



CITY OF KNOXVILLE
MADELINE ROGERO, MAYOR

Investments, Innovations and Delivery of Services

**Highlights from the 8-Year Administration of
Mayor Madeline Rogero**

December 2011 to December 2019

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December 19, 2019

Friends, neighbors, community partners and colleagues:

In my eight years as Knoxville's 68th Mayor, we celebrated many important milestones together.

We worked hard, together, to create opportunity and to build strong, hopeful and vibrant neighborhoods. We nurtured entrepreneurship and small businesses; our downtown thrived. We greatly expanded affordable housing and support for our youth, seniors, and neighbors experiencing homelessness. We invested in critical infrastructure improvements. Knoxville became greener with progress driven by strong sustainability goals. As a welcoming and progressive city, we delighted in celebrating our diversity and acknowledge this as one of our greatest strengths.



It was a joy – and a privilege – to serve the people who live and work here. Knoxvillians actively engaged with fresh ideas and raw energy, creating a terrific interactive partnership that improved City programs and their effectiveness.

I want to recognize and thank the City's more than 1,500 employees – a tremendous team of conscientious, hard-working people. This report reflects their innovation, knowhow and get-it-done determination. City professionals take pride in their public service and are committed to careful stewardship of resources.

Like me, you may be impressed by the sheer volume of successful projects that our City departments and partners implemented in such a short time.

Thank you for the opportunity to serve as your Mayor these past eight years.

Sincerely,

Madeline Rogero
Knoxville Mayor
December 2011-December 2019

311 CALL CENTER

- **Overview:** Knoxville's 311 Center for Service Innovation (CSI) is known throughout the community as "Knoxville's phone number" and serves as the main point of contact for requesting City services, asking questions or reporting concerns. Opening the consolidated call center in 2005, Knoxville was an early adapter to the concept of a one-stop shop/single point of access for municipal services. 311 CSI routinely handles 600-700 customer contacts per day and consistently receives high marks for customer service.
- During Mayor Madeline Rogero's tenure, there have been many upgrades and improvements to 311 CSI and the way City customers are served. These include:
 - Renovating and moving into new, updated 311 Center for Service Innovation on the 3rd floor of the City County Building. The Center's focus is evolving to be more focused on customer interactions enterprise wide and the closure of requests and resolution of residents' concerns. The Center also serves as the hub of internal and external communication and training on issues related to City customers' experience. With technology upgrades including a new work order system, direct connection to TDOT Smart Ways and other services, 311 serves as the information hub and center of service improvement for city residents and visitors.
 - Working with the Knoxville-Knox County Emergency Management Agency and KUB to streamline storm responses and dissemination of information. This led to improved damage reporting to FEMA after hail storms and flooding in Knox County and quicker access to federal aid.
 - Worked with KEMA to formalize 311's role in disaster and mass casualty response and recovery. 311 was designated by KEMA as the official help line for people wishing to sign up for the countywide Emergency Alert System (EAS).
 - On July 1, 2015, 311 staff took over operations of 211, a United Way initiative that connects people in need with services in the East Tennessee region. The partnership between the City of Knoxville, CAC's Office on Aging, and the United Ways of East Tennessee is the first and only one of its kind in North America. Knoxville 311 staff became AIRS (Alliance of Information & Referral Services) certified. Call volume has been increased by 20 percent through a public awareness campaign, and call times have been reduced by 20 percent while improving quality.
- In December 2016, Knoxville 311/211 staff worked with leaders in Sevier County and the State of Tennessee Emergency Management Agency to assist those in need of services following the Nov. 28 Gatlinburg fire.
- During 2014, 311 led a group of City employees in the inaugural Innovation Academy class presented by the Alliance for Innovation and Arizona State University. As part of the class project, the group developed the City's Ambassador Program, a program to engage employees across all City departments at all levels to innovate and improve City services.

The class met with Mayor Madeline Rogero and Deputies to the Mayor Christi Branscom and Bill Lyons to present three projects for the upcoming year:

- A reworking of the employee onboarding process;
 - Improvements to the Intranet; and
 - Management of internal customer surveys.
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- This also led to the employee KUDOS program, where employees and City customers can recognize employees for going above and beyond, a Citywide Employee of the Year, recognized by the Ambassadors, the Mayor and City Council, and department videos, giving customers a brief, visual overview of City departments.
 - Another part of the Innovation class project was an effort to increase digital inclusion of senior citizens with a version of Google Hangouts called 311-Touch. 311-Touch allows senior citizens to talk face-to-face with 311 service agents with one touch on a tablet screen. 311 is working closely with CAC's Office on Aging and the O'Connor Senior Center to promote technological literacy through workshops throughout the year.
 - Worked with the University of Tennessee MTAS program on the successful installation and implementation a new software system for the Tennessee Municipal Benchmarking Project (TMBP).
 - Partnered with Knox Area Transit (KAT) in applying for and being awarded a grant for the Federal Transit Administration's Rides to Wellness program. The grant award is \$200,000 to the City of Knoxville to create and implement a pilot program to assist those reliant on public transportation in getting to and from health-care appointments, and to encourage others to utilize public transportation as well.
 - Recognized in 2014 and 2018 with the CS Week 311 Synergy Group award of excellence. The award recognizes one centralized government customer service center that has consistently demonstrated a customer-focused approach to improving local government service. CS Week is the premier utility customer service conference for managers and executives at investor-owned utilities, cooperatives, municipalities and government entities. Knoxville's 311 CSI is the only city to have been recognized more than once by the organization. Also, recognized by the Digital Government Institute at the annual Government Customer Experience Conference in recognition of commitment to teamwork, the only municipal agency to be so recognized.
 - 311 remains committed to excellence in government customer experience and this commitment is reflected in ongoing performance metrics:
 - 96% of customers would recommend 311 to neighbors;
 - 75% of calls are answered in 20 seconds or less; and
 - 95% of customer concerns, questions or requests are handled with one call.

- At a cost of approximately \$3 per call, Knoxville's 311 CSI remains one of the most cost-efficient centers in the country.

BUSINESS SUPPORT

Business Advisory Council

- In 2012, the Business Advisory Council (BAC) was created to promote more effective communication between City government and business owners. Members of the BAC serve in an advisory and partnership capacity to promote regular and open communication between City government and businesses to:
 - Give advice and feedback to the Office of Business Support;
 - Bring issues and concerns related to doing business in Knoxville to the attention of the City administration;
 - Propose responses and solutions to address these concerns; and
 - Serve as a sounding board for City initiatives and proposals affecting businesses.
- The BAC is a diverse group of business owners. The Business Liaison continuously helps to identify potential members for service, keeping in mind that the final group selected needs to be truly diverse and representative of different industries, business sizes, from the various city districts, gender, race, etc.
- The members are appointed by the Mayor and meet every other month. Members serve two-year terms to insure that, over time, a large number of representatives from the Knoxville business community have a voice and to encourage new perspectives.
- The BAC helps create a cadre of private business representatives that understand the workings of City government.
- Forty-eight business owners have served since 2012.

The Mobile Food Vendor Program and other new business models

- In 2013, the Office of Business Support worked with the Law Department, Building Permits and Inspections, Stormwater Engineering, Traffic Engineering, the Downtown Coordinator, Communications, Special Events, the Knox County Health Department, Knoxville Utilities Board and others to establish a pilot program for food trucks.
- The Business Liaison created an advisory group comprised of restaurant owners (both mobile and brick and mortar) and their representatives to help draft an ordinance to take to the public and then to City Council.
- After a two-year successful experience with a pilot program, a permanent Mobile Food Unit (MFU) ordinance was drafted late in 2015. Public comment was solicited, and thoughtful feedback from citizens prompted a series of

amendments to the proposed ordinance, first by City staff and then by City Council.

- On April 26, 2016, City Council voted unanimously to adopt the permanent ordinance regulating food trucks; 271 food trucks have been permitted to date.
- The timing of the creation of the MFU ordinance coincided with the zoning changes for craft breweries and microbreweries. Their symbiotic relationship ignited even more support and interest in these business models.
- The Business Liaison works with special events organizers, schools, major employers, business parks, apartment complexes and others to provide them information about rules and regulations for MFUs and to share the most current listing of permitted units.
- The MFU program has been very successful, with some MFU owners adding a second unit or starting their own brick and mortar, and some existing brick and mortars adding a mobile option.
- The program also helped create the existence of MFU parks, as well as a new concept of a mobile rental kitchen business. There are also new commissaries in the works to serve the growing interest in food entrepreneurship.
- The Business Liaison works with special events organizers, schools, major employers, business parks, apartment complexes and others to provide information about rules, use of MFUs and currently permitted MFUs. Also, other municipalities in Tennessee, as well as out of the state, have reached out to inquire about our process.
- This process of creating a pilot program for MFUs helped create a best-practice template for other business models. Examples of these include pedi-cab, pedal carriage and e-scooter programs.

Business assistance

- Helped businesses connect to and navigate requirements of different internal departments, including Plans Review/Building Permits and Inspections, Zoning, Sign Permitting, Engineering, Purchasing, Community Development, and others.
- Helped businesses connect to external agencies including Knoxville Utilities Board, the Knox County Health Department and Knoxville-Knox County Planning.
- Helped established a formal pre-submittal conference with Plans Review, Building Permits and Inspections before formal submittal of plans for a project. City staff can then offer comments, provide answers to specific questions and offer possible solutions to difficult design challenges. This helps ensure a successful project when it is submitted later for the official plan review.
- Published a Business Resource Guide that provides general information and an overview of the steps a prospective business owner must go through to establish or expand a business in Knoxville.
- Published a guide to City departments for businesses.
- Compiled and published a listing of Knoxville area business professional associations.

- Assisted business start-ups with information on training resources and networking/connection opportunities.
- Worked with the Knoxville Business Support Network (Knoxville Area Urban League, Knoxville Entrepreneur Center, Knoxville Chamber, SCORE Greater Knoxville and Tennessee Small Business Development Center), as well as the University of Tennessee Economic Development Clinic.

Business networking

- Throughout the past eight years, the Business Liaison has attended various meetings and events of different business and professional associations (East Knoxville Business Professional Association, Cumberland Avenue Merchants Association, North Knoxville Business Professional Association, South Knoxville Alliance and others), Knoxville Area Urban League, Knoxville Entrepreneur Center, Knoxville Chamber, The Maker City, ribbon cuttings, public meetings and community events.
- The Business Liaison also attended Kauffman Foundation Mayors Conferences on Entrepreneurship and the Nation of Makers Conference.

Board and committees

- For the past eight years, the Business Liaison, Patricia Robledo, represented the City on various non-profit boards and committees including: Community Health Council, Family Justice Center, Mayor's Maker Council, Knoxville Entrepreneur Center, East Tennessee Quality Growth and East Tennessee Civil Rights Working Group, Bridge Refugee Services Quarterly Consultation meetings, and others.
- Robledo also participated in various internal committees, including Façade Grant Review, Equity and Census 2020.
- Robledo has served as the City's liaison to Knoxville's immigrant communities and organizations. She has worked with City departments, stakeholder groups, nonprofit and interfaith organizations looking to do outreach and connect with the immigrant communities, and especially with the Latinx community.

CIVIL SERVICE

Recruitment and hiring

- Processed 1,624 requisitions for new hires and promotions.
- Processed almost 53,000 applications.
- Processed 6 Police Academies.
- Processed 4 Fire Academies.

- Conducted promotional processes for all uniformed positions on an annual or biannual basis.
- Developed a continual posting process for Police Officer Recruit to process academies two times per year.
- Initiated social media accounts to improve recruitment.
- Online applications: Civil Service worked with the Information Technology Department to shift the City from a paper-based application system to an online application system. This has resulted in less turnaround time for filling vacancies, higher application numbers, and improved efficiency.
- Electronic job requisition process: Civil Service worked with the IT Department to convert the job requisition process to a paperless system, making it much more efficient and timely.
- In the past eight years, the average time to fill a non-uniformed vacancy has gone from 101 days to 67 days as a result of more efficient processes.

Classification / compensation

- Conducted annual in-house salary survey and made class/comp adjustment recommendations for FY12, FY13, FY15, FY16, FY17 and FY18.
- Contracted with Segal Consulting to provide a Total Compensation Salary and Benefits Survey for FY14.
- Made recommendation to City Council to change annual salary survey process to a survey every three years to improve response rates.
- Conducted three compensation compression reviews with subsequent adjustment recommendations for the Fire Department.
- Recommendation, design, implementation and ongoing coordination of a general government employee discretionary bonus/raise process.
- Revision of job analysis process and updating of all job analyses prior to posting effective February 1, 2016.
- Worked with consultants to do complete validation studies and create updated PPTs and written examinations for Police Officer Recruit and Firefighter Recruit as well as Sergeant, Fire Assistant Chief and Master Firefighter positions.

Timekeeping / payroll

- Conducted a comprehensive FLSA Exemption Audit of all City job classes to ensure proper classification for overtime purposes.
- Preparation of changes in response to Department of Labor Fair Labor Standards Act, impacting exemption status of employees.
- Recommended the implementation of time clocks and worked with IT to implement PeopleSoft Integrated time clocks for all FLSA non-exempt general government employees to simplify and improve the accuracy of payroll processes.

Training

- Offering and coordinating as much in-house training as possible to improve employee development while minimizing cost.
- Over the past eight years, Civil Service has reached a 100 percent participation rate in Drug & Alcohol Training and Harassment Training.
- Prior to 2016, offered training to an average of 325 employees annually.
- In 2016, created a Training Coordinator position to increase training opportunities and document all citywide training efforts (excluding uniformed specific training).
As a result:
 - Worked with Employee Benefits and the Ambassador Program to develop a two-day New Hire Onboarding to replace New Hire Orientation.
 - Introduced the Municipal Management Academy from MTAS to be available to City employees and coordinate ongoing training.
 - Assumed responsibility for and increased development of online training for City employees.
 - Increased documented in-house training efforts to an average of 3,200 hours per year of classroom training and an average of 1,100 online training courses per year.

Other initiatives

- Summer in the City intern program administration:
 - In 2012, the Summer in the City intern program hosted 10 students who worked 10 hours/week for four weeks at \$7.25/hour.
 - The program grew each year and by 2019, the program hosted 20 interns who worked 30 hours/week for six weeks at \$8.75/hour. The program now includes weekly educational sessions and weekly community service meetings that culminate in a group community service project.
- Converted paper processes to electronic or online processes:
 - Development of electronic Performance Appraisal.
 - Development of electronic personnel forms.
 - Online Separation Form.
- Served as HR consultant for various needs:
 - 911 Employee Satisfaction Survey.
 - Designed and conducting process for hiring of 911 Executive Director.
 - Transitioning of Public Assemblies employees to Civil Service jobs or to continued employment with SMG.
 - Pro-bono training provided to employees of Monroe County (harassment).
- Pro-bono training provided at the Southeastern Leadership Academy for the Law Enforcement Innovation Center
- Assisted departments with various unique personnel initiatives:
 - Assisted Public Service with revision of Public Service Worker I hiring process and implementation of Second Chance program.
 - Assisted Fleet Services with reorganization of Fire Shop and compensation solutions and implementation of apprentice mechanic program.
 - Conducted employee retreat for Risk Management.

- Conducted employee survey for Inspections.
- Assisted City Council with filling of City Recorder, Assistant City Recorder and Internal Auditor positions, which vacated at the same time and had not been filled in over 20 years.
- Assisted Inspections with reorganization of positions.
- Assisted with reorganizations of Risk and Employee Benefits.

COMMUNICATIONS

- The Communications Department provides 24/7 information to the public in a variety of ways about City events, programs and projects.
- Communications Department employees have developed distinct areas of expertise by embedding into and understanding the functions and initiatives of all City departments.
- Over Mayor Rogero's eight years in office, the Communications team produced:
 - More than 1,700 media releases and media advisories
 - Thousands of blog posts on the City website, along with thousands of additional social media posts for the Mayor's and City's social media accounts
 - More than 4,000 Mayoral proclamations, Mayoral certificates and Mayoral letters of welcome, support and thanks
 - 95 "From the Desk of Mayor Rogero" constituent newsletters, emailed to more than 900 subscribers
 - More than 30 issues of the City Works employee newsletter
- In addition, the City photographer and other Communications staff documented hundreds of City and civic events, posting photographs on the City website and through social media.
- In 2018, the City's first graphic designer was hired to create logos, fliers, brochures, banners, multi-media presentations, infographics and other materials in support of programs across all City departments.
- The City website – knoxvilletn.gov – records more than 3 million page views a year and promotes roughly 1,500 events and public meetings through the City Calendar. The website is a unique community resource, offering easy-to-find consolidated information on every aspect of City government and services, as well as information from a variety of community partners.
- The webmaster manages the archives of more than 50 social media accounts.
- The Director under Mayor Rogero served as liaison with City of Knoxville lobbyists and legislators to advocate for City priorities during the state legislative session. In addition, the department tracked issues at the federal level and communicated with Congressional offices.

- The Communications Department is the primary point of contact for media seeking information or interviews for news stories, and the Communications Department coordinates dissemination of documents and information made through formal public records requests.
- The Director, Deputy Director and Webmaster also supported special initiatives, such as:
 - Publishing and archiving the works written by City Poet Laureates R.B. Morris and Marilyn Kallet.
 - Publicizing the Public Arts Committee’s selection of public art initiatives across the city.
 - Helping to research, plan and staff proactive responses to the local opioid crisis.
 - Promoting the public process and encouraging community engagement in the planning of the Urban Wilderness Gateway Park; knoxvilletn.gov/UWGatewayPark is a unique source of collaborative information that shares community input, design plans and project timeline details.

COMMUNITY DEVELOPMENT

Affordable housing

- Mayor Rogero created and City Council approved more than \$10 million for the Affordable Rental Development Fund (ARDF) that assisted 41 Low- and Moderate-Income (LMI) renter-households with newly-constructed affordable housing in its first two years; an additional 509 units at the end of 2019 were under construction (and another 388 are in the pipeline) in the following areas of the city:
 - South Knoxville – 328
 - West Knoxville – 108 (applications are being considered for 192 more)
 - North Knoxville – 49 (with another 50 more expected to be under contract soon)
 - East Knoxville – 24 (applications are being considered for 146 more)
- A total of 938 new units of affordable rental housing units will be constructed across the city of Knoxville.
- Almost 200 LMI renter-households had their rental units upgraded with code-related housing repairs and weatherization to help keep housing costs affordable; an additional 60 units are currently being renovated and are expected to be completed by the end of the program year.
- Community Development supported the Homeless Coalition’s annual “Landlord Summit” that provided information intended to both improve landlords’ bottom

line and to increase the availability of affordable housing opportunities in Knoxville.

- More than 1,500 LMI owner-occupied/homeowner households had their homes upgraded with code-related housing repairs (including substantial rehabilitation, emergency and minor home repairs, accessibility improvements and/or weatherization improvements) to keep their housing costs affordable; an additional 226 LMI-occupied houses are in the pipeline for rehabilitation completion by the end of the program year.
- 410 LMI households (285 owner-occupied/homeowners and 125 renters) with a child or children under the age of 6 and at-risk of being lead-poisoned had their homes tested for lead-based paint and had lead hazards remediated under the City's Safe and Healthy Homes program; the City intends to test and remediate an additional 152 housing units by 2022.
- 52 LMI households benefited from Down Payment Assistance to purchase affordable and sustainable houses in the city.
- 29 newly-constructed energy-efficient and visitable houses were built by the City's Community Housing Development Organizations (CHDOs), providing affordable housing to LMI households.

Homelessness

- Mayor Rogero convened the Mayor's Roundtable on Homelessness, bringing together the leadership of the community's homeless service agencies and other stakeholders involved in addressing homelessness; the Roundtable meets on a quarterly basis and has throughout both of the Mayor's terms in office.
- Knoxville's Plan to Address Homelessness was developed and written in cooperation with these community stakeholders and adopted by City Council in 2014.
- The City secured funding, including:
 - \$9.9 million in federal HUD Continuum of Care (CoC) and Emergency Solutions Grant (ESG) funding
 - \$950,000+ in State of Tennessee Emergency Solutions Grant (ESG) funds
 - More than \$3 million in local City funds to assist 20+ agencies to implement programs for supportive housing, rapid re-housing, homelessness prevention case management services (including to residents of permanent supportive housing and KCDC high-rises), emergency shelter and services, transitional housing and services, and social service outreach
- Local funding benefitted 74,472 people experiencing homelessness in Knoxville.
- Funds also supported the University of Tennessee's KnoxHMIS in creating and operating a new online "Community Dashboard Report," which provides current demographics and statistics on homelessness in the Knoxville community; the

dashboard is the first of its kind in the country and has been featured as a best practice at the National Alliance to End Homelessness conference.

- Worked with regional partners to continue the federal initiative to end veteran homelessness and supported the creation of Helen Ross McNabb Center's Permanent Supportive Housing for formerly homeless military veterans at three locations.
- Worked with the state Department of Mental Health to support expansion of the federal Cooperative Agreement to Benefit Homeless Individuals (CABHI) program into Knoxville, providing mental health outreach and case management through the Helen Ross McNabb Center.
- Supported the creation of Helen Ross McNabb Center's Behavioral Health Urgent Care Center (BHUCC) through a collaboration of Knox County, the state of Tennessee, and the City of Knoxville.
- Financially supported the creation of an daytime safe space under the I-40 viaduct at Broadway for people experiencing homelessness; the space offers tables, benches and toilet facilities, as well as focused street outreach to help unsheltered people access services and ultimately a path to permanent housing.
- Forty beds serving unsheltered people opened in December 2019 – Knoxville's first low-barrier shelter; intended for people who are not currently accessing other services and shelter resources, The Foyer provides overnight shelter, showers/bathroom facilities and services to connect people to the resources and supports they need to obtain permanent housing.
- 5 LMI individuals experiencing a chronic disabling condition and homelessness moved into newly constructed permanent supportive housing units at Positively Living's Parkridge Harbor, bringing the total occupancy to 29.
- The City assisted Catholic Charities with new flooring and a new laundry room at Columbus Home, which temporarily houses and cares for abused/neglected children and youth, and a new roof for Samaritan Place, which houses senior citizens experiencing homelessness; work is beginning soon on renovations to residents' bathrooms at Samaritan Place.

Neighborhood stabilization

- Mayor Rogero established the Historic Preservation Fund with an initial commitment of \$500,000 in the 2014-15 budget, and an additional \$500,000 has been funded by City Council each year since, for a total of \$3 million.
- The fund assisted 28 projects, and construction is underway on 11 more, for a total of 39 projects.
- Notable examples include The Tennessee Theatre, The Bijou Theatre, the Lloyd Branson House, McMillan Flats, Kerns Bakery, Baker Creek Bottoms Chapel, Park City Presbyterian Church, the Mabry Hazen House, and 1815 Highland Avenue.

- The City assisted Knoxville's Community Development Corp. with \$13 million in infrastructure improvements (roads, utilities, sidewalks, streetlights and demolition/remediation) in the redevelopment of the Five Points neighborhood.
- The entire project will provide affordable housing for 458 LMI households, including 90 units specifically for elderly and disabled residents.
- The City next will be assisting in the redevelopment of KCDC's Austin Homes neighborhood.
- 146 vacant lots and lots with substandard structures were acquired across the city, and 120 were sold through the City's Homemakers program to individuals, non-profit organizations and businesses with the goal of removing blight, redeveloping neighborhoods and providing affordable housing opportunities.
- 6,000+ unduplicated Knoxville public school students and their families received critical support and connection to community resources through the 15 Great Schools Partnership Community Schools.
- With the City's help, the Community Schools program expanded into eight additional elementary and middle schools, strengthening families and city neighborhoods.

Economic development

- Mayor Rogero has worked extensively to revitalize Knoxville's corridors, including the redevelopment of the Broadway-Central area, the Five Points Redevelopment Area, the Mechanicsville Redevelopment Area, the Burlington Business District, the Jackson Avenue Redevelopment Area, Magnolia Warehouse District and the South Waterfront.
- More than 800 people/households have benefitted from jobs created by 64 Commercial Façade Improvement projects that were completed within those target redevelopment areas; an additional five projects are currently under construction, and five applications have been approved and are in-process.
- The City's \$3.6 million in funding leveraged over \$12.8 million provided by the business owners, representing a \$1:\$3.56 ratio of public to private dollars invested in the community.
- 195 at-risk and low-income young adults from disadvantaged Census tracts graduated from Neighborhood Housing Inc. (NHI)'s KnoxWorx workforce development program; an additional 76 young adults are expected to complete the program by the end of the program year.
- Section 3 businesses were awarded \$11,500,971.54 in contracts.
- In addition, Section 3 residents filled 80 jobs, and 177 Section 3 residents received training.
- More than 120 businesses/organizations in redevelopment areas received design and technical assistance from the East Tennessee Community Design Center. Services include organizational planning, architectural design services,

accessibility planning and facility renovation planning for non-profit organizations and community groups.

- The City used its Community Development Block Grant (CDBG) funds to leverage Section 108 loan funds to provide funding for the renovation of the vacant and historic Farragut Hotel to become the Hyatt Regency – 64 permanent, full-time equivalent jobs were created downtown.

Disability Services

- Mayor Rogero established the Disability Services Office in her first term, with a person with a disability in a leadership role, and made the Americans with Disability Act (ADA) Compliance Manual its own chapter within the City's Administrative Rules; added a staff position; and also encouraged the Mayor's Council on Disability Issues (CODI) to collaborate with Knoxville Area Employment Consortium (KAEC) to increase awareness and availability of jobs for people with disabilities.
- Results included:
 - Hosting an Inclusive Job Fair, developing numerous educational tapings, the creation of stickers to recognize inclusive businesses, and a fact sheet on the ADA and employment, for both employees and employers
 - Increasing the available information on the City's website and in the community that describes resources available, what the ADA is, appropriate disability etiquette, etc.
- 1,479 constituent calls, emails or in-person visits were received and managed for individuals who needed information/assistance, including job seekers, based on a disability.
- 46 employee accommodation requests were successfully managed.
- Training was provided to City employees and external customers on issues that included how to accommodate an employee with a disability, how the ADA affects "you," providing good customer service to people with disabilities, service animals, accessibility and inclusion, and other topics specific to access in the public rights of way.
- Assisted the Municipal Technical Advisory Services (MTAS) with providing ADA Compliance Officer training across the three divisions of the state of Tennessee.
- Provided expertise and technical assistance to various City departments, including: Engineering, Law, Knoxville Area Transit (KAT), Knoxville Fire Department, Civil Service, Office of Neighborhoods, Knoxville Police Department, Knoxville-Knox County Planning, and the Transportation Planning Organization (TPO).
- Served on various citywide project teams and provided input on accessibility to people with disabilities, including the Downtown Circulation and Mobility Committee; Complete Streets Committee; Wayfinding Committee; Website

Updates Committee; Internal Equity and Diversity team; and Benefits Advisory Committee.

- Led an interdepartmental team (made up of Plans Review & Inspections, Parks and Recreation, Policy and Redevelopment, Office of Business Support, Law, Public Service, Engineering and Public Facilities) to oversee the reviewing of 21 City facilities for their adherence to the 2010 ADA and prioritization of renovations.
- The resulting \$1.3 million capital improvement project is currently addressing accessibility at some of these facilities.
- Hosted three annual “Accessibility Symposia” to educate members of the design and construction industries on what true access is, the purpose for it, and how to achieve it.
- Attended a Livable Communities conference in Texas at the request of the AARP; upon return, drafted the City’s application to be designated as an Age-Friendly City, which was granted by the World Health Organization in 2018.
- Supported the Mayor’s Council on Disability Issues (CODI) in the development of:
 - A logo and marketing materials to increase community awareness and participation
 - A “communication card” for use by law enforcement to assist with effective communication involving persons who are deaf or hard of hearing (also being used now by Knox County government)
 - A “Disability Friendly City” survey to include continuous monitoring of responses to provide input on potential policy changes
 - A Strategic Plan to guide CODI’s activities
- Provided input on the ADA Transition Plan and potential policy or procedural changes, resulting from departmental surveys; the City is finalizing its updated ADA Transition Plan.

COMMUNITY RELATIONS

Police Advisory and Review Committee

- With continued support from Knoxville Mayor Madeline Rogero, City Council members, City staff, community leaders and residents, the Police Advisory and Review Committee (PARC) continued its committed service to the citizens of Knoxville into a third decade.
- PARC reviewed 730 new citizen complaints and closed 775 complaints (including those carried over from previous years) after the conclusion of a review of residents’ concerns. It also reviewed a total of 229 Knoxville Police Department Internal Affairs Unit cases and KPD Referral Action Forms.

- PARC's Executive Directors have partnered with KPD to conduct mediation sessions to further address citizen complaints. The mediation sessions typically resolve issues by allowing both parties to share their perspectives, resulting in enhanced trust and improved relationships between the concerned citizens and the KPD.
- PARC has remained an integral part of KPD's Training Academy for new recruits by conducting training sessions with all recruit classes in cultural competency and the role of civilian oversight; the sessions focus on cultural differences and biases relating to race, religion, sexual orientation and disabilities. ... Participants share their life experiences and take part in small group discussions and role play opportunities to share useful tools and best practices regarding effective ways to build relationships with diverse populations and a better understanding of ways to combat bias.
- PARC held quarterly public meetings throughout the City to encourage healthy dialogues; ensure citizens are provided an opportunity to learn the nature of PARC's activities; and provide residents a platform to share concerns and ask questions of PARC, the KPD Chief and Law Department.
- The PARC Executive Directors have attended various neighborhood meetings and hosted several training sessions, community discussions and presentations in an effort to address community concerns and help create transparent and healthy relationships with the Knoxville Police Department.
- Mayor Madeline Rogero, City officials, board members and community supporters of Knoxville's Police Advisory and Review Committee recognized and celebrated the 20th anniversary of the PARC.
- PARC is the longest continuously running civilian oversight entity in the state of Tennessee; over the past 20 years, 29 Knoxville mayoral appointed volunteers have served as PARC members.
- The City of Knoxville has maintained representation on a national stage, as all PARC Executive Directors have served as elected board members of the National Association for Civilian Oversight of Law Enforcement (NACOLE); NACOLE's mission is to create a community of support for civilian oversight entities and practitioners that seek to make their local law enforcement agencies more transparent, accountable and responsive to the communities they serve.
- PARC has built a relationship with the University of Tennessee's College of Psychology and College of Sociology to allow both collegiate students and doctoral students to participate in an internship program providing an assessment of the civilian oversight entity. The PARC internship program introduces UT students to leaders in the fields of law enforcement, criminal justice and social justice.
- PARC's Executive Director worked alongside UT doctoral students for a two-year period through a Social Justice Practicum provided by the College of Psychology to assess the impact and effectiveness of the oversight agency; doctoral students provided an intervention plan that outlined surveys, evaluations and gathered

data focused on community members' impression of services rendered by PARC; doctoral students with PARC staff created a roadmap and stakeholder document outlining civilian oversight models and PARC's functionality, which PARC has shared with other cities across the country.

