake Patrol Headquarters	\$400 K	\$594 K	\$594 K	\$594 K	YES - 2012	
<u>Fire Department</u>						
Fire Station new construction, repairs & renovations	\$5.4 M	\$5.8 M	\$5.8 M	\$5.8 M	Yes	
New Fire Station #17	\$2.2M	\$2.4M	\$2.4M	\$2.4M	Partially	Construction started on January 12, 2017 and will be complete in 2018
New Fire Station # 14	\$2.2M	\$2.4M	\$2.4M	\$2.4M	No	In process of purchasing land -
GOB Fire Station Renovation Projects	\$922 K	\$922 K	\$922 K	\$922 K	YES - 2016	
<u>Total for Public Safety projects</u>	\$10.8 M	\$11.2 M	\$11.316 M	\$11.316 M		
<u>Finance</u>						
<u>Project</u>	<u>Original</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>Completed</u>	<u>Estimated Date For Completion</u>
Upgrade to Financial & Accounting system	\$1 M	\$1.5 M	\$1.5 M	\$1.5 M	Yes-2015	
<u>Total for Finance projects</u>	\$1 M	\$1.5 M	\$1.5 M	\$1.5 M		

Appendix B

Public Works 2017 Division Data Report

2017 PROPERTY STANDARDS VIOLATIONS CITED BY COUNCIL DISTRICT

DISTRICT	A	B	C	D	E	F	G	TOTAL
Citations	7	15	6	6	13	12	11	70
Demolitions Initiated	65	56	18	25	1	99	23	287
Securing Premises	109	28	4	5	5	58	9	218
Care of Premises	346	188	102	53	116	260	52	1,117
Inoperable Vehicles	121	182	67	340	115	360	188	1,373
Tires	216	235	32	40	1	238	130	892
Weed Abatements	4944	2742	1435	361	154	3023	1890	14,549
TOTALS Property Standards Actions per Council District	5,808 (31.38%)	3,446 (18.62%)	1,664 (8.99%)	830 (4.49%)	405 (2.19%)	4,050 (21.88%)	2,303 (12.44%)	18,506

As of 12/31/17

Implemented one time notices for Weed Abatement
 Updated addresses in Permits Plus
 Updated GIS Map

Traffic Engineering 2017

District	A	B	C	D	E	F	G
Barricade Setup	496	238	302	396	417	1094	533
Sign Replace/Install	396	276	341	360	121	257	253
Street Striped (ft.)	80,401	220,673	216,487	93,677	76,448	164,027	62,907
Traffic Signal	164	32	78	237	189	167	177
Street Light Repair	336	385	2105	79	14	376	378

Solid Waste

Year	Total Refuse Collected from Landfill	Bulk Collections per day	Large Trash Piles per day	Illegal Dump Sites per day
2015	440,207 tons	45	19	8
2016	430,403 tons	80	30	4
2017	369,394 tons	81	40	2
Total	1,240,003 tons	206	89	14

Permits and Inspections

Year	Permits Issued	Revenue
2015	13,690	\$2 million
2016	11,747	\$1.6 million
2017	12,607	\$1.7 million
Total	38,044	\$5.3 million

Streets & Drainage 2017

- Constructed 181 concrete roadway panels
- Replaced 4,074 linear feet of sidewalk
- Filled 1,842 potholes
- Cut grass in 983 roadside area rights-of-way
- Responded to 6,430 requests for various street services