CITY OF KNOXVILLE

MADELINE ROGERO, MAYOR

2018 DEPARMENT YEAR IN REVIEW

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CITY OF KNOXVILLE
MADELINE ROGERO, MAYOR

April 1, 2019

We celebrated many important milestones in Knoxville last year. As Mayor, it is a great privilege – and joy – to serve the people who live and work here.

For more than seven years, I have worked alongside a tremendous team of conscientious, hard-working and dedicated City employees. I am pleased to present this 2018 Year in Review report that details much of the good work being done by City staff and in collaboration with our partners.

Our City workforce dependably delivers. Our employees are constantly looking for ways to innovate and improve the efficiency and value of City services. At the same time, we are making key strategic long-range investments to make Knoxville a greener and more vibrant community with new jobs, a growing economy and increased opportunities.

Please take the time to dig into the details of this report. Like me, you may be impressed by the sheer volume of successful projects that our City departments and partners implemented in 2018.

We have a first-rate City of Knoxville workforce, a team that takes pride in doing jobs well and is committed to careful stewardship of public resources. I thank our City employees for the can-do attitude and professionalism they demonstrate day in and day out. And I thank Knoxville residents and business owners for the opportunity to serve as your Mayor.

Madeline

Madeline Rogero
Mayor

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2018 DEPARTMENT YEAR IN REVIEW

311 CALL CENTER

- Received 153,207 calls to the City's 311 Center for Service Innovation (CSI) and almost 11,680 calls to United Way's 211 line.
    - On July 1, 2015, 311 staff assumed responsibility for 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 in East Tennessee is the first and only one of its kind in North America.
- Implemented plan in cooperation with Knox County's Emergency Management Agency (KEMA) to increase 311's role in disaster and mass casualty response and recovery and have a place in the Emergency Operations Center (EOC) during activations. 311 has been designated by KEMA as the official help line for people wishing to sign up for the countywide Emergency Alert System (EAS).
- Acquired and implemented new software (211 counts) to enable better demographic data collection of 211 clients and give CSI the ability to do ongoing real-time needs analysis for social services in our region.
- Completed upgrade of CSI's phone system to an all-digital system and installed new, state-of-the-art recording, quality assurance, and voice analytics.
- Led seventh Ambassador Class of front-line employees tasked to innovate and improve City services to implement new, employee-driven programs, including:
    - Annual change/innovation employee survey to engage employees in change and innovative strategies.
    - Improved onboarding of new employees and Ambassador mentoring.
- Led the employee KUDOS program, where employees and City customers can recognize employees for going above and beyond;
    - Citywide Employee of the Year honor, recognized by the Ambassadors, the Mayor and City Council; and
    - Department videos, giving customers a brief, visual overview of City departments.
- Completed work with Knoxville Area Transit (KAT) on the Federal Transit Administration's Rides to Wellness program. The grant award of $200,000 allowed the City of Knoxville to create and implement a pilot program to assist those using public transportation to get to and from health-care appointments and to encourage others to utilize public transportation.

BUSINESS SUPPORT

Mobile Food Vendor Program

- Since April 2016, when City Council voted unanimously to adopt the permanent ordinance regulating food trucks; 140 mobile food units have been inspected and permitted. Currently, 95 mobile units are permitted.
- The Office of Business Support continues to work with the different departments involved in this process (Law, Plans Review and Inspections, Fire, Police, Public Service, Traffic Engineering and the Downtown Coordinator), business owners, special events organizers and the public to coordinate and address matters related to the Mobile Food Vendor Program.

Business Advisory Council

- Twelve new members were appointed to the City's Business Advisory Council. Council members serve a two-year term and meet every other month for feedback on City programs and policies and to foster good communications between the business community and the City.

Business Assistance

- Assisted business start-ups with information on training resources, permitting requirements, alternative and new business models, and networking/connection opportunities.
- Helped businesses connect and/or navigate requirements and challenges with different City departments, as well as with outside entities, like Knoxville-Knox County Planning (formerly the Metropolitan Planning Commission), KUB and the Knox County Health Department.
- Worked with the Law Department, Inspections and Knoxville-Knox County Planning for the permitting of the first food truck park in Knoxville.
- Developed a Request for Proposals for an electric scooter share pilot program.
- Currently evaluating policies for pop-up indoor/outdoor markets and pedestrian vending.

Business Networking

- Attended various business and professional association meetings, Knoxville Chamber and Knoxville Entrepreneur Center events and summits, ribbon-cuttings, public meetings and community events.

Boards and Committees

- The Business Liaison, Patricia Robledo, represented the City on various non-profit boards and committees including: Family Justice Center, Mayor's Maker Council, Knoxville Entrepreneur Center, East Tennessee Quality Growth and East Tennessee Civil Rights Working Group, and Community Development's Façade Grant Review Committee.

CIVIL SERVICE

- Delivered a comprehensive civil service program to departments of the City of Knoxville.
- Processed 225 requisitions for vacancies in 2018. This resulted in the processing of more than 7,900 applications and the hiring of 137 new permanent employees as well as the promotion of existing employees.
    - Hiring processes included both Police Officer and Firefighter Recruit as well as promotional processes for Police Officer I – IV, Sergeant, Lieutenant, Captain, Deputy Chief, Senior Firefighter, Fire Officer, Master Firefighter, and Fire Assistant Chief.
- Coordinated and documented 5,333 training hours to City employees on topics such as personal safety, employment law for supervisors, drug and alcohol training, preventing harassment, OSHA training, and safety training. This included both classroom training and online training.
- Conducted a Municipal Management Academy in partnership with MTAS to provide supervisory level training across departments.
- Coordinated the City's Summer in the City intern program.
- Participated in numerous community career fairs, including the Veterans Career Fair, Knox County Schools, Ex-Offender Job Fair, and Austin-East Annual College and Career Fair.
- Continued work with Stanard and Associates to update and validate numerous uniformed exams.
- Conducted a night shift differential survey and made recommendations that resulted in an adjustment of night shift differentials for City employees.
- Completed annual salary survey and made recommended changes to compensation structures. This included a compression study and resulting equity adjustments in the Fire Department.
- Made recommendations for a discretionary raise/bonus process for City employees and administered the program upon approval by the Administration.
- Conducted an employee satisfaction survey for the Plans Review and Inspections Department.

COMMUNICATIONS

- The Communications Department provides 24/7 information to the public in a variety of ways about city events, programs and projects.
- The six Communications Department employees have developed distinct areas of expertise by embedding into and understanding the functions and initiatives of all City departments.

- In 2018, the Communications team produced:
    - 383 media releases and media advisories
    - 195 blog posts for the City website, along with hundreds of social media posts for the Mayor's and City's social media accounts
    - 92 Mayoral proclamations, 434 Mayoral certificates, and 37 Mayoral letters of welcome, support and thanks
    - 52 weekly newsletters from the Mayor, emailed to stakeholders
    - Five issues of the City Works employee newsletter
- In addition, the City photographer and other Communications staff documented dozens of City and civic events, posting photographs on the City website and through social media.
- Last summer, the City's first graphic designer was hired to create logos, fliers, brochures, banners, multi-media presentations and other materials in support of programs across all City departments.
- The City website is a community resource, offering unique, easy-to-find consolidated information. In addition to City media releases, Communications staff assimilates and disseminates information from a variety of partners and news sources, including Knox County, KAT, KUB, Zoo Knoxville, the Knox County Public Library, Legacy Parks, Visit Knoxville, the Change Center, Keep Knoxville Beautiful, TDOT and others.
- The website – knoxvilletn.gov – recorded more than 3 million page views and promoted more than 1,450 events and public meetings through the City Calendar.
- In addition, the webmaster manages the archives of more than 50 social media accounts.
- The Director serves 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.
- The Communications Department represents all City departments in coordinating 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.
    - Helping to research, plan and staff proactive responses to the local opioid crisis. The Mayors' Institute on Opioids, a year-long effort by the National League of Cities, has assisted mayors in identifying and advancing solutions, and The Mayors' Summit: A Community Discussion on Substance Misuse was held last October by Mayor Rogero with Knox County Mayor Glenn Jacobs to develop a community-wide strategic plan with the Metro Drug Coalition.

- Publicizing the Public Arts Committee's selection of public art initiatives across the city.
- Promoting the public process and encouraging community engagement in the planning of the Urban Wilderness Gateway Park; www.knoxvilletn.gov/UWGatewayPark is a unique source of collaborative information that shares community input, design plans and project timeline details.

COMMUNITY DEVELOPMENT

Summary: To support Mayor Rogero's vision for the City of Knoxville, the Community Development Department focused on the following main goals in 2018:

1. **To help build a vibrant local economy – economic development activities**

***Top accomplishment*:** Eleven projects were completed through the Commercial Façade Improvement program: 5 new businesses were established, 79 new jobs were created and 58 jobs were retained. The City's investment on these projects totaled $661,225, which leveraged $827,708 in private investment by the property owners.

2. **To strengthen neighborhoods – neighborhood revitalization activities**

***Top accomplishment*:** The City is committed to supporting the revitalization of the Five Points Neighborhood as part of KCDC's plan to overhaul the Walter P. Taylor Homes. Redevelopment Phases 1 (90 units) and 2 (84 units) are both complete and the affordable rental housing units fully occupied. Phase 3 (84 units) was under construction at the end of the year and Phase 4 (82 units) is being cleared and readied for additional infrastructure.

3. **To enhance our quality of life – affordable housing and homelessness activities**

***Top housing accomplishment*:** The Affordable Rental Development Fund (ARDF) was funded with an additional $2.5 million in 2018, and the program provided funding to Restoration House and Helen Ross McNabb's Middlebrook Gardens during 2018, for a total of 34 units completed. Another 172 units are under construction and anticipated to be completed in 2019. One of the City's Community Housing Development Organizations (CHDOs) also has a new construction project underway that will contain 24 affordable rental units and will be completed during 2019.

***Top homelessness accomplishment*:** The City used local funds to support the efforts of homeless agencies to provide supportive services for people who are unsheltered (particularly in and around downtown and the Broadway/Magnolia area) through outreach and case management to people particularly challenged by or resistant to accessing shelter, social services and housing; and through development of a new

public daytime “safe space” for unsheltered homeless individuals who are not yet engaged with shelter and social services and feel they have nowhere else to go. The space has basic amenities like outdoor furniture and portable toilets, as well as onsite security while it’s open during the day. The Volunteer Ministry Center social workers and others will work with individuals using this space to help them access the right resources to get off the streets.

4. **Strength through diversity – fair access and equity activities**

Top accomplishments: Knoxville become a World Health Organization-designated Age-Friendly City, the second city in Tennessee to receive this designation. Working with the Law and Plans Review and Inspections departments, Community Development helped create a reasonable accommodation process as part of the Recode Knoxville overhaul and modernization of the City’s zoning ordinance.

Further information on activities:

Economic development

- A vibrant local economy depends on the investment of business owners and the availability and accessibility of good jobs. In 2018, the Community Development Department responded to this by supporting the development of new businesses and new jobs in redevelopment areas.
- In addition to the 11 Commercial Façade Improvement projects that were completed, five more Façade projects were under construction, another 10 applications were reviewed, scored, and were in the process of starting construction by the end of the year.
- The City also supported the rehabilitation of the Farragut Hotel in downtown Knoxville into the new Hyatt Place through a federal Section 108 loan. This work created 64 FTE (full-time equivalent) jobs.
- The City awarded contracts to Section 3 (local businesses that are owned by or hire a majority of low-income individuals) and tracked the creation of new jobs and retention of jobs for Section 3 residents (including public housing residents).
- The City awarded $1,751,898.04 in contracts to Section 3 businesses. Ten new jobs were filled with Section 3 residents and 39 Section 3 residents were provided job training.
- The City supported training for in-demand jobs for low-income individuals. Neighborhood Housing Inc.’s workforce development program had 39 students graduate in 2018.

Neighborhood revitalization

- A large part of a high quality of life and a vibrant local economy is the promotion of strong neighborhoods. In 2018, the Community Development Department responded to this by assisting neighborhood organizations and other community groups with planning and technical assistance.
- The City funded the East Tennessee Community Design Center with CDBG funds to provide technical assistance to 13 organizations in 2018. Services included organizational planning, architectural design services, accessibility planning and facility renovation planning for non-profit organizations and community groups.
- As mentioned earlier, the City committed to support the design and construction of new infrastructure to improve the Five Points neighborhood in East Knoxville.
- The City also supported stabilization and maintenance of 83 blighted properties during the year using CDBG funds, and another 46 blighted properties were remedied either by acquisition, repair, demolition or redevelopment:
    - 32 properties were transferred to Emerald Youth Foundation for a recreational, art and educational facility;
    - 6 properties were sold through the Homemakers program with 3 sales pending; and
    - 1 property was transferred to KCDC.
- The Community Development Director chairs the Abandoned, Blighted and Vacant Properties (ABV) Committee, which meets monthly, reviews properties nominated for Demolition by Neglect, and makes recommendations. Demolition by Neglect properties are reviewed every other month.
- The City continues to protect historic and cultural resources.
- More than $500,000 was awarded from the Historic Preservation Fund to 6 projects. The RFP for new applications closed in December, and new applications for Year 5 were being evaluated into the new year. To date, a total of 34 Historic Preservation projects have been funded and 17 Historic Preservation projects have been completed. Fourteen projects are still under construction.

Affordable housing

- Having safe, decent and affordable housing is critical to a high quality of life. Unfortunately, the demand for affordable housing is far exceeding the supply, with the lowest-income and most vulnerable households bearing the brunt of the shortage.
- In 2018, the Community Development Department responded by increasing the number of affordable rental housing units by providing assistance to developers.
- The Affordable Rental Development Fund (ARDF) was funded with an additional $2.5 million during 2018. The program provided funding to 2 completed projects during the year with a total of 34 units. A further 172 units were under construction in 2018 and anticipated to be completed in 2019. One of the City's Community Housing Development Organizations (CHDOs) also has a new construction project underway that will contain 24 affordable rental units and will be completed during 2019.

- The City also supported an affordable housing summit to encourage area landlords to make affordable housing units available for very low-income individuals and families.
- The City assisted landlords with maintaining existing affordable rental housing, and making energy efficiency and accessibility improvements.
- Ten Rental Rehabilitation program units were completed during the year, and a CHDO acquired and is in the process of rehabilitating an existing development with 20 total rental units. Weatherization-related improvements were completed for 38 rental units and accessibility-related improvements were completed for 9 rental units.
- Community Development assisted low-income homeowners with housing rehabilitation, and making energy efficiency and accessibility improvements.
- Five Owner-Occupied Rehabilitation program houses were completed during the year: 2 new construction replacement homes and 7 more were underway.
- A total of 206 low- to moderate-income households were impacted with housing improvements:
    - Emergency and minor repairs were completed for 113 houses;
    - Weatherization-related improvements were completed for 39 houses; and
    - Accessibility-related improvements were completed for 7 houses.
- Assistance with the development of new, affordable houses for homeowners continued.
- The City's CHDOs developed 9 affordable homes for sale. During the year, 9 affordable homes were also sold to low-income homebuyers with the City providing down payment assistance.

Homelessness

- The City provided significant support to agencies assisting people who are precariously housed and/or experiencing homelessness in 2018, by funding homelessness prevention activities, outreach services and more.
- The City, using local funds, paid for homeless prevention case management services in several public housing locations, as well as at Minvilla Manor and Flenniken Landing, representing 105 units of permanent supportive housing.

- The City also supported a collaborative effort with Knox County and the State of Tennessee to open a new Behavioral Health Urgent Care Center, which helps divert certain low-level offenders from the criminal justice system and into treatment, social services and housing.
- The City used local funds to support the efforts of homeless agencies to provide supportive services for people who are unsheltered (particularly in and around downtown and the Broadway/Magnolia area), through:
    - The re-establishment of an initiative to contract with the Helen Ross McNabb Center to provide outreach and case management for sex workers to help divert them from cycling through the criminal justice system, by helping them access treatment, social services and housing;

    - Contracting with Volunteer Ministry Center to deploy two specialized outreach social workers to engage with unsheltered homeless persons who are particularly challenged by or resistant to accessing shelter, social services and housing; and
    - Development of a new public daytime "safe space" for unsheltered homeless individuals who are not yet engaged with shelter and social services and feel they have nowhere else to go. The space has basic amenities as well as onsite security while it's open during the day. The VMC social workers and others will work with individuals using this space to help them access the right resources to get off the streets.
- The City also supported through local funds a homeless agency grant to CONNECT Ministries, which provided outreach services.
- The Office on Homelesness also supports efforts to provide emergency shelter, transitional housing and rapid re-housing activities.
- The City, using local funds, funded homeless agency grants to the YWCA (153 women served); the Salvation Army (160 women and children served); Catholic Charities Samaritan Place (124 senior citizens served); and Volunteer Ministry Center (97 people served).
- Using Emergency Solutions Grant (ESG) funding through the Tennessee Housing Development Agency (THDA), the City funded homeless agency grants for rapid re-housing activities. Rapid re-housing activities focus on shortening the duration of homelessness, gaining access to appropriate, affordable permanent housing, and gaining access to appropriate services and resources that help individuals, families, youth and veterans become stabilized in permanent housing. CAC provided rapid re-housing services to 264 households, comprising 458 individuals. VMC provided rapid re-housing services to 44 households, comprising 69 individuals.
- The City also provided local funds to support UT's Homelessness Management Information System (HMIS). HMIS reported a total of 9,289 unduplicated persons served through 20 agencies that provide homeless services in Knoxville.
- The City also supported the creation of a new Coordinated Entry System, a multi-agency intake, assessment and referral system that helps more quickly direct homeless individuals and families to the most appropriate resources, and prioritizes the most vulnerable for more intensive resources and supportive housing.
- The City's Office on Homelessness (OOH) staffed four quarterly Mayor's Roundtable on Homelessness meetings to oversee continued implementation of Knoxville's Plan to Address Homelessness. Also conducted a City Council workshop on homelessness, in cooperation with community agency partners; served as the chair of the Tennessee Interagency Council on Homelessness; supported the Knoxville Homeless Coalition in implementing an Affordable Housing Summit to encourage area landlords to make affordable housing units available for very low-income individuals and families; and continued to work with community partners on the development of additional resources, including permanent supportive housing and specialized low-barrier shelter.
- Office on Homelessness staff also assisted the Knoxville-Knox County Continuum of Care (CoC) with an application for $1,224,043 in HUD funding for homeless housing and services.

Fair access and equity (including disability services and fair housing)

- Knoxville's strength comes from the diversity of its people. In 2018, the Community Development Department supported improving fair access and equity by working to ensure accessibility for all people.
- Knoxville become a World Health Organization-designated Age-Friendly City, the second city in Tennessee to receive this designation. The City is also part of the local Livable Communities group via AARP.
- The City also is represented on the Complete Streets Consortium, a project of Smart Growth America that includes Knoxville, Chattanooga and Nashville.
- Community Development worked with Law and Plans Review and Inspections to create a reasonable accommodation process as part of the Recode Knoxville overhaul and modernization of the City's zoning ordinance, and provided City and Knox County staff with an all-day Designing for Access in the Public Right of Way training in partnership with Knox County Public Works.
- The City assisted the Tennessee Department of Intellectual and Developmental Disabilities with developing a tool to serve as an ADA Issues Roadmap for state agencies and employees to deal with accommodations and physical accessibility issues.
- Community Development also continues to manage a $1.3 million project with the Public Building Authority to provide accessibility to various City facilities.
- Community Development also provides staff support for the Disability Services Office. Staff grew by one part-time office assistant last year, and the results were higher productivity and faster informational and referral response rates. The assistant took on the majority of Council On Disability Issues-related duties and implemented a new CODI Facebook page.
- Successfully managed 17 employee accommodation requests and provided information upon request to numerous supervisors and employees regarding reasonable accommodations and how they are processed.
- Responded to more than 320 constituent calls, emails, and drop-in visits requesting information and assistance.
- Provided information or training on the ADA/accessibility, specifically geared toward the audiences of Knoxville Police Department recruits, CAC's Community Leadership class, Disability Resource Center's Live Out Loud Academy, the East Tennessee Chapter of the International Facility Managers Association, and the Gulf States Regional Conference of the Construction Specifications Institute.
- Provided basic ADA training to members of the East Tennessee Healthcare Administrators conference for the second year in a row.
- Worked with City of Kingsport ADA staff to review their new ADA Transition Plan.
- Attended various ADA and "accessibility" trainings: National ADA Symposium, Wimberly Lawson's Employment Law conference, and a number of webinars.
- Co-chaired planning and implementation of the annual Equity Awards Breakfast and attended meetings of the Internal Equity and Diversity Committee.
- Managed all Mayor's Council on Disability Issues (CODI) business and committee meeting logistics, production of minutes, and necessary follow up.