- The City of Knoxville played a significant role in aiding other cities to establish or re-establish civilian oversight boards, including Columbus, Ga., and Tennessee cities Memphis, Hamilton County and Chattanooga, and Nashville.
- With support provided by Mayor Madeline Rogero, City Council members and the Community Relations Senior Director, PARC's Executive Director and Police Chief testified before the state House Criminal Justice Subcommittee and House Judiciary Committee in support of sustaining subpoena powers for civilian oversight entities in Tennessee. ... An amended bill was signed and passed into law by the State of Tennessee General Assembly on May 15, 2019, which protects civilian oversight.
- PARC members and Executive Directors have served as guest speakers and presenters for various community outreach activities; these include invitations from community groups, businesses and educational institutions to learn more about civilian oversight and services offered by the Knoxville PARC.
- On average, the Executive Directors have conducted a minimum of 24 public speaking engagements on an annual basis, which total approximately 192 interactions with community groups and organizations over the past eight years.
- The current Executive Director was assigned to serve on the Knoxville Police Department's "Response to Resistance" policy committee, which provides opportunities for open discussion on officers' responses in apprehending potential suspects.
- Along with KPD and the Office of Neighborhoods, PARC hosted quarterly Neighborhood Safety Workshops in different parts of the City during 2019; the workshops provided criminal data, statistics and useful information on effective ways to remain safe against criminal activities.

Save Our Sons (SOS) initiative

- Through KPD, SOS applied for and received a Targeted Community Crime Reduction Program (TCCRP) grant from the state of Tennessee.
- Hired SOS staff, which then met with stakeholders and organized community meetings to identify partners among youth-serving organizations
- Using funds from the TCCRP grant, SOS held a mini-grant pre-application meeting for organizations to help increase opportunities for boys and young men of color; 13 applications were submitted and evaluated, and six applicants were chosen with the various awards totaling \$93,600.
- Researched partner agencies and developed MOUs and funded programs with agencies such as:

- Courage Inc. – to provide an interactive series of workshops geared toward boys and young men of color exploring how to combat mental health stigma
- Project GRAD – to host Brother-to Brother retreats to encourage youth to stay in school and graduate and pursue an apprenticeship or job training program and/or post-secondary education
- Project Grad and Austin-East High School – to identify and send seven African-American males to the Education Equal Opportunity Group Inc. (EEOG) 16th annual Project Save-A-Student Leadership & Development Conference, geared toward low-income and underserved students, offering them collegiate and professional career preparatory programs, leadership skills and personal and professional development training
- Radio station WJBE – to publicize community resources and activities geared toward reducing crime
- Youth Villages – to promote intensive in-home support and guidance to at-risk youth and young adults leaving the foster care, juvenile justice and mental health systems
- Johnson University Future of Hope Institute – to provide a program that guided and inspired high school students to address the challenges of living in a contemporary urban area and take control of designing their future; the young men were strategically placed in small groups to design and implement a community impact project that benefits their community in a significant area based on their interests
- YWCA – to present the Game Changers program to middle school boys to reduce future incidents of domestic violence
- Big Brothers Big Sisters of East Tennessee – to recruit 100 mentors of color in 100 days to mentor young men of color who are enrolled in the program
- Vine Middle School/Great Schools Partnership and Smoky Mountain Boy Scouts – to sponsor 26 African-American males for a STEM Camp at Vine Middle School
- Eternal Life Harvest Restoration Center – to conduct a summer program (Safe Haven Gym) in 2017 and 2018 that incorporated one-on-one interaction with KPD officers and a series of life skills classes to enhance personal and professional development in a safe space during non-traditional hours; the program averaged 54 young men of color per week for a 10-week period; data collected from the young men and KPD officers

who participated in the program showed that the young men liked having a safe space to play basketball, avoid drugs and gang violence, learn conflict resolution and engage in positive interactions with law enforcement

- SOLS Writing Center – to support a summer apprenticeship program; five young men of color were paid a stipend of \$10 per hour in a service-learning program that promoted entrepreneurship, service learning, community service, conflict resolution and life skills (SOLS Writing Center); evaluations reflect a sense of hope among the young men to envision a future free of violence, gratefulness for the opportunity to earn money, and a desire to become self-starters and business owners in their communities
- Real Talk – to sponsor a program and opportunities to expose young men to post-secondary education, STEM careers and professionals through college tours
- YWCA Project Reach Program – to support an internship program offering work skills and service training for young men of color; collaborated with SWORPS to develop new methods and surveys to measure data, results and impact in the community; worked with the YWCA to help the program expand and become self-sustaining; two additional internship sessions to be funded
- Discovery Lab Global Cyber Boot Camp – to support a cyber boot camp, “Mission To Mars” ... The internship taught skills creating virtual reality programs, research skills and soft skills and provided opportunities to team and interact with students from all over the world; Post survey results showed student interest in continuing the program for a longer period of time and learning more advanced skills in research and virtual reality coding; three students offered to become ambassadors for the program and help recruit in schools
- Five Points Up – to hold a Winter Wonderland Event promoting community pride, neighborhood beautification and strong, safe communities
- Five Points Up and Knox County Health Department – to offer a community clean-up in East Knoxville in 2018, attended by 200 people
- Bike Walk Knoxville – to engage more than 2,000 citizens who participated in the Open Streets event on Magnolia Avenue in 2018; the 25 percent minority participation was the largest yet for a local Open

Streets event; many of the goals of Open Streets align with the mission of the Save Our Sons initiative, such as providing safe spaces and activities for young men and boys of color

- Knoxville Leadership Foundation (KLF) – to identify candidates to participate in training classes and apprenticeships that enable participants to leave the program with an industry recognized certificate and leave prepared to enter the workforce with a marketable skill; the collaboration increased the skill set of the KLF Cohorts in specialized disciplines and introduced the KLF program to Habitat families
- Midway Rehabilitation Center, Connect Ministries and Community Step-up – to develop and implement a strategy to prepare ex-offenders to enter the workforce; the partnership hosted three pre-employment workshops leading up to an ex-offender job fair in 2018, attended by approximately 50 ex-offenders ... SOS developed two survey instruments to accurately assess employer concerns with hiring ex-offenders and to better remove barriers and provide resources for returning citizens
- SEED – to develop and implement a survey and campaign strategy, which included knocking on 1,000 doors, to collect and analyze data to tailor future job fair events to meet the community's needs; from that campaign, four jobs fairs were held with increased participation and successful matching of jobs to the unemployed or underemployed
- The Change Center Jobs Initiative – for a pilot program to hire employees for Johnson Family Restaurants in Sevier County and provide them with transportation to and from work
- Helen Ross McNabb Rehabilitation Center, Knoxville Area Urban League, the state of Tennessee's Mobile Career Coach and Midway Rehabilitation Center – for a mental health workshop for ex-offenders focused on impulse control, anger management tools, conflict resolution, soft skills training and resume building
- Project GRAD and Austin-East High School – to host a day of empowerment and personal and professional development for 15 African-American males aged 14-18 at the University of Tennessee
- East Tennessee Freedom School – partnered to host summer enrichment programs that enable Knox County students to become better readers, better learners and better citizens

- Penultimate Development – funded a 10-month leadership residency program for Knoxville at-risk males that improves their lives by giving them the tools to be successful through leadership training, personal and professional development and employment; Penultimate Development working with SOS partners to recruit candidates for the program, create community service projects and participate in seminars and workshops
- YO-Stem – funded an Oak Ridge National Laboratory Science, Technology, Math and Engineering (STEM) camp that provides career readiness training and exposure to STEM professionals
- Next Step Initiative – to sponsor an event providing resources to individuals experiencing homelessness; each event includes services such as wound care, Narcan training/distribution, Hepatitis A vaccines, Hepatitis C/HIV testing, and health care education
- Boys and Girls Club – funded programs that provide safe spaces for young people, focus on academic success, healthy lifestyles, good character and citizenship
- Change Center – funded the Jobs Initiative for three boot camp and hiring events designed to teach job skills and connect participants to entry level jobs for local employers
- Oak Ridge National Laboratory, Yo-STEM and the American Museum of Science and Energy Foundation – to provide a week-long STEM Camp that paired students with scientists, engineers, craft and leadership professionals to learn about the many different career paths offered at a national laboratory through interactive activities
- East Tennessee Freedom Schools – to host summer enrichment programs for Knox County students
- Vine’s Real Talk Program, Robotics Team and STEM Enrichment Programs – funded the program for students to have a unique opportunity to work with skilled professionals in the STEM area to learn the fundamental skills associated with programming, pilot and build drones; study genetic mutations in *Drosophila* (fruit flies); learn about spatter patterns in forensic science, tutor in science and math, critical thinking skills and career explorations in STEM areas
- Project GRAD Knoxville – provided funding to ensure the organization continues its programs of enhancing the scope of enrichment experiences

provided to K-12 students and their families

- SEED Knox – provided funding to continue offering pathways out of poverty through green job initiatives and job readiness training
 - Tennessee Department of Correction – to provide motivational speaking, mentoring and connections to resources to help ex-felons transitioning back into society
 - The East Tennessee Commission on Children and Youth (ETCCY) – to provide a workshop on mental health, adverse child experiences (ACEs) and racism
-
- Planned and hosted four Sons Summits to empower and encourage boys and young men of color, focusing on engagement with law enforcement, goal-setting, strategies for success and community service, and entrepreneurship.
 - Partnered with KPD to conduct community policing patrols and measured the results.
 - Attended all six annual Cities United Convenings to discuss, share, plan and implement strategies to reduce violence and create opportunities among young men and boys of color, including hosting the convening in Knoxville in 2018
 - Participated in numerous Cities United City Lead Workshops and presented Knoxville's SOS Initiatives during the 2018 and 2019 convenings.
 - Formed the Mayor's SOS Roundtable of Youth Serving Organizations to exchange ideas and strategies among partners and create and enhance sustainable programs that provide hope and opportunities for success for boys and young men of color.
 - Partnered with the Change Center, KPD and the Knox County District Attorney's Office to host two annual (2018 and 2019) "Positive Engagement with Law Enforcement" workshops for 30 young men of color.
 - Hosted several job fairs throughout the City, focusing on Knoxville's Community Development Corp. communities and other neighborhoods with high unemployment; more than 300 persons attended the job fairs, and several persons were hired on the spot.
 - Conducted a series of Civic Engagement Community Conversations to elicit community participation in continuing and enhancing the work initiated by the TCCRP grant to create strong, safe, healthy communities.
 - Planned and executed a Victory over Violence Rally, which provided strategies for conflict resolution, resources for alternative outlets and activities that promote non-violent behavior and encourage solutions to avoid violence and create strategies to deal with grief, loss and trauma among African-American males.

- Planned and executed a Community Resource Fair; collaborated with 20 partners to address unmet needs and remove barriers to success for residents seeking to change their life outcomes.

Title VI

- Initiated Title VI training and certification for all City of Knoxville employees.
- Hosted a series of events to commemorate the 50th anniversary of passage of the Civil Rights Act in 1964:
 - Feb 28, 2014 – Political Roundtable Discussion on Title I & Title III, “Voting, Voting Statistics and Districting”
 - Moderated by Robert Booker, a former Tennessee state representative and Knoxville City Councilman, and former Executive Director of the Beck Cultural Exchange Center
 - Panel members included former state Rep. Joe Armstrong; former City Councilman and former Mayor Daniel Brown; Knox County Election Commission Chairman Chris Heagerty; and Bill Lyons, Deputy to Mayor Madeline Rogero and a former political science professor at the University of Tennessee
 - Spring 2014 – The Tennessee Human Rights Commission held hearings in communities across the state
 - Leaders from community organizations, government, advocacy groups and researchers brought testimonies related to their own areas of expertise
 - These written and oral testimonies were included in Commission’s report, “The State of Human Rights in Tennessee,” along with statistics, trends and information from the Commission’s own work to safeguard individuals from discrimination through enforcement and education
 - April 4, 2014 – art opening of “Bittersweet Harvest”, hosted by HoLa Hora Latina; the exhibit featured a collection of powerful posters depicting the struggle of migrant workers
 - April 5, 2014 – special screening of “Cesar Chavez” movie, hosted by Centro Hispano de East Tennessee, HoLa Hora Latina, the Hispanic Chamber of Commerce of East Tennessee and Regal Entertainment Group; Mayor Madeline Rogero spoke on her experiences with Chavez following the movie

- April 11, 2014 – ECHO Fair Housing Conference
- April 22, 2014 – City of Knoxville’s Community Development Week Equity Awards Recognition: “Remembrance, Reflections and Recommitment”
- April 25, 2014 – program with former Alabama Attorney General Bill Baxley and former U.S. Attorney (now an Alabama U.S. Senator) Doug Jones; Baxley and Jones, who prosecuted the four men who bombed the 16th Street church in Birmingham in 1963 that killed four little girls, discussed the case, presented their prosecution method and answered questions; moderated by Rev. Charles Fels
- June 19, 2014 – “Amos ‘n’ Andy” seminar at Beck Cultural Exchange Center, which highlighted the relative historic significance of the show and presented a re-evaluation of this African-American comedy show that was suppressed due to racial stereotypes; this festival compared and contrasted the comedy of 1964 and the comedy of 2014.
- July 2, 2014 – Commemorative Civil Rights March, from the Safety Building at 800 Howard Baker Avenue to Mt. Olive Baptist Church
- July 2, 2014 – Celebration of the Civil Rights Bill signing, following the Commemorative Civil Rights March; legendary civil rights leaders Rabbi Israel Dresner and Dorie Ladner spoke about their experiences. ... In 1961, Ladner became involved with the Freedom Riders in Jackson and was able to learn her first lessons in nonviolent action; Dresner was the foremost rabbinic participant in the civil rights struggle of the 1960s and was one of three rabbis who were closest to Dr. Martin Luther King Jr.
- Oct 18, 2014 – Civil Rights March for Historical Black Colleges and Universities at Knoxville College
- Oct. 19, 2014 – Ecumenical Civil Rights Worship Service and “Silver Rights Reception”
- Dec 10, 2014 – “Unfinished Business: Then, Now and Going Forward” – this event recapped what’s been learned in the past year and invited Knoxvilleians to look ahead for ways to continue to embrace inclusion and diversity
- Prepared and distributed the 2016 Title VI Annual Report.
- The Title VI Coordinator and Law Department reviewed and updated Title VI Compliance Plan, Procedures, FAQs, and training material.
- Held Department Head Title VI Training in February 2017 and shared ideas for future training, best practices and how to improve training.

- Updated Title VI Department Coordinator training and held two Title VI training sessions.
- Streamlined Language Line process and moved billing under the Title VI Office.
- Updated LEP Manual.
- Worked with Civil Service to update City Department Title VI training.
- Worked with Office of Neighborhoods to provide translation services for neighborhood and community organizations.
- Assisted City Departments with grant application Title VI surveys.
- Presented to NAACP Housing Committee Study Group regarding Title VI and implicit bias.

Racial Equity Committee

- Developed an internal assessment survey, measures to improve minority recruitment and retention, and a measure to evaluate departments' equity actions and identify disparities.
- Contracted with Government Alliance on Race and Equity (GARE) to conduct racial and equity training for City employees.
- Equity Committee Members attended a GARE Conference in Phoenix, Ariz.
- Developing a draft City of Knoxville Racial Equity Action Plan.

DEVELOPMENT SERVICES

Project valuations and revenues

- Investment in the City of Knoxville grew significantly during the last eight years. The total dollar amount for all construction projects (residential/non-residential/new construction/renovations) jumped from \$260 million in 2012 to \$561 million as of November 2019, a 115 percent increase.
- As a result, revenue from the Plans Review and Building Inspections Department also grew from \$1.4 million in 2012 to roughly \$2.6 million in 2019.

Positions / restructuring

- In the last eight years, Plans Review and Building Inspections made changes to create a more efficient and timely response to needs of the development community.
- One of the more significant transformations was combining and collocating Plans Review and Building Inspections, Codes Enforcement, and Stormwater Engineering; now, citizens, contractors and design professionals have a one-stop shop on the fourth floor of the City County Building when pulling construction permits.
- Other changes:

- Created a new Zoning Chief position; this person supervises two Zoning Inspectors
- Require Zoning Inspectors to pass two ICC certifications in order to become senior inspectors
- Neighborhood Codes is now under Plans Review and Building Inspections in an effort to build a team of enforcement officers by working with Zoning
- Added a Zoning and Development Services Deputy Director who is responsible for the implementation of the City's zoning code (overhauled and modernized in 2019) and oversees the Zoning and Development Services departments
- Added a Development Services Coordinator who supervises the Permit Technicians, administrative staff, manages the coordination of KnoxPlans electronic plans reviews and walks permits through the process
- Created in-house a Combination Building Inspector so residential projects can have one inspector for the whole project including building, electrical, gas, plumbing and mechanical work
- Added a Stormwater Engineering Permit Tech to our staff to assist with the influx of permit applications now that Plans Review and Building Inspections and Stormwater Engineering work together under Development Services
- Created in-house a face-to-face plans reviewer who helps facilitate applicants through the permitting process; this often results in property owners or their representatives leaving with an over-the-counter permit the same day

Services

- Knoxville is one of the few cities to offer electronic reviews; since 2012, Plans Review and Building Inspections increased the number of electronic plans submittal reviews from 107 to over 550 this year.
- Electronic plans now account for nearly 40 percent of all reviews submitted to the office.
- The digital submittal process (KnoxPlans) made it easier for owners, contractors and developers to pull permits by taking more than seven business days out of the traditional paper review.
- Overall, the department has lowered the time for plans review from 15 business days down to nine.
- Other departmental opportunities offered are an Expedited Permit process to facilitate less-complicated projects; applicants can meet with staff to review plans and receive permits on the spot at no additional cost.
- For complicated plans, a Pre-submittal Conference is offered to provide the applicant feedback and help before submitting for the official plans review process; this service also is provided at no cost to the applicant.
- Plans Review and Building Inspections began the Public Officer Hearing (POH), allowing the department to hear cases on blighted structures in a timely manner.

- This also allows property owners the right to an extra level of appeal through the Better Building Board.
- The POH has heard 1,120 cases of unsafe and blighted structures.
- The department participated in What Works Cities, a Bloomberg Philanthropies national initiative that helps mid-sized American cities to enhance their use of data and improve services while engaging residents and informing policymakers.
- The focus was to increase public access to City records and information related to blighted properties, while providing easily understandable context for data.
- Plans Review and Building Inspections improved cooperation on blight issues by participating in Abandoned, Blighted and Vacant Properties Committee meetings monthly.
- The department connected with other cities' blight fighters in statewide land bank group meetings and attended the national Reclaiming Vacant Properties conference.
- The department participated in the Tennessee Municipal Benchmarking Project by comparing Knoxville with other cities to ensure the City operates with the best practices.
- Issued more than 2,734 permits for CAC/Knoxville Extreme Energy Makeover (energy-efficiency upgrades for low-income households) and completed more than 1,278 homes since September 2015.
- Development Services performed 138,365 Codes inspections (123,790 lots; 5,386 cars; 9,189 structures) and conducted 16 neighborhood sweeps in the last eight years.

EMPLOYEE BENEFITS AND RISK MANAGEMENT

Employee Benefits

2019

- Redesigned the City's My Health Wellness Program with a three-year strategy to encourage participation and realign rewards.
- Implemented a data warehouse tool to help better align preventive programs for participants with chronic conditions.
- Worked with Communications and outside vendor to revamp benefit communications that are easier to read and understand.

2018

- Managed the medical and pharmacy program to keep employee rates the same for those with the My Health wellness credit for four years in a row.
- Reduced the City's cost for Basic Life and Long Term Disability by an estimated combined amount of \$100,000 over the first three years of the contract.

- Engaged My Health participants with challenges through a more robust, user-friendly portal to encourage a health-conscious lifestyle.

2017

- Improved Employee Assistance Program services to include the addition of an onsite provider who specializes in Post-Traumatic Stress Disorder; the City's provider is on site 20 hours per week with an office in the Public Works Service Center.
- Implemented a more user-friendly portal to allow participants to track their requirements for the City's My Health Wellness Program; implementation included multiple training sessions for various departments.
- Added a key topic of mindfulness to the City's My Health quarterly education program.
- Consolidated Annual Enrollment and Voluntary Benefits enrollment in effort for employees to better understand all benefits available to them and included most benefits in PeopleSoft for election.
- Expanded New Hire Onboarding into two half days of orientation, with the first day including lunch provided by Employee Benefits and paid parking with the assistance of the Ambassador Program and Civil Service.

2016

- Implemented a new Medical Services Provider and added additional staff, including a full-time physician, a part-time physical therapist and a licensed practical nurse, to be able to better assist employees in their paths to healthier lifestyles.
- In effort to provide better communication to City employees, the Mayor's Office and Employee Benefits reconstituted the Benefits Advisory Committee with representatives from most every department and a strategy to communicate with those not represented.
- Added a key topic of mental health to the City's My Health quarterly education program.
- Produced compensation statements for all full-time employees that illustrate total compensation to each employee that includes benefits, educational reimbursement, holiday pay and overtime.

2015

- Introduced a new portal for ease of tracking of My Health requirements.

- Implemented a program where employees could purchase discounted activity trackers through payroll deductions, which will encourage exercise and make tracking their physical activity affidavit much easier.
- Implemented MD Live with our medical vendor, a tele-medicine offering that is a more cost-effective way for employees and their dependents to get care quickly and more conveniently.
- Added key topics to the City's My Health quarterly education program, such as financial health, relationship health, sleep, and pain management.
- Successfully marketed for Life, Disability and Stop Loss Insurance, all with rate decreases for the City of Knoxville totaling \$89,000.
- Partnered with KAT and the Office of Sustainability to pilot a bus pass program to ultimately be awarded a Best Workplace for Commuters.

2014

- Successfully took over FMLA Administration to include revamping letters and improving communication both with the employee and payroll clerk, but also Civil Service.
- Implemented a pilot program of the CDC's Diabetes Prevention Program as part of My Health, with the end goal of more strategic programs to help employees meet their health goals.
- Added key items to the City's My Health quarterly education program, such as Insurance 101 and information on dementia.
- Trained the Knoxville Fire Department in how to be better engaged in the benefit process to include a better understanding of Flexible Spending Accounts and how these coordinate with the City's Health Reimbursement Arrangement.
- Educated employees on the tools in PeopleSoft.
- In effort to provide better communication to City employees, revamped the Employee Benefit Intranet site, with lots of information available to employees, like plan summaries, fitness calendars, and quarterly education calendars – all easily located in one place.

2013

- Successful launch of Domestic Partner Benefits for 2014.
- Effective implementation of mandatory online enrollment for 2014 with an overall participation of 70 percent.
- Creation of Employee Relations & Benefits Office to better serve the employees of the City.

2012

- Implemented an Employee Assistance Program with a new vendor, significantly increasing the services available and increasing utilization by employees from 7 percent to 16.68 percent.
- Saved \$25,000 in communications costs for the annual benefit enrollment by creating online presentations in-house.

Risk Management

2019

- Completed 40 hours of property & casualty training by all staff.
- Obtained a policy for the Fire Training Center to be able to offer the facility to other entities to utilize.
- Worked diligently with the City's property insurance carrier to receive more than \$600,000 to date due to flooding in February.
- Continued working with FEMA for reimbursement of flood damages not covered by property insurance.

2018

- Better protected the City's real and business personal property by separating the City's property insurance from the County and completely revising insured values, which resulted in the carrier's removal of the margin clause.
- Made it easier to have fun in the City by revising the Transfer of Risk Guide for Special Events to relax the insurance requirements a bit (while still protecting the City) and to be more easily understood.
- Certified the City's Health and Safety Specialist to teach defensive driving; class has been taught to more than 100 employees so far.
- Sent two adjusters to the Tennessee Bureau of Workers' Compensation training; both became certified adjusters in workers' compensation.

2017

- Reorganized the physical therapy component for occupational health with a fulltime doctor of physical therapy; primary goal is to assist in helping employees get back to work faster, work conditioning, and safety.
- Sent the City's Health and Safety Specialist to the OSHA 501 Trainer Course for General Industry, which he passed and can now offer OSHA 10- and 30-hour training to City employees without outside assistance or additional cost.
- Saved money through subrogation efforts on liability and workers' compensation with both City and KAT, recovering \$84,085 year to date in 2017.

- Finalized and implemented a new drug testing policy to include 10-panel plus synthetics drug testing for random drug tests of safety sensitive employees.
- Continued decreases in the number of workers' compensation claims for both City of Knoxville and KAT employees.

2015

- Recouped almost \$200,000 owed to the City as compensation for property damage or injuries to City employees.

2014

- Created and implemented multiple new safety policies to make sure our employees are working safely and in a manner that complies with Occupational Safety and Health Administration guidelines.
- Created an online liability claim form to ease the method of reporting and filing claims against the City and to aid in accurately and efficiently tracking claims reported.
- Recovered overpayments made to doctors arising out of overbilling for workers' compensation treatment.

2013

- Included KAT in the City's self-funded liability and workers' compensation programs, including in-house administration of KAT claims.
- Brought repricing of workers' compensation medical bills in-house; medical providers do not bill what contracts or regulations say they can bill, and their bills have to be repriced to the regulations or contracts; historically the City has paid private vendors to reprice medical bills to the state fee schedule or to PPO contracts; in July, began performing that repricing in-house rather than paying an outside vendor.
- Risk Management does not know of anyone else doing this in-house, but the repricing is saving the City money and giving more control.
- Implemented monthly reports of injuries and liability claims to department heads.

ENGINEERING

Ongoing capital programs

- Resurfacing
 - 415 miles of street resurfaced
- Bridge reconstruction and rehabilitation
 - 12 bridges replaced or repaired

- ADA curb ramps
 - 2,261 curb cuts constructed
- Sidewalk replacement and new sidewalk construction
 - 25.8 miles of repaired or new sidewalk
- City property and alley paving
- Crosswalk safety program
- Guardrail replacement

Roadway safety and intersection improvement projects

- Central Avenue Pike at Merchant Drive intersection
- Cherokee Trail roadway safety
- Fort Dickerson road realignment
- Merchant Drive at Clinton Highway intersection improvement
- Middlebrook Pike at 21st intersection improvement
- Suttree Landing Park roadway construction

Streetscapes projects

- 400 and 500 blocks of North Gay Street
- 600 Block of Market Street
- 700 Block of South Gay Street
- I-275 Business Park Access Improvements
- Cumberland Avenue Streetscapes
- Downtown Wayfinding
- Magnolia Avenue Streetscapes Phases I and II
- Marble Alley streetscapes
- North Central Streetscapes
- Old City Streetscapes (Jackson Avenue)

Parks and Recreation design and construction projects

- Baker Creek Preserve Bike Park
- First Creek Greenway
- Fort Dickerson Gateway
- Knoxville Municipal and Whittle Springs golf cart path paving
- Morningside Park improvements
- Suttree Land Park construction
- Urban Wilderness Gateway

KAT support projects

- Three super stops
- Summit Hill transit stop
- Employee parking lot

23 facility projects

- Roofs
- Paving
- Building construction
- Other building repairs

Drainage Improvement projects

- 14 projects, including:
 - Cross Park Drive
 - Prosser Road
 - Westland Drive
 - Williams Creek (Martin Luther King)
 - Cured-in-place pipe restoration

Water quality projects

- Stream channel restoration / daylighting projects
- Fountain City Lake management

Infrastructure modernization

- LED street light upgrade
- Parking meter upgrade

Civil Engineering

- \$174,086,449 – total construction cost of capital projects
- 145 capital construction projects administered
- 74 in-house surveying and design projects
- 103 professional engineering, surveying and design contracts
- 415 equivalent miles of asphalt street resurfaced
- 135,989 linear feet (25.76 miles) of new sidewalk/replaced sidewalk by contract

- 2,261 curb cuts constructed
- 1,747 surveying requests investigated
- 7,419 temporary traffic control permits issued/inspected
- \$1,598,792 collected from 765 right-of-way permits
- \$17,548 collected from 502 utility site development permits

Roadway improvement design and construction projects:

600 block of Market Street	\$493,515
Alley paving project (2012)	\$221,412
Alley paving project (2013)	\$377,398
Alley paving project (2014)	\$262,163
Alley paving project (2016)	\$150,609
Bridge rehabilitation project (Ed Shouse Drive)	\$337,890
Central Avenue Pike at Merchant Drive improvements	\$268,392
Cherokee Trail Safety Improvements Project	\$144,234
Colonial Circle Slope Stabilization Project	\$569,319
Curb cuts project (2012)	\$586,249
Curb cuts project (2013)	\$346,830
Curb cuts project (2014)	\$400,150
Curb cuts project (2015)	\$347,537
Curb cuts project (2016)	\$401,714
Curb cuts project (2017)	\$479,673
Curb cuts project (2018)	\$198,045
Curb cuts project (2019)	\$403,203
Eutaw Place Roadway Stabilization Project	\$111,680
Fort Dickerson Road Realignment Project	\$1,088,533
Georgia Street Bridge Removal Project	\$52,535
Glenwood Avenue Bridge Replacement Project	\$464,118
Grainger Avenue Bridge Replacement Project	\$1,894,599
Greenway Drive Bridge Repair Project	\$103,210
Hill Avenue Viaduct Expansion Joint Repair Project	\$365,922
Holbrook Drive Bridge Replacement Project	\$1,892,639
I-275 Business Park Access Improvements Project	\$5,481,102
Improvements on W. Jackson Avenue and on Henley Street	\$154,123
Jackson Avenue Ramps Project	\$6,454,538
James White Parkway Guardrail Project	\$9,525
Loves Creek Road Bridge Rehabilitation Project	\$274,524
Merchant Drive at Clinton Highway intersection improvements	\$3,365,000
Middlebrook Pike at 21 st Street intersection improvements	\$371,429
Millertown Pike Improvements Project	\$867,215
Mineral Springs Avenue Bridge Replacement Project	\$1,188,554
Mynderse Avenue Improvements Project	\$169,553

Northshore Town Center slip ramp	\$149,150
Resurfacing project (2012)	\$7,079,407
Resurfacing project (2013)	\$6,091,790
Resurfacing project (2014)	\$6,591,415
Resurfacing project (2015)	\$7,467,712
Resurfacing project (2016)	\$8,047,251
Resurfacing project (2017)	\$6,907,096
Resurfacing project (2018)	\$9,016,048
Resurfacing project (2019)	\$6,510,425
South Central Street fence project	\$26,890
Sutherland Avenue Bridge Rehabilitation Project	\$796,985
Sutherland Avenue Bridge Repair Project	\$45,620
Suttree Landing Park Roadway Improvements, Phase 1A Project	\$3,246,294
University Commons Bridge construction	\$220,700
Wesley Road Sinkhole Repair Project	\$276,573
Wilkerson Road Bridge Replacement Project	\$323,809
Total of 51 roadway capital improvements projects	\$93,094,297

