



CITY OF KNOXVILLE
MADELINE ROGERO, MAYOR

2014 DEPARTMENT YEAR IN REVIEW

WWW.KNOXVILLETN.GOV/YEARINREVIEW



CITY OF KNOXVILLE
MADELINE ROGERO, MAYOR

2014 DEPARTMENT YEAR IN REVIEW

311

- Knoxville's 311 Call receives approximately 200,000 calls per year and is one of the most cost-efficient centers in the country.
- Recognized with this year's CS Week 311 Synergy Group award of excellence at the annual conference in San Antonio, Texas. The award recognizes one centralized government customer service center that has consistently demonstrated a customer-focused approach to improving local government service. CS Week is the premier utility customer service conference for managers and executives at investor owned utilities, cooperatives, municipalities and government entities.
- During 2014, 311 led a group of city employees in the inaugural Innovation Academy class presented by the Alliance for Innovation and Arizona State University. As part of the class project, the group developed the City's Ambassador Program, a program to engage employees across all City departments at all levels to improve the overall customer experience when interacting or doing business with the City of Knoxville. Another part of the Innovation class project was an effort to increase digital inclusion of senior citizens with a version of Google Hangouts called 311-Touch. 311-Touch allows senior citizens to talk face to face with 311 service agents with one touch on a tablet screen. 311 is working closely with CAC's Office on Aging and the O'Connor Senior Center to promote technological literacy through workshops throughout the year.

BUSINESS SUPPORT

Mobile Food Vendor Pilot Program:

Implemented the pilot program. Since May of 2014, 11 mobile food vendors have been permitted. The Office of Business Support continues to work with the different departments involved in this process (Law, Building Permits and Inspections, Fire Inspections, Public Service, Downtown Coordinator, KPD), business owners and the public to coordinate and address matters related to the pilot program.

Business Advisory Council:

Met every other month with the City's Business Advisory Council for feedback on City programs and policies and to foster good communications with the business community.

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 in different departments (Inspections, Zoning, Codes, Purchasing, Community Development, Engineering, etc.)

Business Networking:

Attended business and professional associations meetings, Knoxville Chamber and Knoxville Entrepreneur Center events, ribbon cuttings, public meetings and community events.

CIVIL SERVICE

- Continued development of the Summer in the City Intern Program to bring 15 applicants ages 17 to 22 to work at the City for six weeks from June 23 – August 1, providing paid work experience and interactive weekly workshops to enhance their professional skills. This year's program increased the number of applicants, the number of hours worked, the length of the program as well as the hourly wages increasing from \$7.25 to \$8.00.
- Contracted with Segal Consulting to provide a Total Compensation Salary and Benefits Survey for 2013 - 2014.

- Reviewed payroll procedures and initiated a process to provide PeopleSoft integrated time clocks and web punch options for all FLSA non-exempt employees to simplify and improve accuracy of payroll. The first groups to “go live” with web punch did so in October 2014 and the first group to “go live” with the new time clocks did so in November 2014.
- Initiated a Twitter feed to keep applicants advised of job openings @cityofknoxjobs.
- Processed almost 9,000 applications for over 200 job requisitions.
- Conducted promotional processes for Police Captain and Police Deputy Chief.
- Posted, accepted applications, and conducted written testing and physical performance testing for a spring 2015 Fire Academy.

COMMUNICATIONS

- Produced 210 media releases and 64 media advisories on City of Knoxville projects, programs and events.
- Produced 134 Mayoral proclamations, 483 certificates of recognition or achievement and 30 welcome letters for groups or events.
- Worked with the Mayor’s Office, Special Events, Parks and Recreation and other City departments in planning City events and programs.
- Produced six issues of the bimonthly City Works employee newsletter.
- Worked with Information Systems and website developers on creation and production of a new City of Knoxville website, to be launched in 2015.
- Served as administrative liaison with City of Knoxville lobbyists in tracking and providing feedback on pending legislation in the General Assembly.
- Updated and monitored City of Knoxville and Mayoral social media content on Facebook and Twitter.

COMMUNITY DEVELOPMENT

- Completed 22 Owner-Occupied rehabilitation projects, of which six were new-construction replacement homes. Seven projects are underway. Applications for the program have increased over the last year.
- Two Rental Rehabilitation projects are underway. These projects will improve 14 affordable rental units which include 12 permanent supportive housing units for homeless veterans being developed by Helen Ross McNabb Center in a vacant multi-family apartment building on Washington Pike. Eight other projects are in process which will provide nine affordable rental units.

- The City's Community Housing Development Organizations (CHDOs) developed four affordable homes for sale. During the year, six affordable homes (some built in the previous year) were sold to low-income home-buyers with the City providing Down-payment assistance. Currently four new homes are under construction in the Lonsdale neighborhood.
- Emergency and minor repairs were completed in 121 housing units. This includes the installation of ramps for accessibility in two homes.
- Funding for the addition of five permanent supportive housing units at the Positively Living Center has been approved. The project will be completed next year.
- A total of 9,393 unduplicated persons were served through 16 agencies that provide homeless services in Knoxville.
- East Tennessee Community Design Center provided technical assistance to 23 organizations. Services include organizational planning, architectural design services, accessibility planning and facility renovation planning for non-profit organizations and community groups. Additionally design assistance was provided to 13 Commercial Façade Improvement Projects.
- During the year, six Commercial Façade Improvement projects were completed with three underway. A total of 71 jobs were retained and 52 new jobs created. Thirty-eight construction jobs were created with this program.
- The City has revised the Commercial Façade Improvement Program and now has a fillable application online. A review committee for the applications was established, since the program has become very popular and competitive.
- Twenty problem properties were acquired during the year and 21 properties were sold through the Homemakers program. Nine of the properties sold have been completed.
- The City inspected 48 housing units for lead-based paint hazards and lead mitigation was performed on 12 units.
- During the year, the City spent \$644,962 in federal funds with Section 3 businesses, which includes 33 Section 3 business concerns and 12 jobs for Section 3 residents.
- The City completed the Sustainable Communities Regional Planning Grant (SCRPG) called PlanET, utilizing \$4.3 million in federal HUD funds. The process involved thousands of individuals who developed an outline for how the region wants to grow in the next 30 years. The PlanET Playbook and ETIndex database can be used by citizens and communities in the region as a resource to inform program and policy decisions. Additionally, PlanET produced a Fair Housing and Equity Assessment (FHEA) for the region, which presents the concentrated areas of poverty and the availability and unavailability of opportunities in those areas. All documents are located at www.planeasttn.org

- The Request for Proposals for the City’s new \$500,000 Historic Preservation Fund has been released. The process was informed by a public meeting that was very well attended and produced many comments and recommendations.

Office on Homelessness

- The City assisted the Knoxville-Knox County Continuum of Care (CoC) and applied for and received \$1,380,353 in funding for CoC grantees.
- In cooperation with community stakeholders on the Mayor’s Roundtable on Homelessness, *Knoxville’s Plan to Address Homelessness* was completed and unanimously adopted by the Knoxville City Council on April 1, 2014.
- The City provided local support for homeless prevention case management services in several public housing apartment sites, as well as support at Minvilla Manor and Flenniken Landing, which represents 105 units of permanent supportive housing.

COMMUNITY RELATIONS

- Coordinated Mayor’s advisory group to study violence-related deaths among young men and boys of color in collaboration with a national effort, Cities United.
- Liaison between the City and the President’s “My Brother’s Keeper” Initiative and involved in the planning of the City’s Summit.
- Represented the Mayor as Vice-Chairman on the board of Community Action Committee and Chairman of the Administrative Committee.
- Represented the Mayor on the Metropolitan Drug Commission Board, the Community Television (CTV) Board and the PTA Clothing Board.
- Represented the City on the Martin Luther King Jr. Commemorative Commission and served as the Luncheon Chair.
- Co-Chaired the Mayor’s Day of Recognition for National Service.