- Worked with CODI on numerous initiatives, including the revamp of the Disability Friendly City survey, hosted a “meet and greet” event with new City Council candidates to discuss disability issues, and provided feedback to the City and PBA regarding facilities that had been selected for first round of ADA renovations.
- CODI Executive Committee met with Mayor Rogero about the new Strategic Plan and its implementation.
- Assisted Engineering and Redevelopment with ensuring the installation of accessible benches along Cumberland Avenue.
- Provided Community Development staff with mandatory ADA training with Civil Service as part of an upcoming ADA educational campaign within the City.
- Teamed up with UTK College of Law to present “accessibility to the court system” information to local attorneys.
- Hosted several job seekers across the City for Disability Mentoring Day (DMD).
- Assisted KPD and the Tennessee School for the Deaf (TSD) with developing an advanced driver training program accessible to people who are deaf or hard of hearing (research showed that this is not a program currently being offered in the United States, so the City’s Disability Services Office is creating it).
- Attended regular meetings of Disability Rights Tennessee Board of Directors, the Knoxville Area Employment Consortium (KAEC), and the Project SEARCH Steering Committee.
- Assisted Knoxville Area Transit with handling several passenger issues.
- Worked with KAT, the Social Security Administration office staff and a business owner on improving access to the SSA office and assisting the SSA with ensuring its new office space is truly accessible to all people.
- Assisted MTAS with developing and delivering ADA training across the state.
- Partnered with Parks and Recreation to consider ways that programming can be increased to offer more recreational opportunities to people with disabilities.
- Sponsored a team of individuals with disabilities to participate in the Spring Softball Tournament for a second year and served as a liaison for participants in summer programs.
- Provided “self-advocacy” training for students of the Tennessee School for the Deaf.
- Met regularly with the Knox County ADA Coordinator and Knox County’s Diversity Development Manager to determine ways to collaborate.
- Managed a $1.3 million project with the Public Building Authority to provide accessibility to various City facilities.
- Community Development also promoted fair housing and equal opportunity. Staff implemented programming in compliance with civil rights regulations and guidelines, through:
    - Commemoration of the 50th Anniversary of the Fair Housing Act (theme was “Golden Reflections of Equality”);
    - 12 fair housing trainings and workshops to various housing practitioners (lenders, apartment owners, real-estate agents, insurance agencies and landlords);

    - Co-sponsorship of the Knoxville Area Fair Housing and Equal Opportunity Conference with the Equality Coalition for Housing Opportunities;107 people attended, representing civic groups, advocacy organizations, social/human service agencies, and housing-based entities;
    - Fair housing displays/exhibits set up and presentations made at 52 civic, social, community, advocacy and professional-based events in the community, reaching more than 9,000 citizens;
    - Working with Pellissippi State Community College and the University of Tennessee with equality, diversity and civility initiatives through their respective sociological and legal research centers;
    - Presentations to Knox County Schools to complement new social studies curriculum on diversity, civility and housing equality; and
    - Presentations for the Dr. Martin Luther King Jr. Adult and Youth Leadership Symposium.
- In addition, the Equal Housing Opportunity logo was placed on all printed materials and brochures, fact sheets, posters and other information explaining the Fair Housing Act and the importance of housing equality. Staff also addressed citizen inquiries regarding fair housing rights, and made appropriate referrals to Legal Aid of East Tennessee and Tennessee Human Rights Commission.

Other accomplishments

- Staff advocated for and engaged the community on issues relevant to affordable housing by researching and analyzing data from the U.S. Census and American Community Survey, HUD Consolidated Planning/CHAS, and other sources to provide local data during affordable housing presentations, and to local news media and others.
- Presented on the need for affordable housing to Justice Knox, NAACP Knoxville branch, the City's Business Advisory Council, "South of the River" Democrats, CAC Community Leadership Class, Blount County Affordable Housing Forum, Knoxville's chapter of the American Planning Association, Knoxville/Knox County Homeless Coalition, the City's Neighborhood Advisory Council, at a City Council workshop, and at the Mayor's budget meeting;
- Attended neighborhood meetings where affordable housing was proposed – South Woodlawn Neighborhood Association, Pond Gap Neighborhood Association, and with Clifton Road neighbors.
- Attended public meetings – Knoxville-Knox County Planning, Board of Zoning Appeals and others – where affordable housing proposals were deliberated.
- Effective and efficient grants management is an integral component of making sure that the Community Development Department attracts and maintains sustainable funding sources to accomplish its goals.Two required public meetings were held in conjunction with the development of the 2018-2019 Annual Action Plan due to HUD.

Planning and budgeting, both preliminary and final, were completed for activities to be included in the 2018-2019 Annual Action Plan. HUD accepted the Action Plan, securing CDBG and HOME funds for year four of the 2015-2019 Consolidated Plan period. Environmental Reviews were completed on all projects and activities. Environmental Assessments (Part 58) were conducted on three proposed affordable housing developments. Davis-Bacon Act wage rates (federal legislation) were required to be paid on all eligible construction projects. Projects and activities were completed for the 2017-2018 program year and the Consolidated Annual Performance and Evaluation Report (CAPER) was approved by HUD.

- Staff submitted a successful application to the Tennessee Housing Development Agency (THDA) for Emergency Solutions Grant (ESG) funding in 2018. Office on Homelessness staff also assisted the Knoxville-Knox County Continuum of Care (CoC) with an application for $1,224,043 in HUD funding for homeless housing and services. Housing staff successfully completed an application for a Lead-Based Paint Hazard Control Grant with an additional Healthy Homes supplement from HUD's Office of Lead Hazard Control and Healthy Homes.

COMMUNITY RELATIONS

Save Our Sons

- Partnered with Knoxville Leadership Foundation (KLF) to identify candidates to participate in training classes/apprenticeships that enable participants to leave the program with an industry recognized certificate and prepared to enter the workforce with a marketable skill. Set up meetings to facilitate collaborations between KLF and Habitat for Humanity to create a skill application opportunity for KLP program participants.
- Worked with Midway Rehabilitation Center, Connect Ministries and Community Step-up to host an Ex-Offender Job Fair in November. Approximately 50 ex-offenders attended. Midway Rehabilitation Center staff distributed an ex-offender needs survey to residents to help determine next steps in removing barriers and providing resources for returning citizens.
- Met with organizations that offer ex-offender re-entry services to develop a strategy to prepare ex-offenders to enter the workforce. The groups collaborated to host three pre-employment workshops leading up to an ex-offender job fair in May 2018.
- Developed a survey to accurately assess employer concerns with hiring ex-offenders.
- Funded three YWCA Project Reach Internship Programs that offer work skills and service training for young men of color. Worked with the YWCA to help the program expand and become self-sustaining.

- Collaborated with the University of Tennessee Social Work Office of Research and Public Service (SWORPS) to develop new methods of using surveys to measure data, results and impact in the community for the program.
- Partnered with Discovery Lab Global to offer two “cyber boot camps” for Project GRAD students. The internships 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.
- Initiated the Mayor’s Save Our Sons Partner Roundtable and invited community organizations to exchange ideas and strategies among partners to 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, the Police Advisory & Review Committee and the Knox County District Attorney’s Office to host a “Positive Engagement with Law Enforcement” workshop for young men of color.
- Developed and executed a survey to accurately assess the perceptions of young men and boys of color regarding law enforcement.
- Completed a third internship with 15 young men of color for the YWCA Project Reach Program, an internship program offering work skills and service training for young men of color.
- Hosted a series of Civic Engagement Community Conversations that elicited community participation and perspectives to build citywide partnerships to identify immediate needs and strategies to create strong, safe, healthy communities.
- Partnered with the Beck Center to host a Victory over Violence Rally to provide strategies for conflict resolution, provide 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.
- Increased efforts to recruit African-American males to the City of Knoxville’s Summer in the City Program.
- Partnered with 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.
- Partnered with 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.
- Held a Sons Summit for African-American males consisting of workshops focused on encouraging and empowering young men with the necessary skills and resources to pursue sustainable employment. Workshop topics include: financial literacy, workforce readiness, etiquette and dressing for success.
- Partnered with 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-Knoxville.

Cities United Convening

- Hosted the 5th Annual Cities United Convening, a three-day gathering that provided coaching and capacity-building strategies for planning, implementation and evaluation of comprehensive public safety strategies that are grounded in equity, social justice, innovation, collaboration and youth voice. Mayors and their teams from across the United States engaged in peer-to-peer learning focused on issues such as workforce development, criminal justice reform, youth-adult partnerships development and building healthy relationships between police and communities.

Title VI

- Initiated Title VI Training and certification for all City of Knoxville employees by Department

Police Advisory & Review Committee

Operations

- Total cases for the year: 81
- Cases closed: 80

Resolution of cases closed for the year

- Executive Director: 45
- Mediation: Executive Director and KPD 4
- Referrals to appropriate agencies: 11
- KPD: 20
- Total cases resolved: 80
- Cases pending: 3
- PARC initiated cases referred to IAU for the year: 4

Quarterly Meetings

1st Quarter Meeting – April 19, 2018

PARC hosted its 1st Quarter Meeting at the Lonsdale Community Center. The meeting consisted of PARC members sharing information about the current cases reviewed for the period between Jan. 1 to March 31, 2018. The community training session involved information provided about the Knoxville Police Department Violent Crimes Division, in which Investigator Jason Booker provided details on the division's process of investigating crime. There was a community discussion lead by Roger Fernandez, who serves as the Director of the Lonsdale Community Center. Director Fernandez shared information about services and programs offered to community members.

2nd Quarter Meeting– July 19, 2018

PARC held its quarterly meeting at the E.V. Davidson Community Center. Meeting attendees were informed about the contributions and historical context of Dr. Elvyn Davidson to the field of medicine and the Knoxville community. In addition, meeting participants were provided with a training session on Response to Resistance and Vehicle Flight Analysis by the Knoxville Police Department. The training session provided community members with insight into documented cases regarding use of force and information pertaining to the number of individuals who resisted arrest by fleeing by way of a motor vehicle. Eve Thomas was recognized for her appointment as Chief of Police for the Knoxville Police Department.

3rd Quarter Meeting – Oct. 25, 2018

PARC held its quarterly meeting at the South Knoxville Community Center. The training session consisted of a recap of PARC's 20th anniversary celebration on Sept. 21, 2018. Attendees were informed about the anniversary program and activities, and information regarding the creation of PARC and key stakeholders was shared. Community members shared information about upcoming events and concerns regarding public safety and use of force.

4th Quarter Meeting – Jan. 24, 2019

PARC hosted its 4th quarter meeting at the Knox County Public Defender's Community Law Office. Mark Stephens and the Knox County Public Defender staff welcomed PARC to host its 4th Quarter meeting in their community room. The meeting consisted of a review of the cases received for the year. The Knoxville Police Department offered a training session on the "Do's and Don'ts" involved in a traffic stop.

Executive Director speaking engagements:

Feb. 23, 2018	The Executive Director provided the 4th Quarter Report at the Knoxville Police Department's Roll Call meetings, comprised of officers from the Patrol Division, Criminal Investigation Division and Support Services.
March 8, 2018	The Executive Director served as a panelist for a University of Tennessee diversity and inclusion program, hosted by the Office of Public Service. The discussion was geared toward effective ways to enhance diversity in law enforcement and government entities. The Keynote Speaker was Judy Shepard, Founder of the Matthew Shepard Foundation.
March 22, 2018	The Executive Director was asked to serve as a guest speaker for the Certified Property Casualty Underwriters, who hold monthly meetings geared toward having conversations about issues that impact the City of Knoxville. The discussion topic was based on social justice and ethical practices.

March 29, 2018	The Executive Director served as the guest speaker for the North Knoxville Rotary Club. The topic of discussion was based on PARC's history and services provided by the Community Relations Department for the City of Knoxville.
March 31, 2018	The Executive Director served as a guest speaker during the "Save Our Sons" Empowerment Session, which was entitled "Positive Engagement with Law Enforcement." The discussion topic provided by the Executive Director was directed to educate participants about their Constitutional rights, Miranda rights, and engagement with law enforcement.
April 3, 2018	The Executive Director was asked to serve as a guest speaker for "Real Talk," which is a small group discussion held at Vine Middle School under the direction of Assistant Principal Clarence Swearengen. The group focuses on ways to encourage and enlighten young males to enhance their performance in school and throughout the community.
April 16, 2018	The Executive Director was invited by English Instructor Jessica Dean of AmeriCorps VISTA to speak to students at Pellissippi State Community College. The discussion outlined the history and impact of PARC and focused on areas of concern from community members regarding interactions with law enforcement officers.
April 25, 2018	The Executive Director served as a guest speaker for Mount Zion Baptist Church's "Legacy Conversation." The conversation was aimed at sharing information about PARC to young adults and adolescents, and the impact of community involvement in matters of law enforcement and public safety was discussed.
May 17, 2018	The Executive Director was invited to appear on the "Hubert Smith Show," which airs on Community Television. The invitation served as an opportunity to share information about PARC and current areas of focus. Mr. Hubert Smith also gave a detailed background of PARC's history and its continued service to the City of Knoxville.
May 30, 2018	The Executive Director and guest panelists provided the Cultural Competency Training for the Knoxville Police Department recruit class. The training session included discussions concerning bias, diversity, and effective ways to improve and enhance relationships with community members.
June 23, 2018	The Executive Director served as a moderator and guest speaker at the first annual "Ujima Rally," which was held at the Alex Haley Heritage Square. The Executive Director along with guest panelists Andre Canty and Claudia Cabrillo shared information about cultural competence and ways to engage diverse communities.

June 29, 2018	The Executive Director served as a break-out discussion leader on the topic of financial literacy. The Executive Director shared information concerning professional development and money management to attendees of the “Save Our Sons Summit held at Pellissippi State Community College.
July 6, 2018	The Executive Director was asked to serve as a guest speaker for the “Arc of Knox,” which is a nonprofit organization that is committed to providing programs and services for individuals with intellectual disabilities in the Knox County area. The discussion was directed to PARC’s history, background and services rendered.
July 10, 2018	The Executive Director shared information about PARC’s history and service to the City at the Knoxville Real Estate Investor Association meeting. Meeting participants discussed concerns about public safety and crime, and they were provided with information about PARC and its focused efforts on keeping Knoxville safe and welcoming to all community members.
July 21, 2018	The Executive Director served as a guest on the “Hubert Smith Radio Show” and discussed information regarding the history of PARC and civilian oversight in the City of Knoxville. The discussion delved into providing effective ways in which relationships between community members and law enforcement officers can be improved.
Aug. 7, 2018	The Executive Director served as a guest speaker for the Downtown Knoxville Rotary Club meeting. The discussion involved the formation of PARC and various models of civilian oversight. Meeting participants also received information about the history of civilian oversight and its service on a national level.
Aug. 13, 2018	The Executive Director led a training session for the Knoxville Police Department recruit class on civilian oversight and services rendered by PARC. Recruits were provided with historical background of key issues that led to the creation of PARC. In addition, the recruits were encouraged to serve as advocates and assist PARC in its efforts to improve relationships among community members and law enforcement officers.
Aug. 30, 2018	The Executive Director served as a guest speaker for the Kiwanis Club of Knoxville. The Executive Director provided an overview of PARC and its service to the City of Knoxville. In addition, meeting participants were provided with background information about civilian oversight and ways in which they can serve as citizen advocates.

Sept. 10, 2018	The Executive Director was asked to lead a discussion on a book titled "Bluebird, Bluebird," written by Attica Locke. The book referenced the life of an African-American Texas Ranger and the hardships faced by being a law enforcement officer in a rural community. The discussion further addressed issues related to biases within law enforcement and issues related to race and discrimination.
Sept. 21, 2018	The Executive Director served as the master of ceremony at the 20th Anniversary program recognizing PARC. The program consisted of individuals whom played a vital role in the creation and success of PARC. There were comments made from each guest speaker about the importance of community members remaining engaged and supportive of PARC efforts to improve relationships between the community and the Knoxville Police Department.
Oct. 3, 2018	During the 24th annual National Association for Civilian Oversight of Law Enforcement, the Executive Director served as a panelist and facilitator on the discussion of "Law Enforcement and Homelessness." Other panelists were Andrew Greenwood, Chief of Police for the Berkeley Police Department, and Kirsten Anderson, Community Law Advisor.
Oct. 21, 2018	The Executive Director served as a panelist for the post-screening discussion about the highly acclaimed movie "The Hate U Give." The Center for Children and Young Adults served as event hosts and presented a panel discussion about systemic racism and marginalized communities' relationships with law enforcement.
Oct. 27, 2018	The Executive Director served as a guest speaker for the 100 Black Men of Knoxville mentee discussion, which was related to effective ways to engage with law enforcement. Meeting attendees took part in a discussion regarding perceptions of law enforcement and ways in which young African-American males can build relationships with the law enforcement community.
Dec. 14, 2018	The Executive Director was invited to serve as a guest speaker during the "Real Talk" engagement session held at Norwood Elementary. Students partook of a discussion regarding rules and righteousness. The students were provided with information of ways to abide by laws and understand regulations.
Dec. 19, 2018	The Executive Director served as a guest speaker for the Eastport and Lee Williams Neighborhood Association meeting. The meeting topic was centered on neighborhood safety and providing of information regarding services offered by PARC.

Community outreach

- The Executive Director assisted in planning and facilitating the 20th PARC Anniversary program, which encompassed the recognition of key stakeholders who played a significant role in PARC's creation. Attendees included community members, elected officials, former PARC members, and founding members. The program offered detailed information regarding PARC's history and years of service to the Knoxville community.
- The Executive Director met with citizens outside of and in the PARC office to discuss concerns and complaints and to develop plans for successful resolutions. A method of successful resolution was in the form of meditation sessions with the Knoxville Police Department.
- As a representative of PARC, the Executive Director was asked to be a guest speaker at several meetings and public forums. The purpose of the discussions was based on the history of PARC and ways to improve relationships with law enforcement and citizens.
- PARC was invited to take part in several community events hosted by civic and community-based organizations. PARC hosted booths to provide information about PARC and the process of filing a citizen complaint.
- The Executive Director serves on several boards and community groups that are focused on ensuring that community members of Knoxville receive adequate health care, financial resources, and safety. In addition, the community groups direct attention to aiding community members who have recently been incarcerated and in need of services.
- Annually, the Executive Director serves as a "Principal for the Day" for Knox County Schools. The current year involved shadowing Principal Nathan Langlois of Austin-East High School. The day encompasses a further understanding of areas of focus and concern for Austin-East faculty, staff and student body.

Networking

- Attended the 24th annual conference of the National Association for Civilian Oversight of Law Enforcement in St. Petersburg, Fla. The Executive Director served on the Conference Planning Committee and led the New Attendee Engagement subcommittee. The conference provided extensive networking opportunities among civilian oversight agencies across the country.
- The Executive Director has created relationships with law enforcement and criminal justice agencies, such as Knox County Sherriff's Office, Knox County District Attorney's Office, Knox County Public Defender Community Law Office, Tennessee Bureau of Investigation, and the Federal Bureau of Investigation.
- The Executive Director serves on several boards and community groups that are focused on ensuring that community members of Knoxville receive adequate resources and services:

    - East Tennessee Civil Rights Working Group
    - Knoxville Community Step-Up
    - Helen Ross McNabb Center
    - FBI Citizens Academy Alumni Association
    - Knoxville Police Department Citizens Academy Alumni Association

- Dr. Martin Luther King Jr. Commemorative Commission
- Knoxville Botanical Gardens and Arboretum
- University of Tennessee Chancellor's Associate Program
- United Way of Greater Knoxville
- Neighborhood associations

Relationship building (advocacy)

- The Executive Director along with PARC Board members and volunteers provided cultural competency training to the Knoxville Police Department recruit class. The training comprised of a 6-hour workshop that discussed biases and best practices to improve relationships between community members and law enforcement.
- Continue to meet with the Knoxville Police Department command staff to build strong relationships to help improve transparency. Chief Eve Thomas and her command staff provided insight and details toward improving relationships with community members through the service of the Police Advisory & Review Committee.
- During the Knoxville Police Department's Training Academy, the Executive Director led a training session regarding civilian oversight and services provided by PARC. Knoxville Police Department Recruits were provided with information detailing the history of civilian oversight and the creation of PARC.
- PARC has continued to harness a relationship with the University of Tennessee, College of Sociology, in which an intern is provided each semester to research and learn about civilian oversight and services provided by PARC. Students are provided with an opportunity to meet with leaders in law enforcement and criminal justice, and they are involved in the completion of important tasks related to Response to Resistance reports and PARC Quarterly Report information.

EMPLOYEE BENEFITS AND RISK MANAGEMENT

- In 2017, Employee Benefits and Risk Management were reconsolidated into one department. Separately, these departments share common goals of employee wellness and the avoidance of chronic disease, and reconsolidating the two created a streamline approach to these goals and other initiatives.

Employee Benefits

- 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.

Risk Management

- 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, and subsequently taught 124 employees over five classes.
- Sent two adjusters to the Tennessee Bureau of Workers' Compensation training, where they both became Certified Adjusters in Workers' Compensation.