Multimodal transportation design and construction projects:

400 & 500 blocks, N. Gay Street Streetscapes Project	\$525,157
700 Block S. Gay Street Improvements Project	\$1,475,937
Approach trail for pedestrian bridge over Western Avenue	\$195,298
Beaumont Elementary sidewalk improvements	\$103,435
Cedar Lane Sidewalk Project	\$301,434
City View Riverwalk Project	\$446,066
Citywide Crosswalk Safety Program (2011)	\$74,217
Citywide Crosswalk Safety Program (2013)	\$307,581
Colonial Circle sidewalk replacement at N. Broadway	\$85,000
Cumberland Avenue Streetscapes	\$17,395,265
Downtown Knoxville Wayfinding Project	\$1,240,962
Downtown sidewalk repairs	\$49,162
E. Woodland Avenue Sidewalk Project	\$312,717
Fort Sanders Sidewalk Project	\$193,427
Gallaher View Sidewalk Project	\$189,272
Gay Street Brick Sidewalk Repair Project	\$581,385
Gay Street Crosswalks Project	\$186,952
Gleason Drive Sidewalk Project (2017)	\$97,598
Gleason Drive Sidewalk Project (2019)	\$337,280
KAT Bus Stop Project (2012)	\$104,272
KAT Employee Parking Lot Project	\$388,549
KAT Summit Hill Transit Stop Project	\$213,828
KAT Kirkwood Superstop Project	\$143,526

Knox Blount Greenway Phase I Project	\$1,167,576
Magnolia Avenue Streetscapes Phase I Project	\$4,177,339
Magnolia Avenue Streetscapes Phase II Project	\$2,877,277
Marble Alley Streetscapes Project	\$1,129,827
Middlebrook Pike at Lake Brook Boulevard Sidewalk Project	\$155,756
Middlebrook Pike Sidewalk Improvements Project	\$196,002
N. Central Street Streetscapes – 200 Block Project	\$235,247
N. Central Streetscapes Project	\$5,215,021
Old City Streetscapes – North Side of W. Jackson Avenue Project	\$673,330
Old City Streetscapes – South Side of W. Jackson Avenue Project	\$156,854
Palmetto Road Sidewalk Project	\$289,082
Pleasant Ridge Road at Wilson Road Sidewalk Project	\$688,458
Ray Mears Boulevard Sidewalk Project	\$177,492
S. Castle Street Sidewalk Project	\$462,615
Sidewalk Replacement Project (2012)	\$1,122,204
Sidewalk Replacement Project (2014)	\$148,564
Sidewalk Replacement Project (2015)	\$563,396
Sidewalk Replacement Project (2017)	\$1,275,894
Sidewalk Replacement Project (2018)	\$575,218
Sidewalk Replacement Project (2019)	\$600,051
Sutherland Avenue Sidewalk Improvements Project	\$389,231
Third Creek Greenway Bridge Replacement Project	\$232,722
W. Jackson Avenue Streetscapes	\$1,291,349
W. Young High Pike Sidewalk Project	\$258,682
Total of 47 multimodal capital improvements projects	\$49,007,507

Recreation design and construction projects:

Baker Creek Preserve Bike Park	\$649,472
First Creek Greenway Project	\$1,388,221
Fort Dickerson Gateway Park Project	\$841,364
Fort Dickerson Parking Lot Improvements Project	\$1,770,305
Knoxville Municipal Golf Cart Path Paving Project	\$358,966
Lakeshore Parking Lot Lights Project	\$121,427
Morningside Park Improvements Project	\$241,039
Suttree Landing Park Improvements, Phase 1B Project	\$3,344,190
Urban Wilderness Gateway Infrastructure Project	\$3,317,355
Whittle Springs Golf Cart Path Paving Project	\$513,085
Will Skelton Greenway Stabilization Project	\$486,412
Total of 11 recreation capital improvements projects	\$13,031,836

Drainage improvement design and construction projects:

Cherokee Trail Drainage Improvements Project	\$496,130
Cross Park Drive Drainage Project	\$3,601,963
Fountain City Lake Repair Project	\$58,128
Inskip Ballfield – Second Creek Restoration Project	\$117,811
Neighborhood Drainage Project (2012)	\$286,105
Neighborhood Drainage Project (2014)	\$1,259,854
Neighborhood Drainage Project (2017)	\$701,834
Neighborhood Drainage Phase II Project (2017)	\$474,409
Prosser Road Drainage Improvements Project	\$1,442,974
Site Development Detention Pond Improvement Project	\$110,275
Ulster Avenue and Cavalier Avenue Bank Stabilization Project	\$135,512
Westland Drive Drainage and Bridge Improvements Project	\$1,796,000
Williams Creek Drainage Improvements Project	\$1,484,660
Total of 13 drainage capital improvements projects	\$11,965,655

Facility construction, renovation and demolition projects:

Cal Johnson Recreation Center Renovations Project	\$480,463
Caswell Park Storage Building Project	\$77,635
Deane Hill Recreation Center Roof Project	\$81,110
Facilities paving at 913 E. Fifth Avenue	\$185,201
Facilities Paving Project (2018)	\$492,460
Facilities Paving Project (2019)	\$709,451
Fire Headquarters Roof Project	\$156,550
Fire Station #5 Repairs Project	\$23,620
Fire Station #9 Floor Modifications Project	\$68,000
Fire Station #17 Roof Repair Project	\$54,024
Fire Station #18 Fascia Repair and Painting Project (2018)	\$43,457
Fire Station #18 Reroofing Project	\$33,726
Household Hazardous Waste Facility Expansion Project	\$184,860
KAT In-Ground Lift Replacement Project	\$269,323
Lakeshore Central Service Building Roofing Project	\$121,194
Lakeshore Park Large Buildings Abatement & Demolition Project	\$1,707,770
Lakeshore Park Site Demolition Project	\$538,340
Lakeshore Park Small Buildings Abatement & Demolition Project	\$560,780
Magnolia Avenue Gateway Monument Project	\$68,000
Milton Roberts Recreation Center Roof Replacement Project	\$205,067
Prosser Road Vehicle Impoundment Building Project	\$510,745
South Knoxville Community Center Roof Project	\$229,104
Solid Waste Transfer Facility Building Repairs Project	\$186,274
Total of 23 facility capital improvements projects	\$6,987,154

Stormwater

Plans Review and Development Inspections Team (Development Services)

- Permit applications: 12,262
- Permits issued: 9,363
- Right-of-way permits: 391
- Floodplain development permits: 89
- Special pollution abatement permits: 720
- Permits issued for the State, providing improved development benefits
- QLP Notices of Intent issued: 232
- QLP Notice of Coverage issued: 204
- QLP Notice of Termination issued: 125

Significant projects permitted

- Fourth Creek restoration near Papermill at Kingston Pike
- Burn Memorial Statue
- Cathedral at Sacred Heart
- Children's Hospital Surgery & NICU Wing
- Duluth Trading Company
- Emerald Youth Foundation
- Five Points – housing development
- Fort Sanders Regional Medical Center expansion
- Ijams Nature Center – global erosion and sediment control plan
- Kingston Corner (large commercial site at Cedar Bluff and Kingston Pike)
- Public Works Service Center
- Lake Avenue Garage
- Lakeshore Park
- Ned McWherter Park boat dock
- Parkwest expansion
- Haslam-Sansom Ministry Center sports complex
- SEDA redevelopment project of the Baptist Hospital site on Blount Avenue
- State Street Garage
- Erosion control at Summit Medical Group – Knoxville's "Grand Canyon"
- Suttree Landing Boathouse, overlook and dock
- University Commons
- Walnut Street Parking Garage – Summer Place
- Zoo Knoxville – Asian Trek, entry feature, herpatarium

Technical Services Team

- Technical Services has performed a vital role with development and City support while meeting City Charter requirements:
 - Archived approximately 112,767 images to the permanent records data bases
 - Oversaw the conversion of microfilm and microfiche records into a digital format
 - Reviewed and supported well over 1,000 surveying plat submittals
 - Provided support to the City Law Department for legal document preparation and review, boundary descriptions for hundreds of right-of-way permanent closures, easements and property conveyance deeds
 - Updated applicable geographic information systems mapping layers and supported KGIS with server upgrades and data management, vendor selection for aerial mapping/remote sensing data; coordinated planning support for successful development symposiums
 - Census data review related to boundary delineations within the City to update Census Bureau's residential address list
 - Provided mapping services and support for major projects such as annexations, traffic sign inventory, visual aids for ribbon-cuttings, neighborhood meetings, building inspection zones, and new solid waste department contracts
 - Continued support and professional assistance to land surveyors, developers, private and internal law departments, Knoxville-Knox Planning, and others as it relates to state and local regulations for surveying, development, property rights, conveyances, planning, and legal documentation

Watershed management team

- Responsible for identification of both large- and small-scale infrastructure suitable for rehabilitation using cured in place pipe (CIPP), saving existing public infrastructure and preventing catastrophic failures.
- Annual coordination with Civil Engineering to inspect and identify infrastructure that has reached the end of its service life prior to paving.
- Manage existing public and private detention ponds, including inspection, maintenance and enforcement, as needed, to ensure functionality remains as originally designed.
- Coordinate with other City departments to investigate, design and implement improvements to public property and right-of-way.
- Examples:
 - Inskip Recreation Center, infiltration pit and drainage improvements to alleviate sidewalk flooding at entrance.

- The Muse, design and work order for drainage improvements and erosion control at the playground and front entrance.
- The Adaptive Center, designed new drainage system at entrance to prevent flooding and divert stormwater away from sinkhole; multiple sinkhole repairs.
- Catalpa Avenue sidewalk infiltration project – addressed and alleviated hazardous conditions in the right-of-way impacting the sidewalk and street.
- Suttree Landing, coordinated with Civil Engineering and TVA to ensure compliance with water quality regulations.
- Designed and implemented work order for Ned McWherter Park boat ramp repair.
- Coordinated with Civil Engineering on multiple Streetscape projects, field oversight and inspection with camera equipment to address conflicts not included in initial design.
- Cumberland Avenue and University Commons – monitoring and modifications of the water quality unit to ensure best performance and prevention of gross pollutant bypass into Third Creek.
- Worked with Parks and Recreation and property management contractors to design improvements to public facilities in order to remediate nuisance flooding, improve water quality and address public complaints or concerns.
- Examples:
 - Edgewood Park – designed open channel spring conveyance to alleviate spring water activity flooding the majority of the park.
 - Whittle Springs Golf Course – repaired dam and increased storage volume for irrigation use.
 - Chilhowee Park and Lake Ottosee – pipe failure and rehabilitation project with drainage improvements, sinkhole mitigation, bacteria monitoring in the lake to determine feasibility of future use for recreational events.
- Identified, developed and managed multiple stream projects.
 - Restoration of multiple tributaries to Williams Creek near Cavalier Avenue and Graves Street; stream improvements to eliminate erosion, improve wildlife habitat and increase riparian buffer zone.
 - Second Creek stream and floodway improvements:
 - Near Banks Avenue, removed failed pipe to create an open channel, natural stream to improve water quality and provide additional aquatic habitat
 - Near Bernard Avenue, removal of decommissioned railroad bridge constricting the floodway with stream bank stabilization
 - Third creek, along the greenway, stream restoration returning urbanized stream to a more natural conveyance; removal and remediation of leaky residential sanitary laterals impeding flow and polluting the creek.

- Fountain City Lake improvements, plus ongoing maintenance, including removal of invasive weeds, management of wetland plants, fountain and pump operation and maintenance, education and signage informing the public of the negative impacts associated with feeding water fowl, skimming floatable debris, water quality monitoring, and fish stocking.
- As a result of the improved water quality and condition of the lake, the Tennessee Wildlife Resources Agency partnered with the City in winter 2018 for the first annual Urban Winter Trout Fishing Extravaganza at historic Fountain City Lake.
- NPDES Permit management and compliance:
 - Dry weather screening (IDDE), ongoing screening and sampling of more than 1,365 outfalls throughout the City, focusing on areas with an elevated potential for pollution; many Illicit discharges and chronic polluters have been eliminated as a result of this program.
 - Wet weather monitoring, maintenance of five remote monitoring stations used to sample storm events, record rain data, measure creek level/flow, analyze lab results, publish information, and fulfill requirements of the permit; a new pilot program to replace analytical composite sample monitoring has been approved by TDEC, and is currently being developed by Stormwater Engineering.
 - Municipal industrial facilities, management and yearly inspection to ensure compliance with NPDES permit regulations for stormwater runoff from City facilities.
 - SPAP program to manage, review and issue Special Pollution Abatement Permits; inspection, education and enforcement of private water quality treatment devices to ensure functionality and evaluate effectiveness.
- Infrastructure mapping, pipe inspection, service life classification, ArcGIS database management and revisions, field investigation, pole/pipe camera operation and maintenance required to continually improve the accuracy of the stormwater information available; accurate mapping is an integral part of IDDE, spill remediation, hydraulic diagnosis and ensuring roadways are safe for public use.
- Coordination with KUB for identification and response to sanitary sewer overflows and illicit sewer connections, potable water leaks, utility conflicts with the stormwater infrastructure, and repairing damaged to stormwater infrastructure when impacted by KUB projects.
- Organization and coordination of Knox County Sheriff's Office inmate volunteers to clear trash, debris and vegetation out of creeks and waterways, saving the City both time and resources.
- 24/7 emergency response to hazardous spills; coordinate with first responders to help remediate and prevent spills from entering the municipal storm drain system (MS4).

- 24/7 emergency response to sinkholes; coordination with Public Service and utility agencies to identify, triage and repair subsurface voids within the right-of-way to ensure public safety and infrastructure integrity.
- February 2019 flood disaster response:
 - Informed residents and business owners of procedure to apply for TEMA flood disaster relief.
 - Mitigated heavily impacted areas using pumps to remove water in order to allow roadways, facilities and businesses to reopen. Examples: South Northshore Drive, Zoo Knoxville, Chilhowee Park, The Muse, and multiple private businesses.
- Coordination with Police, Public Service and private landowners to clean up homeless encampments and remediate areas adversely impacted by biological waste, drug paraphernalia, household chemicals, and garbage; restoring water quality and removing flow obstructions.
- Service requests, investigations and work orders:
 - Responded to and investigated thousands of water quality and quantity Service Requests.
 - Created thousands of work orders in response to residents' requests for service.
- Flood evacuation properties, including demolition of impacted structures, to increase flood storage volume, alleviate flooding impacts and improve water quality in Williams Creek; includes multiple properties on Lay Avenue and contiguous parcels along Williams Creek, creating the Williams Creek urban forest.
- Applied for and received TEMA/FEMA grant for evacuation and demolition of a repetitive flood loss property under the Nation Flood Insurance Program in First Creek.
- Acquisition and continued certification of Tennessee Qualified Hydrologic Professional status.
- Participation and revamp of the City of Knoxville Adopt-A-Stream program.

Project management team

- Contracted for design, acquired easements and bid out construction of the 2018 Cured-In-Place Pipe (CIPP) project to rehabilitate various critical drainage pipes around the city.
- Continued to coordinate with TDOT and managing a drainage design for Cherry Street Sinkhole Remediation to alleviate flooding on Cherry Street as well as improving water quality in the watershed.
- Managed the design of the structure removal on Second Creek and bid out the construction phase to remove a defunct dam structure and restore a section of the creek to natural conditions.

- Executed design to reconstruct the pond at the Dead Horse Lake development to meet drainage requirements using collected bond funds.
- Completed remediation of Treybrooke Village detention pond to meet stormwater/drainage requirements using collected bond funds.
- Managed public/private partnership with Summit Medical Group to restore several hundred feet of Fourth Creek known as the “Grand Canyon.”
- Coordinating with the Office of Redevelopment to get the City South development agreement in place.
- Completed construction of the Fountain City Lake Phase II Wetlands Project with the goal of water quality improvement for the lake and First Creek.
- Assisted in the Tennessee River replacement of the City boat dock located next to Calhoun’s on the River.
- Assisted in the management of the grant for and contracted the design for the replacement of the Vol Navy dock at Volunteer Landing.
- Assisted in the proposed improvements for the boat ramps at Ned McWherter Park.
- Partnered with the Office of Redevelopment to provide technical assistance, manage and coordinate the construction of and CEI for the One Riverwalk apartments and the Blount Avenue Streetscapes.
- Completed the FEMA Multi-Jurisdictional Hazard Mitigation Plan Major Update.
- Completed the 2017 Large Diameter Cured-in-place Pipe (CIPP) project (Longview Road stormwater system rehabilitation).
- Coordinated with Public Service to provide new Dumpster pad facility for Regal.
- Resolved deficiencies at the Sonoma Park residential subdivision project using the collected bonds for this project and certified the development.
- Pursued and received \$35,000 payment from insurance surety for Reynolds Apartments.
- Worked with developer to finish out development certification process on Woodson Trail Phase I & II using collected bonds for this project.
- Coordinated with Knox County Engineering and Tennessee Stormwater Association to host a Development Symposium at the Crown Plaza (2018).
- Completed the Sims Avenue stream realignment project.
- Contracted Romans Engineering to provide remediation plans for Mapleridge subdivision.
- Completed contract with Volunteer Erosion Control to remediate Far View Hills detention pond.
- Managed the Chilhowee Park stormwater pipe in-place rehabilitation contract.
- Currently updating the Qualified Local Program policy, so the City of Knoxville can continue to issue Construction General Permits for TDEC; this improves the level of service for the development community.
- Contributed to the revisions of the updated Subdivision Regulations (2017).
- Contributed to the updates to Article V, Section 7 of the Zoning Ordinance (parking regulations) (2017).

- Updated the City of Knoxville Stormwater and Street Ordinance to simplify processes and improve response to property maintenance concerns.
- Completed the reconstruction of the Spring Hill Villas detention pond using collected bond funds.
- Design and construction of a total stream restoration by daylighting a 48-inch CMP downstream of Banks Avenue.
- Restoration of 580 feet of channelized stream at Cavalier Avenue, contributing to nearly 1,000 feet of stream restoration on Williams Creek just upstream of the Urban Forest.
- Partnered with the Office of Redevelopment to provide technical assistance, manage, and coordinate the construction and CEI work at River's Edge apartments and the riverwalk at River's Edge.
- Coordinated completion of the Walnut Street Garage, which was a public/private partnership to create approximately 1,000 free public parking spaces for nights and weekends.
- Completed the Dale Avenue Streetscapes project, including managing CEI and construction activities to support the Emerald Youth Foundation's Dale Avenue Soccer Complex.
- Stormwater Engineering in cooperation with Knox County Engineering and the Tennessee Stormwater Association hosted a professional development symposium at the Knoxville Convention Center for engineers, surveyors and area developers; more than 390 people attended the symposium, which included a range of speakers on various aspects of development and provided engineers and surveyors a chance to get professional development hours; this event also helped raise money for TNSA (2014 and 2015).
- Managed contract for the demolition of the Liberty Building, 400 Locust St., including the abatement of waste and demolition of the building, and preparing the site for a 1,000-plus space parking garage; contract amount: \$288,090.
- Updated the Flood Damage Prevention & Control Ordinance (2013).

Traffic

Administration (general)

- All personnel job descriptions were revitalized to respond to the changes in technology, operations and city needs.
- The standard operating procedures were updated to develop a more efficient, consistent and safer operation.
- The ACCELA work management system was implemented in a joint effort with Information Systems to provide a more efficient work process and for asset management
- The job training program was further developed to provide for more individualized training needs to ensure personnel are trained both in job skills and safety procedures.

- The purchasing procedures for each section were streamlined to utilize three-year contract purchase documents by each of the Traffic Engineering sections.
- Presentations were made to professional organizations and other organizations to illustrate cutting-edge developments within the City.
- Traffic Engineering assisted the 1,100 special events within the City, providing traffic control and installation of street banners, which increased by 45 percent
- Vehicle purchasing specifications were developed to ensure vehicles and equipment meet the needs of each section
- National Joint Utilities Notification System (NJUNS) and Tennessee One Call System (811) have been managed for relocation of equipment on utility poles and underground excavation clearance for underground work.
- The Advance Transportation Management System received funding for more than 26 miles of fiber optic and 92 intersection upgrades of traffic signal equipment, data probing detection and overhead upgrades.
- Several projects have been approved to provide Dedicated Short Range Communications, which is vital for the future of Connect Autonomous Vehicle Operations as well as data probing detection to develop Automated Traffic Signal Performance Measures.

Traffic operations

- The Citywide Neighborhood Traffic Safety Program was developed and implemented to respond to traffic safety issues.
- The Guardrail Evaluation and Maintenance Program was developed to determine existing conditions and maintenance requirements to provide safer roadways.
- A sign inventory system was developed to determine existing conditions and maintenance requirements to provide safer roadways.

Traffic systems

- The TDOT Traffic Signal Special Provisions Specifications were upgraded to reflect changes in industry technology for TDOT projects.
- The school zone flashing beacons and centralized monitoring system were upgraded for remote access and control to better respond to needs.
- The Light Emitting Diode (LED) traffic signal bulb testing program was developed to evaluate the efficiency of LED replacement.
- The traffic signal steel support structures testing program was developed to reduce the likelihood of pole failures.

Signs and marking

- A digital sign manufacturing process was developed to improve the overall efficiency for manufacturing signs and to provide more flexibility in specialty sign production.
- This resulted in the production, installation and replacement of 39,000 signs.
- Wet reflective painting process was developed to provide more reflective and longer-lasting markings in the downtown area.
- On-call purchasing contracts were developed for timely replacement of pavement when removed by construction, etc.
- Inventory systems were developed to better track both signing and pavement marking materials.

Parking systems

- An on-street parking systems meter upgrade was purchased and installed, which includes solar-powered, Wi-Fi, Central Back-office Software with automated credit card payment for approximately 1,300 meters in the downtown and Fort Sanders areas.
- Parking pavement markings, signs and curb painting were upgraded throughout the city.
- Valet parking zones were developed for hotels, businesses and downtown residents to provide greater access to these facilities.
- The parking permit system was revitalized to provide more information and better access to those who utilize the system by providing signage that explains why and when parking spaces are being blocked off.

Street light systems

- The City assumed operation and maintenance of more than 29,000 street lights within the City.
- An LED upgrade for all street lights within the city was completed to reduce electric energy consumption and save taxpayer dollars.
- Staff coordinated on street-lighting installation projects with TDOT, private developers and City roadway projects, which included management of contracts with a consultant to oversee and inspect these operations for final acceptance.
- Small cell communications installation has been controlled through the coordination with consultants to process applications for installations.

Transportation alternative systems – complete streets

- The position of Alternative Transportation Engineer was created to focus on the needs of people bicycling and walking for transportation.
- Multimodal projects were developed to provide both pedestrian and bicycle routes with new projects or within the existing pavement footprint, utilizing road diet strategies.
- A Downtown Circulation and Mobility Plan was developed, emphasizing all modes of travel.
- Citywide pavement marking has been managed to install/refurbish pedestrian crosswalks within the City.
- Construction area traffic control planning includes transportation options for pedestrians and bicyclists.

FINANCE

Overall

- Planned, developed, implemented and controlled eight annual net operating budgets ranging in size from \$263 million to \$376 million, with an average size of \$313 million.
- Additionally, the personnel positions budgeted averaged 1,582 full-time and 32 part-time spaces; the successful implementation and control of annual budgets of such size and complexity is an achievement that the Finance Department values highly.
- Maintained an average total fund balance of \$81.5 million and an average unassigned fund balance of \$30.5 million over the past eight years.
- Achieved and maintained an overall positive financial condition, resulting in excellent ratings by national bond rating agencies.
- Current ratings are:
 - Fitch – AAA
 - Moody's – Aa1
 - Standard & Poor's – AA+
- Passed each annual independent audit in an exemplary fashion, emphasizing the fact that the City's financial condition was always fairly and accurately represented.

Budget and Accounting Division

- Over the past eight years, the Finance Department continued its award-winning operations and was recognized with the Excellence in Financial Reporting Award

each year by the Government Finance Officers Association (GFOA); this continues a long trend, as the Finance Department has now earned this award for 33 consecutive years.

- Recently earned GFOA's Distinguished Budget Presentation Award for governmental budgeting for the 30th consecutive year.
- Continued to maintain strong internal controls to prevent fraud, abuse and misappropriation of assets; the City's efforts have thwarted numerous fraud attempts.
- Strong internal controls have reduced external auditor "findings" to zero for the past two FYs; this accomplishment illustrates the Finance Department's efforts to maintain an environment of fiduciary excellence.
- Eight Finance Department employees have successfully completed the coursework and been certified as Tennessee Certified Municipal Finance Officers; this certification recognizes our commitment to professional development and attests to their competency in municipal finance activities.

Purchasing Division

- Over the last eight years, processed an average of 750 requisitions per year for a total value of between \$50 million and \$80 million; between 200 and 300 of these transactions result in contracts each year.
- Successfully managed the City's Purchase Card program, consisting of thousands of transactions each year and totaling approximately \$1.7 million worth of annual micro purchases of both products and services.
- In sum, the Purchasing Division purchased and processed approximately \$107 million worth of products and services (of all types) for the City on an annual basis.
- A few of the more noteworthy procurement projects over the past eight years are:
 - Owner's Representative, Architect/Engineering Consultant, Environmental Consultant and Construction Manager at Risk for the \$40 million Public Safety Complex now under construction
 - Purchase and development of the former State Supreme Court site
 - \$7 million Magnolia Avenue Streetscapes Project
 - Construction of the \$10 million Urban Wilderness Gateway Park
 - Purchase of electric buses
 - Funding for improvements to historic buildings
 - 48 Dodge Chargers as KPD replaces older vehicles in its fleet of police cruisers
 - The Cradle of Country Music art project

Contract management

- Worked with City departments to manage an average of 250 contracts per year by ensuring vendor charges were correct, service was acceptable, and the terms and conditions of the various contracts were adhered to.

- Annually closed out between 150 to 200 old purchase orders to free up approximately \$2 million each year for future use by the City.

Diversity Business Enterprise operations

- Continued to plan, coordinate and execute the City's Business Breakfast each June, which details upcoming purchasing plans and assists local businesses in preparing to bid.
- The breakfast has grown over time – 420 attendees last June; effective in fostering and facilitating small business participation in competition for City contracts.
- Implemented the City's Diversity Business Advisory Committee, which consists of private business owners, agents of the City and other large governmental contractors (i.e. ORNL, Y-12, etc.); this committee continually provides the City with new ideas of ways to increase the amount of business the City conducts with minority-owned, woman-owned and small businesses.
- Enhanced outreach efforts to DBEs over the past four years by attending on a recurring basis meetings and events with Centro Hispano, Asian Business Outreach, East Knoxville Business and Professional Association, the Latino Task Force, TDOT, the U.S. Department of Transportation, and numerous others to emphasize the City's willingness to help DBEs compete for City business opportunities.
- Implemented an annual DBE Award Ceremony, which is held each fall to recognize local DBEs and City departments for their efforts in helping the City meet one or more of its four stated goals and achieving enhanced DBE participation.
- Served as lead agency for the first-ever Diversity Business Expo in March 2019, geared toward small-dollar purchases; warehouse clerks, p-card holders and department-level decision makers explained to the 177 attendees how they could better compete for City purchases

Surplus property

- Sold and properly disposed of an average of approximately 2,000 pieces of equipment, various supplies and vehicles each year to yield an average of \$2.8 million for the City in surplus property revenue.

Treasury Division

- Continually safeguarded the City's financial assets and adhered to proper internal controls to assist the City in maintaining its AAA bond rating.
- Managed the City's investment portfolio by maximizing interest earnings and minimizing financial operating costs for 180+ individual investments.
- Additionally, the Treasury Division has achieved an average of approximately \$3.4 million/year in interest earnings, over the past eight years, through superb investment management.

- Properly issued sufficient bonds/debt to pursue initiatives such as the building of the Public Works Service Center, streetlight LED retrofit project and other important projects.
- In 2019, negotiated and executed an investment custodial services contract that markedly reduced the City's costs while enhancing the protection of the City's investments.
- Operationally, the Treasury Division has enhanced support of departments by revamping the solid waste billing system and enabling the acceptance of credit cards and working with Engineering to purchase new parking meters that allow credit card transactions.
- Additionally, 10 departments are now able to accept credit card payments through the 14 active desktop and mobile machines currently in the field.
- Continually modified and enhanced internal controls and banking processes to move toward a more paperless environment through increased electronic payments to vendors and other governments.

FIRE

- Responded to an average of 22,171 calls for emergency service each year.
- Since 2017, responded to 1,893 overdose calls and administered Naloxone to 1,144 patients (through Oct. 31, 2019).
- Installed an average of 139 smoke alarms and replaced an average of 137 batteries each year in existing smoke alarms in residences through KFD's Smoke Alarm Program.
- In addition, worked with the American Red Cross and the state Fire Marshal's Office to conduct smoke alarm installations in several areas of town; the cooperative effort resulted in the installation of 1,702 smoke alarms.
- KFD's 19 fire stations hosted 735 visits from schools, daycares and other groups; firefighters showed them around the station, displayed the fire trucks, and talked about fire safety.
- In addition, there were 1,320 requests for fire truck visits to schools and daycares, where the firefighters displayed the fire truck and talked about fire safety.
- The Public Education Division taught 416 fire extinguisher classes; using the Fire Safety House, along with volunteers from the American Red Cross, taught over 164,716 students.
- KFD firefighters collectively completed an average of 62,278 hours of training each year.
- During these eight years, the Fire Prevention Division performed an average of 2,324 inspections and 898 plan reviews, and Fire Investigators investigated an average of 126 fires.