Police Advisory and Review Committee (PARC)

- Received, investigated, and documented 105 new complaints made by citizens alleging misconduct and/or policy violation by KPD officers; resolved and closed 89 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.
- Represented the City of Knoxville on Dolly Parton’s Imagination Library of Knox County Board of Advisors.
- 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.
- Conducted Knoxville's first PARC Community Forum. The purpose of the forum is to facilitate dialogue between the Knoxville Police Department's (KPD) Command Staff and community leaders by talking about community concerns and to share the latest developments at KPD.
- Appeared as a guest on the Hallerin Hilton Hill Show, WJBE radio station's "Talk of the Town" show, and WBIR Channel 10's 5 p.m. news program to promote PARC and to invite the community to participate in the Community Forum.
- Participated in the 2014 UT Law Enforcement Innovation Center (LEIC) Board Meetings.
- Participated in monthly meetings of the East Tennessee Civil Rights Working Group.
- Coordinated with several citizen groups; persons with disabilities; and individuals representing various cultures to provide Cultural Diversity and Awareness training for the KPD Recruit Class.
- 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:
 - Attended the annual conference of the National Association for Civilian Oversight of Law Enforcement (NACOLE), where the Executive Director served as workshop convener.
 - The Executive Director continues to serve on the Board of Directors of NACOLE and was elected to serve as the treasurer of NACOLE during the 20th annual convention held in Kansas City, Mo., in September 2014. NACOLE Board participation will allow Knoxville's PARC to become more involved in shaping civilian oversight throughout the country and gaining more direct knowledge for Knoxville's PARC.

Title VI / Equal Business Opportunity Program (EBOP)

- Coordinated citywide Civil Rights Act anniversary celebrations. This year marks the 50th anniversary of the passage of the Civil Rights Act in 1964. To commemorate that landmark legislation, and to discuss civil rights progress and challenges in the decades since, the City of Knoxville and partners across East Tennessee hosted a series of events throughout 2014, under the title "Unfinished Business: Civil Rights Act of 1964, Then, Now and Going Forward", via lectures, films, panel discussions and other events.

- These events attracted prominent presenters and Civil Rights icons such as: lawyers Bill Baxley and Doug Jones, who prosecuted the bombers of the 16th Street Baptist Church in Birmingham, Ala.; Presidential Medal of Freedom recipient and Civil Rights Leader Rev. C.T. Vivian; author and Vanity Fair writer Todd Purdum; author and professor emeritus Dr. John Hodges; Jules Chavez, niece of Cesar Chavez; Civil Rights legends Rabbi Israel Dresner, Dr. Dorie Ladner, Avon Rollins, Robert Booker and Harold Middlebrook.
- Created a Limited English Proficiency Employee Guide to enhance each department's effectiveness, support economic growth and better serve the City's citizens and visitors.
- The Title VI Coordinator received training from Lipscomb University Institute for Conflict Management – "Advanced Facilitation Training"; The Title VI Coordinator also is a graduate of the 2014 inaugural class of the Innovation Alliance Academy, sponsored by the Alliance for Innovation & Arizona State, a think tank for best practices in local government. Our team created the City's new customer service oriented "Ambassador Program" and a pilot program for senior citizens called "311 Touch," another way to access the City's 311 office and share documents.
- Served as a mentor to the City of Chattanooga, Tennessee, and Hamblen County Title VI Coordinators by assisting them with the creation of compliance procedures and training and allowing them to shadow her daily activities.
- The City's Title VI Online training is a resource for agencies in the region. McMinn County, Kingsport, and Monroe County agencies have utilized this training.
- In addition to the online training the Title VI coordinator also conducted instructor-led trainings. In 2014, the coordinator trained approximately 30 nonprofits, and 11 supervisors.
- Outreach efforts to increase minority and women inclusion: Participated in the US Golf Small Business Day, East Tennessee Engineering Business Association Conference; Collaborated with the Small Business Administration, Tennessee Small Business Development Center, Knoxville Area Urban League-Community Development Financial Institute Loan Committee, and developed a Bonding & Surety workshop.
- Serves on several committees regional and local that emphasize minority and women inclusion.

CONVENTION CENTER

- Awarded 2014 “Attraction of the Year” by the Tennessee Hospitality & Tourism Association. The statewide award was presented in August to the Knoxville Convention Center at the organization’s annual “Stars of the Industry” award ceremony in Nashville.
- Named the “2014 Service/Supplier of the Year Pauly Award” in May from the Greater Knoxville Hospitality Association, which qualified the Convention Center for the statewide nomination.
- Selected for the eighth year in a row as a “prime site” by Facilities & Destinations magazine, a designation voted by national meeting planners.
- Hosted 224 meetings, conferences, receptions and other events in 2014 for a total of 656 days booked at the facility. More than 279,500 guests attended the events.
- Sales team issued 141 new contracts this year, and 32 of those events were first-time events at the facility.
- Staff honored with several local and statewide industry honors, including:
 - Sales Manager Kristi Sowards, President’s Award for the Tennessee chapter of Meeting Professionals International, the hospitality industry’s largest professional association.
 - Director of Sales and Marketing Rebecca Williams, Supplier of the Year by the East Tennessee Meeting Professionals.
 - Monica Flatford and Rachel McCoig, United Way loaned executives, leading the Convention Center team in achieving its fundraising goal. This year, \$8,071 was raised.
- Compiled a report of all events since 2002 and analyzed the events by local, national and international. The report showed the Knoxville Convention Center has hosted more than 2,800 events ranging from receptions for local businesses to conventions and meetings that bring thousands of visitors to Knoxville each year; in total, more than 3 million attendees have enjoyed the Knoxville Convention Center, representing 80 countries.
- Implemented digital signage and interactive touchscreens throughout our facility.
- Upgraded the exhibit hall with a new showroom office making it more attractive to show promoters.
- Converted the dated phone banks with complimentary electronic device charging stations throughout the building, sponsored by our in-house A/V provider, M&M Productions USA.
- Episodes of PBS’ incredibly popular “Antiques Roadshow” filmed at the Convention Center aired Sept. 22 and 29, and Oct. 6. The show brought tremendous positive publicity to Knoxville and the Convention Center, as approximately 10 million viewers watch each episode.

- Launched redesigned website that has been well received by meeting planners, exhibitors and guests: www.knoxvilleconventioncenter.com.
- Hosted the Congressional Medal of Honor Society in September 2014. The Knoxville Convention Center held several events throughout the week, including the Veterans Appreciation Luncheon, during which 500 veterans from East Tennessee were celebrated with the Medal of Honor recipients. The culmination of the week's events was the Patriot Awards Gala for 1,400 guests. Illustrious guests that attended the event included more than 50 of the 78 living Medal of Honor recipients, dignitaries, emcee actor Gary Sinise and award honorees, including U.S. Supreme Court Justice Samuel Alito Jr.; CBS Sports writer and broadcaster David Feherty; chief Washington correspondent and anchor for CNN Jake Tapper; and actor and producer Mark Wahlberg.
- Other notable events include the Tennessee Governor's Conference on Tourism, the Sea Ray Group Dealer Meeting; Grassroots Outdoor Alliance Fall/Winter Summit (returning through 2016), Professional Outdoor Media Association Business Conference; Southeastern Association of Fire Chiefs Conference; and Regal Entertainment Group General Managers Conference.
- Staff dedicated more than 1,200 community service hours volunteering and serving on boards of local nonprofits.
- Donated more than four tons of unserved food from its catering department to the Second Harvest Food Bank. The Convention Center is Knox County's biggest donor of prepared food.
- Upgraded an exterior area next to the Sunsphere by adding a new patio area.
- Continued participation in TVA's demand response program, which calls upon businesses to reduce electricity usage during high volumes of demand, and have exceeded expectations by 270 percent in reducing energy usage.
- Conducted extensive OSHA, safety and customer service training.
- Continued farm-to-table program by purchasing the majority of food and beverage products within a 90-mile radius of the center. Our staff assists by planting herbs in functional landscaping around our facility.

EMPLOYEE BENEFITS

- Successfully took over FMLA Administration, to include revamping letters and improving communication both with the employee and payroll clerk, but also Civil Service.
- Implemented a pilot program of the CDC's Diabetes Prevention Program as part of My Health, with the end of goal of more strategic programs to help employees meet their health goals.
- Added key items to the City's My Health quarterly education program, such as Insurance 101 and information on dementia.

- Trained the Knoxville Fire Department in how to be better engaged in the benefit process to include a better understanding of Flexible Spending Accounts and how these coordinate with the City's Health Reimbursement Arrangement and educated employees on the tools in PeopleSoft.
- Offered three all-day seminars to City employees contemplating or approaching retirement filled with information and guest speakers on what to expect after retirement.
- In the process of securing temporary space for the City's current Health and Wellness Center, as the new facility will be torn down to make room for the new Public Works Complex.
- Successfully marketed for a Benefits Consultant, a new pharmacy vendor and the City's Deferred Compensation Administrator.
- In effort to provide better communication to City employees, we have revamped the Employee Benefit Intranet site, with lots of information available to employees, like plan summaries, fitness calendars, and quarterly education calendars – all easily located in one place.
- With the help of Consolidated Charities, Special Events, and Parks & Recreation, we coordinated a successful Mayor's Employee Appreciate Picnic and Benefits Fair.

ENGINEERING

Civil Engineering Division

\$9,276,277 - Total Construction Cost of Capital Projects Managed

- 27- Capital Projects Administered
- 10 - In-house Design Projects
- 48 - Professional Engineering Design Contracts Managed
- 5,452 - Linear Feet of Sidewalk Replaced
- 36.08 - Equivalent miles of Asphalt Street Resurfaced
- 1,714 - Linear Feet of New Sidewalk Installed
- 161- Curb Cuts constructed
- 1,041 - Temporary Traffic Control Permits Issued/Inspected
- 243 - Survey Requests Investigated
- \$202,820 - Right-of-Way Permit Fees Collected
- \$2,682 - Utility Site Development Permit Fees Collected
- Capital Improvements Projects Blog monthly updates:
(<http://knoxvilleengineeringdepartment.blogspot.com/>)

Roadway Improvement Design and Construction Projects include:

- Beverly Road over White's Creek (Bridge Rehabilitation)
- N. Central Street Streetscapes
- Citywide Alley Paving Program
- Citywide Resurfacing
- Cumberland Avenue Streetscapes
- Ed Shouse Drive Bridge Rehabilitation
- Fort Dickerson Road Realignment
- Gay Street 700 Block Improvements
- Glenwood Avenue Bridge Replacement
- Holbrook Drive Bridge Replacement
- I-275 Business Park Access Improvements
- Jackson Avenue Ramps
- Merchant Drive at Clinton Highway
 - Intersection Improvements
- Sutherland Avenue Bridge Rehabilitation
- Suttree Landing Park Roadway
- Washington Pike from I-640 to Murphy Road
- Wilkerson Road Bridge Replacement

Stormwater Improvement Design and Construction Projects include:

- Cross Park Drive Drainage
- Fountain City Lake Repair
- Neighborhood Drainage Improvements
- Prosser Road Drainage Improvements
- Westland Drive Bridge Replacement

Demolition Projects include:

- Lakeshore Park Small Building Abatement and Demolition
- Lakeshore Park Large Building Abatement and Demolition

Multimodal Transportation Design and Construction Projects include:

- S. Castle Street Sidewalk
- Citywide ADA Curb Cut Program
- Citywide Crosswalk Safety
- Citywide Sidewalk Replacement Program
- Downtown Knoxville Wayfinding
- First Creek Greenway
- Fort Sanders Sidewalk Improvements
- 400 & 500 Blocks N. Gay Street Streetscapes
- Jackson Avenue Streetscapes

- Knox-Blount Greenway
- Kirkwood KAT Superstop
- Pleasant Ridge Road at Sullivan Road Sidewalk Improvements
- Pleasant Ridge Road at Wilson Road Sidewalk Improvements
- Sutherland Avenue Sidewalk Improvements
- W. Young High Pike Sidewalk
- Wilder Place, Myrtle Street, Montvue Road and Essary Drive Sidewalk Improvements
- Will Skelton Greenway Repair

Stormwater Engineering Division

Qualified Local Program:

- The City continues 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 which helps create a more unified plans review and approval process.

Walnut Street Garage:

- The Liberty Building was located at 400 Locust Street. It was razed to make room for a 1,000+ space parking garage and some retail space. The parking garage is currently under construction and slated for completion in late spring of 2015. It will be open to the public nights and weekends.

Development Symposium:

- The Stormwater Engineering Department in cooperation with Knox County engineering and the Tennessee Stormwater Association (TNSA) hosted a professional development symposium at the Knoxville Convention Center for engineers, surveyors, and area developers. Over 380 people attended the symposium which included a range of speakers on various aspects of development and provided engineers and surveyors a chance to get professional development hours. This event also helped raise money for TNSA.

Significant Projects Permitted:

- Baptist Hospital Demolition
- The Cumberland
- Clinch Ave. Apartments w/ Green Roof
- Children's Hospital Surgery & NICU Wing
- Marble Alley Lofts
- River's Edge Project

- The Standard (previously “The Cumberland”)
- Sansom Sports Complex
 - Soccer Fields & Buildings
 - Streetscapes
- Walnut Street Parking Garage at Summer Pl, Sansom Sports Complex Site, Walnut, and Locust (Approx. 1100 additional parking spaces)
- Rusty Wallace Hyundai

Multiple conceptual reviews/discussions:

- Kroger at Emory Road
- Tennessean
- Wellsley Apartments on Deane Hill Phase II

Street Lighting Projects:

- Callahan Street Lights Phase I & II
- Henley Street Bridge Lights

Technical Services:

- Microfilmed and digitized over 20,000 images.
- Processed over 200 plats and updated plats on KGIS.
- Provided mapping and data management support for internal Engineering projects.
- Provided mapping services and support for major projects such as:
 - Annexations, Traffic Sign Inventory, Visual Aids for Ribbon Cuttings
 - Neighborhood meetings, Building inspection zones, etc.

Water Quality and Drainage:

- Coordinated Fountain City Lake improvement project including planning for construction, operation, and maintenance.
- Designed, promoted, and installed green infrastructure projects to resolve stormwater flooding and improve runoff quality:
 - Private developments
 - UT Student Housing on Clinch Ave. – green roof planters
 - Landings II on Hill Avenue – pervious pavers
 - Chipotle & Smart Bank off Cedar Bluff – pervious pavement
 - Popeye’s on Clinton Hwy – infiltration bed
 - Bojangles & Weigle’s on Western Ave. – infiltration
 - 3rd Creek Properties on 3rd Cr Rd – large area od pervious pavement (permitted but not yet built)

- Public Projects
 - Island Home – infiltration bed
 - Beardsley Farm – infiltration bed
 - State Street Garage – Infiltration beds/landscaping areas
 - Dale Ave. Sports Complex Street Scape – infiltration
- Inspected over 8,100 feet of underground stormwater pipes.
- Managed 797 stormwater quantity calls for service and 189 stormwater quality calls for service.
- Developed improvements for major stormwater management policies, ordinance, and NPDES Permit:
 - enforcement response policy addendum to specifically include state, local, and federal governments
 - private system maintenance requirements draft
 - catch basin insert policy – to limit use back to original intent
 - BMP sediment sampling for hazardous waste classification
 - NPDES Permit improvements including runoff reduction, volume and mitigation banking
 - locking grate standard for PSD and Development
- Continued to make progress with TDEC on new NPDES permit regulations.
- Inspected over 230 detention ponds to insure proper operation, management and flood control.
- Implemented new techniques for bank stabilization that will save time and resources in the future.
- Conducted over 100 Special Pollution Abatement Permit site inspections to insure proper management and water quality control.
- Developed and implemented Priority Inspection Program: an annual assessment/database of vital creek locations.
- Organized KCSD volunteers to clear trash, debris and vegetation out of creeks & waterways:
 - Saved taxpayers more than \$36,000
 - In 2014, the inmate program topped a total 1,000,000 pounds of trash/debris removal
- