



CITY OF KNOXVILLE  
MADELINE ROGERO, MAYOR

## **2013 DEPARTMENT YEAR IN REVIEW**

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



January 2014

Dear Friends:

As we launch into this new year, it is a good time to reflect on our accomplishments and challenges in 2013. We enjoyed a year of progress on many fronts, and I remain as enthusiastic as ever about Knoxville's momentum.

Many of the services that a City government provides every day aren't glamorous, but they are vital to making Knoxville a place where people want to live, work and raise a family. Our 311 Call Center alone handled about 190,000 calls last year from people requesting services, reporting problems or seeking advice.

As mayor, I am fortunate to work with nearly 1,600 energetic, dedicated men and women at the City of Knoxville. They police our neighborhoods, protect our homes, maintain our parks, streets and sidewalks, and help ensure a good quality of life for all the city's residents, visitors and business owners. I am grateful for all of their hard work. Most of them are behind the scenes and receive little recognition, but if you read the attached 2013 Progress Report you will see how they contribute to our quality of life here in Knoxville.



I am also fortunate to work with a dedicated and effective City Council. Our Council deals with difficult situations in an open, transparent, and cooperative manner. They have been supportive of my administration's goals and we couldn't achieve this progress without them.

In addition to the daily City services that our employees provide so effectively, there are a few special achievements in 2013 that I would like to highlight here.

- **South Waterfront:** For the first time since the South Waterfront Vision Plan was adopted in 2006, we saw significant movement toward redevelopment of the south shore of the Tennessee River. The largest announcement came from Blanchard and Calhoun Commercial Corp., a Georgia development company that plans to build high-rise luxury apartments on the site of the former Baptist Hospital, along with a hotel, restaurants, shops and student apartments. The development will include a public

riverwalk, and a public plaza from Blount Avenue to the riverfront. The developers closed on the property in late December, and plan to begin demolition and construction in early 2014.

Meanwhile, the City finalized the design of Suttree Landing Park, a 5-acre public park and a new street for easy access to the waterfront. Construction will begin this spring. At the eastern end of the district, a new apartment complex will bring 134 units of housing, which will continue to build momentum along the waterfront.

And of course, I and my South Knoxville neighbors and merchants were relieved when TDOT partially reopened the Henley Bridge in October, after almost three years of construction.

- **Redevelopment:** At the north end of downtown, I was thrilled to announce that our Law and Redevelopment departments negotiated a settlement and purchase of the old McClung Warehouses that had been mired in bankruptcy and legal issues for many years. We are now securing and stabilizing those blighted properties, and will soon issue a Request for Proposals from private developers so that the properties can return to productive use.

We continued to see new private re-investment downtown, with developers tackling most of the remaining vacant properties along Gay Street: the old J.C. Penney building, the Tailor building (Arby's), the former KUB headquarters on the corner of Church Avenue. The City completed an expansion of the State Street Garage, adding a new deck and pedestrian bridge to better accommodate downtown visitors and residents. We provided land for the development of the Walnut Street Garage, which will be privately owned and managed. The garage will provide daytime parking for downtown workers, and the city will have access for public parking on nights and weekends.

To the east, Council approved a design contract for streetscape improvements to Magnolia Avenue. And to the west, planning continued on our \$17 million redesign of the Cumberland Avenue Corridor. Construction will start in 2014.

- **Parks and Recreation:** Our Parks and Recreation Department had a lot to be proud of this year, starting with Knoxville's #1 ranking as a "Let's Move!" city by the National League of Cities. The ranking reflected the work of Parks and Rec, along with Knox County Schools and Knox County Health Department, to develop and encourage recreation and fitness activity for local children. I was honored to speak at a meeting at the White House to talk about our initiatives.

The State completed its transfer of the Lakeshore Mental Health Institute property to the City and we began updating the master plan for this

expanded 185-acre Lakeshore Park. With the nonprofit board of Lakeshore Park Inc., we conducted public meetings and surveys on the best uses of the Lakeshore property. The new master plan will soon go to City Council for consideration. Once adopted, it will help guide development of the park in coming years. The City's 2013-14 budget included \$5.2 million in proposed capital bonds for demolition and site work at Lakeshore. It also included \$10 million for improvements to the Knoxville Zoo.

Planning continues on improvement to Fort Dickerson Park, both at the main entrance at Chapman Highway and the quarry entrance off Blount Avenue. These improvements will make this jewel of a park more attractive and accessible to everyone, and will connect it to the growing Urban Wilderness Corridor.

- Urban Wilderness: Several events this year helped promote the growth and ensure the future of the Urban Wilderness Corridor. The Wood family generously donated 100 forested acres that were in the proposed path of the James White Parkway (JWP) extension to Legacy Parks Foundation, which was followed shortly thereafter by a \$200,000 grant from the Governor for development of trails on the property. The Urban Wilderness continued to attract attention from regional and national media, and it also attracted the national Checkpoint Tracker championship to Knoxville in October.

Perhaps most significantly, members of the Transportation Planning Organization joined with me to remove the proposed extension of the JWP from our list of local transportation priorities. The extension would have cut right through the heart of the Urban Wilderness and destroyed our economic strategy as an outdoor recreation destination. I will continue to work with TDOT and fellow mayors in the region to make Chapman Highway both safer and more attractive for residents, business owners and commuters.

- Civic Improvements: Our Engineering Department was busy as usual this year, overseeing \$9.4 million in road, sidewalk and other construction projects. Those included repaving 56.75 miles of City streets; replacing 21,270 linear feet of sidewalk, and constructing 1,977 linear feet of new sidewalk; marking 1.7 miles of new bike lanes; making drainage improvements along Cherokee Trail, Williams Creek, and in neighborhoods across the City; and installing a new bridge across Third Creek along the Third Creek Greenway.

The Public Service Department continued its modernization efforts, and including the pending purchase of new software to track and manage work orders. As part of the \$31.4 million in capital bonds I proposed in this year's budget, we will build a new, long-planned \$15 million Public Works Complex to house Public Service and Engineering staff and equipment.

Under the direction of our new Urban Forester, Public Service staff planted more than 450 trees and overhauled our annual tree program with the goal of planting more and better quality trees in 2014.

- **Neighborhoods:** The City's Office of Neighborhoods hosted a very successful Neighborhood Conference in March, which drew more than 500 residents from across Knoxville to more than 30 workshops on a wide variety of topics. The office also launched an 11-week training program for neighborhood leaders, which graduated a class of 18 participants. And in conjunction with the Engineering Department, the office organized a series of five public meetings to discuss options for neighborhood traffic calming. Input gathered at those sessions and through the City website will be used to help guide our efforts to keep neighborhood streets safe.
- **Police Department:** The Knoxville Police Department had a total crime clearance rate of 46 percent in 2013, compared to a statewide average of 37 percent. KPD continued to crack down on criminal activity by raiding and closing six residential and commercial establishments using state nuisance laws and in cooperation with the Knox County District Attorney General's Office.

KPD worked with the state Office of Criminal Justice Programs and the Family Justice Center to create and establish the statewide Family Justice Center Initiative. New Family Justice Centers modeled on those in Knoxville and Memphis will open in Nashville, Chattanooga and Cookeville.

KPD launched the first anti-bullying law enforcement initiative in Tennessee, including a life skills curriculum being taught in Knox County Schools and citywide billboard and public education efforts.

- **Fire Department:** The Knoxville Fire Department welcomed 17 new graduates of its Firefighter Recruit Academy in January. It conducted its first Citizens Fire Academy in the spring, giving participants an in-depth look at firefighting.