- Many promotions were made during this timeframe: 2 Deputy Chiefs, 10 Assistant Chiefs, 43 Fire Officers, 65 Master Firefighters, and 66 Senior Firefighters; in addition, 76 firefighter recruits graduated from the Training Center.
- Knoxville's Public Protection Classification (PPC) was upgraded from a Class 3 to a Class 2 in September 2016 after the Insurance Services Office (ISO) completed its analysis of the City's fire protection service.
- The grand reopening of Station 19, which had been closed since June 1984, was held in early 2012.
- Working with the Public Service Department, the following station renovations/remodeling were accomplished:
 - Renovations at five fire stations provided separate shower and restroom facilities for men and women
 - An interior remodeling project at the West Hills Fire Station No. 20
 - A remodeling project at the Lonsdale Fire Station No. 7; the station had a complete interior renovation, restoring the original character of the almost 100-year-old building
 - Replacement of the deteriorating concrete in the apparatus bays at Lonsdale Fire Station No. 7 and Fountain City Fire Station No. 15
 - Replacement of the deteriorating concrete aprons at Lonsdale Fire Station No. 7, Sevier Avenue Fire Station No. 10, Chilhowee/Holston Hills Fire Station No. 16 and the Park City/Park Ridge Fire Station No. 4
 - Replacement of the roof at the Baxter Avenue Fire Station No. 3 and reinforcement of the bay floor at the Fort Sanders Fire Station No. 9
 - Remodeling of the Lonas Fire Station No. 12; the station underwent extensive structural repairs along with a complete interior renovation, restoring the original character of the almost 90 year-old building
 - Remodeling of the shower facilities at the Fire Training Center
- Received a "Fantastic Fifteen" award from Knox Heritage for the preservation of four historic fire stations: Mechanicsville Fire Station No. 5, Lonsdale Fire Station No. 7, Whittle Springs Fire Station No. 11 and Lonas Fire Station No. 12.
- Purchased the following fire apparatus: 2 Quints, 2 Pumpers, 3 Squads, 3 Ladder Trucks (includes 2 Reserve), 1 Rescue Truck and 1 Hazardous Materials Truck; total value – \$7,846,342.
- Purchased two Kawasaki Mule UTVs for EMS Division to use at special events and for firefighters to use when responding to off-road incidents (such as those on greenways and Urban Wilderness trails).
- Purchased a new Fire Safety House to replace a 23-year-old house.
- The four Battalion Chiefs' Expeditions were replaced with Chevy Tahoes.
- After undergoing an extensive evaluation process conducted by the Tennessee Emergency Management Agency, KFD's Hazmat Team became the first team in

the state of Tennessee to achieve designation as a State Certified Level 1 CBRNE Hazardous Materials Team.

- Purchased the following equipment for use on the apparatus or at the fire stations:
 - New carbon monoxide monitors were placed on every engine company to improve response to carbon monoxide emergencies and reduce the number of responses required by specialty units
 - Three additional patient lift devices to assist firefighters when lifting patients
 - Four vehicle radio repeaters to enhance radio communications at fire scenes
 - Four Simplex channels dedicated to the Knoxville Fire Department
 - Twenty Lucas 2 automatic chest compression devices; deployed them on all engine and quint companies to use when performing CPR
 - Improved firefighter safety by purchasing and replacing existing firefighter air packs with new updated air packs
 - Replaced old analog radios with new P25 compliant digital radios
 - Replaced old Moscad Fire Station Alerting System with a system from Westnet
 - Purchased the following new vehicle extrication equipment to replace aging hydraulic equipment:
 - Battery-powered combination tool for all engines and quints
 - Battery-powered spreaders, cutters, rams and additional extrication equipment for squad trucks
 - Complete sets of extrication tools for the heavy rescue truck
 - Light rapid intervention tools for all ladder companies
 - Purchased 44 Chromebooks to be utilized at Training Center and at the fire stations for online training
 - Purchased additional Nomex firefighting hoods for firefighters so that they all have two hoods; ensures they have a clean hood to protect against toxic particulates at fire scenes
 - Replaced computers at all fire stations, adding an additional computer to two company stations and purchased four new desktop computers for the Fire Prevention Bureau
 - With assistance from Information Services, KFD purchased and installed Mobile Data Terminals (MDTs) on fire apparatus; the MDTs provide improved information sharing and communication between fire dispatchers and firefighters in the field
 - Purchased and issued two new tools, a Rex Tool and a Gear Wrench Indexing Pry Bar (aka Adjustable Pry Bar) to all fire apparatus

- Purchased turnout gear washing machine for the Training Center
- The new EXO personal escape systems were purchased and distributed to firefighters
- New mattresses and long bed frames were purchased for all 19 fire stations, and Facility Services made 66 sets of headboards and footboards for the longer beds
- Replaced the outdated vehicle exhaust system in all fire stations with a more effective system
- In 2014, the uniform allotment for firefighters was increased from \$375 to \$500.
- Developed an emergency response plan for Knoxville's new Urban Wilderness trails.
- Established the following specialty teams:
 - Swift Water Rescue Team
 - Medical Specialty Team
 - Incident Management Team
 - Planning Section Chief and Logistics Section Chief week-long training was completed in 2019
 - Technical Rescue Team
 - Confined space and rope rescue training was conducted in 2019
- Worked with the Knoxville Emergency Management Agency (KEMA) to establish an Emergency Services Committee, which is a subcommittee of the Local Emergency Planning Committee (LEPC); the Emergency Services Committee, which is made up of various organizations within Knox County, meets monthly.
- The Knoxville Firefighters Association Local 65 has donated the following:
 - Approximately \$78,775 to purchase supplies for Learn Not to Burn program
 - Twenty-two commercial grade elliptical exercise machines to be utilized by City firefighters as part of an exercise program
 - Two portable battery-operated positive pressure fans to be utilized during firefighting operations
- KFD participated in numerous drills and exercises, including the following:
 - In 2016, Engine 18 participated in a hands-on drill with the City of Oak Ridge that simulated a release of chemicals with a mass evacuation
 - In 2017, participated in a series of 31 emergency planning table-top exercises led by Knox County Schools
 - In 2017, the state of Tennessee did a statewide disaster drill involving every county and EOC activation
 - In 2018, KFD EMS Division conducted multi-agency active shooter training at a local school; participating agencies included Knoxville Police Department, Knox County Sheriff's Office, AMR, Rural/Metro Fire

- Department, Seymour Volunteer Fire Department, Karns Volunteer Fire Department and the Knoxville Volunteer Emergency Rescue Squad
- In 2018, Training Center hosted an orientation for new members of City Council; the Council members observed, and also participated in, several demonstrations (including EMS, firefighting and vehicle extrication)
 - In 2019, members of KFD's HazMat team participated in several multiagency exercises with KUB, the 45th Civil Support Team and DOE
 - Implemented a new online learning management system from Target Solutions to improve the continuing education and training for City firefighters.
 - Seven firefighters completed critical care paramedic training at Roane State Community College in 2019.
 - The Training Center conducted four KFD-led online classes (two Instructor I classes and two Fire Officer I classes) through Tennessee Fire Training online.
 - EMS Division provided training to other agencies in the proper administration of Narcan and partnered with the Knox County Health Department to track overdose calls.
 - KFD hosted the following conferences, conventions, seminars and training:
 - In 2014, served as the host department for the 86th annual Southeastern Association of Fire Chiefs Conference held at the Knoxville Convention Center; the conference featured speakers from across the country discussing key aspects of the fire service
 - In 2015, hosted the Tennessee Valley FireCon conference sponsored by the Department of Homeland Security and featuring Dr. David Griffen, nationally renowned fire service speaker
 - Also in 2015, along with the Oak Ridge Fire Department, KFD hosted the International Society of Fire Service Instructors (ISFSI) annual International Instructor Conference in October; the conference was held at Knoxville's downtown Crowne Plaza and the Knoxville Fire Training Academy
 - Hosted the Tennessee Commission on Firefighting's East Tennessee Division Peer Review for the 2017 and 2019 State Educational Supplement Program
 - In 2019, the Tennessee Fire and Codes Enforcement Academy taught the Public Fire and Life Safety Educator class at KFD's Training Academy; the class included participants from KFD's Public Education, Safety City and the American Red Cross volunteers who partner with KFD
 - KFD received the following grants/donations:
 - In 2014, a \$7,500 grant from Fireman's Fund Insurance and Take 1 Insurance/US Risk of CA Inc. to purchase a new thermal imaging camera for Fire Station 20

- In 2014, a \$2,500 grant from Marathon Petroleum at its terminal location on Sevier Avenue adjacent to downtown Knoxville on the Tennessee River; the grant was secured through their First Responder Grant Program and was used to purchase a Rescue Line/Rope Launcher, beneficial when conducting a variety of water rescues and potentially in other rescue scenarios as well
- In 2019, a \$10,000 grant to support KFD's fire safety education efforts from The Hartford and their Junior Fire Marshal program
- Annual Homeland Security Grants totaling \$100,530 to purchase the following items:
 - Entry Link HazMat Video Camera
 - Two portable radios and one thermal imaging camera
 - Two sensors and one radiation detector for Hazardous Materials Unit
 - HazMat protective equipment, gas detectors and a mobile repeater
- The McGhee Tyson Air National Guard Base donated two Toxic Vapor Analyzers to the department
- Deployed firefighters and equipment for the following disasters:
 - In 2015, deployed Swift Water Rescue Team to South Carolina to assist in water rescues, searches and evacuations
 - In 2016, provided firefighting and logistical assistance to Hamilton County and the Tennessee Division of Forestry during the fall wildland fires in East Tennessee
 - In 2016, more than 100 KFD firefighters provided assistance to the Gatlinburg Fire Department and Sevier County Emergency Services during the massive late November wildfire
 - In 2017, deployed five firefighters to assist with the catastrophic flooding in Texas and Louisiana in September
 - In 2018, deployed six firefighters as part of a Swift Water Rescue Team to assist with the catastrophic flooding in South Carolina; also deployed one firefighter who took the EMS Region 2 Ambus to North Charleston to assist with evacuations of hospitals and nursing homes
- At the request of the Fire Chief of the Madisonville Fire Department, KFD sent a strike team (District Chief, Quint 7 and 1 Rural/Metro Fire Department Pumper) and EMS support to assist during the eclipse.
- Adopted the 2012 International Fire Code and 2012 International Code Council Performance Code.
- KFD's Fire Prevention Division worked with Information Services to help Fire Inspectors be more efficient in the field during fire inspections; inspectors are now using iPads during their fire inspections.

- Training Academy has provided firefighting training to outside fire departments through the use of the burn building. This is a valuable tool for other departments, and it also builds familiarity and trust that would enhance success in any multi-agency responses.
- Began a new program of third-party testing of fire hose and ground ladders in order to improve fire ground safety by ensuring all hoses, nozzles and ladders are tested to national standards.
- Began docking KFD's Fire Boat at Volunteer Landing Marina in order to improve response time to emergencies on the river.
- Participated in or hosted the following community outreach events/initiatives:
 - Conducted an annual Citizens Fire Academy beginning in 2013, giving participants an in-depth look at firefighting
 - Established an official KFD social media Twitter account in 2015 to enhance KFD communications with area residents
 - Hosted Open House events at numerous fire stations
 - Held Firefighter Night on Market Square, a community outreach event with static displays of the City's antique fire trucks and booths set up by the Fire Prevention Division and Training Division
 - Teamed with the American Red Cross to offer CPR training during the Open Streets Magnolia Avenue event in May 2017
 - Partnered with UT Medical Center and AMR to teach "Stop the Bleed" classes as part of a national campaign; KFD's EMS Division provided Stop the Bleed training to employees at the University of Tennessee and Knox County Schools Security Division
 - In 2018, a KFD Exhibition/Firefighter Appreciation Day was held at the Training Center; there were demonstrations and displays of firefighting, vehicle extrication, hazardous materials response and high angle rescue as well as a Firefighter Combat Challenge between teams of firefighters

FLEET SERVICES

Overall accomplishments

- Green Leadership Award presented by the Propane Education and Research Council (PERC), 2019.
- Tennessee Certified 2 Star Green Fleet presented by East Tennessee Clean Fuels Coalition, 2018.
- Overall fleet operating readiness rate has averaged 93 percent.
- The Vehicle Impoundment Facility safeguarded 29,989 vehicles, releasing 24,872 vehicles back to their owners.

- The Vehicle Impoundment Facility assisted Purchasing by auctioning off Fleet surplus vehicles as well as those not retrieved by their owners, returning \$3,354,661 back to the City of Knoxville.
- In 2018, Fleet Services launched its first apprentice program – a partnership with the Community Action Committee (CAC) and Tennessee College of Applied Technology (T-CAT) to offer a third trimester student an opportunity for real-world experience; the apprentice gains experience that any potential employer will be looking for when the student enters the work force.
- The T-CAT student, the City and Fleet Services benefit in several ways from the apprenticeship partnership:
 - This program allows the apprentice employee to build on a foundation
 - It also opens up a recruiting pool to use when Fleet has a mechanic position open in the future
 - Fleet Services is proud to report that its very first apprentice candidate went through his four-month program and was hired by the city as an Automotive Technician 1
- In 2017, Heavy Shop conducted a test of renewable diesel; the renewable diesel was used in a small sample of trucks that were having engine issues, and the renewable diesel provided a favorable solution.
- The Light Shop and Heavy Shop both continue to be certified as an Automotive Service Excellence (ASE) Blue Seal of Excellence facility; this certification is awarded to facilities where at least 75 percent of the technicians have taken, passed and maintained certification on the automobile/light truck series of tests.
- Fleet Services started and facilitates the Incident Review Committee, consisting of Risk, Public Service and Fleet Services; the mission of the committee is to analyze, investigate, provide comprehensive reports and provide best practices to reduce the risk of recurrence.
- In 2016, the Light Shop became Fiat Chrysler America warranty certified.
- The advantages of being warranty certified are:
 - Repairs generate revenue for the City by doing warranty work
 - Repairs are done in-house versus taking cars to the dealership
 - Service is improved to customers by offering better trained team members and better diagnostic capabilities
 - The greatest advantage is the reduction of downtime to customers
- In 2015, the Light Shop installed 203 Automated Vehicle Locator (AVL) devices; the Fleet Services team continues monitor those devices.
- Heavy Shop became warranty certified for Ferrara Fire Apparatus; the City will be reimbursed for those repairs made during the warranty period.
- In 2014, Fleet Services created Fire Apparatus Technician positions at Heavy Shop; two technicians with the required Emergency Vehicle Technician Certifications to be a Fire Apparatus Technician I.
- Purchased and placed into service a bi-fuel (gasoline and compressed natural gas) Dodge Ram pickup truck; assigned to Public Service Area 1.

- Converted two gasoline mowers to propane.
- In 2013, Fleet Services continued to make strategic personnel changes to increase the number of technicians available to work on City of Knoxville vehicles/equipment without increasing the number of positions.
- In 2012, tested, verified and corrected diesel fuel contamination issues to provide higher cetane level and greater burn efficiency for diesel fuel; the treatment has also reduced the City of Knoxville's carbon footprint.
- Anticipated fuel savings of approximately \$50,000 annually.

INFORMATION SYSTEMS

2019

- Where's My Bus app and text messages
 - Knoxville Area Transit and Information Systems rolled out a new "app" for both iPhone and Droid smart phones that allows the user to estimate when buses are due to arrive at a bus stop
- Open enrollment
 - Information Systems configured a new open enrollment function designed to use existing Peoplesoft software to allow City employees to select medical, dental, vision and other health-related benefits plans online
- Absence management
 - Civil Service and Information Systems collaborated on a new management tool for general government City employees to view current sick and vacation balances and send an email to their supervisor requesting approval for future leave
- KPD laptops / smartphones / servers
 - Three hundred laptops and more than 400 smartphones were configured and distributed to Police Department employees
 - The laptops are primarily for patrol officers for incident, accident and CAD systems
 - The smart phones are for capturing a signature on traffic citations, email and other applications
 - Additionally, all KPD servers were replaced and virtualized in a single farm
- Network core upgrade
 - The City fiber optic cabling on the core network was analyzed, repaired and upgraded to ensure a 40G transport; IS worked with network consultants to design, plan and procure the additional necessary network equipment for the core ring; implementation to begin in the first or second quarter of 2020
- Upgraded existing systems
 - The following systems were upgraded in 2019: Timeclocks, work management (KnoxWorks), agenda management (MinuteTraq), MicroSoft

- SQL databases, reporting, solid waste billing (ORBIT AR) and anti-virus centrally-managed services (McAfee)
- KAT fuel management system
 - KAT and Information Systems implemented a fuel management system designed to control dispensed fluids from bulk storage tanks to vehicles, capture vehicle identification, mileage and maintenance data, and report fluid quantity and vehicle data to KAT's maintenance system
 - Fire station alerting system
 - The alerting system communicates to each of the 19 City fire stations via the City network and secondarily via radio, providing e-alerts, 911 dispatching, audio and visual features, voice and paging, and other alerting/monitoring to ensure accurate and timely emergency response
 - Implementation required primary and secondary computer servers, additional fire station equipment (monitors, computers) and network switch upgrades
 - iPad management
 - For Apple iPads in the field, a management tool (JAMF) was deployed to remotely install and upgrade of apps; this tool ensures version control and testing of new releases prior to implementation
 - Fleet Wi-Fi
 - Fleet vehicles require diagnostic software located in the cloud; Wi-Fi access points were installed in the maintenance bay at the Heavy Shop for this purpose

2018

- Financial enhancements
 - Assisted Public Service Solid Waste Office in automating the billing and collection of downtown business trash pickup
 - Replaced City budget software used to manage operating and capital budgets with a robust and user-friendly solution
 - Updated citywide financial, payroll and property tax software to the latest versions resulting in a more fluid design and modern look and feel
- Network infrastructure
 - Utilized network equipment providers to analyze the current City network and create a design to support and increase the bandwidth for video and other large data files
 - Designed and implemented a network on the fourth floor of the City County building to support the reconfiguration of the Plans Review and Inspections, Engineering and Knoxville-Knox County departments.
- Work order system (KnoxWorks)
 - Phase III of this project partnered Information Systems and Stormwater Engineering to design and implement a consolidated work order system for the inspection and maintenance of storm water outfalls (drains)

- Equipped field engineers with laptops to enter and complete work orders or inspections
- Plans Review and Inspections
 - Upgrading Plans Review software and installing new virtual hardware provided needed enhancement to architects, developers and contractors who submit their plans for review and approval
 - Implemented software changes needed to support combination (gas, building, mechanical and electrical) inspectors of residential buildings

2017

- Financial enhancements
 - Revenue can now easily accept credit card payment for property and business tax online and in the office
 - Point of sale devices (readers and receipt printers) were seamlessly integrated with the tax collection software to provide a secure payment experience for every taxpayer
 - Revenue tax relief and tax sale software was upgraded and integrated with the existing Oracle financial software; the upgrade combines two data silos into one database providing better maintenance
- Network infrastructure upgrade
 - IS staff performed a major upgrade to the City network in 2017; included replacing a major switch, citywide firewall, intrusion detection and reverse proxy devices; this work lays the foundation for increased bandwidth and speed for more than 1,500 City computer users
- Fire Department communications speed increase
 - IS worked alongside AT&T to change the current T1 phone line technology used to communicate to computers at fire stations from copper to fiber optics; this change increased the stability and speed at each location
- Work order system (KnoxWorks)
 - Phase II of this project partnered Information Systems and Traffic Engineering to design and implement a consolidated work order system for parking meters, traffic signs, guardrails and traffic signals; engineers utilize mobile tablets to enter and complete work orders or inspections while out in the field
- Public Building Authority (PBA) app to issue parking tickets
 - Instead of handwritten parking tickets, PBA security officers now create electronic parking citations using a cell phone app and mobile printers; the data for the ticket is stored electronically and is transferred to Municipal Court computers for court processing and payment
- Fleet Services uses Wi-Fi to increase vehicle repair efficiency

- IS planned a new network required to move Fleet Services to the Public Works Service Center; Wi-Fi was installed and can be accessed by Fleet personnel to perform Internet-based diagnostics on vehicles
- KPD towing automation
 - No more tracking towed vehicles using handwritten paper! KPD officers enter towing information directly into the records management system and print towing citations from mobile printers
- CyberSecurity training classes
 - With the ever-growing threat from cyber hackers, Information System conducted training classes for the Finance, Human Resources and Benefits departments; training to continue and expand to other departments

2016

- KAT – ParaTransit Dispatching GPS System
 - The KAT Lift system is used to assist riders with transportation disabilities; using a new computer system powered by Ecolane, riders can now schedule a trip online and get a reminder phone call of the pending KAT arrival time
 - Dispatchers use this GPS-based system to accurately view where the van/bus is located
 - Bus drivers use the GPS system for driving instructions
 - The Ecolane system has greatly improved schedule reliability
- Parks and Recreation online registration and payment
 - The public can now sign up and pay online for classes, leagues, facility reservations and much more with the new RecPro system installed by Information Systems
 - The system accepts all major credit cards and has more than doubled facility rentals
- Work order system – Phase I complete
 - Phase I of this project partnered Information Systems, Codes Enforcement, Public Service and 311 to design and implement a consolidated work order system
 - Codes Enforcement and Public Service use iPads to enter and complete work orders or inspections while out in the field
- Recorder's digital office
 - In a continued effort to go paperless and streamline recordkeeping, the Recorder's Office worked with Information Systems to create electronic documents of all official records
 - Includes resolutions, ordinances, contracts and other documents officially maintained by the office; the office plans to digitize both current and archived documents
- Patrol officers issue E-citations

- Instead of handwritten tickets, KPD officers now create electronic citations using tablets and printers located in each patrol car
- The data for the ticket is stored electronically and is transferred to Municipal Court computers for court processing and payment
- Wi-Fi on KAT buses
 - What better way to be more efficient than reading email or surfing the Web while riding a KAT bus? Each fixed-route bus now provides Wi-Fi access to all riders
 - KAT manages wireless access and has the ability to filter out certain websites
- Public Works Service Center and Lakeshore Park
 - Many City departments, including IS, planned the new network routing to the new Public Works and Lakeshore Park facilities
 - IS also moved and installed Public Service and Parks and Recreation equipment (computers, printers) to these facilities
- KPD camera infrastructure upgrade
 - Video cameras in every patrol car continuously capture both audio and video while the officer is on active duty
 - A replacement of the infrastructure to wirelessly upload the data at three locations occurred and has dramatically decreased the upload time from the cars to storage devices

2015

- Timekeeping system
 - In an effort to more efficiently log non-exempt employee hours, Information Systems and Civil Service deployed an electronic timekeeping system for Public Service, Fleet Services and Engineering
 - The system is fully integrated with the City's payroll software to ensure work schedules are adhered and overtime work is monitored
- City website and email address (knoxvilletn.gov)
 - The Communications and Information Systems departments spearheaded an effort to redesign the City website using a content management system
 - The site is now easily maintained and updated by each department and logically organized for public access
 - The site launched with a new name – www.knoxvilletn.gov
 - The City also adopted the new government standard email address – name@knoxvilletn.gov
- Automated Vehicle Location (AVL) expansion
 - As part of an effort to increase driver safety and reduce fuel cost, the City in 2014 embarked on a pilot AVL project comprised of 100 City vehicles; the vehicles selected were from all departments except Police and Fire
 - In 2015, the project expanded to more than 200 vehicles; the additional vehicles selected were Public Service's equipment

- Because this equipment is shared by employees, each driver is issued an identification device so that drivers could be monitored regardless of the equipment
- Service request and work order system
 - Many service requests start with a phone call to 311 but can generate work orders for City departments; currently, the work is tracked in multiple computer systems, making it difficult to view the overall status of City operations
 - To solve this issue, the Information Systems, Codes Enforcement, Public Service and 311 departments embarked on a joint effort to design a consolidated system
- Electronic signatures deployment
 - In a continued effort to go paperless and streamline recordkeeping, many City software applications deployed now use electronic signatures to approve or authorize tasks
 - This deployment is especially useful for large employee groups such as the Police and Fire departments
- Patrol cars' migration to tablets/printers for E-citations
 - Information Systems configured and replaced more than 300 laptops with tablet computers and mounted mobile printers in each Knoxville Police Department patrol car
 - This effort was in preparation for a new software solution to be used to create electronic citations
 - While violators still receive a paper ticket printed in the car, the data for the ticket is stored electronically and available for court processing and payment

2014

- Networking Infrastructure
 - A massive effort by the Enterprise Support Division migrated approximately 2,000 City computer users to a more complex and efficient networking software solution
 - Over 10 months, City IS staff systematically and successfully migrated over 85 percent of City users by department
- Property and business tax system development
 - More than 10 years ago, Information Systems developed a comprehensive solution to collect and manage City property and business tax revenue; in 2014, the Applications Division rewrote the entire system using the latest web-based technology
 - The new system incorporates many enhancements that make the Revenue Department more efficient and accountable internally, to the State and, more importantly, to the general public

2013

- Paperless City Court
 - As issued citations are entered into the City Court system, the paper copy is also scanned, indexed and stored electronically, saving City Court staff hours of filing and retrieving citations for court appearances
 - A summary of cases for each court session is also scanned to record each disposition for future use and verification
- Online open enrollment
 - Employee Benefits' self-service software went into production citywide this year during open enrollment
 - This allowed employees to sign up for benefits online at work or at home and saved hours of data entry
- Patrol staffing planning tool
 - A Request for Proposals (RFP) was issued in an effort to procure a solution to assist KPD with an automated methodology to plan staffing for more than 300 patrol officers
 - The system purchased and implemented by Information Systems analyzes data from 911 calls to predict and suggest staffing locations and numbers
- KAT fleet maintenance and inventory
 - KAT faced a daily challenge to keep buses maintained and spare parts available for repair using a 20-year-old antiquated system; IS procured an updated system and assisted in converting data, evaluating new business processes and implementing a new system, saving both staff time and dollars

2012

- Migrated email and deployed a new citywide email system
 - More than 1,500 email accounts containing terabytes of data were migrated to a Microsoft hosting solution
 - Both Outlook Client and Web services were deployed to City users
- Replaced KPD's records management system, which involved installing 300 laptops and 200 work stations with new software used to store at a minimum incident reports, citations, accident reports, property and evidence records, pawn information and 911 information.
- Interfaced with 911 for calls of service records; the system also supplies case management for detectives as well as provides an intelligence-gathering solution for gang, drug and other undercover investigations.
- Implemented a citywide project to provide agenda management software for departments to electronically submit agenda items and supporting documentation through an approval process to the Law Department; the agenda is published online, is accessible to the public and includes the ability to generate meeting minutes

KNOXVILLE AREA TRANSIT (KAT)

- Routes and ridership
 - 87 percent of routes (20 of 23) saw increased service, either through extended hours, extended days or more frequent service
 - Bucking national trends, KAT saw a 12 percent increase in ridership on fixed routes and trolley service during the Rogero administration

- Fleet evolution
 - Added new hybrid electrics to the fleet, now making up 33 percent of KAT's overall fleet
 - Four all-electric vehicles on order, with options for up to eight additional
 - All clean-diesel buses outfitted with particulate filters
 - Reduction in overall fleet age by 1.66 years

- On-street amenities improvements
 - 36 additional bus shelters installed
 - New or enhanced superstops for West Knoxville, East Knoxville and the Downtown trolleys
 - New, smaller seating being installed

- Passenger technologies
 - Real-time arrival information at all Knoxville Station platforms
 - Real-time voice announcements of major intersections and stops on all buses
 - New and improved website featuring new text alerts sign-up and an employee intranet
 - Wi-Fi installed on all buses
 - Google Trip Planner integrated into website, and KAT information available on Google Maps
 - Real-time text information at all bus stops
 - KATbus Tracker App – KAT's first real-time bus app, available for Android and iPhone users
 - Partnering with City Engineering on Advanced Traffic Management System along Broadway, allowing for bus prioritization and improved traffic flow to accompany an Accelerated Bus Corridor (ABC) of limited stop service using electric vehicles (in process)

- Outreach and marketing expansion
 - Expanded outreach services reach between 4,000 and 5,000 individuals annually
 - Expanded both individual and group travel training services, offering hands-on training at Knoxville Station, O'Connor Senior Center, and at schools, partner agencies and other locations

- Implemented Trolleys on Tap and Transit on Tap outreach listening sessions, resulting in public-guided service changes
 - Passenger Playbook marketing encourages regular fixed-route transit service to UT Home Football games and other major events, resulting in a 25 percent ridership increase on Playbook routes on game days
 - Expansion of the Customer Service Desk hours to include Saturdays and later weekday evenings
 - Implemented City Employee Bus Pass Program, with over 900 20-ride passes distributed so far
 - Partnerships with the Downtown Alliance helped increase trolley ridership through Elf on the Shelf, Where's Waldo, and First Friday trolley marketing, resulting in a 16 percent increase in trolley use during Rogero's term, or more than 83,000 additional trips annually
- Passenger appreciation and retention
- Books on Buses program distributed more than 2,400 books during the summer of 2019
 - KAT's Valentine's Day rose giveaway distributes 500 flowers each year to passengers
 - The annual Thanksgiving Tree in the Knoxville Station lobby allows passengers and others to record all that they are grateful for
 - Participation in the Big Read and Knox County Library's Summer Reading Program
 - Customer Service Desk personnel trained to provide and assist with voter registration
- Safety
- A dramatic reduction in preventable accidents, with fewer than 10 in 2018 and 2019; preventable accidents can be as small as a mirror hitting a tree limb or pole
 - Safety education campaigns and new safety policies have resulted in reductions in passenger falls on buses and reductions in worker's compensation claims, saving the City of Knoxville tens of thousands of dollars over the past eight years
- Awards
- KAT bus operators have placed in state driving competitions every year during Rogero's two terms; in three cases, those KAT operators went on to win at state level and compete nationally
 - 2017 Outstanding System Award, American Public Transportation Association
 - 2018 Gold Safety Award, American Public Transportation Association
 - In 2019, Mayor Rogero was awarded with the Distinguished Local Service Award, American Public Transportation Association

KNOXVILLE CHAMBER AND INNOVATION VALLEY

- The Knoxville Chamber and Innovation Valley serves as the economic development agency for the city of Knoxville under a services contract.
- Between 2012 and 2019, a total of \$519.4 million in announced capital investments inside the City limits (including at McGhee Tyson Airport) created 3,515 jobs.
- Among the major investments:
 - Allegiant Air – \$50 million
 - SH Data Technologies (Smith & Hammaker) – \$24 million
 - Regal Cinemas – \$15 million
 - Cirrus Aircraft – \$15 million
 - Engert Plumbing and Heating – \$12 million
 - Hicks Plastics Co. – \$10.4 million
 - Beverage Control Inc. – \$10 million
 - Reily Foods – \$10 million
- The city also invests in Innovation Valley, the Knoxville area’s regional economic development partnership managed by the Knoxville Chamber, knowing that capital investments and new jobs outside the city limits in Knox and surrounding counties benefit the entire region, including the city of Knoxville.
- Ensuring that companies also have the skilled workforce they need has also emerged as a priority. The Chamber has worked to place hundreds of educators, school counselors and administrators in a variety of industries for several hours to two days; the teams then create lesson plans to make students’ aware of fast-growing, high-paying jobs within Knoxville.
- More about the Chamber’s leadership team, Board of Directors and members: www.knoxvillechamber.com.
- Innovation Valley is East Tennessee’s regional economic development partnership, managed by the Knoxville Chamber. Learn more: www.knoxvilleoakridge.com.

KNOXVILLE-KNOX COUNTY PLANNING

- Knoxville-Knox County Planning serves both the City and Knox County, but the activities and accomplishments listed below only encompass the major activities undertaken and accomplishments attained from 2012-2019 in the City of Knoxville.
- Starting in fall 2011, Plan East Tennessee was a three-year regional planning process focused on Anderson, Blount, Knox, Loudon and Union counties led by Planning staff in partnership with the City of Knoxville.

