



CITY OF KNOXVILLE  
MADELINE ROGERO, MAYOR

## **2012 DEPARTMENT YEAR IN REVIEW**

[WWW.KNOXVILLETN.GOV/YEARINREVIEW](http://WWW.KNOXVILLETN.GOV/YEARINREVIEW)



December 17, 2012

Dear Friends:

One year ago today, I was sworn in as the 68<sup>th</sup> Mayor of Knoxville. The time has gone by quickly and, as we near the end of 2012, it is a good time to pause and reflect on challenges and accomplishments.

The progress we have made in our City this past year is not because of any one person alone, but the combined efforts of City employees, City Council, and many other individuals, businesses, nonprofits, and fellow government partners. I want to thank all of you who helped make this a very good year.

I am often asked whether I enjoy being Mayor. Sometimes people are surprised by the enthusiasm of my response. "Yes! I love my job!" Every day, I have the opportunity to work with dedicated, talented people inside and outside of City government on issues that matter the most to our community.



Sometimes that means sitting down with our economic development partners to help local businesses expand or recruit new employers. Sometimes it means working with neighborhood leaders and our Community Development and Public Service departments to tackle blighted properties. Sometimes it means just cutting a ribbon on a renovated recreation center so that our young people and senior citizens can have safe, friendly places to gather.

There is no way to give a complete overview of the efforts of the City of Knoxville during the past 12 months, because so much of what we do is the day-to-day work of all of our departments: providing police and fire protection; picking up garbage; collecting brush and leaves; paving roads; patching sidewalks; maintaining our parks and greenways; and generally ensuring quality of life for all of our residents, business owners and visitors. [For more on this, see the "Highlights" section at the end of this letter.]

But beyond those crucial City services, there are some particular achievements of the past year that I would like to highlight. Many of these reflect goals and priorities that I talked about during my campaign in 2011.

- **Pension Reform:** Coming into office, we faced a large unfunded pension liability due to the recession's impact on investments. A task force appointed in 2011 by City Council reported that the current pension system was unsustainable. Working with my staff, our employee groups, and City Council, I proposed the creation of a new hybrid pension plan that will reduce future costs and market risk for Knoxville taxpayers, while also ensuring competitive benefits for our employees. City Council voted to put the plan on the November ballot and City voters approved the plan with 76 percent voting in favor. The new plan will take effect for all new City employees in 2013. Meanwhile we are addressing our near-term challenge of paying for the unfunded liability of the existing plan, but the new pension plan will put the City on better fiscal footing over the long term.
- **Business Support:** As promised in my campaign, I created an Office of Business Support to help local businesses in their dealings with City government. A Business Liaison staffs that office, and an online Business Resource Guide has been published. We created a Business Advisory Council to gather perspectives and feedback from all parts of Knoxville's private sector. Working with our Industrial Development Board, we also announced the creation of a new Entrepreneur Center, which will open early next year at 17 Market Square. The center will provide resources and expertise to help aspiring business owners develop their plans and ideas.
- **Economic Development:** Knoxville recently received national press with a report from Brookings Institution that we were one of only three U.S. metro areas (along with Pittsburgh and Dallas) that had fully recovered from the recession. This emphasizes the importance of our regional approach to economic development and our partnerships with Innovation Valley, the Knoxville Chamber, and The Development Corporation. Though we did see some job losses this year (such as Sea Ray boats), we also saw new job announcements across multiple sectors, such as ADT (300), Access America Transport (100), CSL Plasma (100), Proton therapy center (100), UT/Pellissippi/Virginia College (120), Green Mountain Coffee (300 – now over 900 total), and Legend Fitness manufacturing (50). Major national retailers Publix, Costco, and Trader Joe's, and Asheville-based Tupelo Honey Café opened in our market this year. Urban Outfitters and Anthropologie announced that they would be coming soon.
- **Sustainability:** We made progress in many ways this year toward making Knoxville a greener, more sustainable city. That began with the full funding of the Office of Sustainability, which had been created under Mayor Haslam and funded with federal stimulus dollars. This year it became a permanent City of Knoxville office. Sustainability staff oversaw the City's

application for a \$5 million grant from Bloomberg Philanthropies, leading to our selection as a finalist. Winners will be announced this spring. They also secured an IBM Smarter Cities grant for 2013, and oversaw the installation of electric-vehicle charging stations in City parks and garages. And last month, I announced the Mayor's Energy Challenge, a partnership with Pathway Lending that makes \$10 million available in low-interest loans for local businesses to make energy-efficiency improvements to their operations.

- **Blighted Properties:** City Council approved four ordinances earlier this year that gave new enforcement tools to codes enforcement staff to deal with chronically neglected and blighted properties. This allows the City to move more quickly in dealing with delinquent property owners, helping to ensure neighborhood safety and property values. I allocated \$100,000 in the 2012-13 budget for enforcement of the City's Demolition by Neglect ordinance, which we are already using to help protect the historic former South High School building in South Knoxville. I increased the budget to \$500,000 for the acquisition of blighted properties when owners fail to address codes violations. These properties are put into the Homemakers Program so that new owners can purchase and renovate the property, thus improving the neighborhood and getting these houses back on the tax roll.
- **Tourism:** The shake-up that occurred early this year at the Knoxville Tourism and Sports Corporation gave the City and County an opportunity to rethink our tourism promotion efforts. Together, we went through an intensive, competitive process that led to the issuing of a new request for proposals and the eventual awarding of a contract to the renamed Knoxville Convention and Visitors Bureau, also known as Visit Knoxville. We are now in a good position to expand our tourism marketing.
- **Redevelopment and Downtown:** Over \$100 million dollars in re-investment in our urban core was announced this year, including University Commons, Hilton Garden Inn, and the Tennessee Armature, 36 Market Square, Arnstein, Arby's and Medical Arts buildings. Tupelo Honey Café opened on Market Square and Urban Outfitters was announced. The City began the expansion of the State Street parking garage, and we are partnering with TVA on their new parking garage downtown, which will provide public parking on nights and weekends.
- **Quality of Life:** Enriching our quality of life is good for Knoxville residents, and it is also a tourism and economic development strategy. I am excited about the City's partnership with the new Outdoor Knoxville venture overseen by the Legacy Parks Foundation. By growing our Urban Wilderness areas and promoting our many natural assets, Outdoor Knoxville is helping to turn our City into an outdoor recreation destination. The City renovated two recreation centers (Lonsdale and Larry Cox) and completed the West Hills tennis clubhouse. Thanks to PetSafe, Holston River Park is now the site of our fourth off-leash dog park. Two new boat

launches for canoes and kayaks were opened, on the south waterfront and at Forks of the River along the French Broad. A new greenways coordinator was hired to plan and promote our greenways, and the new position of Urban Forester was filled to preserve and grow the City's urban forest.

- Inclusiveness: I promised at my inauguration to help make Knoxville a city that welcomed and recognized the value of all of its citizens. One of the first things we did this spring was to expand the City's own nondiscrimination ordinance to prohibit discrimination on the basis of sexual orientation, gender identity, disability or ethnicity. We are also working hard to broaden the City's base of contractors and vendors to include more small businesses and more women- and minority-owned businesses. Diversity is a hallmark of a great city, and I will continue to work to make it a hallmark of my administration.

On a personal level, there were many other fun and notable moments during the year. I won't forget introducing the Dirty Guv'nahs on stage with my grandson in Market Square, in front of 10,000 screaming fans. And welcoming Dierks Bentley fans to the Lowe's Tailgate pep rally in World's Fair Park. Or celebrating with Daniel and Mandy Watson, the Knoxville couple selected for the "Extreme Makeover: Home Edition." And kayaking along the French Broad and Tennessee rivers at the opening of our new boat launches.

Most of all, I am reminded every day what an honor and privilege it is to serve in this office. I am proud to be your mayor, because I am proud of what all of you do every day – inside and outside of government – to make Knoxville the city we want it to be. This has been a great first year. Let's all work together to make 2013 an even better one.

Sincerely,

A handwritten signature in black ink that reads "Madeline". The signature is written in a cursive, flowing style.

Madeline Rogero

## 2012 Department Highlights

### Administration / Policy

- Pension reform passed on the November ballot with 76% of the vote. This establishes for future employees a new hybrid pension plan that will offer competitive benefits to employees while significantly reducing future pension costs and market risk to city taxpayers.



*Passage of New Hybrid  
Pension Plan*

- Expanded the City of Knoxville's non-discrimination policy for employment practices to include disability, ethnic origin, gender identity and sexual orientation.
- Announced the creation of a Knoxville Entrepreneur Center to assist entrepreneurs in starting new businesses. Professional staff has been hired and renovations are ongoing at 17 Market Square, with the anticipated opening early in 2013.

- Partnered with Legacy Parks Foundation (LPF) to open the Outdoor Knoxville Adventure Center as part of their Outdoor Knoxville initiative. Worked with LPF to preserve and expand the Urban Wilderness including opening the South Loop trails, approving improvements to Fort Dickerson Park entrance, and beginning the development of Suttree Landing Park along the south waterfront.



*Making Knoxville an Outdoor  
Recreation Community*

- Created the Office of Business Support. *(See Office of Business Support)*
- Finalized contract with Visit Knoxville with new performance standards for tourism/destination marketing. *(See Purchasing)*
- Strengthened ordinances and increased funding for Blighted Properties initiative. *(See Public Service)*



*Tourism Efforts*

- Handled more than 250,000 calls with 15% requiring service requests.
- Worked with EMA and KUB to streamline storm responses and information.
- Served as a resource for cities, counties, and other entities looking to consolidate call center functions.

### **Civil Service**

- Converted applicant system to an online portal allowing all applications to now be received electronically.
- Converted job requisition process to a paperless system, making it much more efficient and timely.



*Online Job Registration*

### **Communications**

- Planned and coordinated media campaign on the pension referendum for City Charter.
- Revived CityWorks newsletter for COK employees.
- Governmental Relations: Worked with lobbyists to stop passage of several bills that reduced local authority and support passage of certain bills, such as a pilot project to improve communication between local beer boards and the Alcohol Beverage Commission in relation to revocation of licenses.

### **Community Development**

- Provided funding to KCDC for replacement housing and phase one demolition to start revitalization of Walter P. Taylor Homes.
- Completion of energy retrofits on 30 homes in East Knoxville.
- Completion of Dutch Valley apartments with LEED certification and Eastport School with LEED Platinum certification.
- AmeriCorps worker assigned to the Office of Neighborhoods to implement an emergency preparedness program for neighborhood organizations.
- Co-sponsored first ever "Accessibility Event" with Construction Specifications Institute.



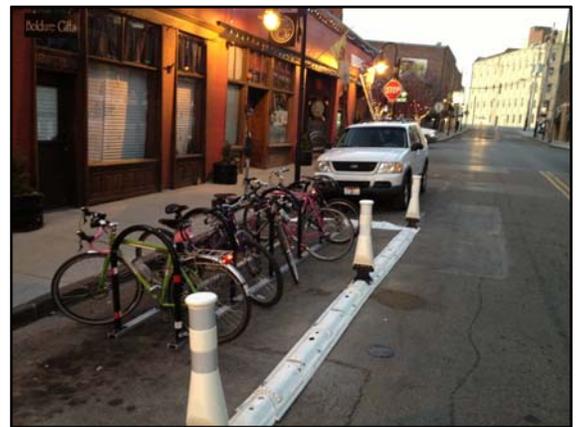
*Accessibility Event*

## ***Community Relations***

- Initiated development of an official Limited English Proficiency (LEP) plan that includes each department's procedures for handling LEP customers.
- Presented findings of the Minter Report on effective methods to increase minority and small business participation in City contracts and procurement. Prepared policy and ordinance changes necessary for implementation.

## ***Engineering***

- Made road safety improvements for Central Avenue Pike at Merchant Drive by adding a right turn lane on Central Avenue Pike; improved the turning radii; improved storm sewer; and modified the existing traffic signal to accommodate the new turn lane.
- Installed the City's first bike corral in the Old City, converted one parallel parking space into parking for up to 12 bicycles.
- New KAT bus stops constructed at Walbrook Drive, Knox Plaza and Ray Mears Boulevard.
- Created new signed bicycle routes:
  - West Route – about 11 miles from Cedar Bluff to downtown
  - South Route – 3.6 miles from downtown to Ijams



*Bike Corral in Old City*

## ***Finance***

- Managed the refinancing of \$91.67 million of outstanding debt, resulting in a total savings of \$18.2 million or roughly \$1.4 million per year for the next 13 years. Two variable rate debt issues were restructured so as to lower both rate risk and basis risk.
- Won awards from the Government Finance Officers Association for Achievement for Excellence in Financial Reporting. The department has won the award for 25 years. Also awarded a Distinguished Budget Presentation Award by GFOA for governmental budgeting for the 24<sup>th</sup> consecutive year.



*Refinancing Debt*

## ***Fleet***

- Added one hybrid and 96 flex-fuel vehicles to City of Knoxville Fleet.
- Tested, verified and corrected Diesel Fuel contamination issues to provide higher cetane level and greater burn efficiency for diesel fuel. The treatment has also lowered the City of Knoxville carbon footprint. Anticipated fuel savings of approximately \$50,000 annually.

## ***Information Systems***

- Migrated email and deployed 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 Records Management System, which involved installing three hundred laptops and 200 workstations with new software used to store at a minimum incident, citation, accident, property & evidence, pawn, and 911.
- Interfaced with 911 for calls of service records. The system also supplies case management for detective as well as provide an intelligence gathering solution for gangs, drugs, and other undercover investigations.
- Implemented 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 for the public and includes the ability to generate meeting minutes.



*Email Migration to Outlook*



*Agenda Management Online*

## ***Knoxville Area Transit***

- Increased ridership more than 14% on regular fixed route services, equating to more than 250,000 new passenger trips on the core system alone. Trolleys are also up with more than 100,000 additional passenger trips.



*Knoxville Station Transit Center*

- Added new technologies at Knoxville Station to notify passengers of bus arrivals in real time. Audio announcements identify major stop locations en route, giving new passengers valuable information.
- Acquired six new state of the art buses with particulate filters to dramatically reduce emissions. Placed an order this year for six hybrid electric vehicles, which will run in both trolley and regular fixed route service.
- Continued to create enhanced transfer locations throughout the City for improved and more efficient travel for customers. The latest of these, on Walbrook, features sheltered waiting, a bike rack and a sidewalk and crosswalk to Walmart's front door.

### ***Knoxville Convention Center***

- Received a 2012 annual Reader's Choice Awards from ConventionSouth magazine, the meeting planning industry's top trade publication in the Southeast.
- Applied for LEED certification with the U.S. Green Building Council.
- Awarded a Green certification by the Tennessee Hospitality Association for energy efficiency, the first convention center in the state to receive the recognition.
- Installed the second solar panel array of the convention center's rooftop, bringing the total amount of energy to 120 kilowatts.



*Solar Installation at Convention Center*

### ***Knoxville Fire Department***

- Implemented Limited English Proficiency Plan, including providing firefighters with relevant Spanish training.
- Completed renovations at five fire stations to provide separate shower and restroom facilities for men and women.
- Adopted the 2012 International Fire Code and 2012 International Code Council Performance Code.
- Developed emergency response plan for Knoxville's new Urban Wilderness Trails.



*Fire Station Renovations*

## Knoxville Police Department

- Conducted first Internet Crimes Against Children (ICAC) “To Catch A Predator” sting operation in the State. Resulted in 16 individuals being charged.
- In cooperation with the Knox County District Attorney’s Office, issued the first residential nuisance closures resulting in the resolution of some chronic neighborhood problems and improving neighborhood safety and quality of life issues.
- Awarded ADVANCED ACCREDITATION WITH EXCELLENCE. This was KPD’s 7<sup>th</sup> accreditation award and 20<sup>th</sup> Anniversary since starting the CALEA accreditation process.
- Received the only Anti-Bullying Grant awarded in Tennessee from the Tennessee Office of Criminal Justice Programs.



KPD Receives CALEA  
Accreditation

## Law

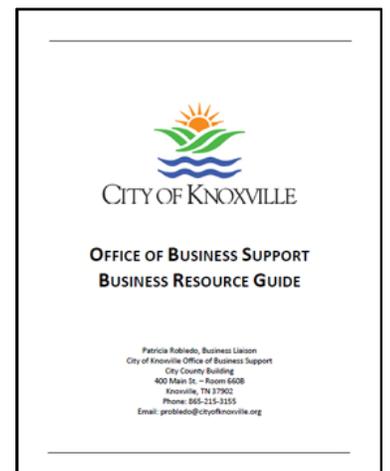
- Resolved through litigation or settlement of, to date, more than 40 pending legal matters.
- Revised City non-discrimination policy designed to afford fair, non-discriminatory treatment to City employees.
- Worked with City staff and City Council to draft a Pedi-Cab ordinance, authorizing a new mode of public transportation in our downtown area.



Non-Discrimination Policy Expanded

## Office of Business Support

- Created an 11-member Business Advisory Council (BAC) to promote communication between city government and businesses and to be a sounding board and advisor for city initiatives that affect businesses.
- 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.
- Established a satisfaction survey for businesses that have undergone plans review, permitting and inspection processes.



Business Resource Guide Now Available

- Collaborated to bring the Entrepreneur Center and Mayor’s Energy Challenge for businesses in partnership with Pathway Lending.

## ***Parks and Recreation***

- Completed major renovations to two older, smaller recreation centers: Lonsdale Community Center and Larry Cox Senior Center.
- In partnership with Visit Knoxville, Knox County Parks and Recreation, and the local American Youth Soccer Organization, hosted the annual AYSO soccer tournament. Hundreds of teams from all over the country came to Knoxville.
- Completed Phase II of the West Hills Tennis Renovation. A new tennis clubhouse was built in West Hills Park with restrooms both inside and outside. This was a 4-year partnership with the Greater Knoxville Tennis Association, which raised \$125,000 to help fund the construction. This 11-court complex will allow for more organized tennis activities.
- Worked with PetSafe, opened our fourth off-leash dog park in Knoxville at Holston River Park.
- Officially opened up new canoe and kayak launches at two sites: a temporary launch at the location of the future Suttree Landing Park on the South Waterfront and at the River Island Road launch along the French Broad River in the Forks of the River Park.
- Hired New Parks and Greenways Coordinator, who took on the role of managing the process of planning for new greenways and promoting those greenways that already exists.



*Renovation at Larry Cox Senior Center*



*New Tennis Clubhouse at West Hills Park*



*New Boat Launch at Forks of the River Park*

- Partnered with Dr. Bob Overholt to produce a series of two-minute videos to highlight five different City parks. Dr. Overholt’s own production company produced these videos for the City at no cost.
- Hosted the annual State of Tennessee Recreation and Parks Association Conference with over 300 delegates from across the state for three days.

***Permits and Inspections***

- Increased the number of electronic plans submittal reviews.
- Adopted new permitting and inspection requirements for low-voltage electrical installation.

***Police Advisory Review Committee (PARC)***

- Completed 91 cases and anticipate closing another 20 by end of year.
- Initiated the process of scanning the IAU case files and created an electronic file for distribution to the committee. This saves paper and is a more efficient manner of distributing the IAU case files.

***Public Service***

- Hired the city’s first Urban Forester
- Implemented a major restructuring of the operational division of Public Service, designed to improve accountability, maximize operational efficiencies and improve customer service.
- Implemented new “tools” for use in addressing vacant and blighted properties in City neighborhoods. These include; (i) Public Hearing Officer program; (ii) Demolition by Neglect funding; and (iii) the Administrative Hearing Officer (AHO) program.
- Devised a pro-active neighborhood codes enforcement initiative where inspectors in the field identify problems before they are called in by customers.



*Kasey Krouse Hired as City’s First Urban Forester*

## **Public Works**

- Selected an architect/engineering team for the Public Works Complex design.
- Acquired property for the development of the new TVA parking garage downtown that will provide public parking on nights and weekends.
- Adopted various new codes to provide safeguards for citizens, including the 2012 International Construction Codes.



*Property Acquired for TVA Parking Garage*

## **Purchasing**

- Created the content of the RFP and helped guide others through a complex procurement process to select the City and County's Destination Marketing and Event Management Service provider.
- Held the third annual "City Business – Opportunities for Your Company" event with record attendance, in which hundreds of small/local businesses came to learn about the City's upcoming procurement opportunities for the next 12 to 18 months.
- Administrated the completion of the Minter & Associates Contract such that the City received a comprehensive strategic Small Business Plan that we are now working to implement in many aspects.



*City Business – Opportunities for Your Company Event at Jacob Buildina in Chilhowee Park*

## **Redevelopment**

- Announced projects totaling more than \$100 million dollars in investment, including the University Commons and Hilton Garden Inn along the Cumberland corridor, and the Tennessee Armiture, 36 Market Square, Arnstein, Arby's and Medical Arts buildings.
- Purchased and coordinated location for installation of newspaper "condos."

- Installation of a multi-meter at the 100 Block of South Gay Street.
- Began expansion of State Street parking garage.
- Continued public infrastructure improvements, including:
  - Cumberland Avenue streetscape
  - Jackson Avenue streetscape and ramps
  - North Gay Street streetscape improvements
  - I-275 Business Park Road
  - North Central Street road diet and streetscape
  - Cityview Riverwalk extension – ready for construction
  - Suttree Landing Park
  - Ft. Dickerson realignment
  - Magnolia Avenue improvements



*Multi-meter Installation on 100 Block of Gay Street*

### ***Risk Management***

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

### ***Special Events***

- Garnered sponsorships in excess of \$131,000 for several City-sponsored events and added additional free activities to the Festival on the Fourth and a window-decorating contest for Christmas in the City.
- Launched the Market Square Concert series on Thursdays, in partnership with WDVX, to bring a variety of music to the Square during a three-month period.



*Christmas in the City Added a Window Decorating Contest in 2012*

## Sustainability

- Became an official, locally funded Office of Sustainability.
- Became a Department of Energy “Better Buildings Challenge Partner.”
- Installed 24 public electric vehicle charging stations in partnership with DOE & ORNL.
- 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.
- Won IBM Smart City Challenge for residential energy efficiency measures.
- Among Top 20 finalists for Bloomberg Mayors Challenge for urban agriculture food corridor idea. Winners will be announced in Spring 2013.



Electric Vehicle Charging Stations in Coliseum Parking Garage