KFD also received a "Fantastic Fifteen" award from Knox Heritage for the preservation of four historic fire stations: Mechanicsville Fire Station #5, Lonsdale Fire Station #7, Whittle Springs Fire Station #11 and Lonas Fire Station #12.

- **Sustainability:** Our Office of Sustainability continued its efforts promote energy efficiency and sustainable practices both within City government and in the broader community. In May, we hosted a three-week visit from an IBM Smarter Cities Challenge team, to help us work on ways to reduce the need for emergency utility bill assistance. The international team of IBM specialists met with selected residents, agencies and organizations, and gave us recommendations for connecting people in energy-inefficient

homes with preventive resources. We have convened a group of stakeholders, and we will begin implementing specific plans of action in the coming year.

In 2013, I was honored to be appointed to President Obama's Task Force on Climate Preparedness and Resilience. I am one of 26 local, tribal and state leaders from around the country who will be making recommendations to the federal government on policies and strategies to help local and state governments prepare for climate change. I look forward to learning from my counterparts across the country, and to sharing an East Tennessee perspective with them.

I was also honored to be appointed by Governor Haslam to his Task Force on Aging. We are tasked with making recommendations on state policy that focus on healthy aging, support for caregivers, and building livable communities for all ages.

That is a quick overview of our activities and accomplishments in 2013. The full report is attached. We remain focused on our goals of promoting a vibrant local economy, strong neighborhoods, a high quality of life, a thriving downtown, and a greener Knoxville.

You will notice that achieving these goals involves other partners: neighborhood residents, private investors, nonprofit organizations, and our friends in regional and state government. A great city is not made by a mayor or an administration, but by the total efforts of all of us, inside and outside of government, working together. This year illustrated that over and over, and I want to thank all of you for the privilege of working with you and for you. Here's to a great 2014!

Best wishes,

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

Madeline Rogero  
Mayor

Attachment: 2013 Progress Report by Department, City of Knoxville



## 2013 PROGRESS REPORTS BY DEPARTMENT

### 311

- The 311 Call Center handled about 190,000 calls for information or services in 2013. This was an 8 percent decrease from 2012, a drop largely attributable to faster response time and more proactive enforcement by City departments.
- 72 percent of all incoming 311 calls in 2013 were answered in less than 20 seconds – a 4 percent increase from 2012.
- 100 people who called 311 last year were randomly selected by computer and surveyed about their call-in experience. Ninety-seven percent – or 111 of the 114 respondents – said their questions were answered appropriately; all 114 respondents said the customer service representative was courteous and responsive; and nearly 80 percent said their service request was handled in a timely manner.
- Took over requests for smoke alarms from the Fire Marshal's office.
- Now take non-emergency requests for KPD Bike Patrol.
- Organized the "Service First" training session for representatives of departments throughout the City.

### Administration / Policy

- Implemented pension reform with the launch of the new hybrid Plan H for new employees.
- Chief Policy Officer / Deputy to the Mayor Bill Lyons co-chaired the Safety Center Task Force in collaboration with Knox County Mayor's Office to determine the feasibility of a center to divert some misdemeanants from being jailed so that they could follow a path to treatment.
- Convened a World's Fair Park working group of stakeholders to study the possibility of additional cultural resources on the South Lawn area.
- Initiated meetings with Fort Sanders stakeholders to search for long-term solutions to standoffs over property and to resolve parking issues for Cumberland Avenue and the neighborhood.
- Met regularly with representatives of Chamber of Commerce, Development Corporation, and KCDC to discuss opportunities for business recruitment and other economic development opportunities.
- Mayor Rogero convened a Mayor's Roundtable on Homelessness to draft a new homeless plan that has now been released for public comment and City Council review.
- Mayor Rogero was appointed to the Governor's Task Force on Aging. The Task Force's recommendations to the Governor are due in Spring 2014.
- Worked with other members of the Transportation Planning Organization (TPO) to resolve "No Build" status of James White Parkway. Worked with Legacy Parks Foundation to

accept donation of 100 forested acres of South Knoxville property from the Wood family, to be added to the Urban Wilderness Corridor. This was followed by a \$200,000 TDEC grant to build new trails on the property.

- Mayor Rogero was appointed to the President's Task Force on Climate Preparedness and Resilience. The Task Force's recommendations to the President are due in Summer 2014.
- Created policies and requirements for medical and insurance employee benefits to be extended to domestic partners beginning January 2014.
- Worked to accept property from Wood Properties that led to creation of needed kennel facility near Safety Building.

## **Business Support**

- Collaborated with:
  - The Downtown Coordinator, Law Department and other departments to establish a Food Truck Pilot Program.
  - The Office of Building Permits and Inspections to amend low voltage ordinance to make it easier for businesses to operate.
  - The Law Department and KPD to establish ordinances for pedicab and pedal carriage businesses.
- Met quarterly with the City's Business Advisory Council for feedback on City programs and policies and to foster good communications with the business community.

## **Civil Service**

- Expansion of the Summer in the City Intern Program to bring 10 high school students to work at the City for four weeks in July, providing work experience and interactive weekly workshops to enhance their professional skills. This year's program increased the number of students and the number of hours worked.
- Assisted with reorganization of the Risk/Benefits Division into separate divisions by assisting with job creation and definition, reorganization of functions, and by providing a portion of the Civil Service office space and staffing for the newly created division of Employee Benefits.
- Creation of new online processes to replace manual paper processes. A new online tool was developed for Performance Appraisals and for Separations.
- Processing of Police Recruit Class. Accepted and processed applications for a 2014 Police Recruit Class to include administration of written exams and physical performance testing, referral of applicants, and processing of selected applicants through pre-hire medicals, drug testing, and psychological examinations.
- Comprehensive audit of job classifications. Performed a comprehensive audit of all City job classifications to ensure proper FLSA exemption status.
- Salary Survey. Completion of the annual custom salary and benefits survey to study benchmark positions and compare compensation to like municipalities.

## **Communications**

- Wrote, edited and distributed 136 media releases, 84 media advisories, and 512 proclamations and certificates.
- Produced six editions of bimonthly employee newsletter CityWorks.



- Created Request for Proposals for comprehensive redesign of City of Knoxville website. Led evaluation of 21 proposals for the project, including interviews with eight finalists. Selected two top proposals for contract award.
- Organized and promoted Centennial Conservation Expo to mark 100<sup>th</sup> anniversary of the National Conservation Exposition of 1913.

## Community Development

- Owner-Occupied rehab/replacement (complete home rehabilitation) – 16 single-family homes completed, 10 homes underway
- New affordable homes completed and sold (CHDO developments) – 8 single-family homes
- Emergency/Minor and Accessibility improvements – 113 owner-occupied, single-family homes
- Problem Properties acquired - 17 ( combination of lots and structures)
- Properties sold through Homemakers – 12 (combination of lots and structures)
- Commercial Façade projects – 5 projects completed, 4 underway
- Conceptual design plan projects completed by the East Tennessee Community Design Center – 15 projects
- Down-Payment Assistance – 5 first-time homebuyer families assisted
- Homeless persons placed in permanent housing by Volunteer Ministry Center – 113 persons
- Residents assisted to prevent homelessness by CAC case managers in KCDC housing – 140 persons
- Persons assisted through the CAC Homeward Bound program to either prevent homelessness or secure housing placement – 532 persons
- Since July 2013, the new Rental Rehab program has approved 8 applications totaling 22 units to be rehabilitated for low-income renters.
- Administered the \$800,000 per year contract with KCDC to revitalize Five Points and Walter P. Taylor Homes by reducing density in WPT and building new residential units in the neighborhood. KCDC opened two new multiplex buildings in November next to Paul Hogue Park, which will house 12 families. This brings the total new KCDC family-style units in the neighborhood to 17, in addition to the 85 units of senior housing at the Residences at Eastport.
- The new draft homelessness plan has been completed and posted for comment. The Mayor convened the leaders of homelessness service providers and stakeholders (The Mayor's Roundtable) in several meetings to provide structure and feedback to create the draft plan.
- Plan East Tennessee completed Meetings in a Box – rounds three and four, and engaged middle, high school and college students in a Digital Storytelling project. Groups convened included the working groups, 13 stakeholder focus groups, education roundtables, events that included the Health Equity Summit, Symposium of Walkable Downtowns, and a Sustainability Summit. A total of 17 demonstration projects were completed throughout the region. A video documentary to tell the story of the region was produced and the Fair Housing and Equity Analysis of the region was compiled, to be released with the final PlanET Playbook.
- Applied for and was awarded a Lead Hazard Control and Healthy Homes Grant of \$2.5 million.
- Assisted the Office of Neighborhoods with convening the 2013 Neighborhoods Conference with over 500 attendees.