- The process resulted in a number of community resources, including a framework for growth and a high level roadmap to help communities and groups achieve their goals.
- In 2013, staff oversaw the Regional Transit Corridor Study, which examined major corridors in the area to determine if any could support higher capacity transit services. Three were identified as strong possibilities for Bus Rapid Transit service, including Cumberland Avenue/Kingston Pike, Magnolia Avenue, and North Broadway.
- Planning led the comprehensive update of the City of Knoxville zoning ordinance, a public process called Recode Knoxville. The project prioritized investment, protection of valued community assets, and connectivity among people and places. A record number of outreach opportunities were provided throughout the nearly three-year project, resulting in a thorough and transparent process that led to the adoption of the City's new zoning ordinance in August 2019.
- Local pedestrian and bicycle crash data was first collected and analyzed to create reports and identify trends in 2017. The data helped inform the City of Knoxville about problematic intersections, and changes have been made through solutions such as banning right turns on red and installing Leading Pedestrian Intervals in certain locations. This data continues to be collected and analyzed.
- The Chapman Highway Implementation Plan, adopted in 2019, provided a prioritized list of projects intended to transform and improve the portion of the corridor within city limits. That list identifies projects that improve livability and safety for all modes of transportation.
- Seven Sector Plan updates were completed, addressing issues in the North County, South County, East City, Northwest City, Northeast County, Northwest County and Southwest County sectors.
- A total of 53 zoning ordinance amendments were drafted by Planning staff and adopted.
- The City's Historic Resource Inventory was updated in 2016 to ensure that planning and zoning decisions do not harm important historic buildings, streetscapes or neighborhoods. This update focused on buildings constructed between 1935 and 1966, the period often referred to as "mid-century modern."
- Planning and the agency's related projects have received various awards and other recognition:
 - In 2012, Knoxville was chosen to host the Institute for Sustainable Communities' Smaller Places Summit
 - The Smart Trips program earned a Gold Award in the National Center for Transit Research's Race to Excellence
 - The following year, Smart Trips won the Governor's Environmental Stewardship Award
 - The Knoxville region was re-designated as an attainment area by the U.S. Environmental Protection Agency in 2015
 - In 2017, Planning was chosen by Smart Growth America to participate in a Complete Streets Consortium
 - Smart Trips again received the Governor's Environmental Stewardship Award

- Gerald Green became the agency's Executive Director in 2015
- In 2018, the agency rebranded to Knoxville-Knox County Planning and reorganized its internal departments. The goal of these changes was to be more responsive, engaging and relevant to customers and the overall community.
- ET Competes was an outgrowth of the PlanET process. From there, the East Tennessee Mayors Caucus was created in 2015. The Caucus, chaired by Mayor Madeline Rogero, is made up of a group of mayors from 16 area counties and encourages collaboration in our region. Members continue to work on tackling problems, growing regional prosperity, and improving quality of life in the area.
- In 2016, the agency was instrumental in the creation of Open Streets, an annual event that promotes physical activity and community interaction. These events continue to be held in different parts of the city, in which a section of a road is closed to all motorized traffic to allow people to shop, play, exercise and socialize on foot or two wheels.

LAW

2019

- The Law Department was very active in 2019, the final year of the Rogero administration. In their role as legal advisors for the City, attorneys with the Law Department have provided legal services throughout the year to each and every department, office and division within City government, in addition to staffing the various City boards and commissions.
- As one of its primary missions, the Law Department prepared and distributed the City Council agenda every two weeks, which in 2019 included 590 resolutions and ordinances prepared or reviewed for consideration by City Council.
- While the legislative highlight was the mammoth overhaul of the City's zoning ordinance known as ReCode, other code amendments ranged from restructuring of the City's codes enforcement functions to revisions of its flood control regulations, and even included a new strategy to deal with the City's free-roaming feline population.
- The Law Department's legislative efforts were again not restricted to City Council issues. Law Department attorneys in 2019 responded to requests for assistance from members of the General Assembly and worked with legislative counsel Tony Thompson, the Tennessee Association of Chiefs of Police, and Tennessee Association of Property Tax Professionals in reviewing and offering advice on proposed legislation.
- As the in-house law firm for the City, the business of the Law Department touches every single City department in one way or another. Much of this assistance comes in the form of contracts with third parties for goods and services and memoranda of understanding with other governmental entities.
- Over 2019, Law Department attorneys and staff prepared, reviewed and caused to be executed more than 600 contracts and/or amendments to existing contracts.
- These contracts covered the full range of the City's major projects, including:

- Redevelopment of the old State Supreme Court site
 - A tri-party agreement between the City, Knox County and Knox County Schools to enable the design and construction of a new Lonsdale Elementary School (including integrated City recreational space)
 - The Fort Kid reconstruction project
 - Contracts for creation and display of several items of public art
 - Agreements for the acquisition and development of the Knoxville Science Museum funded by the Clayton Family Foundation, and
 - Agreements related to the ongoing transformation of the old St. Mary's Hospital property into a new public safety facility and redevelopment area
- Contracts for these major projects are in addition to the large number of contracts routinely generated for infrastructure construction and maintenance by the Engineering Department and for tax incentives and other projects sponsored by the Redevelopment Department. For the Community Development Department, in addition to the contract totals listed above, the Law Department prepared and assisted in the execution of:
- 71 deed of trust releases
 - 14 loan modifications
 - 11 assumption agreements
 - 11 Homemaker Program agreements
 - 10 Commercial Façade Improvement Program projects
 - 7 loan subordinations
 - 6 Historic Preservation Fund projects
 - 6 Owner-Occupied Home Rehabilitation projects
 - 5 Affordable Rental Development Fund projects
 - 5 Community Housing Development Organization projects
 - 5 Homemaker Program certificates of release and completion
 - 4 Downpayment Assistance Program projects
 - 4 PILOT support letters
 - 1 Blighted Properties Redevelopment Program project
 - 1 Emergency Home Repair project
 - 1 Rental Rehabilitation Program project
- In addition to their obligations regarding legislation and contract drafting and review, the attorneys in the Law Department are skilled litigators, in the past year taking on more than 50 new cases involving the City or City employees, in venues including City Court, Knox County General Sessions, Circuit and Chancery Courts, and the United States District and Bankruptcy Courts.
- City attorneys also handled cases before Beer Board and Civil Service hearing officers and various other regulatory authorities, and resolved 31 worker's compensation claims.

- City attorneys work had to stay abreast of developments in statutory and case law at the state and federal levels so they can provide accurate legal advice to the Mayor, City departments and directors.
- Additionally, the Law Department provides legal updates and training, both annually and on an as-needed basis, to City employees. For example, this past year, attorneys trained KPD recruits in civil liability, provided annual in-service training to all KPD officers, provided training to new KPD instructors and cadets, and provided legal training to KFD supervisors during their promotion in-service training.
- Attorneys also provided continuing training to members of City boards and committees regarding their obligations under the state open meetings laws.
- The Law Department also assists in an ongoing review of KPD policies related to its CALEA accreditation, and in 2019 assisted with the re-establishment of the KPD reserve officer program.

Throughout the Rogero administration

- How do you measure eight years of activity by the Law Department? It would be relatively easy to look at each of the Law Department's year-end summaries and conclude that its activities remain relatively constant through the years, save for the various projects and programs instituted by other City departments.
- This constancy and continuity is, in fact, a tribute to each of the attorneys, administrative assistants and law clerks who have contributed to the work of the Law Department over the past eight years.
- It is in large part because of the hard work, dedication and sound legal assistance provided by the Law Department, usually in contributions made behind the scenes, that each of the major projects and accomplishments of the City over the past eight years came to fruition.
- A walk through the downtown area alone shows old buildings transformed into new hotels, condominiums rising from vacant land or developed from warehouses, new and expanded parking garages, and new businesses created from shuttered or underused properties. The vast majority of these projects required input, in one way or another, from the Law Department.
- Further out, one can see the revitalization of the Cumberland Avenue strip, both through projects underway and completed projects, including the University Commons development, and an entirely new landscape on the South Waterfront. Again, the Law Department had a significant role in each of these projects.
- The City can boast of new, improved and expanded parks and greenways and a dedicated Urban Wilderness area, expanded low-income housing opportunities and additional supportive services for the homeless, all of which required extensive input from City attorneys.

- Internally, policy initiatives shepherded by the Law Department include expanded benefits for City employees and their domestic partners and increased protections from discrimination and harassment based on gender identity and sexual orientation.
- Reduced simply to numbers, over the past eight years the Law Department:
 - Prepared more than 4,500 ordinances and resolutions
 - Prepared, reviewed and saw through to execution more than 3,750 contracts
 - Handled approximately 450 new lawsuits, in addition to the cases already pending, and resolved roughly the same number
- These totals do not include worker's compensation cases handled or routine transactional documents prepared such as deeds, deeds of trust, releases, etc. The numbers alone, while impressive, do not tell the entire story of the work of the Law Department over the past eight years. Its work is reflected in the growth of the City and in the improved quality of life of its citizens and its employees.

OFFICE OF NEIGHBORHOODS

- The Office of Neighborhoods' mission is to improve communication and foster accountability between and among neighborhoods and City departments; ensure timely and well-coordinated inter-departmental responses to neighborhood needs; and collaborate with neighborhoods to identify, understand and address issues of shared concern.
- The Office of Neighborhoods (OON) helps neighborhoods engage in resident-led, resident-controlled, democratically-run neighborhood improvement initiatives based on assets and needs identified by the residents in each neighborhood. OON also provides neighborhood groups with leadership training and other organizing tools to be more effective builders of livable communities.
- The OON staff serve as the liaisons between City departments and the neighborhood organizations / neighborhood folks. OON also takes referrals from the Mayor's Office as well as other departments.

Resources and programs, 2012-19

- Anti-blight programs
 - Fight the Blight 4- to 5-week series workshops – offered three times
 - Neighborhood Working Group – met monthly for 3½ years (40 times)
 - Neighborhood clean-ups – organized five neighborhood clean-ups
 - Neighborhood Give Day Guide – created the guide in fall 2019
- Broadway Corridor Task Force
 - Established, organized and partnered with the East Tennessee Community Design Center for a design charrette, trained leadership, and now the group meets independently and works with neighbors and business

- Building strong neighborhood organizations
 - Created the 11-week highly-intensive 33-hour curriculum; offered three times with 61 individuals participating
- Collaborations
 - Began collaborations with seven outside organizations (GSP, KCHD, BRS, 5PointsUp, Planning, KKB and SEED)
 - Began collaborating with 10 City departments (Police Advisory and Review Committee, Community Development, Redevelopment, KPD, KFD, Engineering, Sustainability, Business Support, Communications, and Save Our Sons)
- Consultation services
 - Helped existing groups thrive, provided mediation and staff for retreats, helped new organizations form, created and printed thousands of flyers to help expand the reach of neighborhood organizations
- Emergency preparedness
 - Spoke to 45 neighborhoods about becoming prepared in an emergency
 - Prepared an Emergency Preparedness Guest Speakers Guide
- Funder's Guide, Guest Speaker's Guide, and Knoxville Neighborhood Directory
 - All have been created and maintained
- Knoxville Neighborhood Advisory
 - For the last five years, the Office of Neighborhoods has produced 221 issues of the newsletter
- Neighborhood Advisory Council
 - The group has met more than 80 times to advise the administration on all topics that have come up over the last eight years (i.e. food trucks, the sign ordinance, absentee landlords, Open Streets, urban agriculture, homelessness, Short Term Rentals, PARC, neighborhood signs, Recode, The Neighborhood Conference, walkability, minimum requirements for neighborhoods, affordable housing, Healthier TN, recycling education, NTSP and the Education Component, and gathering more input from young people)
- Neighborhood groups map
 - Created and maintain a KGIS layer of neighborhood boundaries
- Neighborhood meetings
 - Featured speaker or attended more than 635 neighborhood meetings, City meetings open to neighborhoods, or collaborations with other departments
 - Identified and offered intensive support to 15 low-income neighborhoods for the AmeriCorps VISTA program
 - Organized five Community Cafes
 - Organized one Resource Fair
- Neighborhood recognition
 - Researched, sought input, created a NAC committee and created a Neighborhood Recognition / Best Practices Initiative
 - Continuing to get feedback from Administration, City Council, Planning Commission
- Neighborhood Small Grants Program
 - 55 grant projects over six cycles totaling \$136,965

- 31 different neighborhoods have received money
- 12 micro grants have been provided a total of \$5,900
- Neighborhood Traffic Safety Program
 - Received 52 applications for speed reduction devices (some didn't qualify or were paired with other applications in the same neighborhood)
 - In the past two years, completed five projects with 15 in the process
 - Created the NTSP Education Component
- The Neighborhood Conference
 - Held seven Neighborhood Conferences / Awards Luncheons with 3,720 participants present
 - Planned and Implemented 90 workshops with close to 280 speakers
 - Seven Neighbor of the Year Awards; more than 25 Neighborhood Achievement Awards; 395 Booths, T-shirt contest
- Training workshops
 - Sent six staff to three regional conferences and three staff to three National Conferences
 - Sent four staff and neighborhood leaders to two conferences on reclaiming vacant properties
 - Planned and held more than 40 standalone workshops on various topics important to the neighborhoods or the City
- Total budget: \$254,590
- Office of Neighborhoods staff:
 - Debbie Sharp – Neighborhood Coordinator (full time)
 - Eden Slater – Assistant Neighborhood Coordinator (full time)
 - Courtney Durrett – Conference Planner (part time)
 - Currently one full time AmeriCorps VISTA and one part time UT intern

PARKS AND RECREATION

Greenways at a glance

- Added approximately 15 miles of soft surface trail and 5.8 miles of paved greenway since 2012.
- Major soft surface projects (with assistance from the Appalachian Mountain Bike Club) include Bakers Creek (7.1 miles), Sharps Ridge (5.4 miles), and Fort Dickerson (2 miles).
- Paved greenway projects include the first section of the South Waterfront downtown riverwalk, the First Creek Greenway Connector (Fulton High School to Larry Cox Senior Center), Suttree Landing Greenway, Knox/Blount Greenway, Lakeshore Park Greenway, and the Mary Vestal Greenway extension.

2012-19 highlights

- Increased the program offerings, social media notices and online registration availability to help increase the number of participants in our programs.
- Provided \$108,000 in Challenge Grant funding for 60 projects in our parks or public spaces to neighborhood groups. This equates to approximately \$258,000 worth of neighborhood investment in public spaces.
- Supported 4,000 youth who attended 604,441 times in our free afterschool program. Identified and provided 480 at-risk youth with Christmas gifts purchased by City departments.
- Provided summer camp activities for 5,000 youth registered in the program that attended 130,200 times over the last 8 years.
- Taught 9,970 participants (121 adults and 9,849 youth) to swim in our Learn to Swim classes.
- Trained 1,000 lifeguards and certified 100 others in CPR and First Aid, Water Safety and other required American Red Cross programs.
- Offered adult recreational leagues for 2,616 teams.
- Supported and partnered with the youth sports commissions to offer 4,902 teams recreational sports opportunities for baseball, basketball, football and softball.
- Provided senior programming, with attendance of 1,436,256 for events, programs and other activities at City centers and the KCDC high rises.
- Relocated the Parks and Recreation Administration offices to Lakeshore Park.
- Created a Cyber Sale to allow discounts for programs such as pickleball and arts and craft classes.
- Received nine awards from the Tennessee Recreation and Parks Association for the KORE Mobile Outreach, Mary Vestal Greenway Extension, Zaezion Dobson Memorial Mosaic, Baker Creek Preserve, and the Lakeshore Park Administration Building.
- RecPro program was installed to allow online registrations and credit card payments.
- Hosted 55 free Knoxville Community Band concerts at sites like the Bijou Theatre and World Fair Park.
- Ranked No. 1 in the nation as a Let's Move! City and County.
- Received a \$122,000 grant from the U.S. Conference of Mayors Child Obesity Grant to create the Mobile Outreach Program.
- In 2019, hosted Spring Break Camp with more than 50 participants.

Athletics

- Hosted Knoxville's first pickleball tournament at West Hills Park in 2015.
- Pickleball began in one recreation center in 2013 and now has expanded to 12 indoor sites with 27 courts and 10 permanent outdoor courts at two sites and nine tennis courts with added pickleball lines.

- Hosted the first known dynamic skills challenge pickleball event for adults with disabilities.
- Hosted 200 weekend tournaments at Caswell Park.
- Completed and opened the tennis building at West Hills Park.

Maintenance

- Created a replacement schedule for the 68 play structures in City parks.
- Completed various improvement projects to recreation centers and parks, such as:
 - Inskip Pool – received a new ADA outdoor shower, refurbished volleyball court with new sand, two new picnic shelters, 12 new picnic tables, a new ADA drinking fountain / water bottle filler, a new ceiling in the women’s restroom, and extended the pool use area by 30 percent with new fencing.
 - Tyson Park – six tennis courts were repaved and all 14 courts were resurfaced and received repairs along with all new windscreens and tennis nets.
 - Lakeshore Park Administration Building – sidewalk connections from the building to the Lakeshore trail system, along with restoration of the wrought iron fencing near the entrance.
 - Adair Park – pond restored and added a new spray fountain.
 - Malcolm-Martin Park – two 8-by-30-foot dugouts with prefabricated roofing systems and concrete pads.
 - Forest Heights Pocket Park – new benches, play structures and landscaping.
 - Alice Bell Ballfields – new aluminum bleachers following removal of old concrete bleachers.
- Parking lot striping for Adair Park, Gary Underwood, Holston River Park, Island Home Park, Mary Vestal Park and parking lot paving at Milton Roberts Recreation Center, Maynard Glen, South Knoxville Community Center and West Hills Park.
- Installed eye wash stations at Ed Cothren Pool and Inskip Pool.
- Repaired batting cages at Caswell Park and Claude Walker Park and upgraded new dugouts at Alice Bell Ballfields.
- Resurfaced and relined courts at Baxter Avenue Park and Frajan Campbell Park and converted tennis courts to basketball courts at Cal Johnson Park.
- Opened a new playground at the Cumberland Estates Recreation Center, Milton Roberts Recreation Center, West Haven Recreation Center, Northwest Middle School Greenway, E.V. Davidson Recreation Center, Sam Duff Memorial Park, Lakeshore Park; installed swings at Babe Ruth Park and assisted the Legacy Parks Foundation with playground elements at Baker Creek Preserve and Baker Creek Play Forest.

- Window and window shade upgrades made at Deane Hill Recreation Center and Caswell Park and many other recreation centers.
- Replaced playground mulch at Island Home Park, Lonsdale Park and Old North Knoxville Park.
- Flooring updates at the Knoxville Adaptive Recreation Center.
- Door improvements made at the Lonsdale Recreation Center that included four new gym doors, frames, closers and hardware.
- Installed gravel walking path at Victor Ashe Park that is sometimes used for the youth cross country meets.
- Created a new junior disc golf course at Inskip Park.
- Renovated Tyson Park playground with a new foam surface that was replaced in 2019 due to a flooding event.
- Solar lighting installed at the downtown dog park.
- Opened up six newly constructed pickle ball courts in West Hills Park on former tennis courts.
- Reconstructed/resurfaced the entire cart paths at both Knoxville Municipal Golf Course and Whittle Springs Golf Course.
- Renovations made at Fountain City Lake. Partnering with the Engineering Department, a study was completed that addressed the problem of algae growing in the lake with planned equipment upgrades, construction and planting of wetlands and education of park visitors.
- Completion of the new entrance into Fort Dickerson Park, which aligns with Chapman Highway at Woodlawn Pike and makes easier entry and exit for park users.
- Added an ADA accessible 20-by-30-foot picnic shelter at Victor Ashe Park adjacent to the disc golf course. Purchased and installed 18 new disc golf baskets throughout the course.
- Refinished the gym floors with most being all-wood floors at Cumberland Estates, E.V. Davidson, Deane Hill, Cal Johnson, Cecil Webb, Christenberry and South Knoxville Community Center.
- Cumberland Estates dance studio received a new floor, mirrors, paint and decor. Christenberry dance studio floor was sanded and refinished. E.V. Davidson game room and locker room were remodeled with new VCT flooring.
- The outside spectator area at Tyson Tennis Center was upgraded with enhanced landscaping and all new picnic tables, including one ADA accessible picnic table.
- Installed high-impact flooring in the fitness rooms at Cecil Webb Recreation Center, Cumberland Estates Recreation Center, and the Dr. E.V. Davidson Community Center.
- Renovation work began for the Cal Johnson Recreation Center.
- Lakeshore Park Conservancy will complete the HGTV Overlook in late 2019.
- Continuous park cleanup with full-time and part-time staff as well as countless volunteers

Parks, greenways and trails

- Completed a City greenways and park map update along with an interactive park map developed by KGIS for Knoxville, Knox County and Farragut.
- Completed and began utilizing the Parks and Greenway Feasibility Study to prioritize greenway projects.
- Worked with Google to officially make public a new “Google Trekker” site that allows people to get online and see all the trails and greenways in Knoxville.
- Officially open up the almost two miles of paved Knox/Blount Greenway.
- Opened the TDOT-installed bridge across Western Avenue to connect a greenway from Victor Ashe Park (Northwest Connector).
- Received \$1.89 million grant from the State of Tennessee for the construction of the Northwest Greenway Connector, Phase II, extending from Western Avenue to Middlebrook Pike.
- Provided assistance and guidance with planning and/or construction elements of various projects, such as:
 - Zaezion Dobson Park development (a KCDC park)
 - First Creek Greenway section from Fulton High School to Edgewood Park
 - Fort Dickerson Park entrance improvements
 - Suttree Landing Park completion and phase II of improvements that included a pavilion with bathrooms and a floating dock
 - Urban Wilderness
 - Maintenance and resurfacing of the Northwest Greenway
 - Cradle of Country Music Park
 - Sharps Ridge Veterans Memorial Park
 - Dog park expansions
- Added 10 water refill stations and 3 sunscreen stations in parks.
- Completed “A Fresh Perspective,” an aerial videos and photography project, showcasing nine parks and greenways, including Adair Park, Caswell Park, Holston River Park, Inskip Park and Pool, Sequoyah Hills Park, Sharps Ridge Veterans Memorial Park, Tyson Park, Victor Ashe Park, and West Hills Park.
- Received, secured and made safety improvements at the 70 acres River Bluff Wildlife Area in South Knoxville from the Legacy Parks Foundation.
- Received and programmed the 100 acres of Baker Creek Preserve from the Legacy Parks Foundation.
- Received \$1.36 million TIP grant for the design and construction of the East Knox Greenway connecting Caswell Park to the Knoxville Botanical Gardens.
- Groundbreaking for the Urban Wilderness Gateway Park and the construction of the Baker Creek Preserve Bike Park.
- Working with Robin Easter Design to update and expand the branding for the Urban Wilderness.
- Completed improvements to the Augusta Avenue Quarry entrance, parking lot, landscaping, accessibility and safety.

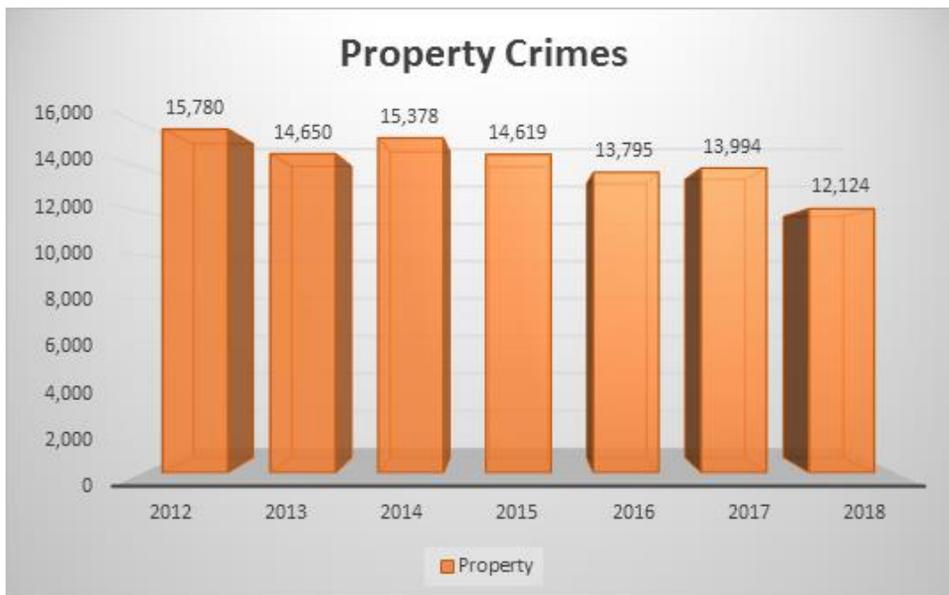
Recreation

- Started the Dynamic Recreation program to provide recreation activities to disabled adults in the community.
- Held five Let’s Move! events at Victor Ashe Park
- Held seven Teen Step Shows at the Knoxville Coliseum with more than 1,000 youth participants and attendees.
- Registered and supported 300 youth in the Kids Can Bike Program that provided instruction on how to ride safely and culminated in a 10-mile bike ride along a City greenway and providing each youth with a bike helmet.
- Began an annual Special Olympics Tennis Competition at West Hills Park.
- Launched the KORE Mobile Outreach program that provided recreation and nutrition activities to 475 children and adults.
- Connected kids in recreation center programs to non-traditional sports, such as jump rope, golf, tennis and dance through partnerships with outside organizations.
- Conducted two Neighborhood to Nature (N2N) events at City parks to connect families to the parks in their area.

POLICE

At-a-glance

- Each year from 2012-19, Knoxville Police Department officers have answered more than 250,000 calls for service annually.
- From 2012-19, KPD’s clearance rate was an average of 47.32 percent. The statewide average is 40.85 percent.
- KPD increased arrests for gun crimes by more than 50 percent from 2012-19.
- Property crimes decreased by 23 percent from 2012-18.



- The KPD Property Crimes Unit has recovered and returned over \$500,000 worth of stolen property since 2012.
- KPD supported the successful rollout of the Behavioral Health Urgent Care Center in 2018. KPD officers have diverted more than 500 individuals with substance abuse and/or mental health issues away from jail and into treatment.
- KPD officers partner with and support the Change Center, which opened in 2018. The Change Center, a safe haven for young people with job and mentoring opportunities, also features a skating rink, climbing wall, pizza kitchen, recording studio and more. More than 3,300 people donated more than \$3 million for its construction. Then-KPD Chief David Rausch co-chaired the Change Center's Board of Directors.
- In 2018, Mayor Madeline Rogero appointed Eve Thomas as the City's 26th Chief of Police. Thomas is the first woman to lead KPD. She succeeded Rausch, who went on to serve as Director of the Tennessee Bureau of Investigation.

2012-19 highlights

- The Knoxville Police Department worked closely with the Tennessee Office of Criminal Justice Programs and the Family Justice Center to create and establish the statewide Family Justice Center initiative.
- With federal funding, KPD created the first anti-bullying initiative in Tennessee, which included education through a retooled life skills curriculum being taught in the Knox County Schools system.
- KPD was re-accredited with excellence in 2012, 2015 and 2019 through the Commission on Accreditation of Law Enforcement Agencies (CALEA). Additionally, the Training Academy was also re-accredited with excellence by CALEA in 2013, 2016 and 2019.
- KPD received its initial accreditation with Tennessee Law Enforcement Accreditation (TLEA) in March 2011. The department was re-accredited through TLEA in 2014, 2017 and December 2019.
- The KPD Training Academy was moved to the Phil E. Keith Training Center, which included the addition of a new 6,000-square-foot multi-purpose state-of-the-art training building.
- KPD collaborated with the Helen Ross McNabb Center and the Critical Incident Training (CIT) team to create and deploy an early diversion program for individuals in mental crisis.
- KPD Neighborhood Bike Officers (NBO) conducted a thorough mapping and trail-typing effort on nearly 40 miles of remote trails in the Knoxville Urban Wilderness to assist first responders when an emergency occurs on the trails. This effort allows for a cross-reference with a victim's cell phone to provide an exact location during emergency response.
- Implemented an E-Citation Program, reducing the time it requires to write a citation and increasing efficiency.
- Implemented the "Handle with Care" program to notify Knox County Schools personnel of any traumatic event experienced by a child of which police are aware.

- Implemented “If You Can Read You Can Be” literacy program for elementary school students.
- ICAC Wounded Warrior HERO Program: The Internet Crimes Against Children unit hired a wounded U.S. military veteran under the U.S. OJJDP HERO grant to assist in identifying suspects in child exploitation and pornography.
- The KPD Violent Crimes Unit initiated a victim’s advocate to serve families impacted by violent crime.
- The Violent Crimes Unit also added a crime intelligence analyst to provide assistance during investigations.
- Partnered with the White House Data-Driven Justice Initiative to create justice system reforms.
- Collaborated with the Appalachia HIDTA, the DEA, the Knox County District Attorney General’s Office and the Knox County Medical Examiner’s Office to establish the first Drug-Related Death Task Force in the country.
- Hosted the Police Department’s first Coffee with a Cop event with Chick-fil-A. Has since hosted several other similar events and established a monthly Coffee with a Cop event at local McDonald’s to improve community relations.
- KPD officers involved in the Community Liaison Program have attended an average of 35 to 40 meetings per month with 90 different community groups from 2012-19. These meetings are a sustained effort to enhance community partnerships to address crime and quality of life in the neighborhoods served by KPD and to continue building relationships of trust.
- KPD now has three full-time certified firearms examiners operating in solo capacity in the firearms lab to increase KPD’s ability to successfully investigate gun-related crimes.
- Created the Secondary Employment Office to schedule and monitor secondary employment for officers.
- Initiated the Go Big! Knoxville mentoring partnership between the KPD and Big Brothers Big Sisters of East Tennessee.

PUBLIC ASSEMBLY FACILITIES (managed by SMG / ASM Global Knoxville)

Overview

- The City’s Convention Center facilities have been under management by SMG (now ASM Global Knoxville) since 2000.
- Initially during the Rogero administration, the Knoxville Civic Auditorium and Coliseum as well as Chilhowee Park and Exposition Center continued to be managed by the City’s Public Assembly Facilities Department in collaboration with an appointed advisory board. In 2015, the City transitioned to SMG managing all these public venues to draw on the international entertainment venue management company’s experience, resources and professionalism.
- SMG (now ASM Global Knoxville) is currently under contract for facility management of the Knoxville Civic Auditorium and Coliseum (KCAC), Chilhowee Park and Exposition Center, Knoxville Convention Center (KCC), and World’s Fair

Exhibition Hall (WFEH). The City believes the combined facilities model continues to prove that the sharing of local resources, combined with ASM support and resources, is a smarter way to operate. The acclimation, culture and the operational flow have settled, and the combined team has gelled and is cohesive, resulting in numerous benefits to all properties and an improved experience at events for Knoxville residents.

- Support from attendees, concert goers, promoters, tenants and partners has been overwhelmingly positive, according to ASM Global.
- These City venues drive economic impact and economic development and create jobs. For Knoxville residents, they create positive lifestyle experiences, encourage residents to venture out, enjoy events and entertainment, and make memories.
- Highlights, 2012 to 2019, include:

2019

All venues

- Bookings and budgets:
 - All facilities beat budget collectively by \$581,994, hosting 653,513 attendees and exceeding booking goals for the year.
- Improvements:
 - Installed metal detectors, approved in the previous year's capital requests, and implemented training and policy protocols. The security equipment is used primarily at hockey and concerts at KCAC and at other venues as required.
 - In-house Information Technology (IT) Department continues to enhance facility Wi-Fi networks to provide more bandwidth and faster service to meet the ever-increasing public expectations for service.
 - Improved cash-handling procedures by adding additional individual safes and cameras to all cash-handling areas.
- Accolades and Human Resources:
 - SMG Knoxville won the 2018 DBE Advocate Award from the City of Knoxville in recognition of the highest spend in its category to minority- and women-owned business enterprises.
 - SMG Knoxville won the Greater Knoxville Hospitality Association's Pauly Award for Community Service and advanced to the state level at the Governor's Conference on Tourism Stars of the Industry Awards. The award was recognized in the International Association of Venue Managers' annual highlights edition.
 - Across the organization, hired 112 people this year – event staff, operations staff, cooks and emergency personnel. Two were new positions, Assistant Box Office Manager and Operations Supervisor.
 - Promoted from within: Finance's Accounting Coordinator was promoted to Accounting Supervisor, and Food & Beverage's (F&B) Assistant Manager was promoted to Manager.
- Industry and community commitment:

- Knoxville staff volunteered 2,447 hours of community service to non-profits and community organizations from Leadership Knoxville and Zoo Knoxville, to United Way and the East Tennessee Meeting Professionals.
- Business excellence and compliance:
 - The Knoxville Police Department and the ASM Global security team conducted threat assessments for events at facilities. With KPD, the Knoxville Fire Department and Emergency Medical Service representatives, ASM Global completed table-top exercises for Security Emergency Management Programs (SEMP). Together, developed emergency response protocols for all types of security threats.
 - Additionally, developed a comprehensive Venue Security Plan (VSP) for all locations and conducted yearly training.
 - Completed all annual training: leadership training for managers, customer service for staff, OSHA and fire-safety training, and workplace harassment.
 - Completed a regional SMG Finance Audit.

Knoxville Convention Center and World's Fair Exhibition Hall

- Booking and events:
 - The KCC sales team traveled extensively to solicit new business. At each of these shows, averaged over 30 appointments and made hundreds of new contacts with meeting planners, getting and keeping Knoxville on their radar. This year, the Sales Department completed 183 proposals and 107 contracts for the year, with almost half new to Knoxville business.
 - Worked closely with Bassmaster and Visit Knoxville to bring the Bassmaster Classic to Knoxville. A key factor to this success was sending two KCC team members in previous years to attend this event, learn about their expo and building relationships. The KCC team was very creative in moving five existing events to make the Bassmaster dates work, keeping all five events. The Bassmaster Expo broke KCC attendance records with 112,000 attendees and set a concessions sales record with \$137,000 in top-line revenues for the three-day event.
 - The annual Fantasy of Trees event brought the highest number of attendees to date – more than 63,300 – for East Tennessee Children's Hospital partners.
 - Booked "American Idol" through SMG, a regional success with more than 3,500 participants in the talent audition.
- Marketing and business excellence:
 - Participated in the demand-response program with TVA, earning approximately \$8,000 a year. Demand-response programs pay electricity users to reduce consumption in rare instances of impending electricity shortages. When there is not an event, ASM Global reduces electrical load by at least 350kW. Achieve this by a combination of all or some of these measures: turning off lights, reducing or increasing temperatures, turning off air handlers and chiller.
 - KCC took security back in-house – this department was outsourced in 2009 – anticipating ensuring greater customer service with an internal staff. Feedback was positive and immediate, according to ASM Global.

- Accolades:
 - KCC won an “Orchid Award” from Keep Knoxville Beautiful for environmental stewardship.
 - Director of Sales and Marketing Rebecca Williams was named “Supplier of the Year” by the East Tennessee Meeting Professionals.
 - Executive chef and his culinary team took first place in the “March of Dimes Chef’s Signature Auction.”
 - KCC was recognized by Facilities and Destinations magazine as a “Prime Site Venue.”
- Industry and community commitment:
 - Yearly SAVOR F&B audit by SMG received a score of 95 out of 100 in the main kitchen and a 99 in the concessions kitchen. Similarly, Knox County Health Department scores were 98 and 99.
 - Senior sales manager Kristi Sowards served as a “Distinguished Judge” for the Association of Destination Management International.
- Improvements, upgrades and renovations:
 - Added a roll-down lockable gate to secure Hall B at the request of several meeting planners.
 - Other capital improvements included a new dishwasher for the main kitchen that is energy-, chemically- and production-efficient. Also received new stage equipment.
 - KCC Sales Department personally re-decorated the three green rooms with fresh paint, mirrors and artwork to give them an updated look.
 - The \$2 million capital improvements funding approved by City Council included: New HVA, painting the entire facility, life safety codes were brought into compliance, replaced lighting with LED (return on this investment in less than two years), install of two new single-stall family restrooms, renovated existing restrooms, and repaired outside doors and hardware, and replacement of the roof.
 - IT Department installed new Wi-Fi that ASM now owns and operates (ROI will be less than two years).

Knoxville Civic Auditorium and Coliseum

- Bookings and events:
 - In FYE 2019, ASM Global Knoxville finished significantly better than budgeted. The touring shows were a major reason for the high event net income (ENI) this year. Had 35 concerts/touring shows.
 - Ice Bears attendance continues to grow, registering the second-largest ticketing numbers in the league. The Ice Bears were up 8,000 tickets sold compared to the 2017-18 season.
 - “Steve Martin and Martin Short” was the highest-grossing single show in the history of the auditorium at more than \$300,000.
 - RV parking for University of Tennessee football season sold out again in the same week it goes on sale.
 - Pride 2018 was hosted on Mary Costa Plaza and event grew in attendance this year.

- “Paw Patrol” made its first-ever appearance at the KCAC and promoted three shows, selling 4,500 tickets.
- “The Impractical Jokers” hosted two shows in the Auditorium, selling over 4,000 tickets between the two performances, doubling the amount of tickets sold from the 2015 visit.
- Other bookings included Disney on Ice, Old Dominion, Marilyn Manson, Dancing With The Stars, WWE, Tyler Perry, Shinedown, Jeff Dunham and Lauren Daigle.
- Marketing and business excellence:
 - “Shinedown” broke concessions records with a \$9.94 per person average expenditure on attendance of 5,455 to make it the highest grossing concessions revenues of any show.
 - Spectra (ASM’s concessionaire) reports record-breaking revenues, seeing an increase of 47% from the previous year.
 - Concessions sales continue to grow as ASM creates additional points of sale with an emphasis on customer service.
 - Assistant General Manager Mitch List attended the annual Association of Performing Arts Professionals theatre meeting in New York and got several show leads, including confirming a Gary Allen show.
 - ASM leadership team attended the International Entertainment Buyers Association (IEBA) conference in Nashville, fostering promoter and agency relationships, bringing home several shows.
 - Participated in demand-response from TVA, earning about \$3,000 per year for participating in the energy-saving measures.
 - Hosted a “Take Pride in Your Work Day” event for staff.
 - Participated in the KUB Natural Gas Disruption program, getting a lower price for natural gas consumption, so when the program calls for it, boilers are switched to diesel instead of natural gas.
 - The International Alliance of Theatrical Stage Employees (IATSE) comments on renovations are positive; they are excited about the improvements, in particular the fall-arrest-system that will provide appropriate industry safety equipment to protect workers when they are rigging in the Coliseum.
 - To assist in-house security team, and move attendees quicker, ASM is using Axis Security for crowd control and security at the gate for concerts and sporting events.
 - Hired new Box Office Assistant Manager and an Operations Technician.
- Accolades:
 - Mitch List promoted to Regional Booking Director Southern Region AGM Global. He will remain in Knoxville but assist 24 other venue theatres in booking shows. This will elevate Knoxville venue and increase the potential for more touring shows.
- Industry and community commitment:
 - KCAC recently served as shelter for 150 nearby residents when the roof of their apartment complex was lost during a storm.
 - Hosted Leadership Knoxville attendees for an Ice Bears hockey game.
- Improvements, upgrades and renovations:

- Partnered with Visit Knoxville to wrap some of the pillars on the plaza. The new wraps are visibly-appealing and share a history of the facility's performances.
- The City of Knoxville added a flashing pedestrian signage system in front of the Auditorium to improve pedestrian safety.
- A new lighting console has been installed, and new lighting fixtures have been replaced, updating the lights sets in the Auditorium stage house. This single improvement reduces the cost to any promoter using the auditorium by \$2,000 per touring show.
- In the Coliseum: New ceiling paint, new HVAC, and new LED lighting.
- Finished renovating two dressing rooms on the Auditorium side. Updates included furniture, flooring, paint, TV, and mini-fridge. This is an added level of comfort for touring acts.
- Have been improving visual offerings throughout the facility with banners and vinyl wraps. This gives the facility an updated and fresher look while taking advantage of these areas as marketing opportunities.
- Installed a new hearing assistance system in the Coliseum, replaced the CCTV system with modern technology, added more than 60 cameras to include coverage of garages to match other City garages, LED sports lighting, replacement of air handlers, fire alarm equipment, repaired roof drains on the east side of the Coliseum to prevent water in that portion of the facility.
- Renovated bathrooms in the Coliseum to increase the number of fixtures, installed a new ice floor, a fall arrest system for the riggers, a center-hung scoreboard with video boards, and new hockey dashers and glass.
- In the Auditorium, installed a new stage floor, a mid-bridge for the fly rail system allowing larger touring shows, replaced smoke vents, added a motorized lift for the pit, and modified the catwalk to meet OSHA codes. Replaced smoke vents above the auditorium stage house. Purchased more ramps and barricades to make events safer and switched lights to LED when replacing burned out bulbs. Boosted Wi-Fi network that was installed last year to keep up with attendee demand.

Chilhowee Park & Exposition Center

- Bookings and events:
 - Chilhowee Park increased the number of events from 2016 to 2018 by 44 percent, event days by 40 percent and attendance by 85 percent.
 - Decreased the overall deficit by 3 percent in comparison to the facility's 2016 budget, all while increasing staffing and completing some much-needed projects for park improvement and customer experience.
 - A new event, Becca's Attic, was a success twice over. Park Director Misti Lewis Satterfield courted this client, and they are now holding annual dates.
 - Hosted Knoxville's first-ever Chinese Lantern Festival with attendance of more than 23,000, some who have never been to the park.
- Industry and community commitment:
 - Facilitated an SMG Webinar for the Dragon Lights event and had 50 venues participate, drawing from our expertise of the event.

- Chilhowee Park has worked closely with City Stormwater Division on maintenance of Lake Ottosee.
- The Chilhowee Park Partners meeting has been revived and is held monthly. This meeting includes Golden Gloves, The Muse, Tennessee Valley Fair, and Zoo Knoxville. The meeting allows all partners to discuss, work through, support and engage with all park tenants/partners, and has improved the ability to work through the operational and logistical challenges of multiple tenants and partners.
- Serve as a destination for Young-Williams Animal Center's spay/neuter program (drop-off and pick-up location).
- KAT utilizes the Midway area for its Commercial Driver's License (CDL) training and testing multiple times per year.
- The City's Public Service Department uses the tractor pull area to test equipment prior to purchasing to ensure it would meet its needs.
- Remote Area Medical (RAM) serves over 1,500 of our community with medical services in the Jacob Building annually.
- Christmas in Chilhowee: ASM works closely with the City's Office of Special Events on this annual event that offers local children an opportunity to visit with Santa. More than 800 attendees this year.
- A park administrative team member always attends the Chilhowee Park Neighborhood Association monthly meeting, hosted in the administrative office's conference room.
- The park partnered with KPD to move the Women's Coalition March from Krutch Park to the Midway.
- Improvements, upgrades and renovations:
 - Installation of Wi-Fi, electrical additions and aesthetic changes, and boosting Wi-Fi throughout the park, were just a few of the 2019 upgrades. These upgrades provided enhanced customer and event planner experience.
 - Chilhowee Park worked with the City and Knox Heritage to remove and salvage wood and windows from the Poultry Barn. This wood has been used to re-brand the concession area in the Jacob Building and pay homage to some of the park's rich history.
 - The tunnel to the Midway has been deep-cleaned and painted, with additional upgrades to the lighting.
 - The house crew did some renovation work to the back of Homer Hamilton and painted the exterior of the box office.
 - The bandstand floor replacement was completed.
 - Other areas of improvement included refurbishing flower bed areas and updates to gates and fencing at the agriculture barns, Homer Hamilton and Jacob Building.
 - Master plan meetings were completed by Conventions, Sports & Leisure (CSL), and their recommendations were presented to the public.

2018

All venues

- Budget and attendance:
 - All facilities finished better to budget by a combined \$581,994 while completing several in-house projects that continue to keep facilities marketable.
 - Hosted hosted and entertained 653,513 attendees via ticketed shows, events and conventions.
- Diversity Business Enterprises:
 - Continuing to make contracting with DBEs a priority:
 - Women-owned businesses, 16.0 percent vs. goal of 12.5 percent
 - Small businesses, 43.3 percent vs. goal of 42.0 percent
 - Minority-owned businesses, 4.4 percent vs. goal of 5.0 percent
- Marketing and business excellence:
 - New Pace bike share program is in place at the Knoxville Convention Center and the Knoxville Civic Auditorium and Coliseum, sponsored by Visit Knoxville.
 - Pepsi is selected via RFP and selection committee for pouring rights at all facilities.
 - Completed annual and semi-annual safety and customer service training, CPR and AED training, alcohol server training, and OSHA/TOSHA compliance training.
 - Participated in SMG webinars regarding Security & Emergency Management Preparedness (SEMP) and worked closely with KPD to ensure facilities are safe and SMG teams trained in the case of any emergency.
 - Also have worked closely with City Purchasing Department to order walk-through metal detectors.
- Industry and community commitment:
 - Completed the fourth annual Tomato Crush benefiting Second Harvest.
 - SMG General Manager Mary Bogert accepted role on the state of Tennessee Tourism and Hospitality Board, meeting quarterly to drive tourism and travel to the state.
- Accolades:
 - SMG Knoxville was nominated for Knoxville Chamber Pinnacle Award for excellence as a mid-sized business in Knoxville.
 - SMG team volunteered more than 2,000 hours to local non-profit organizations and was recognized by the Greater Knoxville Hospitality Association, winning the Pauly Award for Community Service. The Pauly Award was featured in the International Association of Venue Management's quarterly report.
 - SMG Knoxville received City of Knoxville Appreciation Award for Achieving DBE Spending Goals.
- Improvements, upgrades and renovations:
 - Upgraded all existing AED and added one to World's Fair Exhibition Hall. Also including "Stop the Bleed" kits in all AED cabinets.
 - New scheduling software "When I Work" is now in place, making scheduling of hourly event staff between facilities seamless and user-friendly to SMG employees.

Knoxville Convention Center and World's Fair Exhibition Hall

- Bookings and events:
 - Host to the American Astronomical Society.
 - Other notable events: Flipfest, Fantasy of Trees, the Downtown Boat Show, FanBoy, AAU Basketball Tournament x 3, multiple volleyball tournaments, Codestock, Destination Imagination, Freedom School, Brick Universe, CreepyCon, Dock Dogs, and National Society of Sons of the American Revolution.
- Marketing and business excellence:
 - Continuing to streamline the kitchen operation, resulting in reduced food costs by 4 percent.
 - Savor F&B also had the second-highest sales for June in the history of the center, with a profit margin of 78.5 percent.
 - FanBoy had its highest attendance at over 30,000, breaking SMG's single-day record.
- Accolades:
 - KCC is recognized by Meetings and Destinations Magazine with the Prime Site Award, the 12th year in a row to have received this honor.
 - Rebecca Williams received the Supplier of the Year award from the East Tennessee Meeting Professionals.
- Industry and community commitment:
 - Continued commitment to Farm-to-Table initiatives. Cumberland side ballroom planters now have well re-established herbs and continue to grow and yield. This year, harvested an estimated \$3,500 in basil, rosemary and sage.
- World's Fair Exhibition Hall improvements, upgrades and renovations:
 - In partnership with SMG's team, the City of Knoxville's Public Building Naming Committee and Visit Knoxville, this facility (formally known as the Knoxville Convention and Exhibition Center) was renamed and rebranded to reflect its role in the 1982 World's Fair. It reopened with 80 events scheduled. New athletic netting was added to entrance ledges to assist sporting events. Also, new complimentary Wi-Fi has been installed, and ATM services now offered in the Promenade area.
- KCC improvements, upgrades and renovations:
 - KCC rolled out a new self-guided art brochure that includes additions to the permanent collection and highlights SMG's partnership with the Knoxville Museum of Art.
 - Both exhibit hall concessions areas received new flooring.

Knoxville Civic Auditorium and Coliseum

- Bookings and events:
 - Paul Belcher x2, Air 1 Tour, SFGMC Lavender Pen Tour, Gabriel Iglesias, Kansas, Garrison Keillor, Zelda and the KSO, Harry Potter x2, Firefighters Concert x2, Rodney Carrington, Billy Ray Cyrus, Travis Tritt, Mastodon, Halestorm, Bill Engvall x2, Anthony Hamilton, Los Tigres Del Norte, Scott Brothers House Party, Chondra Pierce, Kountry Wayne, Jeanie Robertson,

- Justin Moore, Dancing With the Stars, Tee Grizzley, Theresa Caputo, Casting Crowns, WWE/NXT, Jo Koy, WWE, Eddie B, Disney On Ice, and Disney Live.
- In addition to these shows, seasonal RV parking for UT games sold out for the third year in a row.
 - Sell-out shows: Dancing with the Stars, Disney Live, Casting Crowns, Harry Potter x2, and Gabriel Iglesias.
 - Spectra reported a record-breaking month, 47 percent higher than the previous year same month. Spectra has increased the number of Points of Sale (POS), added menu items and now features up to 12 local craft. Also added beer gardens outside on the plazas when weather permits; this expanded footprint is a welcome relief from crowded lobbies.
 - As a result, Spectra sales have increased by 18 percent for Auditorium events, per caps for Hockey games are up by 28 percent, and Disney on Ice sales were up 17 percent.
- Marketing and business excellence:
 - Held the second annual “Take Pride in the Workplace,” where full-time staff tackled multiple cleaning and improvement projects in-house.
 - Accolades:
 - AGM Mitch List was awarded the Greater Knoxville Tourism Association’s Emerging Young Leader Award.
 - Improvements, upgrades and renovations:
 - This year we abated the stage house fire curtain and had a new curtain installed. New Wi-Fi equipment was installed and is being used and appreciated by our patrons. We replaced the hearing-assist system and a lighting console, and we replaced older stage-house lighting fixtures. The Coliseum ceiling was stripped and repainted, new LED sports lighting was installed, along with a new air handler, and several other “behind the scenes” safety upgrades. On the exterior of the facility, banners were placed on outdoor fencing that features Ice Bears, the KSO, social media, and concerts.

Chilhowee Park & Exposition Center

- Bookings and events:
 - This last year, CPEC hosted 78 events, representing 248 event days and hosting 102,572 attendees.
 - Chinese Lantern Dragon Lights was a high-profile event that served to reintroduce Chilhowee Park to the festival and concert industry while offering a new arts and culture experience for more than 23,000 local and regional attendees.
 - Other notable events included Grammy-winning Latino band Calibre 50, the Black Light Slide, Vintage Market Days, the American Cornhole Competition, Flushing Spaniels, hip hop artist Waka Flocka Flame, Becca’s Attic, the Foothills Craft Show, the Poultry Show, and the National Street Rods.
 - The Empty Stocking Fund and Christmas in the City events both continue to take place at CPEC and support the local community.
- Marketing and business excellence:

- Misti Lewis Satterfield promoted to Chilhowee Park and Exposition Center Director.
- Improvements, upgrades and renovations:
 - The Magnolia Avenue sign upgrade and the historic bandstand floor-restoration projects were both completed.
 - Midway bathrooms were painted, and new Wi-Fi equipment was installed in the Midway and upgraded in the Jacob Building.
 - The Midway tunnel got new lighting and paint.
 - The SMG team cleaned up the Homer Hamilton Amphitheatre to include removing all fixtures, patching and painting of all back-of-house areas and painting of the box office entrances.
 - Added another fountain to the lake to help maintain water quality treatment protocols for the lake.
 - CPEC organized a wedding shoot to highlight the beautifully-restored historic bandstand.

2017

All venues

- Yearly customer service, OSHA and fire safety training completed.
- Bid and awarded janitorial supplies contract at all three facilities.
- Beat budget projections at all facilities.
- Partnered with Pellissippi State Community College for additional customer service training, placement of IT, HVAC and accounting interns, and immediate placement for tech positions.
- Social media engagement continued to improve. Selfie station frames are now in public areas at all locations.
- Worked closely with City Fleet Services Department to install GPS systems in all SMG-managed City vehicles.
- New IT tech managers are hired.
- New radio system and radios at all facilities; improved communication between facilities.
- Hired a new Social Media Marketing Manager and made immediate improvement on all 16 social media platforms.
- Hired a new Accounting Coordinator to handle needs of all facilities.
- SMG Knoxville was a finalist for a Pinnacle Award by the Knoxville Chamber Partnership.
- Mary Bogert participated in the UT Thompson-Boling Arena Use Committee meeting on behalf of Mayor Rogero.

Knoxville Convention Center and World's Fair Exhibition Hall

- Bookings and events:
 - The KCC beat its FYE17 budget by \$91,000 and hosted 317,709 attendees over 484 event days.

- Bookings have increased by 20 percent, and SMG was working to refurbish the WFEH to take on overflow.
- Notable bookings: Cirrus Aircraft, Ozone Invitational, FanBoy Expo, Grassroots Outdoor Alliance, Fantasy of Trees, SNI Mentoring, Freedom School, Assemblies of the Lord Jesus Christ, and Destination Imagination.
- Marketing and business excellence:
 - In partnership with Visit Knoxville, assisted in providing incentive dates for sporting groups and provided storage for the new sports flooring.
 - The VK-sponsored KCC ShowNets Wi-Fi deal was negotiated and is up and running. Via this agreement, complimentary Wi-Fi is now throughout the building (excludes Exhall). Added ATM machines to now offer three at KCC and one at WFEH.
- Accolades:
 - KCC wins the Gold Status of East Tennessee Wellness Roundtable from the Knox County Health Department for wellness program.
 - KCC named as winner of Prime Site Award for 11th year in a row.
 - Savor F&B team receives The REAL Certification. This is the national mark of excellence for food-service providers in the industry regarding healthfulness and sustainability of food. REAL = Responsibly (nutritional), Epicurean (enhances a quality experience), Agriculture (highest quality), Leadership (in sustainability). Only the second food-service account in the state of Tennessee to achieve this recognition.
- Industry and community commitment:
 - Host to the second annual Tomato Crush at KCC. This year, more than 70 volunteers in main kitchen and produced more than 1,100 gallons of sauce for SHFB to service their 18-county region.
- Improvements, upgrades and renovations:
 - Social media presence:
 - On Facebook, gained 739 new page likes, increased average post reach by 47.2 percent and actions increased by 159 percent.
 - On Twitter, earned 20,600 impressions.
 - Instagram was an untapped platform and has increased engagement by 1,180 percent and tracked impressions at 920 percent.
 - The old business center is repurposed into a new Henley meeting room and the adjacent room turned into a self-serve business center with work stations, a copier and a tech-tools vending machine provided by M&M Productions.
 - Business Center back of house is repurposed and now provides office space for Technology and AV Managers.
 - New KCC server and new desktop computers and upgraded computer system and screens in both marquees.
 - Capital purchases of china, glass, silver and a new steamer; at KCEC/WFEH, a new roof, lighting, HVAC, and restrooms – components of a \$2 million renovation – after which it is rebranded as World's Fair Exhibition Hall, and reopened with a ribbon-cutting.

Knoxville Civic Auditorium & Coliseum

■ Bookings and events:

- The KCAC beat its FYE17 budget by \$89,000 with 128 bookings, 521 use days and 307,152 in attendance.
- Thomas Rhett, Darren Knight x2 sells out. Hosted Mastodon, Halestorm, San Francisco Gay Men's Choir, Travis Tritt, Anthony Hamilton, Billy Ray Cyrus, Rodney Carrington, Air 1 Positive Hits, Harry Potter with KSO x2, and Los Tigre's Del Norte.
- Auditorium bookings have increased by 22 percent, Coliseum bookings have increased by 13 percent, and concessions revenues are up by 12 percent.
- Sold-out shows included Alabama, Darren Knight (x2), and Thomas Rhett & Kelsea Ballerini.
- In FYE17, the KCAC hosted 18 concerts/major touring events versus 12 the year prior, representing a 50 percent increase in touring concerts.
- Successfully hosted the Knoxville PrideFest event on Mary Costa Plaza, achieving the highest attendance ever.

■ Marketing and business excellence:

- Effectively reintroduced the KCAC to the concert and event world.
- Attended industry events such as Pollstar and the International Entertainment Buyers Association (IEBA) to meet with promoters and tell them about the facility and Knoxville. Both conferences have been successful in building relationships with LiveNation, Premier Concerts, NS2, Big Spring Entertainment, and others.
- KCAC moved from Knoxville Tickets to TicketMaster; this move provides a much-needed marketing opportunity to ticket buyers that promoters expect as well as offers a feedback portal for attendee interaction.
- Social media at the KCAC is the best way to connect with the concert-goer. Increased the average post reach by 277 percent, and Actions Page increased by 303 percent. On Twitter, tweets earned 46,500 impressions and on Instagram, increased engagement by 144 percent.
- Completed a new event guide and launched a new website along with bi-weekly concert announcement newsletters to promote events in the building.
- This year, staff visited the Von Braun Center in Huntsville (a market similar to Knoxville) to see their renovations, attendee offerings and to understand more about the relationship they have with their hockey team.
- Supported Ice Bears as they brought home a win against the Huntsville Havoc.
- Announced that YouTube sensation Darren Knight would perform his standup routine June 16-17 at the Auditorium. The show had more than 4,000 Facebook shares and increased Facebook likes by 12 percent in one week. The show sold out in one day. A second show was added to accommodate the high demand, and it sold out too.
- Appeared in Pollstar Magazine's Backstage Photo Pass four times with artists Jim Gaffigan, Darren Knight, Alabama, and Kenny Rogers with Coolio.

- Accolades:
 - Event Manager Brent Lackey wins the Greater Knoxville Hospitality Association's Manger of the Year Award, then goes on to win Tourism Employee of the Year from the state association.
- Industry and community commitment:
 - Hosted Knox Heritage tour of the KCAC.
 - Hosted the Greater Knoxville Hospitality Association's annual Tourism Update on the Auditorium stage. This was a great way to show this group of 50 tourism partners the improvements, see the museum, and learn about the history of the building. Tourism Commissioner Kevin Triplett also attended.
- Improvements, upgrades and renovations:
 - Renovated the administrative offices and Auditorium upper and lower stage left dressing rooms.
 - Re-upholstered benches in Auditorium lobby, and added a nursing mother's lactation room on the Auditorium side.
 - VIP boxes for Ice Bears hockey games were created on the south end of the arena and sold out for the season. Also upgraded the existing boxes with fresh paint, new pipe and drape, black leather cushioned chairs, food and beverage tables, and also upgraded food and beverage offerings.
 - Completed fly-rail replacement in the Auditorium stage-house, conducted structural studies of the parking garages, conducted structural study of rigging capacity in the Coliseum, cleared out the stage-house and cleaned up all back of house areas including the museum. Boiler tube repair completed. Expanded Wi-Fi coverage to dressing rooms, merchandise areas, and the ballroom to better serve needs of routed tours.
 - KCAC receives outdoor slide and musical instrument from grant; ribbon-cutting is held.

Chilhowee Park and Exposition Center

- Bookings and events:
 - CPEC beat its FYE17 budget by \$77,000 and hosted 124 events with 252,643 attendees. This is an increase of 13 percent from the previous year.
 - CPEC hosted new events, booking rap artists A\$AP Ferg and Gucci Mane over one weekend. Held first Hispanic rodeo featuring music from the Grammy award-winning group Calibre 50. Hosted the first-ever Vintage Market Days with record attendance (12,000 attendees over one weekend) for the Jacob Building; this will now be a semiannual event. Lil Uzi Vert performs, bringing a local young hip hop crowd. Chris Blue performs.
 - The Chilhowee Park team has worked to increase presence within the local markets. This year, booked four Quinceaneras, a two-day Spanish religious event, two wedding receptions. The Chinese Lantern Festival is booked.
- Marketing and business excellence:
 - On Facebook, increased average post reach 207 percent, and Actions Page increased by 300 percent. Twitter earned 12,300 impressions. On Instagram, increased engagement by 471 percent.

- CPEC created an online reservation system and protocols for use of the three picnic shelters to make using the facilities by the community a seamless process that is parallel to City Parks and Recreation.
- Worked to get a permanent beer license for Spectra.
- Outsourced landscaping to minority/local business owner B&B Landscaping.
- Partnered with Visit Knoxville to rebrand the park with a new logo, designed and launched a new website complete with a new event guide, and improved social media platforms.
- Accolades:
 - CPEC wins an Orchid Award from Keep Knoxville Beautiful for new mural.
- Industry and community commitment:
 - In partnership with the Tennessee Arts Commission, the Arts & Culture Alliance and the Knoxville Public Arts Committee, SMG and CPEC celebrated a commissioned mural by local artist Brandon Donahue by hosting a ribbon-cutting on the first day of the Tennessee Valley Fair.
 - CPEC worked with Tennessee Promise and 12 TP students, who provided general landscaping services. Park director mentored 10 TP kids throughout the year and has hired one as a part-time worker.
 - CPEC is host to the Chilhowee Park Neighborhood Association meetings; also hosts the National Neighborhood Night Out Picnic for the group.
- Improvements, upgrades and renovations:
 - Purchased a new LED Christmas tree for the bandstand that will be a feature during the holiday season.
 - Replaced dead and dying magnolias at the entrance of Zoo Drive and removed the aged cherry trees from the front of the Jacob Building.

2016

All venues

- SMG is hired as manager of all four City-owned public assembly venues.
- By end of the first quarter, the transition of all accounting, payroll, booking, marketing, sales, recording and operations from the City to SMG Knoxville is complete.
- All facilities beat budget projections this year collectively by \$257,107 and hosted 877,504 attendees.
- Beat FYE16 Diversity Business Enterprise (DBE) contracting goals as follows: Minority-owned spend = 4.44 percent (goal of 4 percent); woman-owned spend = 16.23 percent (goal of 12 percent); small business spend = 44.04 percent (goal of 40 percent).
- Completed leadership training for all managers, customer service training for all staff, OSHA and fire safety training, and harassment in the workplace training. Two managers completed 30-hour OSHA compliance training; instituted safety walkthroughs and follow-up protocols for each new facility. Multiple managers attended SMG K'nekt training for event management and sales expertise.
- Each facility now has its own "employee recognition" program.

- All facilities are now on software from Knoxville-based EventBooking, with calendars shared between venues. As such, able to immediately respond to a meeting planner, promoter or Visit Knoxville quickly about space availability at any venue. On several occasions, it has kept us from losing a group to another city; example: American Cornhole moved from the Convention Center to the Jacob Building.
- Local photographer Bruce McCammish hired to get fresh images of all venues for marketing opportunities.
- All facilities implemented new uniforms and grooming standards.
- Since hiring a Social Media Marketing Manager, social engagement improved an average of 159 percent.
- SMG makes servant leadership part of the SMG Knoxville culture. Staff has volunteered 2,043 hours for the year. Hosted three Boys and Girls Club interns at KCAC, and KCC's housekeeping team worked with four Boys and Girls Youth Force classes to satisfy their needs for community service hours.

Knoxville Convention Center and Knoxville Convention & Exhibition Center

- Bookings and events:
 - FanBoy attendance continues to set records as SMG has helped promoter grow this cosplay show from attendance of 5,000 to 25,000 this year. Social media on the event drives significant media traffic.
 - Other notable events: KY/TN Water Professionals, Codestock, American Cornhole, Arbonne International, Pilot Flying J Leadership Forum, Freedom School, Destination Imagination, Fantasy of Trees, Dogwood Arts, Women's Today Expo, and Assemblies of the Lord Jesus Christ.
- Marketing and business excellence:
 - Partnered with Premier Parking to offer valet service at the Clinch Avenue drop-off.
 - In a partnership with VK, the KCC now offers free Wi-Fi on all concourses and meeting rooms.
 - KCC partners with local outfitter Riversports to provide bicycle rentals to convention goers.
 - KCC added full-time Event Manager, House Crew Supervisor, HVAC Technician, and Accounting Manager.
 - Covered walkway to the hotels across Clinch completed.
- Accolades:
 - KCC named Prime Site Award winner by Meetings & Destinations Magazine.
 - In-house AV company M&M Productions wins 2016 Service Supplier of the Year award via the Greater Knoxville Hospitality Association.
- Industry and community commitment:
 - Executive chef is now a monthly guest on WBIR's "Live at Five at Four."
 - SMG's United Way loaned executives improve the previous year's goal of raising \$8,000 for United Way.
- Improvements, upgrades and renovations:
 - KCC gets a new roof via insurance from hail damage.
 - New steamer is installed.

- Millican wins bid for new carpet, a year-long process, and keeps with the original design of the building.

Knoxville Civic Auditorium and Coliseum

- The team from KCC is asked by the City to take over temporary management on Nov. 1.
- Bookings and events:
 - First events on interim management are Disney on Ice, Shinedown and Breaking Benjamin, Joe Bonamassa and Impractical Jokers, in addition to Ice Bears hockey games.
 - SMG and Knoxville team worked with all promoters and the Ice Bears to solidify the operation and implement industry standards and best practices, ensuring a positive attendee experience.
- Marketing and business excellence:
 - New event guide and promoter-friendly Tech Guide is completed, released, and is a significant step in making the facility promoter- and artist-friendly; will help attract new shows.
 - KCAC starts “Take Pride in the Workplace,” an annual event that encourages the team to find ways to improve the workplace in a team-building environment.
 - KCAC hosts Public Assembly Facilities Board thank-you luncheon.
 - Operations team goes to SMG-hosted Ice School in Rhode Island.
 - Hired a full-time Accounting Manager and Technician and many part-time security and event staff personnel.
- Accolades:
 - KCAC’s nomination of K&W Cleaning wins COK 2016 New DBE Minority Company of the Year.
 - KCAC Office Manager Jamie Cunningham wins 2016 Tourism Employee of the Year award for the state of Tennessee at the Governor’s Conference on Tourism Stars of the Industry Awards.
- Industry and community commitment:
 - Improved the facilities’ relationship with the stagehands union IATSE.
 - Worked to train staff on customer service, life safety and OSHA compliance.
 - New Assistant General Manager is hired; two house crew positions and 25 part-time positions are added along with multiple internal promotions.
- Improvements, upgrades and renovations:
 - Stage house is cleaned out, freeing up 4 feet of baton space in the stage house ceiling.
 - Standardized lighting and sound plots and added motors to line sets.
 - The venue receives new 2,150 cushioned arena chairs, rope and stanchions, and new outdoor waste receptacles.
 - The tops of all garages are restriped by the City’s Public Service Department.
 - KCAC partners with Visit Knoxville to create new lobby promotional banners.
 - Spectra concessionaire gets new POS system, and credit card transaction time improves, lines decrease, and sales volume improves 12 percent.
 - Added an ATM to the Auditorium side; ATM machines now located in both the Coliseum and Auditorium.

- Fire strobes and an audible fire safety system are installed, and fire-safety training protocols are updated and training is completed.

Chilhowee Park and Exposition Center

- The team from KCC is asked to take over temporary emergency management Nov. 1.
- Bookings and events:
 - Notable events this year were the Knoxville Health and Beauty Show, Esau's Vendor Market, the Robotics Revolution sponsored by the MUSE, Knoxville Crits, Emancipation Day sponsored by Beck Cultural Exchange Center, Knoxville Car Enthusiasts, the RK Gun Show, East Tennessee Rabbit Breeders Association, Tennessee Valley Poultry, American Cornhole, National Street Rods, Knoxville Scale Modelers, Vintage Market Days, the Mopar Car Show, and Smoky Mountain Dairy Goat Show.
- Marketing and business excellence:
 - Historic mural added to the National Geographic Geotourism maps, and is another way to attract tourism to CPEC.
 - SMG team visited Dollywood for a behind-the-scenes tour of its annual Christmas lighting of the park with Dollywood's Special Events & Operations Manager Kris Houser.
- Industry and community commitment:
 - CPEC starts an annual Beautification Day, with local volunteers and staff from all facilities spending time working on landscape improvements and adding flower beds.
- Improvements, upgrades and renovations:
 - Visit Knoxville partners with SMG to create a new logo and rebranding, rolling out of new website, and new event and promoter guide.
 - CPEC is selected by Arts & Culture Alliance to receive a historical mural by artist Brandon Donahue. This is a beautiful addition to Chilhowee Park and celebrated with a ribbon-cutting on Sept. 9, 2016.
 - A drop-safe for cash deposits was added to the office to meet best-practices standards for cash-handling.

2015

Knoxville Convention Center and Knoxville Convention & Exhibition Center

- Bookings and events:
 - Hosted presidential candidate Donald Trump, working closely with KPD, Secret Service, the FBI, the TBI and TSA to ensure a safe event for the 10,000 attendees.
 - Hosted the Knoxville Opera's Tosca performance, the second act of a progressive opera tour unique to Knoxville.
 - Other notable events were The Pink Bride, Flipfest, Dogwood Arts, Fantasy of Trees, Cheersport, Marcon, Phoenix Rising Volleyball, US First Robotics, NCI Home Show, Tennessee Civil War Sesquicentennial, FanBoy Expo, Freedom School, and the Outdoor Writers Association.

- Marketing and business excellence:
 - This year, the Sales Department generated events that totaled \$3,163,454 in revenue, with 64 pieces of new business and 69 bookings in-the-year-for-the-year. In total, generated 159 contracts.
 - Created and developed new event guide, matching the website format with a meeting planner's mentality.
 - Added successful sales blitzes with VK to various cities, and are finding them cheaper and more productive than the traditional familiarization tours (FAMs) of the past. The "reverse tradeshow" remains the most effective format, allowing the planner to be in the booth with the supplier making appointments ahead of time.
- Accolades:
 - Operations Director Jason Bourgoyne recognized by BOMA as Outstanding Property Manager of the Year.
 - Bartender Antoinette Fritz received the Reader's Choice Award as Bartender of the Year by the Knoxville News Sentinel.
 - Kristi Sowards named Industry Rock Star by the Meeting Planners International Association. Sowards is also named Volunteer of the Year by Greater Knoxville Tourism Association.
 - Rebecca Williams received the Altitude Award from the East Tennessee Meeting Professionals.
 - KCC received the Marci Singleton Breastfeeding Award from the Breastfeeding Coalition for adding a lactation room.
 - KCC wins a Prime Site Award from Meetings & Destinations magazine.
- Industry and community commitment:
 - KCC starts the Tomato Crush event with volunteers to repurpose Grainger County tomatoes into fresh marinara sauce for Second Harvest Food Bank.
- Improvements, upgrades and renovations:
 - Upgrades to the pedestrian bridge are completed to include LED lighting that will allow SMG to welcome specific organizations by selecting colors that support their event.
 - KCC installs new Apple I-pad point-of-sale system for all concessions areas. KCC is now 100 percent compliant with credit card chip technology.
 - KCC replaces boardrooms, showroom and Clinch Avenue steps carpeting utilizing attic stock.
 - Implemented security wand and bag checks for higher-threat events.
 - KCC in partnership with VK installs Mead's Quarry photo mural to area overlooking Sunsphere.
 - Opened a new lactation room and family restroom with a ribbon-cutting.

2014

Knoxville Convention Center and Knoxville Convention & Exhibition Center

- Bookings and events:

- Episodes of PBS's popular Antiques Roadshow filmed at the Convention Center; the show brought great publicity to Knoxville, with approximately 10 million viewers watching each episode.
- Hosted the Congressional Medal of Honor Society and the Patriot Awards Gala with 1,400 guests. Illustrious guests included more than 50 of the 78 living Medal of Honor recipients, dignitaries, emcee actor Gary Sinise, and award honorees, including U.S. Supreme Court Justice Samuel Alito Jr., CBS sportswriter and broadcaster David Feherty, chief Washington correspondent and anchor for CNN Jake Tapper, and actor and producer Mark Wahlberg.
- Other notable events included the Tennessee Governor's Conference on Tourism, Sea Ray Group Dealer Meeting, Grassroots Outdoor Alliance, Professional Outdoor Media Association Business Conference, Southeastern Association of Fire Chiefs Conference, Regal Entertainment Group General Managers Conference, Fantasy of Trees, and Dogwood Arts.
- Marketing and business excellence:
 - KCC beats budget by \$100,000.
 - Continued participation in TVA's demand response program, reducing electricity usage during high volumes of demand, and exceeded expectations by 270 percent in reducing energy usage.
 - Continued farm-to-table program by purchasing the majority of food and beverage products within a 90-mile radius of the center, and planting herbs in functional landscaping around facility.
- Accolades:
 - Awarded 2014 Attraction of the Year by the Tennessee Hospitality & Tourism Association. The statewide award was presented to the Knoxville Convention Center at the organization's annual Stars of the Industry award ceremony in Nashville.
 - Also named the 2014 Service/Supplier of the Year Pauly Award recipient by the Greater Knoxville Hospitality Association, which qualified the Convention Center for the statewide nomination.
 - Selected for the eighth year in a row as a Prime Site Venue by Facilities & Destinations magazine, a designation voted by national meeting planners.
- Industry and community commitment:
 - Sales Manager Kristi Sowards wins President's Award from the Tennessee Chapter of Meeting Professionals International.
 - Director of Sales and Marketing Rebecca Williams is named Supplier of the Year by the East Tennessee Meeting Professionals.
 - Staff dedicated more than 1,200 community service hours volunteering and serving on boards of local nonprofits.
 - KCC wins second Knox County Health Department grant for a healthy workplace.
 - KCC donates more than four tons of unserved food to the Second Harvest Food Bank. KCC is Knox County's biggest donor of prepared food.
- Improvements, upgrades and renovations:

- Installed digital signage and interactive touchscreens throughout facility; this \$200,000 investment was funded by SMG.
- Upgraded the exhibit hall with a new showroom office, making it more useful to show promoters.
- Converted the dated phone banks with complimentary electronic device charging stations throughout the building, sponsored by M&M Productions USA.
- Launched redesigned website that has been well received by meeting planners, exhibitors and guests.

2013

Knoxville Convention Center and Knoxville Convention & Exhibition Center

■ Bookings and events:

- KCC beats budget projections by \$91,000 and beats target of \$40,000 by \$43,000 for Diversity Business Enterprise spending.
- Hosted Social Slam 2013, which was a big success, trending No. 5 in the country on Twitter.
- Scripps Networks hosted its national sales meeting with record numbers and a thank-you from the Food Network chefs, who said the facility's food was "the best they had encountered at any of their annual meetings."
- Regal Entertainment Group hosted its largest GM meeting to date.
- The International Anthropologists Association event hosted keynote speaker Dr. Bill Bass, a record turnout.
- Other notable events: Healthy Living Expo, Ozone Invitational Flipfest, US Bank, Tennessee Motor Coach Association, Home Builders, Dogwood Arts, Fantasy of Trees, Cheersport, Flushing Spaniels, KNS Auto Show, Downtown Knoxville Boat Show, Home Builders, US First Robotics, Women's Today Expo, Joint Rail Conference, Destination Imagination, Pet Stylists' Supershow, Outdoor ARVC Conference, Grassroots Outdoor Alliance, and Freedom School.

■ Marketing and business excellence:

- KCC wins grant from the Knox County Health Department to support healthy team KCC workplace
- Purchased standing computer workstations.

■ Accolades:

- KCC awarded the Prime Site Award by Meetings & Destinations Magazine.
- Rebecca Williams received Supplier of the Year award from East Tennessee Meeting Professionals.

■ Industry and community commitment:

- KCC is officially LEED Certified Silver by the U.S. Green Building Council – the first convention center in the state of Tennessee to achieve this designation.
- KCEC exhibition halls are loaned to UT for track practice while UT is under construction.

2012**Knoxville Convention Center and Knoxville Convention & Exhibition Center**

- Bookings and events:
 - Destination Imagination has largest year with 18,000 in attendance, Clayton Homes booked its annual Clayton Showcase, and Discover the Dinosaurs breaks attendance records at 24,000.
 - Other notable events were Flushing Spaniels, FlipFest, US Bank, Dogwood Arts, Heartland Travel Showcase, US First Robotics, Dayglow, Downtown Knox Boat Show, Women's Today Expo, Toyota National Launch, US Cellular, Tennessee State Gymnastics Meet, South Central Youth Congress, Mary Kay Cosmetics, Gastrointestinal Conference, CHIC, Fantasy of Trees, and Regal Annual General Managers Meeting.
- Marketing and business excellence:
 - KCC officially begins Diversity Business Enterprise spending initiatives.
 - Locally-owned All Conventions & Expo Services (ACES) named preferred in-house decorator.
 - Locally-owned M&M Productions USA named in-house preferred A/V company.
- Accolades:
 - KCC named by ConventionSouth as a Premier Destination Facility by national and international meeting planners.
 - KCC awarded a Prime Site Venue by Meetings and Destinations magazine.
- Industry and community commitment:
 - KCC received Green Hospitality Certification from the Tennessee Hospitality Association, becoming the first convention center in the state to be awarded this recognition.
 - Supported CAC's Mobile Meals on Wheels while their kitchen was being repaired.
- Improvements, upgrades and renovations:
 - Relocated AEDs to public areas.
 - Added solar panel array, hosted ribbon-cutting with Mayor Rogero.
 - City repairs the leaking exterior wall fountain and damaged concrete, and replaced it with a terrace.
 - Holiday Inn and the Knoxville Convention & Exhibition Center are separated via a firewall, and the meeting rooms, restaurant and lobby are conveyed to the Holiday Inn.

PUBLIC SERVICE**Administration**

- Transitioned Neighborhood Codes Enforcement to Building Inspections.
- Implemented ACCELA work order and Automated Vehicle Location (AVL) software.
- Completed construction of the Public Works Service Center (opened in 2016) at 3131 Morris Ave.

- Restructured Public Service:
 - Added Deputy Director position
 - Created Urban Forestry Division and hired an Urban Forester
 - Transitioned from six to five zones
- Hired 257 employees and promoted 417 others.
- Started an Equity and Diversity Committee and a Safety Committee.
- Started a Second Chance Program and hired 24 new candidates for the program; transitioned 6 candidates to permanent positions.
- Certified Planning and Safety Coordinator to present Defensive Driving Program to employees.
- Hosted 1,332 community meetings in the Public Works Service Center.

Warehouse

- Increased purchases with Diversity Business Enterprises for stock supplies to 95 percent.
- Began implementing other departments' inventory into warehouse with the goal of having one centralized warehouse for the City.
- Continued to supervise both adult and juvenile community service crews to collect litter on City streets.
- Increased outreach program, which now represents the City of Knoxville at Boo at the Zoo, Touch a Truck, and many other events throughout the year.
- Began a pilot program to support the service areas applying salt brine as a weed control method.

Construction

- Completed approximately 21,000 work orders.
- Completed numerous high-profile projects, including:
 - Broadway Safe Space
 - Beardsley Farm Amphitheater with ADA access
 - Zaevion Dobson Park
 - Multiple sidewalks and staircase near Vine and Greene schools
 - Third Creek Greenway was rerouted to remove from flood plain
 - New disc golf course at Inskip Park
 - New parking lot at West Hills Park
- Developed new Greenways Crew, which has completed 13,500 feet of new trail.
- Cleaned more than 100,000 feet of storm pipes and drains.
- Installed permanent pump at Timothy Lake to control flooding.
- Demolished 512 dilapidated houses, which included two at Lakeshore Park.
- Cleaned more than 8,800 dirty neighborhood lots as directed by Codes Enforcement.
- As part of the KnoxGives 2019 service day, moved an entire 80-foot greenhouse from the Sertoma Center to the Special Growers, both non-profit community agencies.

Facilities

- Completed approximately 21,000 work orders.
- Fully remodeled the following facilities: Pension Board office, Fire Station 12, ICAC KPD building, Tyson Park Tennis Center, Parks and Recreation 5th Avenue bathroom, Beardsley Farm, Whittle Springs on-course restroom, Deane Hill Recreation Center.
- Installed four playgrounds at Baker Creek, one at Sam Duff Park and another along the Northwest Greenway.
- Installed several new water fountains with bottle fillers.
- Reconfigured Krutch Park waterfall.
- Took over annual construction of the Market Square Holidays on Ice skating rink.

Service areas

- Collected approximately 305,252,360 pounds of yard waste.
- Swept more than 141,000 lane miles.
- Used 15,000 tons of asphalt filling potholes.

Central / downtown area

- Supported thousands of special events hosted and/or sponsored by the City of Knoxville.
- Worked 24/7 keeping the downtown area clean and swept.
- Delivered 10,700 garbage/recycling carts to residents.

Horticulture

- Maintained more than 1,332 acres of park space and more than 500,000 feet of landscaping.
- Removed more than 5,000 stumps.
- Installed all landscaping and sunflower garden at new Public Works Service Center.
- Assumed all lawn and landscaping maintenance responsibilities for Lakeshore Park.
- Managed up to 13 mowing and landscaping contracts per year.
- Restructured staff to add a fourth horticulture zone.

Urban Forestry

- Responded to 1,075 tree emergencies.
- Planted 5,184 new trees.
- Pruned 11,555 trees.
- Inventoried more than 5,000 trees in 2012 and added all new trees to inventory as planted.

Solid Waste Transfer Facility

- Generated \$7,625,000 in revenue.
- Generated \$1.4 million in 2018, which is the highest amount to date.
- Began Dream Bikes recycling program.
- Received \$527,000 state grant to upgrade Hazardous Household Waste Center and to purchase 20-foot box truck to increase hazardous waste collection in outlying areas of the county.
- Replaced both compactors and built a roof over building No. 5.
- Recycled:
 - 1,412 tons of tires
 - 40 tons of batteries
 - 41 tons of electronics
 - 2,396 tons of scrap metal

Solid Waste Division

- Increased curbside recycling participation from 3,300 to 29,447 households, which is almost 50 percent of all City residents.
- Standardized entire residential waste collection program, which produced \$1.7 million in annual savings
- Negotiated new contract for yard waste recycling with Living Earth Industries.
- Expanded recycling into the City parks.

REDEVELOPMENT**Cumberland Avenue (2011 to 2019)**

- Project developed and planned to convert Cumberland Avenue from a four-lane street to a three-lane street with medians to chart the course for a more attractive, economically successful, vibrant and safe Cumberland Avenue.
- Funding secured through the Transportation Improvement Program and partnership with Knoxville Utilities Board; completed NEPA, preliminary design, right-of-way certification, and construction plan approval; bid the project three times to obtain a successful bid.
- Total funding included:
 - \$16 million – Federal Highway (through TDOT)
 - \$5 million – KUB, for gas, water and sewer
 - \$4 million – City of Knoxville
- Construction started in April 2015 with KUB's utility work; the City's project started in June 2015.
- Phase I was from Alcoa Highway to 22nd Street on the west end of the project and was delivered on time and \$300,000 under budget in December 2015

- Phase II was from 22nd Street to 17th Street, starting on the north side with new sidewalks, then moving to the south side, and finally installing the medians and repaving the street; this was completed on time and \$100,000 under budget in August 2017.
- The final element of the construction project was installing the plant materials in December 2017 and January 2018.
- The project has leveraged \$260 million in private investment, including:
 - Hilton Garden Inn – \$17 million (opened September 2013)
 - Evolve/Slate 901 – \$20 million (opened August 2014)
 - University Commons – \$65 million (opened fall 2014)
 - The Standard – \$39 million (opened January 2017)
 - The TENN – \$45 million (opened August 2018)
 - Aspen Heights – \$70 million (estimated – scheduled to open August 2020)
- Continued collaboration with the Cumberland Avenue Merchants Association (CAMA)
 - Assisted with the organization obtaining 501(C)6 non-profit status
 - Helped grow the organization to more than 25 dues-paying members
 - Acted as a liaison between the organization and the Center for Student Engagement for the University of Tennessee’s Homecoming parade from 2017-2019, bringing the parade back to Cumberland Avenue for the first time in more than 30 years
- Communications
 - From 2011 to 2019, 160 blog posts pertaining to the project and area interests
 - Developed and maintained www.cumberlandconnect.com, a website now being used by CAMA
 - Established and maintained social media – Facebook (527 followers), Twitter (375 followers) and Instagram (173 followers)
 - Maintained an email distribution list of more than 200
 - Push notifications were sent to anyone who signed up for text notifications at 313131 with the subject “VFL”
 - Helped coordinate with two regional hospitals and the University of Tennessee
- Coordinated with City Public Service and Engineering departments for maintenance of the project after completion.
- Made adjustments to one of the medians that was seeing recurring damage – this resolved the problem.
- Prepared and successfully adopted the Cumberland Avenue Form Based Zoning Code (2013); managed the implementation of the code; continuing to assist with the Cumberland Avenue Administrative Review Committee (ARC), led by Plans Review and Inspections Department; reviewed approximately 10 to 20 applications annually.
- Submitted the Cumberland Avenue Corridor Project for award consideration to several state and national award opportunities.

- Awards received: 2019 Tennessee Sustainable Transportation Award from TDEC and TDOT; 2019 Keep Knoxville Beautiful Orchid Award for Outdoor Space; 2019 American Civil Engineering Companies Honor Award; 2018 American Planning Association Tennessee Chapter, Outstanding Project/Program/Tool; 2018 American Civil Engineering Companies of Tennessee Grand Award; 2014 Outstanding Planning Award for a Project/Tool/Program for the Cumberland Avenue Form-Based Code and General Provisions from the Tennessee Chapter of the American Planning Association.

Downtown North (2011 to 2019)

- The goal of Downtown North is to create an integrated, mixed-use area with visual, pedestrian, vehicular and land-use connections working together to capitalize on the revitalization of Downtown Knoxville and the historic near north neighborhoods; the strategy to implement this goal was to work on the major streetscapes of this district.
- **North Gay Street**
 - Following the success of the 300 and 600 blocks under the Haslam Administration, the Rogero administration proceeded with the streetscape work in the 400 and 500 blocks of North Gay Street, creating new sidewalks, defining on-street parking with bulb-outs and landscape areas, and installing new lighting and traffic signals – effectively finishing the renovations of Gay Street from the Tennessee River to Emory Place.
 - This project was locally funded at approximately \$550,000 for design and construction.
 - Construction started in August 2013 and was completed in 2014.
- **I-275 Business Park Access Road Project**
 - Based on recommendations from the I-275/North Center Street Corridor Study, this project will run parallel to I-275, creating a continuous and functional road system from 17th Street to Baxter Avenue.
 - This plan will extend Blackstock Avenue from Fifth Avenue to Bernard Avenue and will also include improvements along Marion Street (from Bernard to Baxter Avenue).
 - This project would support the redevelopment of industrial and commercial properties with the goals to establish this corridor as a business park that would enhance the viability of the connector and leverage economic investment, revitalization and job creation in the area.
- **North Central Street**
 - Project developed and planned to improve the multi-modal function of North Central Street, including new bike lanes, on-street parking, new bus stops and shelters.

- Completed NEPA, preliminary design, right-of-way certification and construction plan approval; bid and obtained a competitive bid for construction and Construction Engineering Inspection (CEI) services.
- KUB partnered with the City to replace an out-of-date cast iron water line (dating back to 1893) and to install new fire hydrants and gas lines in advance of the streetscape project.
- Total project investment: \$8 million
 - KUB – \$1.85 million
 - Federal Highway through TDOT – \$4.92 million
 - City – \$1.23 million
- The North Central Streetscapes Project started January 2018, just south of Magnolia Avenue, and extended to Woodland Avenue, an approximately 1.1-mile stretch of roadway.
- The project was substantially completed in June 2019.
- Communications:
 - Public project meetings were held to address the design right-of-way and construction document preparation. Additionally, a public open house was held in January 2018 prior to the start of construction. Staff participated and gave regular updates to the following community groups: North Knoxville Business & Professional Association, the UpTown North Branding Group, the Broadway Corridor Task Force and the Central District Merchants.
 - A website was launched for the project (www.northcentralstreet.com), along with accounts on Facebook (57 followers), Twitter (14 followers) and Instagram (55 followers).
 - Push notifications were sent to anyone signing up for text notifications at 313131 with the subject “NCentral.”
- Landscaping:
 - A separate contract for landscape architecture was secured for the North Central project due to federal funding constraints.
 - Another public meeting was held in January 2019 to finalize the landscape portion of the project.
 - The design included more than 70 percent native plants, specified for this project due to public input.
 - A separate contract was bid for landscape installation in the fall 2019 and a contractor was selected; an additional \$220,000 was funded to purchase plants, trees, mulch and a one-year maintenance contract for the corridor.
 - Coordination with Public Service has been ongoing from the conceptual design, and the landscape architect is providing a maintenance manual for Public Service.
- To date, the project has leveraged \$8.6 million in new construction and renovations of existing buildings from June 2017 through June 2019.

■ Sanitary Laundry Building

- Anderson Lumber was selected as the prime consultant and the notice to proceed was issued in August 2017 to repair and replace portions of the roof for the former Sanitary Laundry Building at 625 N. Broadway.
- The project was completed in April 2018.

■ Miscellaneous

- Coordinated with KCDC regarding the properties at 750 and 760 Stone Street.
- Awards: The 400 and 500 blocks of North Gay Street received the 2014 Keep Knoxville Beautiful Orchid Award for Outdoor Space.

Brownfield redevelopment (2011 to 2019)

- Successfully managed \$800,000 in EPA Assessment Grants for Downtown North and the South Waterfront.
- These environmental assessments set the stage for such projects as Suttree Landing Park, One Riverwalk, 303 Flats, the redevelopment of Historic Knoxville High into senior housing, the redevelopment of the Hull Dobbs Building, and a cleanup grant for the former Sanitary Laundry Building.
- Through the grants, 19 Phase I ESAs and 13 Phase II ESAs were completed.
- Applied for and received an EPA Cleanup Grant for the former Sanitary Laundry Building to address issues found in the Phase II assessments, including lead-based paint, asbestos and vapor intrusion issues. The City selected S&ME to conduct the cleanup project. The general Quality Assurance Project Plan and Site Specific Quality Assurance Project Plan were approved by EPA. Cleanup addressed the asbestos-containing material, and the Analysis of Brownfield Cleanup Alternatives is being finalized for the vapor intrusion issues.
- The Sanitary Laundry grant is for three years and is valued at \$240,000 (\$200,000 EPA, \$40,000 local match).
- Applied for and received an EPA Cleanup Grant for the former McClung Warehouses sites to address issues found in the Phase II assessments, including heavy metal concentrations, asbestos and potential vapor intrusion issues. The City selected S&ME to conduct the cleanup project. The general Quality Assurance Project Plan and Site Specific Quality Assurance Project Plan have been approved by EPA, additional sampling of the site has been conducted, and the Analysis of Brownfield Cleanup Alternatives is finalized.
- The grant is for three years and is valued at \$180,000 (\$150,000 EPA, \$30,000 local match).
- In addition to public meetings and quarterly updates with stakeholder committees for the Assessment Grants, the Office of Redevelopment was invited to speak about Brownfields at the following events: 2014 EPA Region 4 Brownfields Grantee Workshop, Atlanta; 2014 Southeast Regional Brownfield Conference, Orlando; 2014 Tennessee Environmental Conference; 2015 National Brownfield Conference (Mayor Rogero was part of the Mayor's Roundtable Plenary); 2016

Southeast Regional Brownfields Conference, Jacksonville; 2017 EPA Region 4 Environmental Workshop, Atlanta; 2017 Redevelopment Rodeo and Developers Talk Deals at the National Brownfields Conference in Pittsburgh, Pa.; 2019 Tennessee Environmental Conference, Kingsport; 2019 TAPA Spring Retreat and Conference, Gatlinburg; 2019 EPA Region 4 Underground Storage Tank Program Managers Meeting, Knoxville; 2019 Southeast Regional Brownfields Conference, Orlando; 2019 National Brownfields Conference, Los Angeles.

South Waterfront (2011 to 2019)

- After Baptist Hospital closed in 2008, Knoxville City Council approved a \$22 million 30-year Tax Increment Financing (TIF) package to kick-start the demolition and redevelopment of the old hospital site.
- In January 2014, SEDA (formerly Blanchard Calhoun) purchased the 23-acre waterfront property to develop a mixed-use project known as One Riverwalk Apartments.
- By September 2019, the private development opened on the hospital site with 303 units of luxury-style apartments.
- The public-private venture is coupled with a new urbanized streetscape for Blount Avenue between Chapman Highway and Gay Street. The redevelopment also includes 1,500 feet of South Waterfront public riverwalk, a public plaza, a pocket park, 37,500 square feet of new event space, and public restrooms.
- To the west of the Henley Bridge, University Housing Group constructed a new 136-unit student housing development, 303 Flats, which was completed in fall 2018.
- Riverwalk Parking Garage, located at Kay Street and Blount Avenue, offers 250 spaces available to the public. Free parking is offered on weeknights and weekends. These spaces are located on levels 6 through 8.
- Surface parking (52 spaces) is also available during the same hours.
- KAT introduced its new Red Line trolley service on Aug. 19, 2019 to circulate new employees and staff at the Regal Cinemas headquarters and residents from One Riverwalk and 303 Flats to the Trolley Super Stop on Main Street. From the Super Stop, they are connected to downtown, UT and KAT's Transit Center.
- To the east of downtown proper, the City has invested heavily in constructing Suttree Landing Park and other new waterfront amenities.
- Suttree Landing Park, opened in late 2016, is an 8-acre park with features that include 1,900 feet of public riverwalk, site furnishings, a festival lawn, an accessible children's playground, overlook areas, and a put-in area for kayaks and canoes. Locally funded – \$3.4 million.
- In 2019, the Suttree Landing Park Pavilion and Accessible Boat Launch opened. This next phase included restrooms, a covered meeting, picnic and concessions area, and an accessible kayak/canoe launch. Locally funded – \$1.5 million.
- Waterfront Drive opened in November 2016. This new 2,988-foot-long (approximately a half-mile) two-lane tree-lined public street supports Suttree Landing Park. It includes new sidewalks, landscaping, on-street parking, and pedestrian and street lighting. Sustainable features include permeable pavement

and bioswales that capture rainwater for the landscaped areas. Locally funded – \$3.2 million.

- Under development is the Sevier Avenue Streetscapes Project, which is federally funded with a 20 percent local match. When completed, Sevier Avenue will feature two 11-foot lanes, bike lanes, improved sidewalks, street lighting, signal upgrades and underground electric services. Currently in right-of-way and final design phases.
- River's Edge is a \$14 million private development of 135 residential units coupled with new streetscapes along Island Home Avenue. Public infrastructure improvements include two new public streets and 900 linear feet of public riverwalk. Completed fall 2016.
- In October 2015, Mayor Rogero and Gov. Bill Haslam announced the relocation of Regal Entertainment Group's new headquarters to the South Knoxville Waterfront.
- The South Waterfront riverwalk was extended at City View condominiums in 2013 by 650 feet.
- In 2015 and 2018, environmental clearance (NEPA) and preliminary design were completed for a bike/pedestrian connector from the South Waterfront to the upper concourse of UT's Thompson-Boling Arena. The proposed project involves the construction of a new pedestrian/bicycle bridge, connecting South Knoxville to the University of Tennessee campus. The proposed bridge would span the Tennessee River from Clancy Avenue on the south side of the river to Lake Loudon Boulevard on the north (university) side, connecting to the pedestrian concourse located between Thompson-Boling Arena and Pratt Pavilion. Estimated construction cost: \$30 million. Additional funding is needed for final design, right-of-way acquisition and construction.
- South Waterfront Form Based Code (adopted 2007) – property development:
 - 513 Sunshine Circle
 - Alliance Brewing
 - Landing House
 - Uncle Lem's Outfitter
 - South Coast Pizza
 - South Knoxville Veterinarian Clinic
 - Computer Plus
 - Hi-Wire Brewery
 - Honey Bee Coffee
 - 2005 Barber Street
 - South Knoxville Food Truck Park
 - Print Shop Brewery
 - Kern's Bakery Site
 - 2216 W. Blount
 - Foggy Bottom Flats
 - Allied Toyota Lift Site Improvements
 - River's Edge
 - One Riverwalk
 - 303 Flats

- City South
- South Banks/Waterfront Drive (in review)
- Neighborhood and business organizations:
 - Old Sevier Neighborhood Organization
 - South Haven Neighborhood Association
 - Island Home Neighborhood Association
 - Southside Waterfront Neighborhood Association
 - South Knoxville Alliance
 - South Knoxville Elementary School

Magnolia Avenue (2011 to 2019)

■ Magnolia Avenue Streetscapes Project

- Phases I and II – Replacing the existing sidewalks and curb, enhancing a model block area between Jessamine Street and North Bertrand Street with new urbanized streetscape amenities, including landscaping, street- and pedestrian-scaled lighting, bike lanes, signal improvements, benches and transit stops
 - Total investment: \$7.5 million
- Gateway Monument – brick veneer entryway monument installed at the northeast corner of Jessamine Street at Magnolia Avenue to link downtown to Magnolia Avenue Corridor
 - Cost: \$68,000
- Website and text notifications:
 - www.magnoliaavenuestreetscapes.com
 - Real-time push notifications were sent to anyone signing up for text notifications at 313131 with the subject “Magnolia”

■ Smart Growth America 2017 Technical Assistance Grant

- For small-scale manufacturing and place-based economic development, Magnolia Avenue Warehouse District

■ Knoxville History Project Art Wraps Project

- Partnering with the Knoxville History Project to introduce public art work on four new traffic signal control boxes along Magnolia Avenue
- Cost: \$80,000

■ 1200 McCalla Ave. – sale of City-owned building for Maker space

- Purchase price: \$100,000
- 6,033 square feet (two floors)
- 19 studios proposed for artists, small-scale manufacturers and entrepreneurs with gathering space, bathrooms, kitchen
- Community Open House in May 2018 included Knoxville Area Makers, interested investors and developers, KEC representatives, City staff with tour of building.

■ Magnolia Avenue / Rutledge Pike / Asheville Highway Interchange Study

- Obtained a \$250,000 federal grant (with 20 percent local match) to hire consultant to study interchange and provide recommendations for a more efficient design that will improve traffic mobility and consider multi-modal options to connect with nearby neighborhoods and destinations.
- Community Open House held Oct. 30, 2019 at Honey Rock Victorious Church to receive community feedback and suggestions for improvements to the area.

Development assistance

- During the Rogero administration, the City of Knoxville and private developers have partnered on projects that have utilized development assistance through Tax Increment Financing (TIF) or Payment-In-Lieu-of-Taxes (PILOT) tools designed to close financing gaps and make job-creating redevelopment projects financially viable. The goal is to attract jobs and economic growth for the area.

- ❖ Details on TIF projects: <https://bit.ly/3iEPsTV>
- ❖ Details on PILOTS: <https://bit.ly/3it4QIW>
- ❖ Online Story Maps using ESRI Geographic Information Systems software that displays TIF and PILOT project information, location and images on maps: <https://bit.ly/3adqesr> and <https://bit.ly/2PFLPeP9>

- Established a protocol for an independent third-party reviewer, Municap Inc., to provide the “but for” analysis as to whether the amount and term of a PILOT or TIF is needed to make the project financially feasible.

Miscellaneous

- Assisted Knoxville-Knox County Planning and Plans Review and Inspections with staff review with consultants during the Recode Knoxville City zoning ordinance update.
- Partnered with Knoxville-Knox County Planning, TPO and other City staff as a participant in the Chapman Highway Implementation Plan.
- Continued staff coordination from the Smart Growth America Consortium Series for the Broadway Corridor.
- Staff served on the following boards and committees: Downtown Design Review Board, Knoxville Greenways Committee, Great Smoky Mountains Regional Greenway Coalition, Public Property Naming Committee, Public Art Committee, Dow Community Advisory Panel, Employee Benefits Advisory Committee, Community Development Façade Design Review, the Great Schools Partnership, the United Way Income and Investment Committee, and Visit Knoxville.
- Continuing coordination with regulatory agencies (EPA, TVA, TDEC, ACOE, TDOT, SHPO, etc.).

- Continuing partnerships and transparency with area organizations such as Legacy Parks Foundation, Downtown Knoxville Alliance, Market Square Merchants Association, Cumberland Avenue Merchants Association, Aslan Foundation, South Knoxville Alliance, South Knoxville Foundation, North Knoxville Business & Professional Association, Historic Old City Association, East Knoxville Business and Professional Association, East Knoxville Business Alliance, Broadway Corridor Task Force, Central Street Merchants, neighborhood groups, and others.
- Participant in the annual Neighborhood Conference with booth displays and information about projects within the City's redevelopment areas.
- The Office of Redevelopment was the recipient of the 3rd annual Diversity Business Enterprise (DBE) Advocate Award in recognition of highest percentage of minority and women-owned business expenditures (exceeding \$1 million) for FY 18.
- Served as the City of Knoxville Census 2020 Liaison.
- Served on the scooter pilot program committee.
- Completed annexation and rezoning of two parcels.

Downtown

■ **Former State Supreme Court Site**

- Successfully selected a proposal and negotiated a purchase sale agreement with Dover Signature Properties for redevelopment of the site.
- In April 2017, the \$2.6 million Purchase and Sales Agreement was approved by City Council.
- In October 2018, the City entered into a Development Agreement with Knoxville Supreme Court LLC for a mixed-use development consisting of 228 residential units and 45 units of hospitality suites.
 - Development assistance via PILOTs approved by City Council, County Commission and City Industrial Development Board for 25-year PILOT terms for each project.
 - Groundbreaking ceremony held Oct. 28, 2019.

■ **200 Block of Gay Street**

- Coordinated with KCDC and developer Leigh Burch for redevelopment on the 200 block of South Gay Street, resulting in an RFP being issued by KCDC for future development of the property.

■ **Downtown parking**

- Communicated weekly updates during construction during an \$11 million two-deck expansion on the State Street Garage.

- The garage upgrades included a new elevator and improvements to all entrances and exits, including the lower level parking. The elevator created new accessibility for motorists and pedestrians wishing to go between Gay Street / Market Square and the Old City; the new garage configuration and dual elevators make it possible to connect destinations with the option of avoiding a steep elevation change.
- Downtown Coordinator and City Communications created a blog to alert stakeholders and downtown visitors about traffic-flow changes and to advise on alternative parking options during the construction.
- The expanded State Street garage, now able to accommodate 1,600 vehicles, opened in summer 2019.
- With recent investments in parking infrastructure, the total number of public parking spaces downtown has been increased to more than 10,500.
- Continued assisting the Public Building Authority (PBA) in providing parking enforcement on all new parking meters downtown and in the Cumberland Avenue area.
- Coordinated with PBA on management of all City Parking garages and lots.

■ Public art / murals

- Assisted the Public Art Committee in purchase and completion of a mural on Clinch Avenue.
- Advised on a contract for a sculpture at the Cradle of Country Music Park. Assisted in the development of an RFQ for a landscape architect to coordinate with the artist in rejuvenating the park as a gathering / event space.
- Assisted in the development of a mural on the Market Square Garage.

■ Krutch Park

- Coordinated issuance of new patio use agreements, including the use of a portion of Krutch Park extension and coordinated new leases on all existing patios.

■ Market Square

- Maintained lease with the property owner of 30 Market Square for storage of City equipment for events on the Market Square.
- Coordinated with City Engineering, contractor, Office of Special Events and property owners on the 600 block of Market Street streetscape project.

■ KUB and utility providers

- Coordinated with KUB and PBA on management of the Promenade Garage.

- Coordinated with KUB on the installation of a 36-inch waterline in North Knoxville and on gas meter replacements.
- Coordinated with multiple telecommunications providers to provide conduit downtown.

■ Jackson Avenue Ramps Project

- Coordinated with City Engineering, Vaughn and Melton, Bell and Associates, property owners, residents and TDOT on the Jackson Avenue Ramps Replacement Project.
- The \$8.2 million project to replace the structurally deteriorating 100-year-old ramps connecting Jackson Avenue and Gay Street remains on schedule, with completion anticipated in fall 2020.
- Continued assisting and meeting with the Old City Association.

■ Knoxville / Knox County Opportunity Zones Map and Prospectus

- The Office of Redevelopment teamed with the City's Community Development Department, Office of Business Support, the Knoxville Chamber, Knox County, KCDC, Knoxville Area Urban League and Downtown Knoxville Alliance to produce the Knoxville / Knox County Opportunity Zones Map and Prospectus.
- The aim was to highlight the eight designated Opportunity Zones based on the 2017 Tax Cuts and Jobs Act established for economically distressed communities where new investments, under certain conditions, may be eligible for preferential tax treatment. The designations were designed to help spur economic development by providing tax benefits to investors.
- More details:
<http://knoxgis.maps.arcgis.com/apps/MapSeries/index.html?appid=62707ae4f129477bab660f6b79b47226>

SPECIAL EVENTS

- During the last eight years – a very exciting time for the Office of Special Events – events have grown in number and size, new City events have been created, and relationships with other City departments have become stronger.
- One of the first big transitions came when the Office of Special Events took over coordination of the event called First Night. It was transformed into New Year's Eve on the Square with a ball drop at midnight on New Year's Day.
- Also created was the City's Concert on the Square, a free concert series on Market Square.
 - Jazz on the Square happens on Tuesday nights, starting the first Tuesday in May and extending to the last Tuesday in August.
 - Then on Thursday nights, from the first Thursday in May to the last Thursday in June, a variety of music is performed, covering all genres.

- Additional music has been added to the Festival on the Fourth, as well as amusement attractions, such as a bungee jump and a rock climbing wall. Acquired new sponsorships.
- In 2019, Office of Special Events also introduced a brand new event call Kid-a-riffic on the Square. Kid-a-riffic on the Square is held in the month of July on Tuesdays only from 10 a.m. to 1 p.m. It is a free event without a budget. KPD, KPD, KAT, Knox County Public Library, the Muse and other local business gather together and offer activates for young children.
- Christmas in the City as grown as well. A new 42-foot Christmas tree was purchased, and new lights and decorations were added to the Market Square ice rink. The decorations were designed by the Broadway Art Center and the rink constructed by City staff. Also, a new laser show was added to the lighting of the Christmas tree.
- The Office of Special Events has strengthened its relationships with each department in the City. Special Events staff work with every department in the City and have bridged an open door policy at all times. The other departments know that Special Events is approachable and more than happy to assist with all needs.
- The Office of Special Events also assists with all the Mayor's meeting needs, as well as ribbon-cuttings, announcements and ground-breakings.

SUSTAINABILITY

Working in alignment with the City's core goals, the Office of Sustainability led efforts to reduce carbon emissions and ensure that Knoxville's economy, environment and community members can thrive today and in the future.

- Achieved the City's original Energy & Sustainability goal to reduce municipal carbon emissions 20 percent by 2020.
 - With the completion of the LED streetlight retrofit in 2019, City emissions are down more than 20 percent relative to our 2005 baseline.
- In 2019, the Office led efforts with City administration and City Council to set two new sustainability goals:
 - To reduce municipal greenhouse gas emissions 50 percent by 2030 relative to 2005 levels.
 - To reduce community greenhouse gas emissions 80 percent by 2050 relative to 2005.

Provided professional energy management support for City facilities to maximize energy efficiency and conservation.

- Achieved and maintained energy savings estimated at 30 percent per square foot relative to 2009, which has created estimated avoided annual utility cost savings of more than \$750,000 annually for electricity, gas, water and wastewater expenses.

- Contracted with EnerNOC to participate in TVA's DemandSMART program at the Civic Coliseum; City receives financial incentive to reduce on-peak energy use (2013).
- Secured and managed \$240,000 Clean Energy Technology Grant to support the installation of a geothermal heat pump at the Public Works Service Center and assisted the development team in pursuing LEED Certification for the new facility (2015-18).
- Implemented new Energy Analysis Software to track utility consumption across 95 City facilities and identify energy- and cost-saving opportunities (2016).
- Sustainability Project Manager Brian Blackmon achieved Professional Energy Management certification and completed CAC's Community Leadership Academy (2016).
- Amended Ameresco energy-savings performance contract to enable additional corrective maintenance services for the City's energy-efficiency technology at no additional cost, and implemented critical software updates for the City's energy management software (2017-2018).
- Coordinated servicing of the Niagara N4 building controls system by Ameresco at more than 20 facilities (2018).
- Provided ongoing support to City Facilities and other staff to address scheduling and operational needs (Ongoing).

Managed implementation of the [LED Streetlight Project](#) to retrofit 28,500+ City streetlights to energy-efficient technology (2017-19).

- Approved in the FY 2017-2018 budget, the retrofit design phase began in August 2017, and the installation of the new lights took place September 2018 – November 2019.
- As a result of this project, the City has reduced the costs associated with operating and maintaining the street lighting system by over \$2 million annually, down from an annual cost of over \$4 million.
- By reducing the electricity consumption of the City's lights by an over 60 percent, the project also pushed the City past its goal of reducing municipal greenhouse gas emissions by 20 percent by 2020.

Designed and implemented opportunities to integrate renewable energy into City operations.

- Commissioned two separate solar photovoltaic installations on City properties through third-parties financing structures that required no investment by local taxpayers.
 - 90kW solar array at the Knoxville Convention Center (2012)
 - 50 kW solar array at the Jacob Building (2014)

- Negotiated for the transfer of ownership of the Knoxville Convention Center 90kW array at the end of initial third-party lease term in order to provide direct financial benefits to City taxpayers (2019).

Initiated and managed programming and partnerships to support energy efficiency in Knoxville homes and businesses, with a special emphasis on supporting lower-income households.

- Spearheaded the Mayor's Energy Challenge with Pathway Lending, which announced a \$10,000,000 loan fund designated for energy-efficiency improvements for Knoxville businesses (2012).
- Convened the Smarter Cities Partnership, a coalition of more than 20 local partners aligned around a common goal of improving the comfort, quality and affordability of Knoxville homes through energy efficiency (2013).
- Led the Smarter Cities Partnership in launching [Savings in the House](#), a multi-partner campaign to educate residents about energy efficiency (2015).
 - To date, Savings in the House has helped an estimated 3,500 residents learn no- and low-cost ways to take control of utility bills.
 - In partnership with Community Action for Affordable Neighborhoods (CAAN), secured \$60,000 Partners for Places grant to design and launch Savings in the House (2014).
 - In partnership with multiple local partners, secured \$300,000 grant from the [Southeast Sustainable Communities Fund](#) to support local partners in ongoing implementation of the Savings in the House educational campaign (2018).
- Co-hosted first City of Knoxville Landlord Summit with Office on Homelessness and local partners (2015).
- With the Knoxville-Knox County Community Action Committee, Knoxville Utilities Board, and Tennessee Valley Authority, completed the [Knoxville Extreme Energy Makeover program \(KEEM\)](#), which over two years provided energy efficiency upgrades to nearly 1,300 lower- and moderate-income Knoxville homes (2015-2017).
 - Collectively, KEEM upgrades save nearly 6 million kilowatt hours each year – with average utility cost savings to families approaching \$500 annually.
 - The retrofits reflect more than \$12 million of direct economic impact in the local community – with more than \$8.5 million going directly to local contractors who provided the energy upgrades.
- With the Knoxville-Knox County Community Action Committee, Knoxville Utilities Board, and Tennessee Valley Authority, launched [HomeUplift in support of Round It Up](#), which continues the progress of the Knoxville Extreme Energy Makeover program (KEEM) by providing over \$1 million annually for weatherization (2018).

Implemented and explored programs, policy and infrastructure solutions designed to promote alternative transportation options and low-carbon mobility.

- Installed and managed 24 public electric vehicle charging stations across the City (2012).
- Introduced ZipCar pilot program in downtown Knoxville and on UT campus (2013).
- Led efforts to develop and approve a Complete Streets Ordinance to institutionalize the City's commitment to advancing safe streets for all modes and users (2014).
- Hosted Smart Growth America for "Transit Oriented Development 101," a grant-funded technical assistance workshop to introduce residents and community leaders to concepts related to transit-oriented development (2015).
- Developed a Bus Pass pilot program to encourage City employees to ride KAT to and from work (2015).
- In partnership with Visit Knoxville, launched and oversaw contract management of the Pace bike share program, which features 200 bikes and 13 bike share stations on City property and right-of-way (2018).
- Supported and provided data analysis for downtown scooter pilot program (2019).

Initiated and supported efforts to improve the resilience of local infrastructure and neighborhoods to the threats posed by current and future climate hazards.

- Partnered with other municipal sustainability directors in the Southeast on successful application for a \$40,000 grant to support "Partnerships for Resilience and Empowered Planning" – a peer-to-peer learning program to explore strategies for preparing local communities for extreme weather and other climate related events (2014).
- Partnered with Oak Ridge National Laboratory (ORNL) to develop the Urban Climate Adaptation Tool (Urban-CAT), a software tool designed to build understanding of expected local climate changes and inform efforts to increase local resilience (2016).
- In partnership with ORNL and East Tennessee Quality Growth, developed open-source presentation materials designed to help educate regional communities about the expected impacts of climate change on the Knoxville region and how to mitigate these threats (2016).
- Participated in the 2017 update of the Multi-Jurisdictional Local Hazard Mitigation Plan, with particular focus on supporting the assessment of how changing future conditions will impact local risks and mitigation strategies (2017).

Led and supported initiatives to promote more sustainable food, waste and landscape systems across the Knoxville community.

- Provided staff support to the [Knoxville-Knox County Food Policy Council](#) in efforts to increase food access and security while strengthening local food systems (Ongoing).
- Led efforts to amend City zoning code to remove barriers to local food production and support urban agriculture (2014).
- Supported Tennessee River Tour river cleanup event (2015).
- Hosted visiting delegation of Japanese researchers interested in learning about the history and work of Food Policy Council (2015).
- Supported Public Service in analysis and procurement of new yard waste, garbage and recycling contracts (2016).
- Achieved and maintained designation as [National Wildlife Federation Certified Community Wildlife Habitat](#) (the first municipal certification in Tennessee) (2017).
- Initiated Community Garden Pilot to allow community groups to garden on City-owned properties.
 - Completed survey and interviews with interested community groups in order to inform contracting process required for garden development (2017).
- Served on the project team of a Robert Wood Johnson Foundation-funded healthy corner store initiative with the University of Tennessee and Knox County Health Department (2018).
- Updated City ordinances to allow temporary use of goats for vegetation management (2018).
- Updated the City's Domesticated Hen Ordinance to make it easier for residents to obtain and renew hen-keeping permits (2019).

Monitored and reported core data metrics in order to inform municipal and community actions and maintain transparency and accountability for City sustainability initiatives.

- Managed the City's participation in the DOE Better Buildings Challenge, including annual public disclosure of energy usage of more than 2 million square feet of municipal facilities (Ongoing).
- Managed Knoxville's commitment to the Compact of Mayors, including public disclosure of baseline energy and emissions inventories and summary of hazard mitigation plans (Ongoing).
- [Released 2014 Energy & Sustainability Work Plan & Emissions Inventory Update \(2014\).](#)

- The 2014 inventory showed a 12.99 percent reduction in municipal greenhouse gas emissions and a 7.75 percent reduction in community emissions since 2005.
- Released 2017 [Energy & Sustainability Work Plan and Emissions Inventory Update \(2017\)](#).
 - The 2017 inventory showed a 15 percent reduction in municipal greenhouse gas emissions and an 11 percent reduction in community emissions since 2005.

Partnered with local organizations and other City departments to promote principles of equity and inclusion through sustainability.

- Partnered with other municipal sustainability offices in the Southeast on successful application for a \$95,000 grant to support training for sustainability staff on issues of equity and energy (2015).
- Partnered with The Change Center and City Community Relations Department on successful application for \$74,000 Partners for Places grant to support The Change Center and Save Our Sons Jobs Initiative promoting workforce development for boys and young men of color (2016).
- Collaborated with SEED on door-to-door outreach effort to inform historically underserved neighborhoods about new garbage carts and recruit 230 additional families to enroll in the City's recycling program (2016).
- Organized and led Volunteer Training for Sustainability that was attended by seven local organizations interested in developing more environmentally-focused opportunities for volunteers (2016).
- Supported Community Relations in leading the City's Internal Equity Committee to identify opportunities to reduce disparities within the City's hiring and procurement processes (2016-19), as well as implementing training for departmental leaders and top staff (2019).

Initiated and supported City and mayoral participation in international and national thought-leadership opportunities.

- Supported Mayor Rogero's appointment to the President's State, Local and Tribal Leaders Task Force for Climate Preparedness and Resilience, including hosting White House officials in Knoxville to meet with local stakeholders (2014).
- Supported Mayor Rogero in preparing for and presenting at the Second U.S. - China Climate-Smart/Low-Carbon Cities Summit in Beijing, China (2016).
- Supported Mayor Rogero in her role as a co-chair of the 450-plus member [Climate Mayors](#) network alongside the mayors of Los Angeles, Houston and Boston (Ongoing).

Accolades and awards (2011-19)

- Top 20 Finalist for Bloomberg Mayors Challenge (2012)
- TVA Green Power Switch Award for Community of the Year (2013)

- Platinum Certification in TVA's "[Valley Sustainable Communities](#)" Program (2013)
- Climate Action Champion designation by U.S. Department of Energy (2014)
- Tennessee Municipal League Achievement Award for Excellence in Green Leadership (2014)
- [Best Workplaces for Commuters Designation](#) by National Center for Transit Research (2015)
- Finalist for International C40 Cities Bloomberg Philanthropies Award – [Cities4Energy Category](#) (2017)
- Sustainability Project Manager Brian Blackmon finalist for City Employee of the Year (2018)
- Sustainability Director Erin Gill featured as Bloomberg Cities' [Innovator of the Week](#) (2018)
- City Diversity Business Enterprise Advocate Awards: Highest Spend and Highest Percentage (2019)

Board and committee participation by Sustainability staff (2011-19)

- Southeast Urban Sustainability Directors Network – Steering Committee (2011 to present)
- U.S. Green Building Council's Tennessee Market Leadership Advisory Board (2013-17)
- University of Tennessee Campus Committee for the Environment (2014 to present)
- Guest judge for the U.S. Department of Energy's 2014 Better Building Case Competition (2014)
- Urban Sustainability Directors Network – Innovation Fund Steering Committee (2015 to present)
- Transportation Planning Organization Mobility Advisory Committee (2016-17)
- Tennessee Valley Authority Energy Efficiency Information Exchange (2016 to present)
- ORNL's Urban Dynamics Institute Scientific Advisory Board and Cities Advisory Council (2016 to present)
- Steering Committee for the Knoxville Regional Food Hub Feasibility Study (2016)
- Southeast Energy Efficiency Alliance Policy Committee (2016 to present)
- Tennessee Valley Authority Solar Stakeholder Advisory Group (2017)
- Project team support for interagency Robert Wood Johnson Foundation Invest Health (2017)
- Recode Knoxville Staff Advisory Committee (2017-19)
- Tennessee Valley Authority Integrated Resource Planning Stakeholder Committee (2018-19)
- Tennessee EV Consortium / Drive Electric TN Core Team and Advisory Group (2018)
- Tennessee Valley Authority Regional Energy Resource Council (2019 to present)

- Keep Knoxville Beautiful (2019 to present)

VISIT KNOXVILLE

Tax revenue and visitor spending totals since 2012

- Knoxville / Knox County produced a total of more than \$541 million in travel-generated tax revenue from 2012-18.
- Knoxville / Knox County generated a total of more than \$7.1 billion in direct spending from 2012-18.
 - Source: Tennessee Department of Tourist Development

From 2012 to October 2019 (TYD)

- Occupancy has grown 12.1 percent.
- ADR has grown 28.1 percent.
- RevPAR has grown 43.6 percent.
 - Source: Smith Travel Research

Since 2012

- Knoxville has booked 898 conferences, meetings and sporting events scheduled as far out as 2023.
- Knoxville has hosted 1,682 conferences, meetings and sporting events, generating more than \$1,075,602,729 in economic impact.
- This includes:
 - The 2014 Tennessee Governor's Conference on Tourism
 - The 2014 Congressional Medal of Honor Conference
 - The 2017 Bassmaster Elite Series
 - The 2017, 2018 and 2019 USA Cycling Pro Road National Championships (extends through 2021)
 - The 2018 American Dairy Science Association Annual Meeting
 - The 2018 American Astronomical Society Division of Planetary Sciences Meeting
 - The 2018 Wing Ding
 - The 2019 and 2020 TYR Pro Swim Series
 - The 2019 Bassmaster Classic
 - The 2019 International Society of Arboriculture Annual Conference
 - The 2019 Southeastern Theatre Conference
 - The 2019 National Association of Sports Commissions Annual Symposium
 - The 2019 Garth Brooks Stadium Tour (Neyland Stadium)

- Many groups have chosen to call Knoxville home for multiple years. These include:
 - Winterfest
 - FIRST Robotics
 - Grassroots Outdoor Alliance
 - Varsity Spirit Ozone Invitational
 - National Street Rod Association
 - Powerboat Nationals
 - Cirrus Aircraft
 - Fanboy Expo
 - National Association of RV Parks and Campgrounds

- Visit Knoxville formed the Visit Knoxville Film Office (2014). Since the launch, the VK Film Office has recruited a total of eight films to Knoxville, including “The Last Movie Star” starring Burt Reynolds and Ariel Winter. The economic impact of these films is estimated at nearly \$2 million.
- Formed the Visit Knoxville Sports Commission (2016). Since the launch in March 2016, have grown sports business held from over \$29 million in economic impact in 2016 to over \$87 million in 2019.
- Redesigned the interior of the Knoxville Visitors Center at 301 S. Gay Street.
- Collaborated with the City of Knoxville and PBA to rebrand the fourth floor Observation Deck of the Sunsphere.
- Collaborated with the City of Knoxville and ASM Global (formerly SMG) to rebrand World’s Fair Exhibition Hall (formerly Knoxville Convention & Exhibition Center).
- Partnered with the City of Knoxville on the successful launch of bike share and scooter offerings.

ZOO KNOXVILLE

Highlights

2019

- Beastro café and new restrooms opened.
- Boyd Family Asian Trek wins Association of Zoos and Aquariums top honors in exhibit design.
- Broke ground on Clayton Family ARC Campus.
- Capital campaign exceeds \$36.5 million; public campaign launched.

2018

- Gibbon Trails and Langur Landing opened.
 - Voted USA Today Top 10 Best Exhibits

- Pinnacle Business Award.
- New attendance record of 512,112.

2017

- Tiger Forest opened.
- Zoo Drive gateway signage unveiled.
- New attendance record of 495,055.

2016

- Asian Trek groundbreaking.
- New brand, logo and name launched.
- \$30 million capital campaign launched.
- New attendance record of 473,679.

2015

- Received accreditation from the Association of Zoos and Aquariums.
- Master Plan approved by Board of Directors.
- New brand and logo approved by Board of Directors.
- Capital Campaign feasibility study launched.
- Attendance record of 441,116.

2014

- Strategic Plan approved by Board of Directors.
- Wee Play Adventure in the Pilot Flying J Building opened.
- City of Knoxville authorizes \$10 million for zoo capital improvements.
- Attendance of 416,000, second highest in history.

2013

- Lisa New, President & CEO, hired; she is the zoo's fifth director (first woman).
- Strategic Plan launched.

2012

- Opened Valley of the Kings, new habitat for lions and baboons.