ENGINEERING

By the numbers

- $19,453,347.30 – total construction cost of capital projects managed
- 29 capital construction projects administered
- 17 in-house design projects
- 66 professional engineering design contracts managed
- 57 equivalent miles of asphalt street resurfaced
- 15,207 linear feet of sidewalk replaced
- 2,200 linear feet of new sidewalk installed
- 190 curb cuts constructed
- 205 surveying requests investigated
- 903 temporary traffic control permits issued/inspected
- $94,379.30 right-of-way permit fees collected
- $1,646.00 utility site development permit fees collected
- More than 2,400 traffic service requests have been addressed
- Responded to more than 35 new street light requests
- More than 55 damage claims filed on traffic equipment in the right of way
- Received 3,200 Tennessee One Call requests to locate underground lighting circuits
- Over 100 National Joint Utilities Notification System (NJUNS) tickets received
- More than 1,600 high pressure sodium lamps replaced
- Received 11,907 Tennessee One Call requests to locate underground signal infrastructure

- Reviewed and provided onsite inspections for 10 wireless facility telecommunication permit applications
- Received 1,830 new site development permit applications; this resulted in 1,002 new site development permits being issued, 332 for commercial projects and 670 for single family residences
- Installed 125 detector loops
- Painted 614 miles of yellow and white lane lines
- Received and issued 21 new permits for floodplain developments and received 61 new special pollution abatement permit applications and issued 59
- Microfilmed and digitized more than 20,000 images and continued internal, municipal and public support for research, retrieval and reproduction of those records
- Processed and reviewed 168 plats and 20 partial plats and collected approximately $18,660 in review fees
- Responded to, investigated and prioritized approximately 711 stormwater calls for service, resulting in 119 construction work orders and 116 maintenance work orders
- Installed 3.3 miles of new bike lanes

Projects Completed In 2018

- 2017 Curb Cuts Project
- 2018 Curb Cuts Project
- Gay Street Crosswalks Project
- Mynderse Avenue Extension
- Burlington pedestrian improvements
- Cedar Lane Sidewalk Project
- West Jackson Avenue Streetscapes
- Old City Streetscapes, North Side West Jackson Avenue
- Pleasant Ridge Road at Wilson Road Sidewalk Project
- 2017 Sidewalk Replacement Project
- 2018 Sidewalk Replacement Project
- 2018 Citywide Facilities Paving Project
- Fire Station No. 18 Fascia Repair and Painting Project
- Approach trail for pedestrian bridge over Western Avenue
- First Creek Greenway Project
- Western Avenue Pedestrian Bridge Project
- South Knoxville Community Center Roof Project

- 2017 Neighborhood Drainage Project
- 2017 Neighborhood Drainage Project – Phase 2
- Fountain City Lake Phase II Wetlands Project
- Assisted in the replacement of the City 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
- FEMA Multi-Jurisdictional Hazard Mitigation Plan Major Update
- 2017 Large Diameter Cured-in-place Pipe (CIPP) Project
- Ongoing Roadway Improvement Design and Construction Projects
- Amherst Road Slope Stabilization Project
- Cumberland Avenue Signal Project
- 2019 Curb Cuts Project
- Grainger Avenue Bridge Repair Project
- I-275 Business Park Access Improvements Project
- Jackson Avenue Ramps Project
- 600 Block of Market Street Project
- Mineral Springs Bridge Replacement Project
- Pleasant Ridge Road – Phase 2 Project
- 2018 Resurfacing Project
- 2019 Resurfacing Project
- Sevier Avenue Improvements Project
- Washington Pike from I-640 to Murphy Road Project

Ongoing Multimodal Transportation Design and Construction Projects

- Atlantic Avenue Sidewalk Project
- Boyds Bridge Pike Sidewalk Project
- Broadway Streetscapes
- Buffat Mill Road Sidewalk Project
- South Castle Street Sidewalk Project
- Coker Avenue Sidewalk Project
- Colonial Circle Sidewalk Project
- Gleason Drive Sidewalk between Downtown West Boulevard and Bearden High School Project
- KAT Summit Hill Transit Stop Project
- Kingston Pike Complete Connections Project
- Lancaster Drive Sidewalk Project
- Liberty Street Multimodal Project

- Magnolia Avenue Gateway Monument
- Magnolia Avenue Streetscapes Phase I Project
- Magnolia Avenue Streetscapes Phase II Project
- Merchant Drive at Clinton Highway Intersection Improvements Project
- Middlebrook Pike at Lake Brook Boulevard Sidewalk Project
- North Central Streetscapes Project
- Old Broadway Sidewalks Project
- Palmetto Road Sidewalk Project
- Palmetto Road Sidewalk Phase II
- Sheffield Drive Sidewalk Project
- Sullivan Road Sidewalk Project
- 2019 Sidewalk Replacement Phase I Project
- Texas Avenue Sidewalk Project
- Wilson Avenue Sidewalk Project
- Woodland Avenue Complete Street

Ongoing Facility Construction, Renovation and Demolition Projects

- Cal Johnson Recreation Center Renovation Project
- Cumberland Estates Recreation Center Roof Project
- Fire Headquarters Driveway Project
- Fire Headquarters Roof Project
- Fire Station No. 4 Renovations Project
- Fire Station No. 5 Repairs
- Fire Station No. 7 Repairs
- Fire Station No. 17 Roof Repairs
- Household Hazardous Waste Facilities Upgrade
- KAT Bus Lifts Replacement Project
- Lonsdale Multipurpose Facility
- Milton Roberts Recreation Center Roof Project
- Prosser Road Impound Building Project
- Transfer Station Compactor Repair

Ongoing Recreation Design and Construction Projects

- Baker Creek Bike Park Project
- Cradle of Country Music Park Project
- East Knox Greenway Project
- Fort Dickerson Parking Lot Improvements

- Loves Creek Greenway Project
- Northwest Greenway Connector Project
- Northwest Connector Project Phase II
- Second Creek Greenway Project
- Urban Wilderness Gateway Project

Stormwater permitting

- The City maintained its status as a Qualified Local Program, which empowers the Stormwater Division to issue the state's Construction General Permit.
- 22 – Notices of Intent for Coverage reviewed
- 14 – Notices of Coverage issued for new construction projects
- 13 – Notices of Terminations issued
- Significant projects permitted:
  - Southside Flats – workforce housing
  - Parkwest Expansion
  - Loghaven Artist Residency
  - KUB Mark B. Whitaker Water Treatment Plant Emergency Generator
  - Broadway Towers Apartment Complex improvements
  - Burn Memorial Statue
  - State Street Garage expansion
  - Custom Foods of America expansion
  - Emerald Youth Foundation
  - World's Fair Park South Lawn
  - Tiny House Neighborhood
  - Five Points Phase III
  - Village at Holston Drive
- The City of Knoxville received 69 new Development Certification submittals; 160 reviews were performed, and 54 projects were certified and released in 2018.

Technical Services

- Updated and maintained applicable layers in GIS and provided mapping support for special projects such as annexations, traffic sign inventory, visual aids for ribbon-cuttings, neighborhood meetings, building inspection zones, new solid waste contracts, etc.
- Supported Knoxville-Knox County Planning, City Council and the Law Department in closure of approximately 21 public rights-of-way and legal deed preparation for transfer of properties.

- Supported City Law Department for litigation and non-litigation cases and projects.

Stormwater special projects

- Assisted in the proposed improvements for the boat ramps at Ned McWherter Park.
- Partnered with the Office of Redevelopment to provide technical assistance and oversee the construction of and CEI for the One Riverwalk apartments and the Blount Avenue Streetscapes.
- Selected design consultants for the water quality projects, including Cherry Street sinkhole improvements and Second Creek Dam removal.

Bond recovery and resolution of deficiencies

- Issued a request for Letters of Intent for the 2018 Cured-in-place Pipe (CIPP) design and selected a consultant.
- Resolved deficiencies at the Sonoma Park residential subdivision project using the collected bonds for this project.
- Pursued and received $35,000 payment from insurance surety for Reynolds Apartments.
- Coordinated and received an approvable design for resolving deficiencies at Dead Horse Lake development using collected bonds for this project.
- Worked with developer to finish out development certification process on Woodson Trail Phase I & II using collected bonds for this project.

Water quality and drainage

- Continued assistance with maintenance and training for Fountain City Lake with a goal of transferring all ongoing maintenance duties back to the Lions Club.
- Coordinated with TWRA to stock rainbow trout in Fountain City Lake for a trial initiative to promote urban fishing over the winter months.
- Managed a TEMA/FEMA grant to purchase repetitive flood loss property at Cedar Lane. The structure will be removed to provide green space for additional flood storage.
- Provided options for redesigning the spring in Edgewood Park that has been in a pipe and has flooded the park during times of high flow.
- Coordinated with KUB projects to restore stormwater infrastructure damaged in the right-of-way during utility construction.

- Provided after-hours emergency response for water quality emergencies, including spills and illegal dumping in order to investigate, enforce and coordinate remediation when needed.
- Maintained the Tennessee Qualified Hydrologic Professional certification and performed hydrologic determinations as needed throughout the City.
- Designed, promoted and installed green infrastructure projects to resolve nuisance stormwater flooding and improve runoff quality; this includes work at the Inskip Recreation Center, where infiltration was installed to mitigate flooding on a sidewalk.
- Removed two structures within the floodway of Williams Creek at Lay Avenue to accommodate additional flood storage volume in an area of chronic flooding, to mitigate NFIP repetitive losses, and to add green space to the Williams Creek Urban Forest.
- Performed pipe camera inspections on more than a mile of stormwater pipes and proactively identified dozens of critical pipe replacements before street resurfacing.
- Performed inspections on more than 230 detention ponds to insure proper operation, management and flood control.
- Performed wet weather monitoring including maintenance of permanent monitoring stations and rain gauges. Collected flow weighted stormwater samples from qualifying rain events to maintain compliance with the City's NPDES permit.
- Completed 214 outfall inspections four times each to identify illicit dumping or illegal discharges in compliance with dry-weather screening requirements of the NPDES permit.
- Performed field investigations of the stormwater infrastructure that resulted in more than 120 revisions to the stormwater inventory layer in KGIS and four new outfalls that were tested.
- Completed more than 58 Special Pollution Abatement Permit site inspections to ensure site specific compliance with SPAP requirements including: appropriate operation and maintenance of stormwater treatment controls, proper management of target pollutants, and implementation of site specific management controls in order to provide citywide stormwater quality control. Improvements were made to the SPAP program through implementation of new inspection tracking software and updating the application forms.
- Performed stormwater inspections at more than 200 critical locations to identify and eliminate potential problems before they cause hazards or flooding.

- Responded to 83 sinkhole/cave-in requests, including significant failures located in the right-of-way that caused emergency closures and resulted in repairs and/or construction in order to maintain the integrity of the public infrastructure and ensure the health and safety of the citizens of Knoxville.
- Identified and eliminated several major illicit sanitary sewer discharges that were in high pedestrian traffic areas of the right-of-way which ultimately entered the storm drains and creek.
- Took multiple enforcement actions involving private property owners requiring repair of sanitary sewer laterals, eliminating the direct hazard to public health.
- Identified and eliminated one major potable water discharge into Fourth Creek. Estimated flow of potable water was greater than 10 gallons per minute and had been flowing for an unknown amount of time.
- Organized and coordinated Knox County Sheriff's Office volunteers to clear trash, debris and vegetation out of creeks and waterways, saving the City both time and resources. Massive dams were removed on Love, Williams and First Creeks to prevent flooding and property damage.
- Revised the NPDES annual report to be more streamlined and efficient.
- Water quality management, inspection and stormwater sampling conducted at municipal industrial facilities to support other departments with NPDES requirements.
- Operated, maintained and upgraded underground pipe inspection equipment, including crawler, push camera and pole cameras for pipe inspections. These technologies have resulted in the near elimination of the need to send employees into confined spaces.
- Revitalized the City's Adopt-a-Stream program. Added four new stream adoption groups and completed multiple one-time clean-up events with various volunteer organizations.
- Identified a significant source of bacteria pollution from a large homeless camp in the Second Creek watershed. Worked with the City's Office on Homelessness to address the problem. Fencing has been erected to control the area during the nighttime hours and portable restrooms have been brought onsite.
- Began bacteriological monitoring in Lake Ottosee at Chilhowee Park to determine feasibility of future recreational use of the lake.

Traffic operations

- Installed or repaired approximately 1.1 miles of guardrail, including 48 end treatments.

- Developed new methods for tracking and monitoring Temporary Traffic Control (TTC) permits including roadway closures. Implemented a data feed to have permitted closures reflected on Waze mapping and routing data.
- More than 80 turning movement counts completed at intersections to assist with traffic signal timing improvements.
- Designed several Temporary Traffic Control plans for stormwater work orders and projects.
- Evaluated roadway and traffic control plans for more than 20 major city and private development projects for traffic engineering standards compliance and safety.
- Evaluated roadway and traffic control plans for more than 15 major TDOT projects for traffic engineering standards compliance and safety.
- Reviewed 19 Traffic Impact Studies.
- Streamlined the request for service process so that maintenance requests are sent straight to a work order.
- Designed and worked with neighborhoods to installation 52 historic street name signs in Parkridge and Old North Knoxville neighborhoods.
- Implementing safety reviews and prioritized work plan for all 40 school zones.
- Planned, manufactured and deployed wayfinding systems for the Knoxville Zoo, the Muse, Fort Dickerson, Pellissippi State, Fort Sanders and Children's Hospital, Knoxville Solid Waste Facility, Suttree Landing Park, and Kerbela Shriners.
- Designed, manufactured and deployed specialized detour and guide sign systems for the Island Home Avenue detour, surrounding parks and businesses as well as work zone traffic control for Sutherland Avenue and Henley Street.
- Managed railroad safety program that includes the design and deployment of projects on Sims Road, Candora Road and Buchanan Avenue. Seven more projects are in process.
- Managed School Zone Safety program that includes partnership and coordination throughout the year on Safe Routes to School committee and Neighborhood Traffic Safety committee.
- Implemented contract for maintenance and installation of future downtown wayfinding signs.
- Presented City of Knoxville innovative efforts at SAE World Congress X in Detroit, Mich., and at ITE meeting in Knoxville.
- Training program to coordinate plans and budgeting to improve employee safety and professionalism while being efficient with City training funds.
- Cumberland Avenue Corridor Traffic Analysis measured and evaluated vehicular volume, travel time, safety and traffic accident improvements, pedestrian and bicyclist count data, economic impact on the area and other data.

- Updated sign inventory / assessment system.
- Prepared work processes to better document sign management system to include KGIS mapping tools.
- Cumberland Avenue and 16th Street/Volunteer Boulevard signal plan review for University of Tennessee implementation.
- Asheville Highway and I-40 East and West ramp queue project included $145,500 in upgrades through TDOT to replace signal cabinets, signal controllers, and improve vehicular detection on ramps for flushing of vehicles during peak hours.
- Purchase of wireless Cradlepoint devices to lower cost of communications, and using these devices to increase the number of signals included in the City's Advanced Traffic Management System.
- Developed parking layouts for the Public Service equipment lots and employee parking lots that will be implemented by City marking crews in 2019.
- Completed specialized safety driven sign and marking plans for Broome Road, Cecil Avenue, Knox Blount Greenway, Lakeshore Park and the new Parks and Recreation Department offices, and Busbee Road.
- Assisted the purchasing team and KPD with automated red light enforcement program development.

Signal maintenance and installation

- Crash data analysis database has been populated with two years of crash data that has been "cleaned" for analytical use.
- Automating the current Signal Indexing System to prioritize more quickly the ongoing signal warrant analysis.
- Installation of two new signals at Rutledge Pike/I-40 eastbound exit ramp and Prosser Road/Knoxville Zoo Drive.
- Implemented Cumberland Avenue Signal Optimization Project from Neyland Drive to Poplar Street.
- Designed Cumberland Avenue signals (16th Street to 11th Street), to be installed in 2019.
- Chapman Highway and Blount Avenue signal plan review and cost estimate prepared for comparison with Blount Avenue Streetscapes signal contractor Signal Systems.
- Design and Analysis – 12 traffic signal systems or major modifications, including:
    - 700 block of Gay Street conduits / pedestrian control
    - Washington Pike and Mill Road intersection improvements
    - Middlebrook Pike Corridor system optimization and field programming and adjustment

- 17th Street emergency vehicle pre-emption plan from Cumberland to Ailor Avenue
- Fifth Avenue signal analysis from Hall of Fame to Broadway
- Assisted and completed new signal improvements for TDOT at I-640 at Broadway, Middlebrook at Weisgarber
- Pole sonic testing on nine critical steel strain poles

Neighborhood Traffic Safety Program

- The first projects of the newly-launched traffic calming program went to construction, marking the first new traffic calming measures in Knoxville in more than 10 years. The development of each plan involves speed analysis, internal coordination with other City departments, and multiple meetings with neighborhood groups to ensure community satisfaction.
- 17 speed humps constructed on Barbara Drive, Fulton Drive, Villa Road and Kesterwood Drive.
- More than 30 speed studies completed.
- Three concept plans finalized and going to bid for Tipton Avenue, Ellis Road, Cheshire Drive and Coker Avenue. Implemented temporary measures on Coker Avenue and Cheshire Drive.
- Three concept plans in development.
- Assembled construction contract for permanent traffic calming devices on Coker, Cheshire and Ellis.
- In coordination with Office of Neighborhoods, handled applications from 24 neighborhoods.

Parking permits

- As a department, staff has worked to make the process of reserving on-street parking as easy as possible, and that has resulted in more parking permits being issued in 2018 than any other year on record. New, more modern processes are being developed to make parking reservations even easier and more efficient in 2019.
- More than 600 parking permits issued.
- More than $105,000 billed.

Bike and pedestrian planning and construction

- Designed and installed buffered bike lanes on North Broadway (0.5 miles) and Fifth Avenue (0.3 miles).

- Designed and installed bike lanes on Morrell Road (0.8 miles) and Gleason Drive (0.5 miles).
- Designed and installed (contractor) shared lane markings on Riverside Drive (1.2 miles).
- Reviewed and made recommendations on private and public development site plans for pedestrian, bicycle and transit accommodation.
- Applied for and received Bronze Level Bicycle Friendly Community award for 2018-2022.
- Worked with KPD, TPO and NHTSA on a federally-funded study on 3-foot passing law compliance/best practices.
- Started design on one high-priority bicycle connecting/complete street on Woodland Avenue that improves bicycle and pedestrian connections.
- Worked with “Safe Route to Schools” multijurisdictional committee to improved active transportation infrastructure around public schools and school routes/bus stops.
- Helped coordinate the USA Cycling National Championships Road Race and Time Trial, Open Streets and Tour de Lights.
- Designed bicycle facilities for White Avenue, Central Street, East Hill Avenue.

Traffic Management Systems

- Completed and documented preventative maintenance procedures on the following:
    - 150 traffic signal control cabinets have started next PM cycle
    - 240 traffic signal monitors (113 have been converted to TS2)
    - 12 traffic signals, which included overhead and underground cabling
    - 15 school flasher assemblies
    - 75 overhead signs
    - 5,200 feet of fiber optic communications cable
    - 15,600 feet of telephone twisted cable communication cable
    - 85 spread-spectrum communications radios
    - 10 roadway warning flashers
    - 146 school zone flashers
    - 5 intersection flashers
- Installed and/or upgraded the following:
    - 120 upgraded pedestrian push buttons
    - Two solar-powered stop sign flasher assemblies

    - 19 new 16-phase control cabinets (Western Avenue, Broadway, Central Street, Magnolia Avenue, Knoxville Zoo Drive, Prosser Road, and Callahan Road projects)
    - 38 Naztec 980ATC traffic signal controllers on Washington Pike, Millertown Pike, Westland Drive and Turkey Creek
    - 25 AT&T Wireless Cradlepoint modems with a ATMS.now demo central with 86 live locals, including seven county signals
    - 10 Ethernet switches on Washington Pike, Millertown Pike, Westland Drive, Western Avenue, Central Street, Magnolia Avenue and Turkey Creek
- Inspected 119 detector loop installations
- Removed graffiti at 65 locations
- Programmed 146 school flasher clocks for the 2018-2019 school year; all are converted to new Applied Information Glance Cellular Clocks
- Programmed 15 school flasher clocks for the 2018 summer school program
- Oversaw the installation of 15 cabinet skins by Knoxville History Project
- Tennessee One Call
    - 11,907 Tennessee One Call requests to locate underground infrastructure
    - 1,687 field locates for 811 positive responses
    - 388 Tennessee One Call emergency underground locate requests.
    - Addressed approximately 2,213 workday trouble calls, including 1,207 service requests from 311
    - Addressed 264 emergency after-hour/holiday trouble calls
- Special Events support
    - Installed signs and banners for 25 special events
    - Expanded areas to be decorated for Christmas in the City (completed Gay street – Hill Avenue to Emory Place)
    - Hill Avenue Viaduct Christmas lights added for the neighborhood association
    - Traffic signal changes for eight University of Tennessee home football games
    - Signal changes and modifications for Open Street events
- Developed SOP and Safety Manual for Traffic Systems
- LED signal module replacements at 27 intersections and various trouble spots (357 total signal)
- Pedestrian flasher system for Knoxville Civic Auditorium and Coliseum
- Ongoing electric service modernization for KUB

Parking Systems

- Continuing to improve reporting by receiving live data associated with financial controls, configurations and occupancy and payment information.

- Coordination with Public Building Authority in providing education on new parking meter system as well as direct enforcement efforts.
- Provided support and training for City Court on the operation of the parking meter system, policy and processes.
- Defined parking zones in the Fort Sanders area to provide improved traffic flow and compliance.
- Refurbished parking stall markings on the Gay Street Viaduct.
- Installed and refurbished markings in fire zones throughout downtown.
- Assisted contractors with design and implementation of parking system on various projects (Lake Avenue garage project, UT projects, downtown, etc.)
- Collected and counted revenues from approximately 1,300 meters.
- Created financial reporting and statements for parking meter system on a daily basis.
- Performed ongoing maintenance for all parking meters.
- Resolved approximately 525 parking meter complaints generated by 311.
- Completed more than 2,200 work orders generated by 311, projects, special events and reservations.
- Implementation of 24/7 availability for emergencies, signage needs, parking permits.
- Implementation of University of Tennessee football game day rates on Volunteer Boulevard, which generated more than $28,000 in extra revenue over a period of seven home games.
- Researching and designing new parking meter TNP hoods.
- Production and installing of new parking meter stickers.
- Evaluating and preparing training program for parking systems staff.
- Installed new meter locations in various locations (White Avenue, Lake Avenue, Terrace Avenue).
- Worked with City Information Systems Department in creating specialized reporting in Accela.
- Coordinated parking removals for civil projects (downtown paving, crosswalk improvement project) and various special events (parades, etc.).
- Coordinated parking reservations with events, construction, etc.
- Teamed with parking committee members to amend outdated ordinances in regards to traffic and parking.
- Assisted Sign Shop with traffic control for various events, such as parades, races, etc.

Sign and Marking Systems

- Painted Dogwood Trails for Dogwood Arts throughout the City of Knoxville.
- Continued to improve City's state-of-the-art sign manufacturing process to increase efficiency and response time to requests, as well as achieving higher quality signs with more creative flexibility.
- Refurbished and replaced all signs and yellow curbing within the Fort Sanders area.
- Replaced all signage within the downtown area.
- Continued collaboration with KGIS to perfect a mobile platform for personnel to be able to access Sign and Marking inventory data in real time while in the field via iPad.
- Provided support for KPD and KFD for 138 emergency closures for structural fires, vehicle accidents, etc.
- Advised and provided support from within the Emergency Command Center for various events and emergencies, including weather events, the Knoxville Marathon, USA Cycling Championships, protests, parades, UT football games, etc. The support provided included routing emergency vehicles through closures to answer emergency calls in and around deployed closures.
- Manufactured and Installed updated wayfinding signs for the name change of the Knoxville Convention and Exhibition Center to World's Fair Exhibition Hall.
- Repaired and replaced various wayfinding signs throughout downtown and the Cumberland Avenue district.
- 2,793 sign operations work orders completed.
- 564 service requests answered from 311.
- 487 pavement marking work orders completed.
- Installed 1,939 temporary no parking signs.
- Manufactured more than 6,000 signs.
- Replaced 3,974 signs and more than 800 posts as part of citywide sign replacement program.
- Installed 1,343 new signs as part of Engineering studies.
- Refurbished 46,000 linear feet of yellow curb.
- Refurbished and installed over 34,000 linear feet of thermoplastic, including crosswalks, channelization, stop bars, and turning guide skips.
- Started the City's Wet Reflective Hi Build Paint Project to increase safety on high vehicular or pedestrian traffic roadways. Roads completed include the CBID, Sevier Avenue Sutherland Avenue and Volunteer Boulevard.

- City signage replacement and update:
    - Historic street names in various subdivisions
    - CAC parking lot refurbishment
    - Coordinated with Public Service Department for deployment of street closures and parking removal for various projects
    - Coordinated with the City's ADA Coordinator, Stephanie Cook, to provide accessible parking for city functions
    - Performed 121 road closures as requested by the Knoxville's Public Service, Stormwater Engineering and Civil Engineering departments
    - Provided traffic control for 39 5K,10K, Triathlon and Marathon races
    - Implemented traffic control and assisted KPD and Special Events Department with more than 100 special events.

Streetlights

- Initiated streetlight and high mast maintenance services provided by Service One Inc. to install and maintain the City's 29,677 streetlight fixtures, including poles, bases, duct lines and wiring.
- Established construction and engineering services provided by Fulghum, MacIndoe & Associates to provide construction review and inspection services for the City of Knoxville streetlights.
- Professional services provided by Fulghum, MacIndoe & Associates to prepare streetlight standards and guidelines for the development of an effective City street lighting program.
- Underground utility location services provided by USIC Locating Services LLC for the City's streetlighting system.
- Implemented wireless facility telecommunications permits for the small cell attachment applications.
- Master Telecommunications Facility Licensing Agreement prepared for the installation and operation of a wireless facility onto the City's municipal property.
- Design guidelines established for a wireless communication facility in the right of way.
- Program management and permitting services provided for small cell attachments within the City of Knoxville.
- Created streetlight buffer zones to be utilized for TN One Call's provision of location and notification services.
- Established streetlight membership with National Joint Utilities Notification System.

- Evaluated and provided maintenance services for street and roadway lighting plans for 27 TDOT, City of Knoxville and private development projects for street lighting standards and guidelines.

FIRE

- Responded to 25,166 calls for emergency service, including responding to 707 overdose calls and administering naloxone to 415 patients.
- Provided medical standby for 418 different special events and provided CPR training for 3,013 residents through KFD's American Heart Association affiliation.
- Installed 338 smoke alarms and replaced 266 batteries in existing smoke alarms in residences through KFD's Smoke Alarm Program. In addition, worked with the State Fire Marshal's Office and the American Red Cross to conduct smoke alarm blitzes in April and October to install new alarms in residences in three areas of town. The cooperative effort resulted in the installation of 1,014 smoke alarms.
- KFD's 19 fire stations hosted 72 visits from schools, daycares and other groups where firefighters showed them around the station, displayed the fire trucks, and talked about fire safety. In addition, there were 150 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 56 fire extinguisher classes to 813 students. Using the Fire Safety House, along with volunteers from the American Red Cross, taught more than 19,000 students.
- Put into service five new E-One Pumper/Engines:
  - Engine 5, which serves the Mechanicsville/Knoxville College areas;
  - Engine12, which serves the Sequoyah Hills/Bearden/Marble City areas;
  - Squad 14, which serves the Inskip/Norwood areas and the North I-75 corridor;
  - Squad 16, which serves the Holston Hills/East Knoxville areas and the East I-40 corridor; and
  - Squad 20, which serves the West Hills/Walker Springs areas and the West I-40 corridor.

  The three new trucks that were designated as "Squads" are carrying extra vehicle extrication/rescue equipment in order to help provide quicker and more thorough rescue capabilities.

- Held sixth annual Citizens Fire Academy during April and May. The Academy provided the participants with an in-depth look at many of KFD's divisions and included demonstrations and hands-on activities, as well as a visit to the E-911 Center.
- Held third annual "Firefighter Night on Market Square," a community outreach event, on Oct. 11 with numerous displays, demonstrations and activities, including displays of the City's antique fire trucks and a maze crawl for children.

- A KFD Exhibition/Firefighter Appreciation Day was held at the Training Center on May 12. 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.
- KFD firefighters collectively completed 57,417 hours of training logged into online training program Target Solutions. The Training Center hosted its first Fire Instructor I Class with 40 students. Thirty-six of those students took the Tennessee Commission on Firefighting state exam with a 100 percent pass rate. They also facilitated multiple classes taught by outside agencies, hosted Y-12 for annual live burn exercises and hosted East Tennessee Peer Review for the State Education Incentive.
- A team of our vehicle extrication instructors won first place at a vehicle extrication competition at the TARS annual convention, beating other agencies from across the state.
- On Oct. 22, started a Firefighter Recruit Academy with 34 recruits. In collaboration with Knoxville's Community Development Corp. (KCDC), conducted live burns as part of training of the new recruits at homes being demolished and replaced at Walter P. Taylor Homes.
- Members of KFD's Technical Rescue Team attended special rope and trench rescue classes.
- Partnered with University of Tennessee Medical Center and AMR to teach "Stop the Bleed" classes as part of a national campaign. KFD EMS Division provided Stop the Bleed training to employees at the University of Tennessee and Knox County Schools' Security Division.
- The Fire Prevention Division performed a total of 3,373 inspections, 965 plan reviews and 115 food truck inspections; 106 sprinkler plans and 144 alarm plans were reviewed. Completed approximately 900 hours of specialized training in fire prevention and plans review, including training a new alarm system plans reviewer, a back-up alarm reviewer, two building plans reviewers (two reviewers graduated internal training and are reviewing and signing off on plans), one pyrotechnic plans reviewer and one new blasting specialist. Created a Fire Commission-approved curriculum for Inspectors to fulfill their 2019 40-hour in-service training with improved training more relevant to the job of Inspector.
- Fire Investigators investigated 111 fires and collectively received 510 hours of specialized training in fire investigations, law enforcement, case law and firearms. Two Investigators were certified to do background investigations and conducted 54 background investigations for the 2018 KFD Recruit Class.
- In September, the Fire Department 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.
- KFD Training Center hosted an orientation for new members of City Council on April 30. The Council members observed, and also participated in, several demonstrations (including EMS, firefighting and vehicle extrication).

- A boating safety course was provided by TWRA for the firefighters that are normally involved with the operations of our Fire Boat.
- Sixty-seven promotions were made this year: one Assistant Chief, five Fire Officers, 32 Master Firefighters and 29 Senior 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.
- Purchased four sets of battery-powered vehicle extrication equipment, which is the most advanced technology available, to replace the old hydraulic equipment on four trucks.
- Purchased 44 Chromebooks to be utilized at our Training Center and at the fire stations for online training.
- Purchased additional Nomex firefighting hoods for our firefighters so that they all have two hoods to ensure they have a clean hood to protect against toxic particulates at fire scenes.
- Twenty firefighters completed Advanced Incident Management Training, which is beneficial in the event of any local, state or national disasters.
- EMS Division was able to acquire the use of South-Doyle Middle School for a month to conduct countywide active shooter training, which provided real world scenarios. Participating agencies included: Knoxville Police Department, Knox County Sheriff's Department, AMR, Rural/Metro Fire Department, Seymour Volunteer Fire Department, Karns Volunteer Fire Department and the Knoxville Volunteer Emergency Rescue Squad.
- 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.

FLEET

- The Fleet Services Department facilitated the purchase of more than 250 vehicles and pieces of equipment for City departments, representing a total value of more than $11.6 million. This included six fire trucks, 94 police cars, 22 heavy-duty Public Service trucks, 16 knuckleboom loaders, 16 snow plows and various other cars, trucks, trailers, specialty units and other equipment.
- As mentioned above, the City took delivery of 22 custom-designed, modular trucks that were upfitted with a custom bed and hydraulic system. Of the 22, 16 of the trucks are designed knucklebooms that the manufacturer has incorporated into its line of products. These knucklebooms, along with 16 highway snow plows, represent the backbone of the equipment that is utilized by Public Service. This has been the most significant purchase that Fleet has made for Public Service in the last decade.

Fleet incorporated lessons learned from the past on equipment as well as extensive input from Public Service and factory design engineers, in an effort to give the City the most cost-effective, efficient and versatile equipment at the best price.

- Fleet Services shops completed 11,390 maintenance/repair orders. The Light Shop completed 5,198 maintenance/repair orders and the Heavy Shop completed 6,192 maintenance/repair orders.
- A comprehensive model was developed for analyzing employee productivity, availability, vehicle/equipment repair needs, service benchmarks, “vehicle equivalency units,” and other data-driven standards that are utilized in making staffing/resource allocation decisions.
- The Incident Review Committee, as a partnership between Fleet Services, Public Service and Risk Management, took a greater role in 2018. Incidents are reviewed to determine the root cause so corrective action can be taken or engineer modifications can be made to eliminate the hazard(s). In 2018, the committee issued a comprehensive report on right-of-way mowing tractor safety. The committee developed recommendations to clarify the City’s incident reporting policy and procedures for equipment-involved incidents, and followed up on prior comprehensive studies on street sweeping and zero-turn mower best practices.
- Fleet Services launched its first apprentice program in 2018. This program is a partnership with Community Action Committee (CAC) and Tennessee College of Applied Technology (T-CAT) to offer a 3rd 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 this partnership. This program gives the City an apprentice employee that we can provide a foundation for them to build on. 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 the very first apprentice candidate went through the four-month program and was hired by the city as an Automotive Technician 1.
- Vehicle Impoundment Facility had no accidents or lost time injuries.
- Vehicle Impoundment Facility safeguarded more than 3,400 vehicles, while releasing more than 2,500 vehicles back to their owners.
- Vehicle Impoundment Facility has assisted the Purchasing Department with nine vehicle auctions. These vehicle auctions have collected more than $500,000 for the City of Knoxville.

INFORMATION SYSTEMS

Financial enhancements

- Assisted Public Service Solid Waste 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 Plans Review and Inspections, Engineering, and Knoxville-Knox County Planning departments.

Work order system (KnoxWorks) Phase III

- 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 stormwater outfalls (drains). Equipped field engineers with laptops to enter and complete work orders or inspections.

Plans Review and Inspections

- Upgrading the software used for Plans Review software and installing new virtual hardware, providing 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.

Where's My Bus app and text messages

- Knoxville Area Transit and Information Systems are rolling out a new app for both IOS and Droid smartphones used to estimate when buses are due to arrive at a bus stop within the next hour. Additionally, a bus rider can text the bus stop number using a cellphone and receive the estimated arrival times texted back.

KPD cameras

- Information Systems assisted in the implementation of a new in-house camera systems used to monitor and secure the KPD Safety building and criminal interview rooms.

KNOXVILLE AREA TRANSIT (KAT)

American Public Transportation Association (APTA) Award for Safety, 2018

- KAT received national recognition in 2018 for its safety record. The award examined safety records of the past three years, and KAT was able to maintain those positive trends into 2018 as well. Some accomplishments related to the safety award as well as 2018 include:
    - 4 years accident-free during inclement weather
    - 4 years maintaining a reduction in Workers Compensation claims

Ridership

- Bucking the national trend, and thanks to the City's increased investment and focus on transit, KAT is seeing ridership increases, in particular on routes with improved services.
- Fiscal Year-to-Date, KAT ridership is up 6 percent over the previous year.
- Routes with significant investments have seen particularly high increases in ridership, such as Route 44 – University Park, up 38 percent; Route 34 – Burlington is up 35 percent after adding 30-minute frequency to serve the Change Center last year.
- KAT has continued to encourage riding regular routes to the University of Tennessee football games. This marketing effort has resulted in a 20 percent increase in ridership on game day Saturdays as compared against non-game day Saturdays in the fall.
- The trolley system overall is up 12 percent over the previous year, due in part to marketing partnerships with the Central Business Improvement District for events such as Elf on the Shelf, the Peppermint Trail and Where's Waldo. In addition, the trolleys have received additional positive press through various programs:
    - Knoxville Weekend's Trolley Talkin' series has featured interviews conducted on the Green Line trolley with various Knoxville personalities, from Chris Blue to Phillip Fulmer.
    - ABC's "Good Morning America" prominently featured the trolleys in the naming of Yassin's Falafel House as the Friendliest Place in America, garnering the city national attention.

On-street amenities

- Installed two new bus shelters for the Change Center.
- Added a new walkway and shelter to connect Summit Towers and others on the top of Summit Hill to the newest bus shelter, providing access to Route 22 – Broadway and the Green Line Trolley.

Service enhancements

- Continuing to build on the Five Year Plan, KAT in 2018 has increased frequencies on Route 41 – Chapman Highway on Saturdays, and has implemented 15-minute service on Route 44, which serves University Park, 303 Flats and the University of Tennessee.
- In addition, improved frequencies on Route 40 – South Knoxville and Route 45 – Vestal are being planned for early 2019, along with later service on Route 24 – Inskip, Route 30 – Parkridge and Route 42 – UT/Ft. Sanders, with Sunday service added on Route 17 – Sutherland.

Outreach

- KAT reached about 4,000 people through its 2018 outreach efforts. New and expanded efforts include:
    - New, regularly-scheduled travel training sessions every third Tuesday at Knoxville Station, in addition to specially-scheduled travel training events.
    - Girl Scout Troop travel training to result in the earning of a transit badge.
    - Rides to Wellness. This grant-funded project in partnership with 311 / 211 features extensive marketing and hands-on training to ensure that transportation is not a barrier to reaching medical appointments. In partnership with Cherokee Health, front-line staff at the medical facility have been trained to assist clients in using KAT to reach appointments. A hands-on travel trainer has been assigned to go out with clients to learn the appropriate route to reach a medical appointment.

Passenger-based technology

- By the end of 2018, KAT offering real-time information on bus arrivals via text message. Each bus stop sign has a unique numbered ID. Texting that number to "22827" will result in real-time next bus information.

Showing off Knoxville: Hosting the state-wide transit conference

- KAT hosted more than 300 people for the annual state transit conference. The event highlighted Knoxville's small businesses, with "swag" bags featuring items from Knoxville's Maker community (including the bags themselves), and a luncheon featuring various local food trucks.
- The conference also featured the annual Bus Operator and Maintenance Roadeo competition, which resulted in a number of wins for KAT, including:
    - Bus Operator Virgil Cox won first place in the cutaway van competition
    - Bus operator Tina Hayes won second place in the 35-foot bus division
    - Mechanic Nick Landrum took third place in the Van Maintenance Roadeo
    - Mechanic Justin Woodby took first place in the Bus Maintenance Roade.
    - Mechanic Chad Crabtree was awarded the Maintenance Division "Bragging Rights" Medal, issued to the competitor who identifies the issue and starts a dead engine the fastest
- In addition, other KAT employees took home awards from the state conference, including:
    - Jimmy Leatherwood, named Urban Bus Operator of the Year
    - Homer Hickson, named Urban Support Employee of the Year
    - Belinda Woodiel-Brill, named Urban Executive/Manager of the Year

I's dotted, and T's crossed

- The Federal Transit Administration conducted its regular Triennial Review with KAT in 2018, which resulted in no findings. This is the second consecutive Triennial Review conducted for KAT resulting in no findings.

Infrastructure upgrades

- A new bus lift has been installed in the maintenance garage. This extensive undertaking involving excavation and installation of a new unit was well overdue. The previous lift was installed in 1989 when the building was built.
- A new Apollo HD Camera system was added to our entire bus fleet. The new camera system has helped reduce liability claims and assist UT and KPD with numerous criminal investigations.

KNOXVILLE CHAMBER AND INNOVATION VALLEY

- The Knoxville Chamber and Innovation Valley provide economic development services for Knoxville. A summary of their annual activities are listed below:

  Knoxville Chamber

  https://s3.amazonaws.com/knoxvillechamber/content/uploads/2018/11/AnnualMeeting2018OneSheet.pdf

  Innovation Valley

  https://s3.amazonaws.com/knoxvillechamber/content/uploads/2018/11/IVNumbersandPriorities.pdf

KNOXVILLE-KNOX COUNTY PLANNING

- Knoxville-Knox County Planning (formerly the Metropolitan Planning Commission) is responsible for comprehensive planning and administration of zoning and land subdivision regulations for the City of Knoxville and Knox County.
- A summary of the annual activities can be found here:

  https://archive.knoxmpc.org/aboutmpc/annual/FY%202017-2018.pdf

LAW

- The Law Department for the City of Knoxville continues to serve the citizens of the community by providing a high volume of outstanding quality legal work on behalf of the City. The eight lawyers in the Law Department daily provide legal advice and analysis to each of the multiple City departments, divisions and offices as they are presented with legal issues and challenges. In addition, City lawyers provide direction and advice to a wide variety of boards, commissions and committees as well as the City Court on an as-needed basis.
- The staff and lawyers of the Law Department actively support the legislative process by managing and preparing the agenda for each City Council meeting and preparing the ordinances, resolutions and various supporting documentation utilized by Council in performing its legislative functions. In 2018, the Law Department drafted 650 separate ordinances and resolutions that were considered by City Council. This legislation runs the gamut from a fairly simple authorization for the Mayor to execute a contract to purchase a piece of equipment to a very complex ordinance creating a mechanism whereby property owners may use their property for temporary rentals for guests to our community.
- The City accomplishes a great deal of its business through contracting with various individuals, companies and partnerships to provide a tremendous variety of goods and services. During the last year, Law Department lawyers negotiated, drafted or amended more than 575 contracts with various outside entities:
    - One of the more difficult and/or complex contracts included the negotiation of new contracts for health services for our employees. Devin Lyon was instrumental to the office of Employee Benefits in getting these contracts completed.
    - Major changes to our city's landscape also occur through contract. For example, the City has entered into a major development contract with Jim Clayton, the Clayton family and the Claytons' philanthropic foundation which will provide the City with a new $150 million science museum in downtown Knoxville. Alyson Dyer was instrumental in negotiating and drafting this very important contract.
- Law Department lawyers also handle a wide variety of litigation matters on behalf of the City. The types of litigation cover a very broad range of topics, from personal injury and tort litigation, to disputes arising out of land use and zoning, to constitutional claims, and also including various labor and employment issues. Each year, Law Department lawyers resolve through judgment or settlement approximately 50 cases pending against or on behalf of the City, while at the same time approximately 50 new cases are filed in the courts which will be handled by Law Department lawyers.
- 2018 saw a few changes in Law Department personnel:
    - Crista Cuccaro, who had developed a tremendous expertise in various land use matters, including development of the City's new temporary rental ordinance, relocated to Durham, N.C., where she is working in the City of Durham Law Department.
    - Christina Magráns-Tillery has come on board and is off to a great start in dealing with land use matters, including a comprehensive revision of the City's entire zoning code.

    - The attorney who primarily handled the City's labor and employment issues, Devin Lyon, left the Law Department late in the year to accept a position with one of the premier law firms in the City, Arnett, Draper & Hagood.
    - Lyon's place in the line-up has been filled by George Shields II, who is an Air Force veteran and also currently serves in the Air Force Reserves.
- Finally, Law Director Charles W. Swanson was honored late in the year by the Metro Drug Coalition, which awarded him the John W. Gill Substance Abuse Prevention Award for many years of service on the MDC in raising awareness of the need and supporting substance abuse prevention efforts in our community.
- The Law Department continues to be proud to serve as the City of Knoxville's law firm and looks forward to continuing its efforts to provide superior legal advice and representation to those who serve the City of Knoxville

OFFICE OF NEIGHBORHOODS

Blighted Property

- Continued the monthly meetings of the Neighborhood Working Group on Blighted Property, providing opportunities for neighborhood representatives and City staff to discuss individual problem properties, City policies and programs on blight, resources for neighborhoods, and related issues.
- Assisted the Neighborhood Working Group as members conceived and initiated two successful anti-blight projects. The first one, a cleanup project of an elderly neighbor's yard, occurred in August in the Cumberland Estates Neighborhood. The second event involved weeding and cleaning up the entrance garden for the Parkridge Neighborhood, off Washington Avenue. Both involved a wide range of partnering organizations, neighborhood volunteers and community-wide effort.

Broadway Corridor Task Force

- Continued to meet periodically with the Broadway Corridor Task Force, which is now operating independently to encourage investment and address issues of concern along the corridor between Fifth Avenue and I-640.