## Community Relations

- Coordinated Mayor's advisory group to study violence among African American men and boys in collaboration with a national effort, Cities United.
- Represent the Mayor as Vice-Chairman on the board of Community Action Committee and Chairman of the Administrative Committee.
- Represent the Mayor on the Metropolitan Drug Commission Board, the Community Television (CTV) Board and the PTA Clothing Board.
- Represent the City on the Martin Luther King Jr. Commemorative Commission and serve as Luncheon Chair.

### Police Advisory and Review Committee (PARC)

- Received, investigated, and documented 88 new complaints made by citizens alleging misconduct and/or policy violation by KPD officers; resolved and closed 86 complaints, including outstanding cases from previous years.
- Conducted a PARC public meeting each quarter to share the work of the committee with the community and provide the community with a platform to voice concerns/accolades about KPD and community safety.
- Proactively promoted community involvement by:
  - Meeting with various community members and community groups outside of the PARC office to discuss concerns, complaints, and proactively strengthen the relationship between the KPD and citizens.
  - Served as a guest lecturer for the University Of Tennessee College Of Social Work to talk about PARC and its policies, highlighting the importance of engaging and collaborating with others for successful implementation of social/civil programs.
  - Appeared as a guest on the WJBE radio station's "Talk of the Town" show to discuss and promote PARC.
  - Participated in the 2013 UT Law Enforcement Innovation Center (LEIC) Board Meetings.
  - Participated in monthly meetings of the East Tennessee Civil Rights Working Group.
  - Conducted a training session on PARC for the KPD Citizens Police Academy.
- Networking with other cities to promote civilian oversight and share lessons learned by:
  - Responded to a request by a reporter with WISC-TV, the CBS affiliate in Madison, Wisconsin, to share PARC's history and accomplishments for the benefit of the citizens of Madison. This was in response to a police-involved shooting which outraged the citizens of Madison.
  - Attended the annual conference of the National Association for Civilian Oversight of Law Enforcement (NACOLE).
  - The Executive Director was elected to a three-year term to the Board of Directors of NACOLE during the 19<sup>th</sup> annual convention held in Salt Lake City, Utah, in September 2013. This will allow PARC to become more involved in shaping civilian oversight throughout the country and gaining more direct knowledge for Knoxville's PARC.
  - The Executive Director graduated from the Force Science Institute's Certification Course in Alexandria, Virginia.

### Title VI / Equal Business Opportunity Program (EBOP)

- Created an online Title VI training for Sub-recipients, Departmental Coordinators and employees. Approximately 542 people have taken the training.

- Hosted the first regional Title VI Symposium, with keynote luncheon speaker USDOT Civil Rights Director Camille Hazeur, approximately 60 small businesses, nonprofit organizations, and secondary school representatives were trained.
- Successfully navigated through TDOT Civil Rights regulations to set mandatory DBE goals on five projects.
- In an effort to increase minority and women participation in contracting and procurement, staff has recommended adopting a sweeping set of regulations that complement the City's Procurement Codes, and fosters inclusion. Presented these regulations during a workshop for City Council.
- Title VI/EBOP Coordinator Joshalyn Hundley was awarded the 2013 U.S. Small Business Administration "Minority Small Business Champion of the Year" Award for her support and significant contributions to small businesses.
- Collaborated with SBA, TSBDC, and PTAC to provide a series of advanced Government Contracting training, which also provided continuing education credit. Approximately 72 small business representatives were trained during this series.

## **Employee Relations and Benefits**

- Successful launch of Domestic Partner Benefits for 2014
- Effective implementation of Mandatory Online Enrollment for 2014 with an overall participation of 70%
- Creation of Employee Relations & Benefits Office to better serve the employees of the City

## **Engineering**

### Civil Engineering Division

- \$9,447,792 - Total Construction Cost of Capital Projects Managed
- 21 - Capital Projects Administered
- 12 - In-house Design Projects
- 40 - Professional Engineering Design Contracts Managed
- 21,720 - Linear Feet of Sidewalk Replaced
- 56.75 - Equivalent miles of Asphalt Street Resurfaced
- 1,977 - Linear Feet of New Sidewalk Installed
- 455 - Curb Cuts constructed
- 980 - Temporary Traffic Control Permits Issued/Inspected
- 243 - Survey Requests Investigated
- \$300,868 - Right-of-Way Permit Fees Collected
- \$5,221 - Utility Site Development Permit Fees Collected
- Capital Improvements Projects Blog Created and Updated Monthly (<http://knoxvilleengineeringdepartment.blogspot.com/>)

### Roadway Improvement Projects included:

- Cherokee Trail Safety Improvements
- Citywide Resurfacing Project
- Citywide Alley Paving Project
- Glenwood Avenue Bridge Replacement
- Greenway Drive Bridge Rehabilitation
- Loves Creek Road Bridge Improvements
- Middlebrook Pike at 21<sup>st</sup> Street Improvements
- Millertown Pike Roadway Improvements

- Northshore Town Center Slip Ramp
- University Commons Bridge Construction

Stormwater Improvement Projects included:

- Citywide Neighborhood Drainage Improvements
- Cherokee Trail Drainage Improvements
- Inskip Ballfield – Second Creek Restoration Project
- Site Development Detention Pond Improvements
- Williams Creek Drainage Improvement Project
- Ulster Avenue and Cavalier Avenue Bank Stabilization

Multimodal Transportation Improvement Projects included:

- 400 & 500 Block Gay Street Streetscapes
- Beaumont Elementary Sidewalk Improvements
- City View Riverwalk Extension
- Citywide ADA Curb Cut Program
- Citywide Crosswalk Safety Program
- Citywide Sidewalk Replacement Project
- Gallaher View Sidewalk Project
- Morningside Park Improvement Project
- Third Creek Greenway Bridge Replacement Project
- Woodland Avenue Sidewalk Project
- World's Fair Park Pedestrian Bridge Study
- 1.7 Miles of New Bike Lanes

Stormwater Engineering Division

- The City was approved to be a Qualified Local Program by the Tennessee Department of Environment and Conservation, which allows the Engineering Department to issue the state's Construction General Permit. This prevents the need to submit plans to two different agencies and helps create a more unified plans review and approval process.
- Additionally, the Stormwater and Street Ordinance was updated to provide consistency with state's Construction General Permit regulations.

**Noteworthy Projects of 2013**

Liberty Building Demolition:

- The Liberty Building is located at 400 Locust St. The project is for the abatement of waste and demolition of the building, preparing the site for a 1,000-plus space parking garage.
- Contract price is \$288,090.00 and the project should be completed by January 31, 2014.

Downtown Projects Permitted:

- BP (on Cumberland) Residential Project
- State Street Garage
- Landings Phase II
- The Standards
- University Commons (Wal-Mart, Publix)
- Evolve City View (James White Parkway site)

Multiple conceptual reviews/discussions:

- River's Edge Project
- Baptist Hospital Renovations

- Student Housing on Blount Avenue, Cherokee Trail, and 17th
- Redevelopment of City block on Cumberland Avenue
- Kroger at Emory Road
- Walnut Street Parking Garage at Summer Place, Walnut, and Locust (Approx. 1,000 additional parking spaces)
- Federal Building Redevelopment at Henley, Locust

Other Projects Permitted:

- Papermill Plaza (REI, Whole Foods)
- Kingston Corner (Large Commercial Site at Cedar Bluff and Kingston Pike)
- Wellsley Apartments on Deane Hill

Additional Accomplishments:

- Flood Damage Prevention & Control Ordinance: The ordinance was rewritten this year.
- First Creek Water Quality SWMM: Completed the model which will help stormwater analysis for regulatory compliance and watershed master planning for long-term improvements to the stream.
- Transfer Station: Completed construction of a large-scale stormwater quality improvement project at the Transfer Station. Joint project was designed by Stormwater Engineering and built by the Public Service Department Construction Division which saved money by using 100 percent City personnel and equipment.
- Work Manager Software: Transitioned to new software for inspection tracking and work orders. Software helped improve efficiency and communication between SW Engineering, Public Service, and 311 Call Center.
- Ailor Avenue Flooding: Resolved a major flooding problem on Ailor Avenue that had closed roads and emergency access for a local medical center.

Traffic Engineering Division

- North Knoxville Bike Route Signing Project: Connects downtown to Knoxville Center Mall and New Harvest Park
- 2013 Citywide Crosswalk Safety Contract: Approximately 140 intersections will have new or replaced crosswalks and stop bar pavement markings installed on one or more approaches
- Traffic Calming Study / Public Meeting Process / Policy Recommendation: Five public meetings held at different sites across the City to gather input from the public regarding neighborhood traffic operations concerns and traffic calming treatments; public comments, along with a survey conducted by the UT School of Social Work, and a Peer City Review will all be used to develop a draft traffic calming policy for consideration by the Mayor and other City leaders.
- Established and filled the position of Alternative Transportation Engineer: This engineer will be the City's expert in multi-modal transportation issues and will work to incorporate multi-modal transportation elements in all City projects
- West Baxter Avenue – installed bike lanes and sharrows to improve the connection between Happy Holler and Beaumont
- Added bike lanes on a portion of Jackson Avenue and McCalla Avenue
- Performed a road diet on West 5<sup>th</sup> Avenue and installed bike lanes to connect downtown to Mechanicsville

## **Finance**

- Received the GFOA (Government Finance Officers Association) award for Distinguished Budget Presentation.
- Received the GFOA (Government Finance Officers Association) Certificate of Achievement for Excellence in Financial Reporting.
- Increased the collection rate of property taxes, particularly delinquent taxes.
- Fully automated the benefit enrollment process to save time and money.

## **Fire Department**

- Completed our 2012/2013 Firefighter Recruit Academy, graduating 17 firefighters in January.
- Conducted our inaugural Citizens Fire Academy in April and May, providing some citizens with an opportunity for an in-depth look at the Knoxville Fire Department. The Academy included many demonstrations and hands-on activities.
- Received a “Fantastic Fifteen Award” from Knox Heritage for preservation of four of our historic fire stations: Mechanicsville Fire Station #5, Lonsdale Fire Station #7, Whittle Springs Fire Station #11, and Lonas Fire Station #12.
- Began using a new patient lifting device that helps firefighters lift heavy patients in a safe and secure manner while reducing the possibility of firefighter injury.
- Purchased a smaller, more efficient Light-Rescue Vehicle which can be deployed on the vast majority of our rescue calls, reducing wear and tear on our larger Heavy-Rescue Vehicle.
- Working with East Tennessee Children’s Hospital and a local family whose teenage son has Addison’s Disease, KFD’s EMS Division developed and implemented an Adrenal Insufficiency Protocol for our First Responder Program that provides potentially life-saving care to Addison’s Disease patients who experience an adrenal crisis.
- Expanded the CPR training provided to our community by conducting CPR classes for Mayor Rogero and her staff, the U.S. Department of Justice, and KPD Chaplains. KFD also worked with Rural Metro Ambulance Service to provide CPR training at various community events.
- Worked with Public Assembly Facilities personnel to improve EMS care provided at the Civic Coliseum and Auditorium from Basic First Aid to Advanced Life Support. This change provides a greater level of care to the citizens who attend events at these venues.
- KFD personnel worked with Risk Management, “The Center,” and local hospitals to develop a blood-borne pathogen program for the City. The program was presented at the State of Tennessee Health Department’s annual conference in August as a “Best Practice Model.”

## **Fleet Services**

- Fleet Services has continued to make strategic personnel changes to increase the number of technicians we have available to work on City of Knoxville vehicles/equipment without increasing headcount.
- We also continue to add flex fuel vehicles.
- Completed 11,697 work orders on 1,390 City vehicles.

## Information Services

- Paperless City Court: As issued citations are entered into the city court system, the paper copy is also scanned, indexed, and stored electronically saving city court staff hours of filing and retrieving citations for court appearances. A summary of cases for each court session is also scanned to record each disposition for future use and verification.
- Online Open Enrollment: Benefit Administration self-service software went into production city-wide this year during open enrollment. This allowed employees to sign-up for benefits online at work or at home and saved the Employee Relations department hours of data entry.
- Patrol Staffing Planning Tool: A Request for Proposal (RFP) was released in an effort to procure a solution to assist KPD with an automated methodology to plan staffing for over three hundred patrol officers. The system purchased and implemented by Information Systems analyzes data from 911 calls to predict and suggest staffing locations and numbers.
- KAT Fleet Maintenance and Inventory: KAT faced a daily challenge to keep buses maintained and spare parts available for repair using a 20-year-old antiquated system. I.S. procured an updated system and assisted in converting data, evaluating new business processes, and implementing a new system saving both staff time and dollars.
- Networking Infrastructure: A massive effort is underway by the Enterprise Support department to migrate approximately two thousand city computer users to a more complex and efficient networking software solution. Over the last 10 months, City I.S. staff has systematically and successfully migrated over 85 percent of city users by department. This effort is estimated to be completed in the first quarter of 2014.
- Property & Business Tax System Development: Over 10 years ago, Information Systems developed a comprehensive solution to collect and manage city property and business tax revenue. This year, the applications department re-wrote the entire system using the latest web-based technology. The new system incorporates many enhancements that make the Revenue Department more efficient and accountable internally, to the State, and more importantly the general public. The new system is complete and will go into production after this year's tax season in the early summer of 2014.

## Knoxville Area Transit

- Increased frequencies on our busiest routes to 15 minutes between buses during peak hours. This means that buses on Kingston Pike, Broadway and Magnolia can take you into and out of UT and downtown (and beyond) in the mornings and afternoons - no printed bus schedule required. Passengers on other routes like Central Avenue, Chapman Highway and Sutherland Avenue also now enjoy increased frequencies.
- Added a new 20-Ride Pass option - perfect for someone who may ride to work a few times a week. In addition, a new semester pass program for institutes of higher learning means students at those participating schools can ride for about \$1/day.
- Added a new route in South Knoxville (#45 - Vestal) and one in West Knoxville (#19 - Lakeshore/Lonas)
- A survey conducted in 2013 indicates that 35 percent of those interviewed consider themselves to be new KAT passengers. This is also reflected in continued increases in ridership numbers - 103,446 more passenger trips in 2013 during the first 11 months of the year on our core city system. That's an 8 percent increase. This continues the upward trend that KAT has seen consistently since the opening of Knoxville Station in 2010 - three straight years of increased ridership on core city routes.

- The city was able to reduce the general fund transfer to KAT by over \$400,000 from the original budgeted amount due to revenues associated with this increased ridership, along with steady fuel costs.

## **Knoxville Convention Center**

- Became the first convention center in the state to achieve the U.S. Green Building Council's L.E.E.D. silver status.
- Selected for the sixth year in a row for the Prime Site Award by Meetings and Destination Magazine. Also recognized this year by ConventionSouth Magazine as a Premier Venue.
- Supported the local community: Our full-time staff (44) volunteered over 1,200 hours this past year. We beat our United Way goal by \$2,000. We exceeded our minority vendor spending goal by \$3,000. Our farm-to-table program is thriving, whereby we try and purchase food and beverage products from within a 90-mile radius of the center. We participate in demand shedding with TVA and have exceeded expectations by 270 percent in reducing our energy usage. Our executive/senior team serves/volunteers on 22 boards/community advisory roles. We are the largest contributor of produced food to Second Harvest Food Bank and we recycled over 16 tons of event materials.
- Completed OSHA safety and compliance manual, logs, and training, for public assembly facilities. This new program is the most rigorous OSHA compliance program in the country and significantly reduces the potential of OSHA-related workplace injuries and hazards, reduces our exposure to liability, and provides a safer work environment for all staff and vendors at KCC.
- Upgraded our bandwidth and wireless backbone through ShowNets (our ISP) with contract renegotiations at no cost to KCC/COK. The upgrade increased our available bandwidth from 10MB to 50MB, allowing us to provide faster, user-friendly internet services and offers the capability of upgrading easily to 1 GB of bandwidth, if needed. We also increased the amount of complimentary user positions from 25 to 150 in various locations on the concourses.
- The transfer of meeting rooms, restaurant, and hotel lobby space associated with the Holiday Inn, from COK to the Holiday Inn, as well as assisting the COK/State in the sale of the State office building and the transfer of all related services.
- Financial processes are now all paperless. In effort to streamline various processes, with all data properly backed up, we are now paperless for all journal entries, financial close processes, and PO approval processes.
- Experienced our largest food and beverage revenue month in KCC history: \$686,000 in April 2013 (thanks to East Tennessee Children's Hospital, American Association of Physical Anthropologists and Regal GM's).
- This past year KCC booked the famed PBS Antiques Roadshow, where three episodes were filmed. The Antiques Roadshow team praised our staff and Knoxville for the state-of-the-art venue, the professional and friendly Southern hospitality and for the community who gladly delivered their heirlooms and treasures to be appraised. The three episodes have yet to air but will elevate Knoxville on a national platform as over 10 million viewers tune in to the Antiques Roadshow each episode.
- KCC hosted 205 events in 2013 with an estimated attendance of 276,752 people. Our International attendees represented 65 countries.



## Law

The Law Department provided wide-ranging and comprehensive legal services to the City:

- The City conducts its business in many areas by contracting with private businesses to furnish goods and services for the benefit of our citizens. As a part of that effort, attorneys within the Law Department have prepared over 350 contracts or amendments to existing contracts. We also have worked closely with the Purchasing Department to assure that the contractors are fairly and legally chosen and that the citizens get the lowest price possible for these goods and services.
- There are many legal issues which arise out of the City's duties and responsibilities as an employer. Our attorneys have played a significant role in providing labor and employment advice to the various departments and have assisted in multiple civil service investigations and employment actions in conjunction with Civil Service. We also drafted a new policy, which was implemented by the Mayor, to allow employees with domestic partners to receive various employment benefits.
- Internally, with the resignation of a veteran attorney, the Law Department brought in two new attorneys who have demonstrated exceptional ability and who are working very well with our veteran attorneys to provide legal advice and representation to the City's many departments, offices, boards and commissions. Overall, the areas of responsibility for each of the eight attorneys in the law department were reviewed and reorganized.
- The Law Department handles the vast majority of litigation matters in which the City is involved as a party. During the year, more than 40 of those litigation matters were successfully resolved, either through trial or settlement. Of particular significance in this area, we were able to negotiate a mediated settlement, which was subsequently approved by the Bankruptcy Court, whereby the City acquired the McClung warehouses on Jackson Avenue, which will allow us to proceed with plans for redevelopment of this vital and very visible entry to the downtown area which has suffered from blight and decay for many, many years. The City also reached a mediated settlement of claims against the City arising out of construction on the South Waterfront which will allow that critical redevelopment area to be addressed and rehabilitated. The Law Department also successfully resolved multiple personal injury, property damage, and civil rights claims pending against the City.
- The Law Department remains responsible for drafting items of legislation for consideration by City Council at their meetings. During 2013, the Law Department prepared for Council's consideration more than 410 Resolutions and 233 proposed Ordinances which came before Council for action during the year.
- Finally, the Law Department plays a key role in the collection of various revenues, including real property and personal property taxes which are owed to the City.

## Neighborhoods

- Launched an 11-week training program for neighborhood leaders called "Building Strong Neighborhood Organizations." Participating were 18 leaders from 17 neighborhoods across Knoxville. The course will be offered at least annually.
- Produced The Neighborhood Conference, a gathering of more than 500 citizens who participated in over 30 workshops on a wide variety of topics impacting neighborhoods in our community. Sponsored by the City, the conference included county as well as city residents.
- Founded the Diana Conn Neighbor of the Year Award, which was presented posthumously to Diana Conn at the Neighborhood Conference and which will be awarded

annually to a Knoxville citizen who has demonstrated the qualities of being a caring and involved neighbor.

- Launched a pilot program to develop a closer working relationship between the city and neighborhood groups to address blighted properties.
- Completion of the public input process for the City's proposed Traffic Calming Plan.
- Met monthly with the Neighborhood Advisory Council for advice on city programs and policies and to maintain good communication with neighborhood associations.

## **Operations**

- Walnut Street Parking Garage: 1,080-car parking garage at corner of Locust/Summer Place and Walnut Street. City entered into an agreement with a private developer to build a parking garage on property provided by city. In addition to providing parking for many of the office users during business hours, the parking garage will provide free public parking nights, weekends and holidays to the many visitors to the downtown area.
- Lakeshore Park: The Lakeshore Park property has been transferred to the City of Knoxville. The City has removed many dead trees, begun the clearing of many overgrown areas, and begun the demolition of some of the smaller unused buildings. Building assessments are in process to determine the necessary hazardous materials remediation required before major demolition in 2014. Master planning process is underway as well.
- Knoxville Entrepreneur Center: Opened at 17 Market Square in April, in conjunction with the Knoxville Chamber and the Industrial Development Board; held first Startup Day event on November 21<sup>st</sup>, highlighting successful and aspiring local entrepreneurs.
- Gay Street Parking: Engaged Public Building Authority for monitoring of two-hour parking limits on Gay Street, thereby creating needed turnover for the many businesses along Gay Street.

## **Parks and Recreation**

2013 was a busy and diverse year for Parks and Recreation. We have strived to provide quality services to our customers in all areas of recreation, including youth and adult athletics, passive park experiences, trails and greenways use, recreation center programming, and many other areas. Here are some of our more noteworthy accomplishments.

- We launched our "Sports Outreach" program, which focuses on connecting at-risk children to nontraditional sports such as golf, tennis, cross country, soccer, etc. We have dedicated one staff person to solely work on this program. Our first success was a Summer Diversity Camp this past summer.
- We initiated new adult co-ed sports leagues for volleyball and kickball. This was very well received as we had more than 100 teams playing this very first year.
- Working with the State of Tennessee, we successfully transferred the property of the former Lakeshore Mental Health Facility to the city for park use and we are now working with the Lakeshore Park Board on updating the original park master plan with public input.
- We are working with Public Service and Engineering on preparing a plan to demolish several of the old buildings on the Lakeshore Park site. Plans are ongoing for hazardous material abatement, followed by demolition.
- As a way to help some of the inner-city youth sports commissions, we coordinated both a basketball tournament and a baseball tournament to assist them in fundraising to help offset their operational costs.
- The Parks and Recreation staff worked throughout the year to develop a new departmental mission statement, with accompanying values, goals and strategies.

- Knoxville hosted the 2013 USTA Tennessee Adult League Tennis State Championships at West Hills and Tyson tennis facilities. Nearly 100 teams and about 900 players over two weekends competed.
- We hosted or co-hosted several community-wide special events in 2013, including: Let's Move!; Father's Day Fishing Event; Parks and Recreation Volunteer Award Luncheon; Kids activities at the Centennial Conservation Expo; and the annual Secret Santa Event.
- In cooperation with KPD, we officially kicked off the Parks and Greenways Patrol Unit.
- Knoxville was recognized as the #1 ranked city by National League of Cities (NLC) for our "Let's Move!" initiative. We were also recognized by NLC as a "Top Achievers" and rated one of the top 18 cities in the country for our "Let's Move!" initiative; and we received a TRPA state four star award for outstanding special event for our "Let's Move!" event in May.
- We published a 20-page Parks and Recreation Department insert in the Knoxville News Sentinel, and delivered more than 11,000 copies to city elementary schools to go home with students, telling about all the places, activities and programs being offered.
- Our department planned, scheduled and implemented the first annual "Spring Break Camp" for children in Knoxville.
- We received 12 automated external defibrillators from Children's Hospital, which allowed us to have one in each recreation center we operate. These are now installed and in use.
- We purchased and installed two new playgrounds in 2013 at a cost of more than \$60,000, one at Cumberland Estates Recreation Center and one at Sam Duff Park.
- We installed a new viewing platform adjacent to the tennis courts at West Hills Park. This was primarily funded by a donation from Knox County Government and completed Phase II of the West Hills Tennis Facility renovation.
- We installed 18 Celebration Benches in parks and along greenways. These are funded by individual citizens who want to recognize or memorialize someone.
- We processed approximately 300 work requests for services and repairs to recreation centers, parks, pools, ballfields and greenways.
- We successfully transitioned the longstanding Senior Aide Program from the Parks and Recreation Department to Knoxville-Knox County CAC, where it is now functioning smoothly.
- We completed and opened to the public 7/10 of a mile crushed limestone Loves Creek greenway trail.
- We hosted our first Trail Maintenance Workshop for municipal staff to learn about trail building, maintenance and design. This two-day workshop included educational sessions and trail walking tours.
- The engineering for Phase I of the Knox-Blount Greenway was completed and submitted for bids. Construction will take place spring 2014.
- Working with the Appalachian Mountain Bike Club, construction is underway for new multi-use trails in Sharp's Ridge Park.
- Our Arts and Fine Craft Center worked with the Sertoma Center to offer art programming to a small group of participants with fantastic results.
- Planning continues on improvements to Fort Dickerson Park, both at the main entrance off Chapman Highway and the quarry entrance off Blount Avenue. Working with Vice Mayor Nick Pavlis and a group of South Knoxville citizens, we are working on making the west side of Fort Dickerson a destination for park users from all over, and tying it to the Urban Wilderness vision.

## Plans Review & Inspections

- Received Class 4 ratings from the Insurance Services Office (ISO) for 1&2 Family Residential property and Commercial & Industrial property
- Adopted various 2012 International Code Council (ICC) construction codes
- Established new Residential 1&2 Family Dwelling Plans Review process
- Upgraded KNOXPLANS Online Submission process
- Permitted \$30M Proton Therapy Center – Provision Training, Research & Development Center
- Permitted \$20M University Commons Project – Wal-Mart Super Center, Publix Super Market & Parking Garage
- Permitted \$4.5M Home 2 Suites by Hilton

## Police Department

- Overall crime clearance rate of 46 percent for 2013, compared to a statewide average of 37 percent.
- In 2013 Knoxville realized an overall decrease of over 8 percent in all crimes. This includes a 6 percent decrease in Crimes Against Persons and a 9 percent decrease in Crimes Against Property. Some highlights in Persons Crime were a decrease of 13 percent in Aggravated Assault and a 5 percent decrease in Simple Assault. Some highlights in Property Crime were a 23 percent decrease in Robbery, a 21 percent decrease in Auto Theft, and an overall decrease of 4 percent in all Thefts.
- KPD conducted six nuisance closures throughout the city. Five of these locations were residences that were havens for illegal activity in our neighborhoods. One location was a business.
- The KPD Internet Crimes Against Children Unit conducted more than 80 proactive child exploitation cases, investigated or distributed for investigation to Task Forces throughout the Country more than 1,330 Cyber Tips, made 12 physical arrests of suspects engaged in child sexual exploitation cases, and submitted 15 cases for federal prosecution.
- The Organized Crime unit, working with federal law enforcement partners, shut down two major marijuana distribution and drug trafficking organizations resulting in more than 388 pounds of marijuana confiscated and over \$1.6 million in cash seized.
- The Organized Crime Unit responded to and dismantled 15 meth labs in the City of Knoxville in 2013.
- The Organized Crime Unit in conjunction with the FBI responded to and investigated 21 bank robberies in Knoxville and Knox County, which resulted in solving 19 of these incidents.
- The Repeat Offender Squad led a multi-state investigation into a heroin drug trafficking organization based in Michigan, which resulted in 300 grams of heroin being confiscated. The Repeat Offender Squad handles most citizen complaints of drug trafficking in neighborhoods and as a result of information from these complaints obtained enough evidence to secure and execute over 40 search warrants on residences in our community and successfully remove drugs, guns, and drug dealers from these locations.
- The Repeat Offender Squad also leads the efforts in our community to assure that offenders who are in prison that have proven to be most dangerous to our community are kept in prison until they have done their time by opposing their release into the community on parole. In 2013 the Unit opposed 13 defendants and all 13 were denied parole.
- The KPD Property Unit in collaboration with a number of community organizations collected more than 3,559 pounds of unwanted and unused prescription medications.

More than 166 pounds of this total were prescription narcotics. This program has prevented the illegal use, abuse, and sale of these very dangerous substances. Since 2008, KPD has collected more than 10,104 pounds of prescription medications through this initiative.

#### Facilities Changes and Upgrades:

- KPD relocated two key units to a new location in an attempt to reduce costs and increase space for these units to enhance their productivity. One was the move of the East District Patrol Division Offices to the new location on Walker Boulevard, and the other was the move of the Safety Education Unit to Mineral Springs Road.
- Additionally, we relocated our storage of files and property from the State Street Garage location to Mineral Springs and Lakeshore Storage locations. This move allowed for more suitable storage operations.
- Secured a location across from the Safety Building for our K9 Kennel and Training Facility, which will be the first of its kind with a Public Dog Park adjacent to the facility.

#### Funded Statewide Training and Initiatives:

- KPD worked closely with the State of Tennessee Office of Criminal Justice Programs and the Family Justice Center to create and establish the State-wide Family Justice Center Initiative for the State of Tennessee.
- With funding from the Federal Government, the KPD created the first Anti-bullying Initiative in Tennessee, which included education through a retooled Life Skills Curriculum being taught in the Knox County School System; a survey on bullying developed and administered by the UT SCOPES office; a citywide billboard effort on anti-bullying; and the first Anti-bullying Summit held in Knoxville.
- With funding from the Federal Government, KPD conducted two statewide Internet Crimes Against Children trainings.
- With funding from the Federal Government, KPD funded Synthetic Drug Summits in Murfreesboro and Johnson City.
- With funding from the Federal Government, KPD funded Sovereign Citizens training in Knoxville.
- The KPD ICAC (Internet Crimes Against Children) Unit added two new Counties to the Statewide ICAC task force, bringing the number of agencies to a total of 39. This has resulted in more child recoveries of children being exploited and abused. KPD is the State of Tennessee agent for Federal Funding for ICAC in Tennessee.

#### New Local Programs and Initiatives:

- Obtained Re-Accreditation (3rd) for the Knoxville Police Training Academy (4th Accreditation Award).
- The KPD Safety Education Unit created a new Business Watch Program modeled after the Neighborhood Watch Program.
- The KPD Neighborhood Bike Unit partnered with the Organized Crime Unit to initiate the Predators in the Parks program to address sexual predators who may be in and around the city parks and greenways.
- The KPD did a complete weapons transition to the Sig Sauer .45 caliber handgun for all personnel.
- Increased the number of second-grade students visits to Safety City by 5 percent (6,221 more students), and increased the number of summer visits to Safety City by 26 percent (522 more students).

#### Purchase of New Equipment:

- Purchased a new Fingerprint Examination System for the Forensic Unit that will enhance the ability for the City to process and compare prints from crime scenes.
- Repurposing the old Fingerprint System to conduct other Forensic comparisons and exams on tool marks, paint fractures, fabric and tape tears, as well as other physical evidence collection and comparison.
- Purchased a new operations vehicle for the Search and Rescue Team.
- Purchased a new Sprinter Van for team transport for the Special Operations Squad for serving warrants.
- Purchased a new All Terrain Vehicle (ATV) for the Explosive Ordnance Disposal Team.
- Obtained a HUMMV Armored Vehicle from the U.S. Military Surplus for the Special Operations Squad.
- Obtained a "fast" Boat for the Special Operations Squad for Waterborne Operations.

#### Public Assembly Facilities

- Renovated the Marble Bandstand, the only extant building at Chilhowee Park from the 1910 Appalachian Exposition.
- Updated the electrical system at the circa 1940 Jacob Building.
- Hosted the Centennial Conservation Expo at Chilhowee Park.
- Generated 18.6 MWh of solar power at the Civic Center parking garages, more than enough to pay to light all three garages.
- Hosted the first annual Scott Hamilton and Friends on Ice fundraiser for the Provision Healthcare Foundation at the Civic Coliseum.

#### Public Works and Public Service

##### Administration

##### Operations Reorganization:

- Continued restructuring the Public Service Department Operations Division. This effort is designed to improve accountability, maximize operational efficiencies and improve customer service.
- In 2013 we received funding to implement an Automatic Vehicle Locator (AVL) system as well as a new work order/warehouse/asset management software system. Both will be implemented in early 2014. These major technology projects will help make the PSD and the City more efficient and accountable.

##### Public Works Complex:

- The PSD received funding to design and build a new Public Works Complex. In late 2013 we secured a contractor (Blaine Construction) and a designer (Barber McMurry). Design has just started and construction will start in 2014.

##### Urban Forestry Division:

- Created a new urban forestry division focused on improving forest resources and tree canopy within the City. This new division, headed by Urban Forester Kasey Krouse, consolidated tree-related maintenance and planting resources into a single division.

#### Lakeshore Park:

- Assumed control of the Lakeshore Park property and began handling day-to-day maintenance of the property. We are working with City Engineering on the environmental abatement and demolition of multiple buildings on the site.

#### Operations

##### Horticulture Division:

- Planted over 450 trees and overhauled the tree planting contract with the goal of planting more and better quality trees in 2014.
- Developed a hazard tree protocol to help notify owners of potential tree-related issues on private property.
- Removed or pruned all high-risk trees identified from the Davey Resource Group Tree Inventory.
- Provided outreach and education to over 25 different organizations, neighborhoods, or institutions.
- Bought software and hardware to expand and manage the tree inventory.
- Removed and cut tree grates around over 40 trees within downtown Knoxville.
- Mitigated over 200 trees that were improperly planted or mulched.
- Continuing to remove or prune hundreds of hazardous trees within the City.
- Continuing to build inter-department and division relationships with Construction, Engineering and Parks and Recreation on urban forestry practices and goals.

##### Construction Division:

- Boarded over 90 vacant houses this year.
- Boarded 12 businesses that were closed for KPD as the result of nuisance raids.
- Cleaned more than 320 dirty properties, picked up 250 illegal dumps sites and mowed more than 2,400 lots.
- Demolished and cleaned 75 unsafe houses/structures. This amounted to more than 3,000 loads of debris hauled to the landfill, including material from City construction sites. These sites were backfilled with more than 6,000 tons of clay dirt.
- Recycled more than 500 tons of topsoil at our Bill Meyer Stadium laydown yard.
- Completed the construction of the 1.5-mile extension for the Loves Creek greenway
- Heavily supported the Appalachian Mountain Biking Club (AMBC) in the construction of trails for the Ijams Nature Center and Urban Wilderness.
- Replaced more than 10,000 square feet of sidewalk and 200 square feet of curb and gutter.
- Spread 1,000 tons of asphalt in road repairs and patches. Not included is the 200-plus tons used to pave greenways.
- Installed 750 catch basins.
- Cleaned more than 4,000 feet of storm pipes and stopped catch basins.
- Built or cleaned more than three miles of stormwater ditches and waterways.
- Produced and spread 54,000-plus gallons of brine last winter.
- Started construction of a new overflow parking lot at West Hills Park.

##### Neighborhood Codes Enforcement:

- Blighted Properties Initiative: Continued using our new “tools” in addressing vacant and blighted properties in City neighborhoods. These include: (i) Public Hearing Officer program; (ii) Demolition by Neglect funding; and (iii) the Administrative Hearing Officer (AHO) program.
- We used demolition by neglect for the first time on Historic South High School.

### Solid Waste Curbside Recycling:

- Mayor Rogero secured resources to expand the current recycling program to the current wait-list customers and to expand recycling and waste collection services in our city parks. This expansion will occur in the first quarter of 2014 and is currently out to bid.

## Purchasing

Awarded approximately 550 purchase orders and 550 contracts, for a total value of roughly \$35 million, by generating hundreds of Invitations to Bid, Requests for Proposals, and Requests for Qualifications. Some of the more noteworthy projects/awards are as follows:

- Purchase & Development of the Henley Street State Office Building (IDB initiative but City Purchasing developed the RFP and ran the process)
- Purchase & Development of the Property at Summer Place & Locust St (AKA Walnut Street Parking Garage)
- Purchase & Development of the Former Tennessee Supreme Court Site (ongoing procurement process by the IDB but City Purchasing developed the RFP and ran the procurement process to give the IDB alternatives to choose from)
- Lakeshore Park Building Assessment and Demolition Project which will enable the City to eventually occupy the Lakeshore Park area.
- Design of the Public Works Complex and subsequent agreement with the PBA to build-out the complex using a Construction Manager at Risk.
- Concessionaire for Chilhowee Park
- Replacement of Ice Rink at Civic Coliseum
- Joint Procurement with Knox County of Worker's Compensation Pharmacy Services
- Automated Vehicle Locator System
- Employee Health Program Consultant
- Transit Management RFP and Transit Management Consultant
- Self-Funded Medical Plan
- Vision Benefits Program
- Deferred Compensation Consultant
- Liability and Workers Compensation Broker/Consultant Services
- Dental Benefits Program
- Light Duty Rescue Vehicle for KFD
- Bandstand Renovation at Chilhowee Park
- Stormwater Improvements at KAT Maintenance Facility
- Emergency Management Personnel/Asset Tracking during Emergency Response
- Planned, coordinated, and executed the fourth annual "City Business – Opportunities for Your Company" event in June, in which hundreds of small/local businesses came to learn about the City's upcoming procurement opportunities for the next 12 to 18 months. Best attendance thus far at this event, and it was very well received by the public.
- Small Business Ordinance and Small Program Management Office: Worked with the Law Department and Community Relations Office to draft a proposed "Small Business Contracting Ordinance" which (if enacted) will promote local small business growth and capacity, increase jobs in the local small business sector and promote teaming between large prime contractors and small local businesses. Additionally, wrote the job description and outlined the duty profile for new Small Business Program Manager position; this new office stands ready for potential implementation.



## Redevelopment

### Downtown:

- Assisted in the completion of new State Street Garage parking deck and overpass to Gay Street
- Assisted in contracting of PBA to provide parking enforcement along Gay Street
- Worked with Engineering to replace a section of sidewalk on the 300 block of Union Avenue and to add a wrought iron fence
- Added decorative screening for centralized garbage collection to several areas of downtown area
- Worked with downtown owners/residents/providers to better establish broadband Internet service
- Received Environmental Clearance and submitted Right of Way and Utility Clearance to TDOT for the Downtown Wayfinding Project – anticipate putting out for bids in early 2014
- Set the stage for the redevelopment of a number of buildings through public/private partnerships, such as: J. C. Penney Building; former KUB Building; Medical Arts Building
- Worked with Law Department and KCDC to acquire the McClung Warehouse property on Jackson Avenue

### South Waterfront:

- The CityView Riverwalk Extension was the first public improvement project completed along the South Waterfront under the Rogero Administration
- Received approval for a Project TIF of \$22 million for Bridges at Riverside Development (Blanchard Calhoun Commercial, estimated at more than \$165 million in investment for mixed-use development)
- Amended the South Waterfront District TIF ( Estimated \$12-\$15 million in investment for apartment complex)
- \$2.5M for River's Edge Apartment Development (Camden Management Property) – Council approved budget amendment to support the funding of public improvements as part of this private development
- Designated \$5.4 million High Priority Project Funding for construction of Sevier Avenue Streetscape Improvements and completion of park roadway network
- Completed Constructability Review of design plans for Suttree Landing Park and Waterfront Drive - put out to bid by January 2014
- Assisted Engineering and Parks and Recreation Departments on Fort Dickerson Park roadway alignment project
- Administered South Waterfront Form-Based Code standards with two approvals: 1) zoning clearance for the first single-family dwelling (SW-1); and 2) property development clearance for a multi-residential development (SW-2).

### Cumberland Avenue:

- Split the Streetscape Project into two phases – I) Alcoa Highway to 22nd Street and II) 22nd Street to 16th Street
- Finalized ROW acquisitions for Phase I – project out for bid December 2013
- Adopted Form-Based Code for Cumberland Avenue
- Rezoned 12 blocks of Cumberland Avenue property with full support of MPC and Council
- Continued publication of Cumberland Avenue Connections Blog and coordination with Cumberland Avenue Merchants Association and stakeholders
- Leveraged and coordinated over \$130 million of private investment in the area

#### Magnolia Avenue Streetscapes Plan:

- Hired consultant to move forward into design development for recommended streetscapes improvements from 2009 MPC Plan.

#### Old City Streetscapes Plan:

- Hired Consultant to prepare design plans and construction documents for East Jackson Avenue Section from Patton Street to Gay Street.

#### Downtown North:

- Received Environmental Clearance for the I-275 Business Park Access Road
- Started construction on the 400 and 500 blocks of North Gay Street – anticipated completion by end of the year
- Continued work on Environmental Clearance for North Central Street

#### Miscellaneous:

- Coordinated the voluntary annexation of two properties
- Managed \$800,000 in Brownfield Assessment Grants from EPA
- Assisting the Engineering Department in discussions with TDOT on Chapman Highway Issues
- Staff served on the following boards: Knox Greenways Coalition, Great Smoky Mountain Regional Greenway Coalition, Public Property Naming Committee, Public Art Committee, Tree Board, Dow Community Action Committee, East Tennessee Community Design Center
- Continuing coordination with Regulatory Agencies (TVA, TDEC, ACOE, TDOT, SHPO)
- Continuing partnerships and transparency with area organizations such as Legacy Park, CBID, Market Square Merchants Association, Cumberland Avenue Merchants Association, Aslan Foundation, South Knoxville Alliance, South Knoxville Foundation, Historic Old City Association, neighborhood groups, etc.

### **Risk Management**

- Included KAT in the City's self-funded liability and workers' compensation programs, including in-house administration of KAT claims.
- Brought repricing of workers' compensation medical bills in-house. Medical providers do not bill what contracts or regulations say they can bill, and their bills have to be repriced to the regulations or contracts. Historically the City has paid private vendors to reprice medical bills to the State fee schedule or to PPO contracts. In July we began performing that repricing in-house rather than paying an outside vendor. We do not know of anyone else doing this in-house, but it is saving us money and giving us more control.
- By the end of the year we expect to implement an electronic form that will replace at least three paper forms (injury reports, incident reports and exposure reports). It will have significant benefits to everyone involved.
- Implemented monthly reports of injuries and liability claims to department heads.

## Special Events

The City of Knoxville's Office of Special Events is responsible for all special events that happen within the City of Knoxville.

- Produced, organized and implemented the Festival on the Fourth. Secured a sponsorship for the second year with One Main Financial in the amount of \$20,000, as well as additional sponsorships for a total amount of \$40,000.
- For the second year, we hosted a Children's Bike Parade prior to the Festival on the Fourth, which was held on Market Square the weekend before the Festival.
- Worked with Visit Knoxville assisting with the logistics for Boomsday.
- Provided support for all of the Mayor's press events.
- Provided support for the Community Development Department for numerous ribbon-cuttings and groundbreaking ceremonies and for the Neighborhoods Conference.
- Provided support for Parks and Recreation events (ribbon-cuttings, road/park namings)
- Produced, organized and implemented the Mayor's Budget Address at Ijams Nature Center hosting 600 guests.
- Secured grant money in the amount of \$5,000 from CBID for the Market Square Concert Series including Jazz Tuesdays and Variety Thursdays. Created a logo for the concert series and posters that were distributed downtown to promote the concert series.
- Planned and produced Christmas in the City events throughout November and December, in conjunction with sponsors and partners.

## Sustainability

- City of Knoxville received 2013 TVA Green Power Switch Award for Community of the Year.
- Knoxville received Platinum Certification in TVA's "Valley Sustainable Communities" Program.
- Introduced ZipCar program in downtown Knoxville and on UT campus.
- Contracted with EnerNOC to participate in TVA's DemandSMART program at the Civic Coliseum; City will receive financial incentive to reduce on-peak energy use.
- Convened Sustainability Advisory Board to guide second phase of Energy & Sustainability Initiative.
- Launched Knoxville-IBM Smarter Cities Stakeholder Council to address residential energy efficiency after receiving expert recommendations from IBM.
- Established part-time staff support for Urban Agriculture Corridor initiatives.