Capacity building

- Conducted a variety of stand-alone workshops to address neighborhood concerns. Topics included neighborhood project ideas, Recode Knoxville, Government 101, and City grants programs.
- With help from the AmeriCorps VISTA program, the Office of Neighborhoods organized five neighborhood coffee hours and one neighborhood resource fair. Each event focused on connecting neighbors and encouraging positive conversation for neighborhood growth and improvement.

- Piloted an 11-week Engaging Neighbors Workshop, activating, empowering and providing tools for 31 neighborhood leaders to develop and sustain stronger, healthier neighborhoods.

Emergency preparedness

- Updated the Emergency Preparedness Speaker Series and encouraged neighborhood groups to take advantage of the speakers and information offered.

Neighborhood Advisory Council

- Staffed the 15-member Neighborhood Advisory Council, which met 11 times over the course of the year to provide feedback and advice to the Administration as well as the Office of Neighborhoods.
- Issues included Recode Knoxville, 311/211, recruiting and maintaining volunteers/group members, Healthier Tennessee, City business support, recycling education, affordable housing, and Office of Neighborhoods programs moving forward.
- The Office of Neighborhoods, with help from the Mayor, also appointed three new and re-enlisted two members during the 2018 calendar year.

Neighborhood Advisory newsletter

- Published 44 issues of the "almost weekly" Neighborhood Advisory newsletter and maintained the "Knoxville Neighborhoods" calendar on Google.com.

The Neighborhood Conference

- Hosted more than 700 participants at this annual gathering of neighborhoods. The conference included three workshops focused on police services in Knoxville, Recode Knoxville, and how "Working Together Works."
- Additionally, the conference included:
    - More than 75 information booths;
    - Presentation of the Diana Conn Good Neighbor of the Year Award;
    - A neighborhood T-shirt contest;
    - Door prizes; and
    - Networking among neighborhood leaders and City officials.

Neighborhood Small Grants Program

- Awarded new grants totaling $17,040 to six neighborhood organizations for a wide range of community improvement and capacity-building projects. Continued to administer and provide technical assistance under 41 grants, with over 20 grants now successfully closed out.
- Awarded 11 micro grants to 11 neighborhoods, totaling $5,400, for a wide range of small projects and communication efforts for new and re-emerging neighborhoods.

Neighborhoods

- Provided advice and consultation services to neighborhood groups on a wide variety of subjects, and attended or spoke at more than 250 individual neighborhood meetings.

- Identified low-income neighborhoods through the AmeriCorps VISTA program, assisting 12 new neighborhoods and offering capacity building for neighborhood residents.
- Conducted citywide survey of all neighborhoods to acquire new directory and organization information and form a better understanding of neighborhood practices for the Best Practices program.
- Updated the Guest Speakers Guide as a resource for neighborhood groups to pull from when they are in need of speakers on specific topics.
- Updated the Funders Guide for neighborhood organizations that might be seeking grant money for their projects.
- Continued mapping neighborhood organizations with their boundaries onto Neighborhoods KGIS layer. This layer has features that help individuals find their neighborhood organization as well as contact information.
- Created Neighborhood Best Practices program, to be rolled out in early 2019. This program will present gold-standard criteria for neighborhoods to work toward in order to receive grant funding and other benefits of working as a resident-led, resident-controlled, inclusive organization.
- Assisted in the organization of two new neighborhoods groups, one in Lonsdale and one in Roseberry City.
- Printed and created numerous newsletters and flyers to help neighborhoods improve outreach and lower limiting budget costs.
- Encouraged and mediated neighborhood relationships for two neighborhood groups working to overcome divisive issues.
- Provided support and resources for two neighborhood groups to acquire new entrance signs, “place making,” for their neighborhoods.

Partnerships

- Worked with Great Schools Partnership, Five Points Up, Knox County Health Department, PARK, Community Development, Knoxville-Knox County Planning and other governmental agencies and nonprofit organizations with a mutual interest in revitalizing Knoxville’s neighborhoods.
- Worked closely with Knoxville-Knox County Planning to help plan 15-plus Recode Knoxville meetings in neighborhoods across the city.
- Assisted the Urban Wilderness Gateway Park project along with several other City redevelopment initiatives in organizing community input meetings, spreading the word, and reaching neighborhood stakeholders.

Traffic calming

- Worked closely with the Engineering and Police Departments to launch the Neighborhood Traffic Safety Program.
- Received and began processing 23 applications from neighborhood groups and individuals within unorganized neighborhoods.
- Completed two NTSP projects on Kesterwood Drive and Barbra Drive, installing speed humps to encourage safe driving and increase safety.
- Assisted three more organizations with initial steps, with plans to complete the process in the spring of 2019. In addition, plans are underway for five more projects to complete during the next year.

PARKS AND RECREATION

- Recreation Specialist Daniel Alexander was named the City's Employee of the Year as well as Parks and Recreation Department Employee of the Year.
- Supported staff attendance at state and national conferences (10 attended National Recreation Parks Association Conference and hosted the 2018 TRPA State Conference).
- Received Four Star New Facility (under 500,000) at the 2018 Tennessee Recreation and Parks Association State Conference for Mary Vestal Greenway Extension.
- Generated $773,812 in revenue for FY19, the most in a fiscal year for the Parks and Recreation Department, in large part due to increases in programming options and online registration availability. Additional offerings were initiated such as discount cards, Splash Passes for frequent pool visitors, credit card payment options at both outdoor pools for entry and concessions and Caswell Park concessions, and a Cyber Monday Sale.
- Employed nearly 500 part-time hourly staff who assisted in providing valuable daily services, such as lifeguards, athletic game personnel, field maintenance, concession, summer program, bus drivers, and much more.
- Served on multiple local boards, commissions, and committees, such as, but not limited to: City Greenway Commission, City Tree Board, City Golf Committee, Mayor's Council on Disability Issues (CODI), Greater Knoxville Tennis Association, Ijams Nature Center, John T. O'Conner Senior Center Board, Knox County Parks Advisory Board, Legacy Parks Foundation, Municipal Technical Advisory Service (MTAS) Advisory Committee, Urban Wilderness Alliance, East Tennessee Community Design Center, the First Tee of Greater Knoxville, and the Tennessee Recreation Parks Association.
- Offered seven free concerts throughout the year, featuring the Knoxville Community Band and culminating with the annual Christmas Concert at the Bijou Theatre.
- Offered senior dances on Thursday nights at the Larry Cox Senior Center and additional senior dances at various recreation centers throughout the year.
- Continued partnerships with many organizations that offer programs serving the community, such as but not limited to Knoxville Youth Athletics, City Tennis Ace, Golden Gloves Boxing, Ijams Nature Center, First Tee of Greater Knoxville, Billy Casper Golf, Emerald Youth Foundation, and many more.

Athletics

- Offered and organized adult recreational leagues for 354 adult teams in baseball, basketball, kickball, softball and volleyball.
- Partnered with local youth sports commissions to offer recreational sports for 600 teams participating in baseball, basketball, football and softball. Offerings included a preseason tournament for the baseball, basketball and softball and postseason tournaments for all sports.
- Hosted 26 weekend tournaments/events at Caswell Park as well as continued Senior Fun Softball at the park on Tuesday and Thursday mornings.

- Partnered with Office of Neighborhoods to host the second annual Neighborhood Wiffleball Challenge in August.
- Increased pickleball play opportunities with options to play in recreation centers throughout the year, and hosted two pickleball tournaments, with a combined total of 125 participants.
- Continued partnership with community partners that offer additional programming to the community including: youth sports commissions, Ace Miller Golden Gloves Boxing, Billy Casper Golf, First Tee of Greater Knoxville, Greater Knoxville Tennis Association, and Knoxville Youth Athletics.

Maintenance

- Provided specifications, oversaw projects, and conducted post-installation reviews for projects completed by Public Service Department and/or various contractors such as, but not limited to:
    - Refinished gym floor at the Dr. E.V. Davidson Community Center
    - Installed a new play structure at West Haven Recreation Center
    - Upgraded two dugouts at Alice Bell Ballfields
    - 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
    - Installed swing set play structure at Babe Ruth Park
    - Replaced 18 disc golf baskets at Victor Ashe Park
    - Completed parking lot paving projects at Milton Roberts Recreation Center and West Hills Park
    - Installed carpet and flooring in the South Knoxville Community Center
    - Finalizing specs for Cal Johnson Recreation Center renovation
    - Researched ground cover improvements for play structures
- Continuous park cleanup with full-time and part-time staff as well as countless volunteers.

Parks, greenways and trails

- Continuous efforts toward multiple new greenway and trails projects throughout the City.
- 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.
- Awarded more than $16,000 in Challenge Grants to nine organizations to be completed in spring 2019.
- Provided assistance and guidance with planning and/or construction elements of various projects such as:
    - First Creek Greenway section from Fulton High School to Edgewood Park
    - Fort Dickerson Park entrance expansion
    - Suttree Landing Park
    - Urban Wilderness

    - Maintenance and resurfacing of the Northwest Greenway
    - Cradle of Country Music Park
    - Sharp's Ridge Veterans Memorial Park
    - Dog park expansion
- Collaborated with engineering design firms and in subsequent design development for five greenway projects:
    - Love's Creek to Millertown Pike
    - Northwest Greenway Connector from Western Avenue to Victor Ashe Park
    - Second Creek Greenway from World's Fair Park to Bernard Avenue
    - Gateway to the Urban Wilderness/James White Parkway
    - First Creek Greenway Connector/Broadway Streetscape, from Woodland Avenue to Cecil Avenue
- Developed priorities for the Knoxville Greenways Crew on trail projects:
    - Extension of Mary Vestal Greenway
    - Relocation of section at Lakeshore Greenway
    - Repair and repaving of portions of the Third Creek Greenway and Parkside Greenway
    - Extension of trails at Parkridge Park
- Completed "A Fresh Perspective," an aerial video and photography project, showcasing nine parks and greenways, including Adair Park, Caswell Park, Holston River Park, Inskip Park and Pool, Sequoyah Hills Park, Sharp's Ridge Veterans Memorial Park, Tyson Park, Victor Ashe Park, and West Hills Park.
- Coordinated the Community Heritage Program with the installation of one tree and three benches sponsored by individuals or organizations to honor loved ones.

Recreation

- Organized efforts to give the gift of Christmas to 61 children in the City's after-school program thanks to generous donations by City staff.

Arts & Fine Crafts

    - Provided programming for more than 1,000 registered adult and youth participants.
    - Increased offerings to more than 150 classes and activities through the Knoxville Arts and Fine Craft Center. Offerings included crafts, dance, pottery, painting, comprehensive weekly homeschool art programs, one-night painting workshops, an after-school program, and a pre-school art program.
    - Continued providing art programming to the local recreation center after-school programs beyond the Summer "Rec Center Week," with the summer programming providing art instruction to more than 235 local youth.
    - Continued outreach partnerships with the Community Law Office and started a new outreach partnership with the Shora Foundation. These two after-school programs provided art instruction to an average of 40 youth per month.
    - Offered workshops to local Brownie Troops, University of Tennessee student organizations and professional organizations in both 2-D and clay topics, serving over 200 community members and their organizations.

- Provided an exhibition space for local artists to show their work, hosting six First Friday events in the Knoxville Arts Community.
- Collaborated with the Office of Special Events and Facilities Maintenance division of the Public Service Department to provide decorations for the Market Square Christmas in the City event.
- Worked with Civil Service Department and the Mayor's "Summer in the City" intern program to create the installation in the City County Building.
- Participated in citywide events including Earth Day, Open Streets and the Neighborhood Conference.
- Participated in the Consolidated Charities event creating booth decorations for the Chili Cook-off.

Aquatics

- Added Silver Sneakers aquatic exercise programs that allowed senior citizens to attend classes through the partnership and minimize their out-of-pocket costs to stay active.
- Provided an indoor and outdoor Aqua Zumba class to more than 260 participants.
- Provided 105 American Red Cross training courses (Lifeguard, Water Safety Instructor, Lifeguard Instructor, etc.) and Safety Training (Exposure Control, Hazard Communication, GHS, etc.) to City employees and the general public.
- Certified 77 lifeguards, 12 water safety instructors, six water safety instructor aides, and 10 lifeguard instructors.
- Provided American Red Cross Learn-to-Swim lessons for 556 people:
    - General public classes to kids (354) and adults (22), KPRD After-School & Summer Program (71), Williams Creek Youth Foundation (42), Thrive Lonsdale (32), Howard's Hope (24), and Emerald Youth Foundation (11).
- Hosted the 6th annual Doggie Dip day at Inskip Pool with 109 dogs and 186 humans.
- Sponsored indoor pool special events for the public including the Hot Tamale Valentine's Party, the Halloween Dress up from the Neck Up, the Harvest Valentine Party, and a Christmas Luncheon.
- Maintained successful partnerships with Emerald Youth Foundation, Thrive Lonsdale, Howard's Hope, American Red Cross, Duffield Aquatics, Tipton Pool Builders, and the University of Tennessee Rec Sports.

Dynamic Recreation

- Continued programming for adults with disabilities including basketball, disc golf, power soccer, bocce ball, pickleball, life-sized foosball, bowling, BEEP kickball, chair yoga, and arts & crafts.
- Provided Special Olympic offerings in tennis, bocce ball, and volleyball.
- Trained two adult agencies to compete in the regional Special Olympic Volleyball Tournament.
- Organized and facilitated the first Inclusive Bocce Ball League at Adair Park.
- Continued the 3rd annual Dynamic Pickleball Division for persons with disabilities as a part of the City Spring Pickleball Tournament.

- Continued Unified Softball League for more than 60 persons with and without disabilities.
- Hosted the 3rd annual Special Olympic Tennis Competition at West Hills Park.
- Sponsored a booth at the Be A Friend Festival and demonstrated BEEP kickball to the community.
- Continued partnerships with Power of Play, Sunshine Industries, the Sertoma Center, Breakthrough Corp., the Cerebral Palsy Center, the Disability Resource Center, Catalyst Sports, Club Vibes, and SPARK.

Recreation and senior centers

- Provided a revamped seven-week "KORE Summer Program" at 10 sites with over 900 children registered. The program offered arts and crafts, field trips, sports, games and fitness activities. The program extended hours, increased activities, and averaged over 500 kids daily.
- Provided an "After-School Program" at 10 recreation centers with 622 registered children, with a daily average of over 400.
- Continued community programs, such as Yoga in the Park, adult fitness classes, senior volleyball, sports skills clinics, "Tots on the Move," homeschool PE, and line dancing.
- Continued to offer programs to over 700 older adults in senior recreation centers. Programs focused on maintaining and increasing health through fitness and wellness screenings and also providing positive social experiences for older Americans in the buildings and through field trips.
- Provided older adult fitness opportunities including exercise classes, yoga, greenway walks, volleyball, and dancing.
- Partnered with Second Harvest Food Bank every two weeks to help provide less fortunate adults with additional food and meals.
- Established and maintained partnerships with CVS, United Health Care, Amedysis, Harbours Gate, Cedar Springs Church, Peninsula Peer Group Support Academy, Zoo Knoxville, Good Times, CAC Community Gardens, KAT, Tennessee Valley Fair, Fellowship North Church, Fountain City Church, and Crosspoint Church.

Outreach

- Connected more than 1,000 at-risk children from our summer and after-school programs to non-traditional sports, such as golf, tennis, cross country, swimming and soccer.
- Partnered with Ijams Nature Center to offer two weeks of an outdoor and nature camp for community children; 40 participants were involved in numerous activities that included hiking, climbing, kayaking, canoeing, standup paddle-boarding and educational nature activities and crafts.
- Hosted the 2nd annual Jump Rope Showcase at the Dr. E.V. Davidson Community Center in May with over 75 children from nine sites.
- Hosted an Outreach Camp at the end of the summer that provided over 70 children with workshops and camps in golf, tennis, swimming, and jump rope.

- Partnered with RYDE to provide dance instruction and fitness to 50 children at four different sites, and hosted the 1st Day of Dance exhibition.
- Collaborated with Knoxville Youth Athletics to host a spring youth track meet with 10 recreation centers and 238 children.

Trainings offered and obtained

- Certified an employee through the National Recreation and Parks Association as a Certified Parks and Recreation Professional (two currently on staff).
- Maintained three Certified Therapeutic Recreation Specialist on staff.
- Certified six American Red Cross First Aid/CPR/AED instructors.
- Certified 40 staff members in American Red Cross First Aid/CPR/AED.
- Maintained 13 employees with a CDL, and two obtained a CDL permit.
- Six employees completed MTAS Municipal Management Academy Level II training.
- 28 employees completed Defensive Driving training through the National Safety Council.

Urban Wilderness

- Gateway Park Project
  - Worked with design consultants to establish a framework and vision plan for the Urban Wilderness Gateway Park project, spanning from Baker Creek Preserve to Morningside Park; also established a phased approach for the project.
  - Working with design team to finalize Phase I projects for construction in 2019.
  - Held numerous small community engagement meetings and two large public meetings to gather input for project.
  - Conducted an online survey with 800+ responses gauging community input for the Urban Wilderness Gateway Project.
  - Worked with City webmaster to create a website to share the process and progress of the project: www.knoxvilletn.gov/UWGatewayPark
  - Worked with Visit Knoxville and media specialists to create a promotional video for the Urban Wilderness, highlighting the unique opportunities and amenities in the system.
  - Collaborated with TDOT for transfer of 20 acres at southern terminus of James White Parkway.
  - Received TDOT approval for License Agreement for greenway access on the South Knoxville Bridge.
  - Received TDOT approval for land transfer of approximately 80 acres of the James White Parkway corridor for transformation into a linear park.

- Trail and park management
  - Partnered with MPC GIS department to develop a digital inventory system for trail signage and features, to be used for management.
  - Partnered with Urban Wilderness Alliance and Robin Easter Design to update and expand the UW branding throughout the existing system as well as the new area of the Gateway Park.

    - Supported Appalachian Mountain Bike Club with trail management and development projects.
    - Partnered with Aslan Foundation to tackle invasive plant species with a five-year management plan for Fort Dickerson Park.
    - Continued partnerships with UW Alliance members.

- Fort Dickerson Augusta Quarry
    - Assisted with the improvement project to the entrance, access and parking to the park for Quarry and trail users is underway.
    - Provided personnel from Memorial Day weekend to Labor Day weekend to advise visitors of park rules.

PLANS REVIEW AND INSPECTIONS

What's new

- The Plans Review and Building Inspections Department and Stormwater Engineering consolidated into the Development Services suite located on the fourth floor of the City County Building in a remodeled space.
- The 2018 editions of the International family of codes have been adopted, with an enforcement date of Jan. 1, 2019.
- Implemented a proactive approach by working with developers and contractors for large projects on post-construction meetings. Meetings are held after the completion of large-scale projects to identify process strengths/weaknesses and opportunities for improvement in efficiencies and quality of services rendered.
- Participated in the Tennessee Municipal Benchmarking Project and attended the annual meeting to compare with other cities and ensure the department operates with the best practices across the state.
- Improved cooperation on blight issues by participating in Abandoned, Blighted and Vacant Properties Committee meetings monthly, connecting with other cities' blight fighters in statewide land bank group meetings, and attending the national Reclaiming Vacant Properties Conference.
- Presented at the Tennessee Municipal Benchmarking Project's annual meeting and the NCDA Region IV annual conference on the benefits of open data and the blight dashboard.

Statistics

- Total valuation of all building projects exceeded $524 million. (The size of these building projects has become less an aberration. In 2017, an unusual year for major projects in Knoxville, Plans Review and Inspections worked with owners on nine individual projects with valuation over $20 million; in 2018, there was one project with a $20 million valuation.)

- Reviewed more than 322 electronic plan submittals.
- Plans reviewed and permits issued – decreased 12 percent since 2017.
- PR& I Inspections performed – decreased 8 percent since 2017.
- Revenue decreased by 1 percent since 2017.
- Completed 32,239 Codes inspections – decreased 3 percent since November 2017.
- Neighborhood Codes performed at a proactive rate of 66 percent, increasing 1 percent since 2017.
- Increased outreach to the public by attending three neighborhood meetings/working groups, staffing a booth at the Neighborhood Conference, and teaching KPD cadets about Codes Enforcement procedures.
- As part of the Bloomberg Philanthropies "What Works Cities" initiative, continued to develop and maintain a blight dashboard showing City goals aimed at reducing blight and tracking progress toward these goals. The number of blighted properties was reduced 3.7 percent, exceeding the anticipated 2 percent goal.
- Thirty-five projects were reviewed by the Administrative Review Committee under the Form Based Code Process associated with the Cumberland Avenue District and South Waterfront District.
- Eighty-four Mobile Food Units have been inspected and permitted (includes renewals).
- Anticipate more than 1,250 licensed subcontractors based on renewals sent out.
- Plans Review and Inspections led a total of 30 Pre-submittal Conferences. This number decreased 10 percent from 2017. Pre-submittal conferences help ensure successful projects when submitted for the official plans review. This service is provided at no cost to the applicant.
- Sixteen Expedited Plan Reviews were completed. Decreased from 25 reviews in 2017. Positive feedback has been received from the architects, engineers, contractors and property owners who have participated in this process. This service is provided with no additional cost to the applicant.

POLICE

- Answered more than 255,000 calls for police services.
- Liaison Officers attended more than 30 community meetings each month.
- The KPD Teleserve Unit completed over 8,300 offense reports.
- KPD Mobile Field Force officers responded to major events in a professional manner to ensure public safety more than 85 times.
- KPD Violence Reduction Team has remained in operation throughout the year and been a factor in the 30 percent reduction in homicides from the previous year; also took the lead for the department in coordinating with the District Attorney's Office to successfully utilize the public nuisance injunction to deal with three establishments that had posed a significant threat to public safety.

- All officers received 24 hours of Crisis Intervention Training (which includes de-escalation) as part of their in-service training.
- Created a new initiative for selected Patrol Officers to spend a 90-day rotation in the Criminal Investigation Unit during the summer months.
- Patrol Officers deployed naloxone on 45 occasions in an attempt to protect life.
- The Behavioral Health Urgent Care Center has been in operation since April 2018, and since it opened, approximately 250 individuals have been diverted from the criminal justice system to this voluntary treatment alternative. Repeats have accounted for less than 5 percent of that total.
- KPD Crime Analysts have analyzed data gathered in order to complete more than 300 specialized reports requested by individuals both within and outside the department. This is in addition to the more than 2,200 reports they distribute on a regular weekly basis.
- Interviews and background investigations were completed for 12 new non-sworn employees.
- Interviews were completed on 114 police officer applicants, resulting in the selection and background investigations of 54 of those applicants, which led to the successful completion of the KPD Training Academy of 18 new police officers and a second Academy currently employing 10 Police Recruits (scheduled to graduate in March 2019)
- Interviews were completed on 14 Police Cadet applicants, resulting in background investigations being completed on 12 applicants. This resulted in the Academy graduations of five Police Cadets.
- Promotions of 43 various ranks of police officers were conducted as well as the promotions of three lieutenants, one captain, two deputy chiefs and one police chief.
- Numerous Police Officer and Police Cadet recruitment efforts were conducted to include attending high schools, colleges, and seven professional career fairs. Additionally, recruitment officers participated in a career panel and two live TV interviews and two radio interviews in the hopes of attracted qualified applicants.
- Approximately 72,500 members of the community entered the Safety Building through secured checkpoint.
- The Technical Services Unit worked to ensure the smooth transition to the Tennessee Valley Radio Communication System as part of the new countywide radio system a digital radio system.
- The Technical Services Unit and members of the Violent Crimes Unit produced a video re-creation of an open homicide case in order to get the public's assistance with information. The video was published on KPD social media outlets and featured by most of the Knoxville news outlets. They are continuing this effort with other cases.
- Our School Resource Officers (SROs) continue to work in each middle and high school located in the city limits. Additionally, the SRO Unit has assigned an officer to work with the staff at the Change Center, which opened in late December 2018.
- Safety City personnel created two new public events: Summer Kick-Off and A Safety City Christmas. Also hosted second-graders from 47 area elementary schools.
- 2,380 students and staff at nine area high schools received training in relationship violence from Special Crimes Unit.

- Investigator David Ogle worked with the District Attorney's Office to implement the new Organized Crime Prevention Act that was signed into law effective July 1, 2018, and requires certain second-hand stores to meet specific reporting requirements.
- Violent Crimes Advocate has assisted 223 crime victims and /or families in 2018.
- A partnership was formed with Helen Ross McNabb to provide mental health awareness/assistance for the entire Tennessee Internet Crimes Against Children Task Force.
- The Overdose Death Task Force Partnership supported by AHIDTA has continued to investigate deaths and has begun coordinating with the U.S. Attorney's Office as well as the State to allow the prosecution of those cases with out-of-state ties. Also implemented the Overdose Death Support Group for family members of drug-related death victims; met once per month in 2018.
- Facilities personnel designed and implemented construction on a new bathroom facility at the Phil Keith Training Range, requested and completed a capital improvement project for Safety City's classrooms to replace four HVAC systems, and designed and created the new KPD headquarters sign placed at the corner of Howard Baker Jr. Ave and Honor Our Troops Drive.
- Maintained control and storage of more than 58,400 evidentiary items – an increase of 20 percent from 2017.
- A total of 800 firearms were confiscated – and increase of 34 percent from 2017.
- A total of 1.77 tons of unwanted medication was collected and disposed of – an increase of more than 4 percent from 2017.
- Managed 21 state, federal and foundation grants totaling over $5.3 million.
- Firearms Lab has increased staffing and is current on IBIS entries into the ATF Brass Trax system, which allows personnel to analyze and match bullet casings.

PUBLIC ASSEMBLY FACILITIES (SMG)

All facilities

- Budget and attendance: All facilities finished better to budget last fiscal year by a combined +$581,994 while completing several in-house projects that continue to keep facilities marketable to meeting planners and show promoters. In that same time, hosted and entertained 653,513 attendees via ticketed shows, events and conventions.
- Diversity Business Enterprises: Continuing to make DBE spending 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
- Upgrades and Improvements: Upgraded all existing AED, and added one to World's Fair Exhibition Hall. Also including "Stop the Bleed" kits in all AED cabinets.

All facilities received new radios (replacing an antiquated analog system), allowing SMG team to communicate between facilities, making shared roles more efficient, and reducing redundancies. New scheduling software “When I Work” is now in place, making scheduling of hourly event staff between facilities seamless and user-friendly to employees.

- Industry Commitment: SMG General Manager Mary Bogert serves on the State of Tennessee Tourism and Hospitality Board. The state board meets quarterly and drives tourism and travel to the state.
- Innovation and Cool Trends: New Pace Bike Share program is in place at the Knoxville Convention Center and the Knoxville Civic Auditorium and Coliseum, sponsored by Visit Knoxville.
- Staff and career development:
    - This year, two event managers assisted Columbus Convention Center during the Arnold Schwarzenegger event. Two managers traveled to Syracuse to assist with two large concerts. One manager traveled to Reno to assist for a large convention. These are great career development and growth opportunities for Knoxville team. This exposure also allows SMG to reassess and improve its industry best practices in Knoxville.
    - Showed team appreciation by hosting an all venues company picnic, 70 staffers attended.
    - In Finance, Gina Kirby was hired as Accounting Coordinator, and Pat Dixon promoted to Chilhowee Park and Exposition Center new accounting position; staffing in Finance now complete. Hired two IT managers, Josh Brooks and Mike Shopene, who oversee all telecommunications, Wi-Fi, marquees and bandwidth while providing IT support.
- Training: Completed annual and semi-annual safety and customer service training, CPR and AED training, alcohol server training, OSHA and TOSHA compliance training. Participated in SMG webinars regarding Security and Emergency Management Preparedness (SEMP) and have worked closely with KPD to ensure facilities are safe and teams trained in the case of any emergency. Also worked closely with City Purchasing to order walkthrough metal detectors; program to be implemented at all facilities (ticketed public events and as needed) as of Jan. 1, 2019.
- Giving back: Completed the fourth annual Tomato Crush, hosted in the main kitchen at the Knoxville Convention Center, which saves Grainger County tomatoes at the end of the season and creates fresh tomato sauce for Second Harvest Food Bank.
- 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 last year and was recognized for its efforts by the Greater Knoxville Hospitality Association, winning the Pauly Award for Community Service. The Pauly Award recognition was highlighted in the International Association of Venue Management’s (IAVM)) quarterly report. SMG Knoxville received City of Knoxville award for achieving DBE spending goals.
- Social media and marketing: After combining multiple platform presences and baselining all social media platforms, the outcome has been positive. Each facility has its own voice with regular consistency. Followers on all platforms continue to grow, and more importantly, intended audiences are being reached.

Knoxville Convention Center

- Bookings and events:
  - Hosted 202 meetings, conferences, receptions and other events in 2018 for a total of 509 days booked at the facility. More than 343,000 guests attended these events.
  - Bookings in 2018 generated more than $5.6 million to supplement the facility's budget. In addition, the Sales Department generated $710,696 in total billing for February 2017, a new facility record.
  - A few noteworthy events were the America's Got Talent Auditions and the American Astronomical Society. Hosted 12 Tennessee State Associations conferences, 19 sporting events, 6 international events, and 32 events that are new to the center, 22 of those are new to Knoxville.
- Innovation and trends, upgrades and improvements:
  - The center's two marquees received new software upgrades and new screen faces, allowing for better screen quality.
  - KCC rolls out a new self-guided art brochure that now includes additions to permanent collection and highlights partnership with the Knoxville Museum of Art (their loaned artwork is featured on Clinch concourse).
  - Both exhibit hall concessions areas received new flooring.
  - Reclaimed an underutilized space and created the Henley Meeting Room, featuring flexible classroom seating that allows users to move the set at will, creating a user-friendly collaborative environment.
  - Added two additional ATMs in the facility, now offering three convenient locations, one on each floor.
- Career development, promotions and additions: SMG certainly hires from within first!
  - Savor by SMG hires Executive Chef Jonathan Frye, promotes Line Cook Gabe Spencer to Sous Chef position, hires Ron Mabrie as Line Cook, promoted F&B Manager Rachel McCoig to Sales Manager, promoted F&B Captain Meme Welch to F&B Manager, hired Kate Campbell as Catering Manager, and hired newbie F&B Manager Erica Eck.
  - In Finance Department, new-hire Accounts Payable Specialist Ashley Hansen joined team. In operations, Manager Randy Martinez was hired.
  - Also celebrated Glennetta Washington's retirement party. Glennetta worked 30+ years at the old and new convention centers and was honored with a proclamation from Mayor Rogero.
- Business excellence: Chef Jonathan continues to streamline the kitchen operation, resulting in reducing food costs by 4 percent and improving morale in main kitchen. Savor F&B also had the 2nd highest sales for the June month in the history of the center, with a profit margin of 78.5 percent. FanBoy had its highest attendance ever at over 30,000, breaking single-day attendance record cap with over 20,000 attendees.
- Accolades: KCC is recognized by Meetings and Destinations Magazine with the Prime Site award. This is the 11th year in a row to have received this distinguished honor.
- Industry commitment: Continue to be committed to Farm-to-Table initiatives. Cumberland side ballroom planters now have well 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

- Rebranded and renovated: In partnership with SMG team, the City of Knoxville's Public Building Naming Committee and Visit Knoxville, this facility (formally known as the Knoxville Convention and Exposition Center) was renamed and rebranded to reflect its role in the 1982 World's Fair. New signage and a $2 million upgrade in roofing, restrooms, door hardware, painting and HVAC have given this building a fresh new look. It was re-opened in April with a ribbon-cutting ceremony; already had 30 events on the calendar, and now has 80 future events scheduled.
- Additional improvements: New athletic netting was added to entrance ledges to enhance our sporting events. Also, new complimentary Wi-Fi has been installed, and ATM services now offered in the Promenade area.

Knoxville Civic Auditorium and Coliseum

- Career Development, promotions and additions: Office Manager Jamie Cunningham replaced Misti Lewis as the Accounting Manager; Jana Bray hired as new Office Coordinator; new technician Doug Cooper added. Celebrated retirement of part-time Usher and Red Coat Barbara Nelson after 43 years.
- Innovation and trends, renovations, upgrades and improvements
    - On the Auditorium side, abated the stage house fire curtain and had a new curtain installed. Implemented valet parking for symphony events, new Wi-Fi equipment was installed and is being used and appreciated by patrons. The VIP dressing rooms were renovated; the hearing assist system and a lighting console were replaced; 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 were made.
    - On the exterior of the facility, banners were placed on outdoor fencing that features the Ice Bears, the KSO, social media and concerts.
    - The team held the second annual "Take Pride in the Workplace," with full-time staff tackling multiple cleaning and improvement projects in-house. The morale and ownership of the team in their workplace is impressive.
- Bookings and shows: Paul Belcher, Air 1 Tour, SFGMC Lavender Pen Tour, Gabriel Iglesias, Kansas, Garrison Keillor, Zelda and the KSO, Harry Potter October x2, Firefighters Concert December, Rodney Carrington, Billy Ray Cyrus, Firefighters Concert June, 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, Paul Belcher Jan, Dancing With the Stars, Harry Potter January x2, Tee Grizzley, Theresa Caputo, Casting Crowns, WWE/NXT, Jo Koy, WWE, Eddie B, Disney On Ice and Disney Live. Seasonal RV parking (for UT games) has sold out for the second year in a row.
- Sell-out shows: Dancing with the Stars, Disney Live, Casting Crowns, Harry Potter x2, and Gabriel Iglesias.

- Spectra Concessions: Spectra reports 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 beers. Also added a beer garden outside on the plazas when the weather permits, and this expanded footprint is a welcome relief for over-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.
- Accolades: Mitch List was awarded the Greater Knoxville Tourism Association's Emerging Young Leader Award. Robbie Scheuermann and David Cawood were selected as KCAC Leaders of the Quarter.

Chilhowee Park and Exposition Center

- Career development, additions and promotions: Hired and promoted Event Coordinator Mather Strutner to team KCC as the new Event Manager. KCAC's Misti Lewis was promoted to Chilhowee Park and Exposition Center Director. (It was a big year for Misti, who also got married and is now Misti Lewis-Satterfield.)
- Innovation, trends, upgrades and improvements:
    - The long-awaited 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.
    - SMG team cleaned up the Homer Hamilton Amphitheatre to include removing all fixtures, patching and painting of all back-of-house areas and painted the box office entrances.
    - Added another fountain to the lake to help maintain the water quality, and treatment protocols for the lake are being assessed and implemented with the City Stormwater Division.
    - Chilhowee Park and Exposition Center organized a wedding shoot to highlight the beautifully-restored historic bandstand.
    - City to have Chilhowee Park strategic study completed in the next calendar year.
- Bookings and shows:
    - This last year, Chilhowee Park 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 Artists Lil Uzi Vert and Waka Flocka Flame, Becca's Attic, the Foothills Craft Show, the Poultry Show, and The National Street Rod.
    - The Empty Stocking Fund and Christmas in the City events both continue to take place at Chilhowee Park and support our local community.

PUBLIC SERVICE

Administration

- Hired 29 new employees and promoted 42 employees.
- Scheduled and/or hosted 447 meetings in the Public Works Service Center Community Room.
- Scheduled and/or hosted 181 meetings in the Public Works Service Center Command Center meeting space.
- Hired Sherry Bennett as our Administrative Technician and promoted Marjie Crawford to Executive Assistant. Both of these staff are key personnel pieces for the department.

Planning and safety

- Certified Scott Jenkins as a National Safety Council (NSC) Defensive Driving Instructor, allowing Public Service to conduct a full defensive driving training course to employees.
- Conducted the comprehensive annual training program with 18 formal trainings (in addition to those already listed), covering topics such as confined space entry, forklift operation, CPR/First Aid, etc., reaching a total 292 employee participants.
- Organized and delivered comprehensive two-day new hire orientation programs to a total of 45 new PSD employees.
- Conducted two fire drills and delivered information on the updated Emergency Action Plan for the new Public Works Service Center to all PSD employees.
- Facilitated the PSD Equity and Diversity Committee.
- Managed the “Second Chance” program, which provides opportunity for workers who may have some barriers with finding employment. In the program, they learn work skills and work ethics needed to re-enter the workforce. Public Service has maintained partnerships with four non-profit groups – Knox Area Urban League, C.O.N.N.E.C.T. Ministries, KARM and Hand Up for Women – for several years. This year, added the following new groups to PSD’s source list to help identify new prospective individuals: Knoxville Leadership Foundation (KnoxWorx) and Knoxville Community Step Up.
- Hired six new referred individuals for the Second Chance program, of which four completed a full 12-week job assignment. Two of these six have since been hired on as full-time employees.

Supply and logistics

- Improved the weekend litter crew programs, resulting in no incidents or injuries for the year.
- Attended multiple community events, promoting and educating citizens about Public Service.
- Took various heavy equipment to local schools for special events and allowed children to safely get up close to and explore the heavy equipment. City employees supervised their exploration to assure their safety at all times.

- Production of a Public Service Worker 1 video that aired on CTV and accumulated close to 4,000 views on social media.
- Scored 100 on yearly inventory.
- Began taking in and storing inventory for other departments.
- Implemented the use of natural weed killers to reduce the amount of Round-up used, decreasing costs and increasing environmental friendliness.
- Increased utilization of Diversity Business Enterprise businesses for “stocked” supplies to 95 percent.

Construction

- Accomplished numerous high-priority projects during 2018, including the completion of more than 2,600 work orders.
- Collaborated on the development and construction of the new day space for unsheltered people underneath Interstate 40 at Broadway. Construction crews were mobilized to complete demolition work prior to construction and clean the future safe space area. Crews also hauled in and compacted several loads of base stone to prepare for paving, installed 20 tons of decorative stone to direct runoff and helped to improve drainage structures in and around the day space.
- Placed more than 925 tons of asphalt while repairing roadways, patching potholes, paving greenways and resurfacing parking lots for KPD, KFD, Parks and Recreation and the City’s Fleet Services Department. This includes a new ADA accessible parking area at Baker Creek Preserve, spot repairs for the two Open Streets events, and patch work to ensure safety during the USA Cycling National Championships, as well as repaving multiple areas on the Third Creek and Turkey Creek greenways for safety.
- Completed a project at Beardsley Farm to install concrete stairs and ADA access to the outdoor amphitheater area.
- Constructed a new sidewalk, crosswalk, curb and gutter, and entrance to the Everly Brothers Park built in conjunction with the Bearden Council in West Knoxville.
- Construction’s Greenway Crew completed more than 2,100 feet of new trails. Reworked parts of Lakeshore Park walking trail and Third Creek Greenway to improve safety and aesthetics. Several existing trails have been tuned up, and nearly all greenways have been addressed for the season changes.
- Completed the Mary Vestal Greenway, which now connects the park to Martin Mill Pike.
- Helped to reconfigure the parking and construction storage facilities for Public Service employees by building new parking lots and lay down storage areas at the Public Works Service Center.
- Developed new concrete parking areas for bike rentals at City facilities through cooperation with the City’s Office of Sustainability. These were installed at two City parks as well as other locations throughout the city.
- Repaired several of the City's main stormwater thoroughfares, including sinkhole repairs on Chapman Highway, Cumberland Avenue, Highland Avenue, Cedar Heights and Worlds Fair Park Drive, weekend work on Lyons View Pike, emergency repairs on Wall Avenue downtown, infrastructure failure on Capital Drive and Dandridge Avenue, among others; also, managed several cross-drain replacements ahead of the annual paving contract.

- Cleaned and maintained approximately 10,000 linear feet of storm drain pipes and drainage ditch lines. A significant drainage project was completed on a City park property to help alleviate flooding and increase aesthetics for the neighbors and community. Work was done to improve the landscaping and drainage at the Inskip Recreation Center. The parking area has had historic flooding and caused problems for patrons trying to enter the facility for some time. Crews were able to install infiltration techniques and improve drainage in and around the building and parking area.
- Crews finished the installation of the permanent pump station at Prosser Road near Chilhowee Park and the Tennessee Valley Fair fairgrounds. This pump system helps to prevent flooding and ponding in the fairgrounds, particularly during large events and when such flooding would cause damage to the facilities and vendors' equipment, and when such flooding could prohibit certain events from taking place.
- Repaired and maintained infrastructure at several City facilities, including West Hills Park, William Hastie Natural Area, Ijams Nature Center, KFD Station No. 1, Lakeshore Park, the Prosser Road Fire Training Center, etc.
- Demolished blighted and partially destroyed commercial buildings throughout the city for the Community Development Department and the Knoxville Fire Department. The crew also demolished more than 40 other houses, cleaned vacant lots and combatted illegal dumping at more than 1,400 locations and boarded up more than 70 structures for the Knoxville Police Department.
- Assisted with Vice President of the United States' visit to Knoxville. Crews helped with local, federal and state law-enforcement agencies to secure two locations for the visit. Blocked streets and closed sidewalks throughout downtown in a timely manner to keep patrons and pedestrians safe during the visit and while the motorcade was traveling through Knoxville.
- Recycled as much waste and landfill hauling as possible. Construction crews hauled loads of topsoil and fill dirt to be reused on other job sites, picked through debris piles to haul brush and limbs to mulching facilities, and delivered old concrete and asphalt to manufacturing plants to be broken down and reused. This saves the City money from paying the per ton price of debris at the landfill. Any and all scrap metal found and hauled in was placed in Dumpsters and sent to metal recycling facilities, which generates revenue to be placed back in the City's General Fund.

Facilities

- Washed and painted the roof and columns on the Market Square stage.
- Washed and painted the columns on Gay Street by the fountain.
- Installed a new HVAC system in the east bedroom at Fire Headquarters, removing it from the central system, which couldn't maintain the proper temperatures for the firefighters.
- Worked with contractors at the Solid Waste Transfer Facility to get the compactors and some of the lighting operational after a large fire damaged the building and electrical system.
- Built 53 new bed frames for the Fire Department's new mattresses.
- Repaired the roof frame, painted the picnic shelter and all of the buildings at Victor Ashe Park.
- Constructed new dugouts for one of the ballfields at Alice Bell Ballfields.

- Added two individual showers at the Fire Department's Fire Training Facility for training classes. This involved adding a new deck and cutting new entrances into the existing shower facility.
- Repaired 25 feet of zig zag bridge on the Third Creek Greenway after a truck tried to cross it and fell through the deck.
- Reconfigured and remodeled an office in the Pension Board office facility.
- Completed 2,136 work orders and 1,060 preventive maintenance work orders.
- Supported numerous special events throughout the year, including twice-a-week farmers' markets, Holidays on Ice, Hola and Asian festivals, Dogwood Arts events, and many others.

Service Area 1

- Delivered an additional 2,500 carts this past year.
- Realigned staff to provide an additional employee to the crew dedicated to maintaining the CBID, bringing that number to four employees.
- Continued to remove and clean homeless camps deemed to be unfit and unsafe. Implemented the infrastructure for the new Broadway day space, which will allow Public Service to better maintain the area and provide more help in keeping that area clean.
- Responded to calls to remove and/or repair street light poles that have fallen, been struck in accidents, and so on, to remove them from roadways and ensure the area is safe until proper repairs can be made. This task was added when the City took ownership of streetlights this year.
- Added Suttree Landing Park as another location for special events. Open Streets, USA Cycling, Dogwood Arts, Holidays on Ice, and Christmas in the City, just to name a few, continue to see increases in attendance and bring thousands of visitors to Knoxville every year. Public Service staff works hard to ensure everyone attending has the safest, most enjoyable experience possible.
- Assisted KPD and other emergency services in providing security, supplies, trucks, and other equipment to ensure the safety of City customers.

Service Area 2

- Worked in conjunction with KAT to improve Snow Plan to include various bus stops and KAT routes.
- Provided litter and garbage removal along with street maintenance services for the Martin Luther King Jr. Day Parade and the Austin-East Homecoming Parade.
- Enlarged efforts of sweeping and maintaining the ever-expanding bicycle lanes for everyday use as well as for numerous events such as the Knoxville Marathon and USA Cycling National Championships within South Knoxville.
- Aided in brush and debris removal in conjunction with the Baker Creek Preserve and several other parts of the new Urban Wilderness.
- Participated in several community outreach events by doing Open Streets Events and attending various neighborhood and community meetings, including the annual Neighborhood Conference.

- Assisted Ijams Nature Center with manpower and equipment for the annual River Rescue cleanup, which removed 39.7 tons of trash from waterways around Knoxville – the largest cleanup since 1996 and the second-largest since the inception of the River Rescue.
- Conducted multiple days of cleanup work for the Dogwood Arts trail, including continual leaf, brush and litter collection daily throughout the event.
- Worked to transition class B CDL drivers to Class A drivers and in the process added new drivers to Public Service team. Currently, only two employees without some form of CDL.
- Assisted the Horticulture Department with brush removal from cleanup of various City parks, such as Vestal Park, Charter Doyle Park and Hardy Park.
- Worked with the Knoxville Botanical Garden as well as other community gardens and provided collected leaf debris for composting; this benefited citizens as well as provided a cost savings for the City of Knoxville.
- Provided mowing, sweeping and litter cleanup for last summer's Urban Wilderness Gateway Park community meeting at the James White Parkway terminus and nature trail opening.
- Cleaned and performed maintenance work of the concrete medians on Sevier Avenue and Anita Road, done by Foreman Enzo Montenotte.
- Zone Foreman Enzo Montenotte attended multiple MTAS courses to expand his knowledge of municipal supervision and government operations, in an effort to better serve the citizens of the City.
- Provided the following "routine" services:
    - 1,431 loads of brush, yielding 6,950,382 lbs.
    - 224 loads of leaves, yielding 1,144,160 lbs.
    - 120 loads of bulk trash, yielding approximately 530,000 lbs.
    - 2,070 miles of streets swept
    - 3,533 miles of right-of-ways mowed
    - 1,566 trimming and sight issues resolved
    - 48 alleys trimmed and cleaned
    - To date, 938 Codes violations – overgrown lot issues addressed
    - 5,488 bags of litter picked up

Service Area 3

- Beautified several areas, including popular attractions and busy intersections.
- Performed maintenance of alleys, Dogwood Arts trail and cleaned many sidewalks.
- Conducted several employee safety and commercial driver's license trainings.
- Provided the following services:
    - 13,388 bags of litter collected by hand and/or machine
    - 41.82 tons of asphalt spread
    - 2,617 sweeping miles
    - 1,979 brush loads and 9,254,992 pounds collected
    - 131 loads of bulk trash collected
    - Special projects: MLK Parade, Tennessee Valley Fair, Chilhowee Park events, and Zoo Knoxville support
    - 377 lots referred from Codes Enforcement
    - 398 leaf loads and 1,710,720 pounds collected

- 1,087 miles of right-of-way mowing
- 5,400 gallons of salt brine spread
- 166 sight problems trimmed

Service Area 4

- Received three new booms and conducted on-going training.
- Maintained a two-week brush schedule.
- Mowed lots referred from Codes Enforcement.
- Maintained rights-of-way and alleys.
- Swept curb lines and removed loose debris from road surfaces.
- Mowed all City and state rights-of-way and stayed on schedule.
- Repaired all potholes ahead of schedule.
- Cut low-hanging limbs in alleys.

Service Area 5

- Hired four new Public Service workers.
- Promoted three employees.
- Became more aware and efficient in safe work practices through hands-on training and tool box discussion.
- Worked proactively in resolving issue on rights-of-way; in return, this reduced line-of-sight work orders by 25 percent.
- Helped other service areas with brush and leaf collection.
- Mowed 580 lots referred from Codes Enforcement.

Service Area 6

- Helped four new employees obtain their class A CDL.
- Assisted Urban Forestry with storm clean-up.
- Patched potholes at Lakeshore Park.
- Helped out the recycling center by picking up trash that had been illegally dumped.
- Provided an extra service to the citizens in Zone 6 by picking up bulk trash when necessary and spraying herbicides to control undesirable vegetation.

Horticulture

- Maintained more than 1,300 acres located in City parks and other areas within Knoxville that required mowing, trimming, liter pickup, mulching, tree pruning, debris, leaf, brush and stump removal.
- Maintained about 500,000 square feet of landscaping beds that required: planting, pruning, watering, mulching, weeding, trimming and debris removal.
- Maintained over 50 miles of greenway trails by mowing each side, blowing off sticks, soil and debris, keeping the underbrush cut back and pruning low hanging or dead tree limbs.
- Removed numerous common buckthorn trees on the Third Creek greenway that posed a significant invasive species threat.

- Removed 27,000 square feet of old landscaping within the Henley Street Connector. Will replant with a safer and more aesthetic design.
- Repaired damaged landscaping beds along Cumberland Avenue.
- Treated more than 20 sites to remove invasive kudzu problems.
- Cleaned up storm damage at Sequoyah Hills Park, Morningside Park, Victor Ashe Park and many other locations along City rights-of-way.
- Grinded or removed more than 200 stumps.
- Supported volunteer groups in re-establishing walking paths and clearing overgrowth at Odd Fellows Cemetery and delivered mulch to several schools and community groups for various landscaping projects.
- Removed countless limbs and repaired drainage problems along walking trails with major improvements at Third Creek, Will Skelton, West Hills and Turkey Creek greenways.
- Assisted in the development of the Baker Creek Preserve Urban Wilderness playground; removed invasive plants, dead or problem trees, mowed and installed playground wood chips.
- Supported the Lakeshore Park project by filling in dozens of holes left after contractor removed the old utility poles; cleared overgrown embankment and detention pond; and installed 200 cubic yards of mulch in the landscaping beds.
- Upgraded the running trail at Victor Ashe Park for annual cross country race events.
- Managed 13 mowing and landscaping contracts with two-week maintenance schedules at 193 sites.
- Removed the old border and pea gravel for the two playgrounds at Charter Doyle Park; replaced with new border and wood chips.
- Improved turf conditions at the Public Works Service Center, Fort Dickerson Park and Lakeshore Park.
- Cleared many acres of underbrush at Morningside Park, James White Parkway, Mary James Park, Volunteer Landing, Sam Duff Field, Lakeshore Park and Victor Ashe Park.

Urban Forestry

- Planned, prepped and managed an urban forest of more than 27,000 public trees (14,302 street trees and 12,855 trees in parks and public spaces) in maintained areas, and thousands of other trees in natural areas and along the city rights-of-way.
- Responded to over 600 tree-related work orders.
- Responded to 313 tree-related emergencies during and after severe weather events, contributing to 1,803 hours of work; 275 of these hours were overtime, clearing trees from public streets.
- Conducted over 559 tree risk assessments on different trees and sites to determine if trees were within an acceptable threshold of risk for the public.
- Removed 337 trees that were deemed significant safety or health issues for the public.
- Pruned 3,666 trees as the division transitioned to a proactive urban forestry model.
- Picked up over 380 loads of brush from tree removal and pruning projects, totaling more than 2.1 million pounds.
- Planted more than 1,267 trees during the 2017-2018 planting season.
- Watered 660 trees during the 2018 growing season.

- Provided outreach and education to more than 30 different organizations, neighborhoods groups and institutions.
- Worked with Knoxville Botanical Garden to continue operating the Missouri gravels beds for growing root systems on bare root trees and helping to minimize planting costs.
- Worked with Trees Knoxville on several tree-planting projects, including the installation of 60 trees in the Lonsdale and Parkridge neighborhoods and several schools as part of the Canopy for Campuses campaign.
- Continued the Volunteer Forester Program, a five-week training course, where more than 50 community volunteers learned about proper tree care practices in order to assist their community in future tree-related issues.
- The City of Knoxville was recognized as a Tree City USA for the 27th consecutive year.
- Conducted structural prunes on more than 600 young trees throughout the City to ensure these large-growing trees develop proper branch structure and help prevent tree failure during storm events.
- Worked with Engineering on overseeing tree planting on capital projects including the 700 block of Gay Street and Cumberland Avenue.
- Conducted two chainsaw safety classes for Public Service employees and continue to hold annual tree care maintenance classes.
- Installed the 22-foot-tall living Christmas tree at Everly Brothers Park.
- Hosted a “Rethink Trees” educational event in partnership with the City of Knoxville Tree Board to educate City officials and the public on the benefits of trees.
- Continued to represent Public Service on the City of Knoxville Tree Board.

Solid Waste

- Expanded the curbside recycling program to the highest participation level yet – 27,745 households participating, or approximately 47 percent.
- Recycled 4,436 tons of material collected from residents’ curbside recycling bins, plus 2,228 tons from the City’s five recycling drop-off centers.
- Offered recycling for the first time to businesses outside of downtown that have trash accounts with the City; 32 percent of those businesses have signed up for the program thus far.
- Audited all downtown businesses to increase participation in the trash and recycling program. Contributing to the program ensures that our growing downtown remains a clean and enjoyable place to shop, dine, live, and work.
- Continued educating the public about responsible solid waste practices, focusing on re-use, waste reduction, and recycling – all communicated via new written materials, neighborhood meetings, and other special events.

Solid Waste Transfer Facility

- Made upgrades to the facility that will help to provide better customer service and meet the increasing demands of the citizens of Knoxville. The facility also maintained compliance with all state and federal regulations.

- Completed Building 5 improvements in January that included ventilation and exterior panel reinforcement.
- Completed the state-funded expansion project for the Household Hazardous Waste (HHW) Facility. Improvements included: expanding the covered dock area, relocating two storage buildings to new, lower concrete pads (which eliminates using ramps to access the buildings), a new ventilation system, two tank-less water heaters, a new emergency shower and eyewash, new equipment, new shelving for the re-use area and new overhead garage doors. The interior was painted and a new suspended ceiling was installed.
- Expanded customer email notifications to alert them of weather-related delays, holiday closings, Free for City Residents Saturdays, etc.
- Generated approximately $1.4 million in revenue.
- Completed all required safety training as well as several optional safety topics that were site specific to the transfer station.
- Received a new box truck to serve as a mobile unit for collection events for surrounding counties that do not have permanent HHW facilities.
- Installed a new, safer, more efficient fluorescent light bulb crusher in the HHW.
- Passed all of the Tennessee Department of Environment and Conservation periodic inspections.
- Began a bicycle salvage project with DreamBikes of Knoxville. Bicycles that can be repaired are salvaged and picked up by DreamBikes, and they are repaired and made useable again. Repairs are made by teenagers employed after school by DreamBikes. They are then sold at a reduced price or given to Kickstand, which is another local organization that salvages bicycles.
- Continued to accommodate PSD employees on restricted duty due to on-the-job injuries. Approximately six restricted duty employees were assigned to the transfer station in 2018.
- Widened the driveway leading to the dumping area by 4-5 feet in order to accommodate larger customer and City vehicles.
- Increased the fee for accepting shingles to $60 per ton, creating additional revenue.
- Assisted officials from Putnam County, Tennessee, in the design phase of their new permanent Household Hazardous Waste facility.
- Hired four employees in 2018 and promoted two employees. One employee was promoted to an Operator III and the other one was promoted to Hazardous Waste Technician, Senior.
- Trained all Transfer Facility employees in “Solid Waste Processing Facility Regulations.”
- Two additional employees received the EPA certification for refrigerant recovery. There are now four employees certified to recover refrigerant from appliances.
- Four employees have completed the 24 Hour Household Hazardous Waste Operation training conducted by the state.
- The entire facility was repaved and color-coded arrows installed.
- Had a significant fire in March, but the facility was closed only one day.
- Recycled the following material:
    - Tires – 83 tons
    - Batteries – 6 tons
    - Scrap metal – 567 tons
    - Electronics – 6 tons

PURCHASING

Procurement

- Processed 811 requisitions into contracts, standard purchase orders and blanket agreements for a total of $49,951,613.
- Processed 10,018 purchase order releases for a total of $38,837,502.
- Processed 23,612 QuickPOs for a total of $10,052,057.
- Successfully ran the City's P-card program, consisting of thousands of transactions and totaling approximately $1.6 million worth of products and services (of all types) for the City.
- Rolled out the citywide Amazon Business Account.
- In total, purchased approximately $98.9 million worth of products and services of all types for the City. A few noteworthy procurement projects were:
    - Streetlight replacement project (upgrading to LED lights)
    - Medical, dental and life insurance
    - Phase I Magnolia Avenue Streetscapes Project
    - 48 Dodge Chargers
    - Design of the Urban Wilderness Gateway Park Project
    - Janitorial services for parks, recreation centers and all KPD facilities
    - Merchants Drive/Clinton Highway intersection improvements
    - Ammunition, ballistic vests, recruit gear and gun trade for the Police Department
    - Cradle of Country Music Park art project
    - Sidewalk replacement and road resurfacing projects

Contract management

- Closed 161 old purchase orders to de-obligate (free up) a grand total of $1,054,200 for use by the various operating departments.
- Processed 317 contract requests, consisting of 228 new contracts and 89 amendments.

Diversity Business Enterprise operations

- Established Twitter and Facebook accounts to assist with DBE outreach.
- Planned and executed the City's annual Business Breakfast to reveal the City's procurement forecast for the upcoming year. A record number of persons – 420 – attended.
- Planned and executed the City's third annual DBE Business Awards Ceremony.
- Sent direct email notifications of numerous bids, RFPs, and RFQs to many minority-owned businesses to increase interest in competing for City projects.
- Assisted numerous disadvantaged business owners by providing them with useful education and information to help them compete for City opportunities.
- Oversaw a University of Colorado graduate student's project to determine the percent of minority-owned businesses in the greater Knoxville area that are ready, willing and able to compete for City business opportunities. The project was successful and yielded very useful information for the City's DBE program going forward.

- Held six meetings of the Diversity Business Advisory Committee (DBAC) to develop concepts and programs to increase the amount of business the City conducts with DBEs.
- Maintained a consistent City of Knoxville presence at DBE-related events to help educate DBEs on upcoming opportunities with the City and to encourage them to compete for City business. Just some of these outreach events were:
    - Monthly East Town Business Alliance and East Knoxville Community Meetings
    - The TDOT DBE conference, ETPA business matchmaking tradeshow, Pellissippi State Black Business Expo and the East Tennessee Small Business Growth Conference
- Worked with the Public Building Authority to help host four DBE teaming events for major projects – the State Street Garage expansion, Knoxville Civic Auditorium and Coliseum renovations, construction of Suttree Landing Park pavilion and shoreline amenities, and World's Fair Park Amphitheater upgrades. These events helped team locally-owned DBEs with large prime contractors.
- Planned and executed a Minority Business Outreach event at the City's Public Works Service Center; 35 persons attended.

Surplus property

- Sold 955 vehicles/pieces of equipment at live auctions for a total value of $447,205.
- Completed approximately 333 surplus property sales transactions, via online auctions, for numerous and varied types of equipment and supplies, for a total value of $798,198.

Mailroom

- Relocated the mailroom to the third floor of the City County Building.

REAL ESTATE MANAGEMENT

- City construction projects requiring acquisitions of property in fee or by easements – 15 projects involving 150 tracts.
- Some of these projects additionally required appraisals or appraisal reviews by the Real Estate Manager.
- Surplus tax sale properties sold online through a contract with Powell Auction:
    - Number of properties sold – 107
    - Prior City taxes/interest owed – $921,125.70
    - Total sales – $683,600
- These are properties for which the City did not have a buyer at a prior tax sale and the City acquired them by default. Most of these properties were acquired in 2004, 2010 and 2016 tax sales, and the City had been responsible for mowing them.

REDEVELOPMENT

Downtown

- Negotiated purchase and sale and Development Agreement with Knoxville Supreme Court LLC for the redevelopment of the former State Supreme Court Site.
- Continued assisting the Public Building Authority (PBA) in providing parking enforcement on all new parking meters downtown and in the Cumberland Avenue area.
- Set the stage for the redevelopment of a number of buildings north of the railroad track along Depot Avenue through public/private partnerships.
- Coordinated with Engineering on resurfacing of streets downtown.
- Coordinated with PBA on lower level parking in the State Street Garage.
- Assisted Public Art Committee on development of park and art on the 200 block of South Gay Street.
- Assisted Public Art Committee in purchase and completion of a mural on steps off of Cumberland Avenue, installation of a sculpture for the State Street Garage, and purchase and installation of an art piece on Gay Street.
- Advised and coordinated 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 artist for park development, assisted in the development of an RFP for a mural on the Market Square Garage.
- Completed the construction of the north side streetscape of East Jackson Avenue as part of the Old City streetscapes project from State Street to Central Street.
- Coordinated improvements to South Central Street from Jackson Avenue to Willow Avenue.
- Coordinated West Jackson Avenue streetscape from West Jackson Avenue Ramp to Broadway.
- Coordinated with Public Building Authority for downtown parking needs for new developments, including the Farragut Hotel.
- Maintained lease with property owner of 30 Market Square for storage of City equipment for events on Market Square.
- 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.
- Continued assisting and meeting with the Old City Association.
- Coordinated with KUB and PBA on management of the Promenade Garage.
- Coordinated with Langley Garage and City Law Department to amend development agreement to create permanent signage on the garage and clarify operations.
- Coordinated construction of additional parking levels at the State Street Garage with PBA, Christman, and McCarty, Holsaple, McCarty.
- Coordinated with KUB on the installation of a 36-inch waterline in North Knoxville.
- Coordinated with KCDC and Leigh Burch for redevelopment on the 200 block of South Gay Street.
- Negotiated purchase of 16-foot strip of land along the north end of the Promenade Garage from KUB for a future right of way.

South Waterfront

- Coordination with TVA for annual review of the Programmatic Agreement for South Waterfront projects.
- The 135-unit student housing residence, 303 Flats, opened for students in August 2018.
- Construction continues on the 303-unit residential apartment complex, One Riverwalk. Residents began occupying the east building in December 2018. Completion of the total complex is expected by summer 2019.
- City entered into an agreement with TDOT to construct a public riverwalk connector under the Henley Bridge to connect the public walkways built in conjunction with 303 Flats and One Riverwalk developments.
- Agreement with PBA to manage and operate the new Riverwalk Parking Garage and its surface lots for Regal visitors and staff and residents of the One Riverwalk apartments.
- Continuing to partner with Traffic Engineering with the traffic signal upgrades as part of the Blount Avenue Streetscape improvements.
- Received NEPA Environmental Approval of CE Documentation for Sevier Avenue Streetscapes, determining no significant impacts for the proposed new roadway improvements. Received Notice to Proceed for right-of-way services now in progress.
- Advertised for right-of-way services, appraisal services and appraisal review for the acquisition of easements and right-of-way for the Sevier Avenue Streetscapes Improvement Project.
- Continue to coordinate and work collaboratively with South Waterfront Form Based Code Administrator and Plans Review and Inspections Department.
- Maintained the South Waterfront Blog with the City's Communications Department.
- Continue to work with South Knoxville Elementary School as a community school partner.
- Facilitated with the Community Development Department the Commercial Façade Improvement Program for South Waterfront business owners.
- Coordinating with PBA, City staff and design consultant to complete the design modifications for the construction of the new Suttree Landing Pavilion, Restroom and Boat Dock.
- Served on evaluation team to select a qualified contractor for the construction of the new Suttree Landing Pavilion, Restroom and Boat Dock.
- Partnered with City Engineering to replace and repair existing sidewalks along Island Home Avenue from the Island Home cantilever riverwalk to west of McCormick Street.
- Continued coordinating with Parks and Recreation, Real Estate and Engineering for development of Henley Gateway Park.
- Partnering with the Knoxville History Project to identify areas along the new public riverwalk for displays of historic facts on key sites.

Cumberland Avenue

- Installed the landscape plan for Cumberland Avenue from December 2017 through January 2018, including 93 new street trees and hundreds of plants and shrubs.

- Coordinated with Public Service and Engineering the transfer of maintenance of the project post-completion.
- Maintained, in conjunction with Vaughn & Melton, the website www.cumberlandconnect.com. Project communications have been very well-received.
- Final close-out of the Cumberland Avenue reconstruction project with TDOT.
- Continued publication of Cumberland Avenue Connections Blog, publishing 17 posts in 2018.
- Continued coordination with Cumberland Avenue Merchants Association (CAMA) and stakeholders. Coordinated the University of Tennessee's Homecoming Parade to Cumberland Avenue. The merchants organized a Pop Up Prize event and more than $3,000 worth of prizes were distributed to parade attendees on Cumberland Avenue.
- Assisted with the private development located at 1830 Cumberland Ave.
- Continue to assist with the Cumberland Avenue Administrative Review Committee (ARC), led by Plans Review and Inspections Department.

Magnolia Avenue

- The Franklin Group LLC was awarded the contract to construct Phase 1 of the Magnolia Avenue Streetscapes Project for $4.18 million. Phase 1 spans from Jessamine Street to Myrtle Street. Completion anticipated by summer 2019.
- Vaughn & Melton Inc. was awarded the contract for CEI services to perform construction oversight for Phase 1 and Phase 2 work.
- The City held a groundbreaking ceremony on Aug. 4, 2018, for the kickoff of the streetscapes project.
- Issued a RFP for construction of the gateway monument and lettering in effort to provide opportunities for local small-scale manufacturers and fabricators to bid on this specialty work.
- Bi-weekly progress meetings are held with Engineering, design consultant and contractor.
- Created the website www.magnoliaavenuestreetscapes.com to provide project updates and information.
- Continue to present streetscapes plan to various neighborhood groups and organizations.
- Bi-weekly updates are provided by the Magnolia Avenue Streetscapes Project blog to provide information and project updates to citizens and business owners.
- McKinnon Construction was awarded the construction contract for Phase 2 streetscapes work from Myrtle Street to Bertrand Street for $ 2.87 million. Anticipated completion for Phase 2 is anticipated in August 2019.
- Partnering with the Knoxville History Project to identify key areas along the corridor to display historic facts.

Downtown North

- Started construction of the North Central Street streetscape project from Magnolia Avenue to Woodland Avenue, an approximately 1.1-mile stretch of roadway.
- Kick-off public meeting was held in January 2018.

- At year's end, the contractor was approximately 70 percent complete with the project and tentatively is scheduled to be finished in March 2019.
- With community input, a landscape architect is developing the planting plans for the project, and the landscape should be bid and installed spring 2019 or fall 2019, weather dependent.
- 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.

Brownfield redevelopment:

- Applied for and received an EPA cleanup grant for the former Sanitary Laundry 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 grant. The general Quality Assurance Project Plan and Site Specific Quality Assurance Project Plan have been approved by EPA. Cleanup has already addressed the asbestos-containing material, and the Analysis of Brownfield Cleanup Alternatives is being finalized for the vapor intrusion issues. The 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 grant. 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).
- The Deputy Director of the Office of Redevelopment was invited to speak at the EPA Region 4's Environmental Workshop in Atlanta and the Redevelopment Rodeo and Developers Talk Deals at the National Brownfields Conference in Pittsburgh, Penn., to discuss the City of Knoxville's work on these two brownfield cleanup properties.

Burlington

- Partnered with City Engineering to place stamped asphalt crosswalks in the Burlington District at the intersection of Martin Luther King Jr. Avenue and Fern Street.
- This collaborative work was initiated with funds received through state Rep. Rick Staples and Knox County to construct the crosswalk improvements.
- Continuing to partner with Community Design and the East Tennessee Design Center for continuing redevelopment efforts for the Burlington District.

Miscellaneous

- The Cumberland Avenue Corridor Project and City of Knoxville received the following awards:
  - Tennessee Chapter of the American Planning Association – 2018 Outstanding Project/Program/Tool Award (Large Jurisdiction)
  - American Council of Engineering Companies (ACEC), Tennessee Chapter, Engineering Excellence Awards – 2018 "Grand Award" for Special Projects, sub-category Large Jurisdiction
- Jackson Avenue Streetscape Project received the following award in 2018:
  - American Council of Engineering Companies Engineering Excellence Awards Competition – Studies, Surveying and Mapping Technology
- Continuing to update online story maps using ESRI Geographic Information Systems software that displays PILOT and TIF project information, location, and images using maps.
- Assisted MPC and Plans Review and Inspections with staff review of the Recode zoning ordinance update.
- Partnered with Knoxville-Knox County Planning, the Transportation Planning Organization and 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 Mountain 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 and the United Way Income and Investment Committee, 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, Central Business Improvement District, Market Square Merchants Association, Cumberland Avenue Merchants Association, Aslan Foundation, South Knoxville Alliance, South Knoxville Foundation, North Knoxville Business and Professional Association, Old City Association, East Knoxville Professional Business Association, East Knoxville Business Alliance, Broadway Corridor Task Force, Central Street Merchants, neighborhood groups, and others.
- Participated in the annual Neighborhood Conference with booth display and information about projects within the City's redevelopment areas.
- Maintained the development team to work in conjunction with the City's local economic development agencies and private developers seeking development assistance through PILOTs and TIFs. This year, development assistance has given opportunity to support projects including: South High, Orange Development, 104 East Fifth, Cal Johnson Building, and the Marriott hotels at Church Avenue and State Street.

- The Offices of Redevelopment and Community Development partnered with the Knoxville Entrepreneur Center to issue an RFP for the sale and redevelopment of City-owned property located at 1200 McCalla Avenue for small-scale manufacturing or Maker Space.
- The Office of Redevelopment was the recipient of the third annual Diversity Business Enterprise (DBE) Advocate Award in recognition of highest percentage of minority- and woman-owned business expenditures (exceeding $1 million) for FY 18.
- Coordinated the annexation of a tract of land.
- Provided Census 2020 assistance and coordination.

SPECIAL EVENTS

- The City of Knoxville's Office of Special Events strives to make our community the best city in which to live, work and play. This office is responsible for all special events that happen within the City of Knoxville. The Special Events staff plans and oversees a wide array of events and publicity efforts designed to promote various programs and initiatives; this includes public speaking engagements, celebrations, groundbreakings, ribbon-cuttings and festivals.
- More than 1,500 events go through the Special Events office each year.
- For each of these events, Special Events handles the road closures, forms, insurance and banner permits, as well as assists with map layouts and security procedures for each event.
- A community Special Events meeting is held on the fourth Thursday of every month at the Civic Coliseum Ballroom. Event planners are invited to come and meet with the departments (Police, Fire, Public Service, KAT, PBA, Parks and Recreation) that can assist them and answer any questions. Also at these meetings, speakers are often invited to address the planners and discuss different aspects of planning an event – including information on security, recycling and food safety.
- In collaboration with the Law Department, Special Events is periodically updating the Special Events Guide and works closely with the Office of Business Support.
- A monthly downtown team meeting is held with the Downtown Coordinator, KPD, KFD, Public Service, Traffic Engineering, PBA (World's Fair Park/Volunteering Landing coordinator) and Communications to assure that each team member is aware of all the events that take place each month.

Emergency Planning program

- An Emergency Planning program was created in collaboration with KPD, Homeland Security, KFD, Public Service, 911 and the Mayor's Office to implement a comprehensive program that can be used by all event and festival organizers.

- This plan included evacuation planning and communication requirements for all events. After a year of gathering input and developing the program, Special Events presented it in March 2018 to event organizers, including staff with the Civic Auditorium and Coliseum, Tennessee Theatre, Visit Knoxville, Convention Center, Pigeon Forge's Special Event Department and Chief of Police, Asheville, N.C. Special Events, and numerous other organizations.
- Special Events Director Judith Foltz, KPD Lt. Sammy Shaffer and Assistant Fire Chief Mark Wilbanks presented the PowerPoint program with printed materials to help everyone understand the process being implementing. This program has been put into place and has been very effective in assisting the City team with the many festivals and events that happen in the city. Special Events was asked to present the program at the Tennessee Parks and Recreation Association Conference in October that was held in Knoxville. The City's team will also be presenting this at the Southeastern Festivals and Events Association Convention in Pigeon Forge in February 2019.

Suttree Landing Park Festival Lawn

- The Office of Special Events in 2018 opened Suttree Landing Park Festival Lawn as another festival/event site for the City. Worked with the Law Department updating the Special Events Guide to include the new festival lawn and the unique regulations that needed to be put into place prior to its use. First event on the site in August (Second Bell Music Festival) was well-planned and successful. Special Events looks forward to utilizing this space for additional events in 2019.

Sponsorships

- The Office of Special Events strives to raise funding through private companies to assist with the cost of the events that are hosted by the City of Knoxville including: Concerts on the Square series, Festival on the Fourth, Celebration of Lights, the ice rink on Market Square and New Year's on the Square.
- A total of $100,000 was raised to offset the cost of City events. In addition to cash sponsorships, Special Events also works to acquire as many in-kind donations as possible for each event.

Concerts on the Square

- Special Events continued to develop the Concerts on the Square series with an array of different musical acts, including the Knoxville Symphony Orchestra, country, blues, rock and jazz as well as acoustic performances. Created two series:
    - "Jazz on the Square" is held every Tuesday evening from May through August.
    - "Variety Thursdays" consists of a range of different musical acts, including performances by the Knoxville Symphony Orchestra, jazz, country, blues, rock and acoustic performances. These are booked through the Special Events office.

- In 2018, acquired a sponsor to pay for two concerts – “Square on the Square” and “Fall on the Square.” These were interactive performances that urged the audience to join in and learn how to square dance; these were very well-received, and Special Events hope to have the sponsor fund this again in 2019.
- The goal was to create and expand this series on the Market Square Stage, and attendance for both Tuesday and Thursday performances continues to grow.
- In 2016, installed an outdoor sound system, which has enabled the City to control the sound level much more effectively, since the system is designed exclusively for the Square. The City charges $500 to each event that requires sound and have put into place a policy that restricts the use of any additional sound equipment. This enables the City to keep the sound at an acceptable level for the Square. The quality of the system is excellent and has been received very well by musicians as well as concertgoers.

Collaboration with partners

- The Special Events team has cultivated a relationship with the Visit Knoxville staff, with communication through monthly meetings; the City and Visit Knoxville are working together on projects that enhance both the City of Knoxville and the East Tennessee region.
- Other partners include CBID, the Market Square Association, City People, Arts and Culture Alliance, and the Old City Association; when possible, the Special Events staff attend their monthly meetings.
- Have also reached out to other events organizations in East Tennessee and have created a group called East Tennessee Unites. This group formed through affiliation with SFEA (Southeastern Festival and Events Association and IFEA (International Festival and Events conferences). This enables City Special Events staff to share ideas as well as collaborate on promoting all of East Tennessee. Meets once a quarter – so far, in Pigeon Forge, Chattanooga and Knoxville.

Festival on the Fourth

- The Fourth of July celebration brings close to 50,000 people to World’s Fair Park for a day filled with family-fun activities. Some of the new activities added in recent years are paddle boats on the “Lazy River,” miniature golf and a Water Challenge water balloon game.
- Music was provided on both the Festival Lawn as well as the Performance Lawn with bands booked for the event.
- In 2018, added a new sponsor as well as acquired additional funding through Pilot/Flying J, creating an entertaining and educational aspect to the July Fourth event. Utilized the Amphitheater to host the Home Federal Family Fun Stage; scheduled a host of different types of entertainment, including Zoo Knoxville’s Einstein and Friends. Zoo staff gave families an opportunity to hear about the many different animals that live at the Zoo as well as be entertained by Einstein. Also included a magician, the Asian Dragon Dancers and Dre Helton, a children’s entertainer.

- Free handouts were provided at the Special Events booth, including Statue of Liberty hats, beach balls, Frisbees and Blue Lizard sunscreen samples received through a grant application. All of the City's booth sponsors also handed out free items throughout the day.

Christmas in the City

- The Regal Celebration of Lights was held on Nov. 23, 2018. The highlight of the evening was the lighting of the animated 42-foot Christmas tree in Krutch Park Extension. The evening consisted of family-friendly music, food and free activities at the "Christmas Village" on Market Street and in Krutch Park; Home Depot's "Santa's Workshop" allowed children to create a special craft.
- All of these activities are provided by partnerships with many sponsors.
- The WIVK Christmas Parade logistics are managed through the Special Events office, in partnership with Cumulus. The 2018 parade was held on Dec. 7. Marketing for Christmas in the City included "The Peppermint Trail," the "Elf on the Shelf Adventure" and a wonderful mural at the ice rink on the Square. All of these events were created by CBID, Visit Knoxville and Special Events to market Christmas in the City. It was a great collaboration between the downtown organizations and was a very successful campaign, bringing a record number of people downtown for the holidays.
- Christmas at Chilhowee on Nov. 30 brought out many families to meet Santa, enjoy the music of the season, roast marshmallows, ride on miniature trains or take a hayride through the park to view the lights as well as enjoy hot cocoa, all free of charge.
- Holidays on Ice celebrated its 13th year of operation by the City of Knoxville. New decorations were added to the ice rink, including colorful wooden cut-outs of trees. These were done in collaboration with the City of Knoxville's Arts and Crafts Center. This event has become a beloved tradition for the City, and each year, Special Events strives to make the experience more enjoyable. The City's team works closely with Robyn Wilson (rink manager) in all aspects of the operations. More than 20,000 skaters and 20,000 spectators come to the Market Square rink each season.
- The Tour de Lights bicycle ride was held on Dec. 14 with festively-decorated holiday bikes and riders meeting on Market Square. The five-mile tour of downtown, Fourth and Gill and Old North Knoxville draws hundreds of bicyclists. Special Events handles the logistics for this event, and in 2018, an AmeriCorps intern with the Transportation Planning Organization did the planning and organizing.
- New Year's on the Square celebration, presented by $10,000 sponsor Lloyd's Electric, is held on Market Square, featuring a big screen on the stage showing images of 2018 highlights, a ball drop and fireworks show at midnight. WATE was a media sponsor, providing live coverage on the Square throughout the evening with their talent hosting the countdown, alongside Frank Murphy of 93.1 FM. Pyro Shows designed a large 2018 sign to go over the Bill Lyons Pavilion that lit up at midnight. This event has become so popular that Special Events may need to consider moving to a larger location in the future!

Additional events

- Assisted with the Mardi Growl dog parade on March 6.
- Helped nonprofit groups plan and execute many festivals, including Dogwood Arts, the Rossini Festival, the Asian Festival, the Kuumba Festival, the HoLa Festival, and Knoxville Marathon.
- Parades included the Veterans Day Parade, Gay Pride Parade, St. Patrick's Day Parade, Puppet Parade, Mardi Growl Parade, HoLa Parade, Asian Fest Parade.
- Special Events also assisted with organizing and implementing a number of events through the Mayor's Office and other City departments:
    - Assisted Community Development with ribbon-cuttings and groundbreakings for various projects.
    - Assisted the Office of Redevelopment with the UT Homecoming Parade.
    - Assisted Sustainability with various ribbon-cuttings.
    - Organized and implemented the Mayor's State of the City budget luncheon as well as the City Council budget retreat.
    - Organized and implemented the 9/11 Memorial Ceremony.
    - Assisted with organizing the Employee Benefits Fair.
    - Assisted in the planning and implementation of the Arbor Day Celebration for the Urban Forestry Department.
    - Assisted with the planning and implementation of the Grand Opening of the Change Center.

SUSTAINABILITY

- Managed implementation of the LED Streetlight Project to retrofit the City's 29,500+ streetlights to energy-efficient technology.
    - The project will save money, reduce energy use, and take a major step toward exceeding the City's goal of reducing municipal greenhouse gas emissions by 20 percent by 2020. With anticipated energy and maintenance cost savings of $2 million annually, the investment will pay for itself in less than a decade.
    - In April, completed ownership transfer of all streetlighting assets from KUB, which has already saved $1.3 million in avoided facility charges.
    - As of December 2018, approximately 10 percent of all streetlights have been converted, with the remainder to be completed mid-2019. Progress is tracked and mapped online. Once completed, streetlight electricity consumption will drop over 65 percent.
    - Piloted advanced streetlight controls and communications technology from December 2017 through March 2018.
- Worked with Visit Knoxville to launch and manage the Pace bike share program.
    - Introduced 200 bikes and 13 bike share stations on City property.

    - Since its launch in February, Knoxville riders have made more than 16,000 rides on Pace bikes, traversing nearly 45,000 miles downtown and in surrounding areas.
- Provided professional energy management support for City facilities to maintain energy savings estimated at 15 percent relative to 2009 and identify additional opportunities for energy efficiency and conservation.
    - In June 2018, completed update of the City's energy management software to enable continued control of mechanical equipment at 41 City facilities.
    - Provided ongoing support to City facilities and other staff to address scheduling and operational needs.
    - Coordinated servicing of the Niagara N4 building controls system by Ameresco at more than 20 facilities in 2018.
    - Managed the City's participation in the DOE Better Buildings Challenge.
- 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.
    - Since launching the campaign in 2015, more than 2,500 local residents have attended "Savings in the House" education workshops and events.
- With the Knoxville-Knox County Community Action Committee, Knoxville Utilities Board and Tennessee Valley Authority, launched HomeUplift, which continues the progress of the Knoxville Extreme Energy Makeover program (KEEM) by providing $1 million for weatherization in 2018 and 2019.
- Participated in the Recode Knoxville project to advance modern zoning standards that support development and redevelopment in a manner that uses resources efficiently and builds a strong, sustainable, walkable community.
- Continued implementation of Community Garden Pilot Program to allow community groups to garden on city-owned properties.
- Staffed the Food Policy Council (FPC) and helped organize a series of intensive meetings with FPC members and stakeholders about national and local food policy.
- 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.
- Supported Mayor Rogero in her role as a co-chair of the 400+ member Climate Mayors network alongside the mayors of Los Angeles, Houston, and Boston.
- Managed Knoxville's commitment to the Compact of Mayors, including public disclosure of baseline energy and emissions inventories and summary of hazard mitigation plans.
- Sustainability Project Manager Brian Blackmon recognized as nominee for Employee of the Year by Sustainability/Redevelopment/Communications departments.
- Sustainability staff represented the City on local, regional and national committees, including:
    - Recode Knoxville Staff Advisory Committee
    - Tennessee Valley Authority Integrated Resource Planning Stakeholder Committee
    - Tennessee Valley Authority Energy Efficiency Information Exchange
    - University of Tennessee Committee on the Campus Environment

    - ORNL's Urban Dynamics Institute Scientific Advisory Board and Cities Advisory Council
    - Urban Sustainability Directors Network Innovation Fund Steering Committee
    - Southeast Urban Sustainability Directors Network Steering Committee
    - Project team support for interagency Robert Wood Johnson Foundation Invest Health
    - Southeast Energy Efficiency Alliance Policy Committee
    - Tennessee EV Consortium / Drive Electric TN Core Team and Advisory Group
- Showcased Knoxville's sustainability efforts at 15+ local, regional and national conferences, meetings, and other media including:
    - Keep Knoxville Beautiful Orchid Award keynote
    - ORNL Urban Dynamics Institute Lunch & Learn series
    - Smart Cities Week 2018, Washington, D.C.
    - Urban Sustainability Directors Network Annual Meeting, Denver, Clo.
    - Southeast Sustainability Directors Network annual meeting, Nashville
    - Bloomberg Cities Innovator of the Week series
    - Green Guy Media national sustainability podcast series

VISIT KNOXVILLE

- Partnered with Zagster and the City of Knoxville to launch the Pace bike share program.
- Designed and coordinated the rebranding of Knoxville Convention and Exhibition Center to World's Fair Exhibition Hall.
- Premiered "The Last Movie Star" at the Tennessee Theatre.
- Additionally, the Film Office worked with Sailor Bear Productions on Paul Harrill's new feature film, "Light from Light," starring Jim Gaffigan. Harrill shot the film in Knoxville in June and July 2018. On Nov. 28, the Sundance Institute announced its selection for the Sundance Film Festival selection. Paul Harrill is a Knoxville native and University of Tennessee professor of Art and Cinema Studies.
- The Film Office has also worked with New Film Group on Rick DeWitt's film entitled I, and with Stargazer Entertainment recruiting their feature film, "Purity Falls," to the area.
- Welcomed more than 8,000 visitors for Gold Wing Road Riders Association Wing Ding 40.
- Partnered with the City of Knoxville to host Tennessee Municipal League, Cities United and Tennessee Recreation & Parks Association.
- Announced Southeastern Theatre Conference for 2019 Annual Conference (Feb. 27-March 1). The conference will bring approximately 4,500 attendees to the KCC, Civic Auditorium, UT Conferences and Austin-East High School.
- Announced the International Society of Arboriculture Annual Conference & Trade Show for 2019 (Aug. 9-15) at the Knoxville Convention Center with 2,500 attendees.

- Hosted the 2018 USA Cycling Pro Road, Time Trial & Criterium National Championships (to return in June 2019 with the addition of Para Cycling National Championships).
- Announced (among others) the following sporting events for Knoxville: the *TYR* Pro Swim Series (January 2019), Bassmaster Classic 2019 (March 2019), National Association of Sports Commissions Symposium (May 2019).
- Hosted 43,000 athletes in Sports Commission-related events.
- Partnered with Tennessee Department of Tourist Development to promote Knoxville at Waterloo Station in London alongside Nashville and Memphis.
- Partnered with Tennessee Department of Tourist Development on a Southeast regional press tour to media outlets in Asheville, Greenville and Charlotte in November.
- Began a new partnership with KAT to add images to select, highly trafficked trolley stops.
- Partnered with CBID and 30+ downtown locations on Knoxville's third annual Where's Waldo Scavenger Hunt.
- Regionally promoted Christmas in the City, including the Peppermint Trail and the Elf on the Shelf Scavenger Hunt.

ZOO KNOXVILLE

- On March 2, 2018, Zoo Knoxville opened Gibbon Trails and Langur Landing in Boyd Family Asian Trek. It was voted one of the Top 10 animal exhibits in the country by USA TODAY 10Best Reader's Choice travel awards.
- For the fourth consecutive year, Zoo Knoxville set a new attendance record with 512,112 visitors to the park.
- The projected economic impact of tourists visiting Zoo Knoxville in 2018 is $30 million.
- Zoo Knoxville focused on 83 Species Survival Plans to save endangered animals from extinction in collaboration with partner zoos and conservation organizations nationally and globally.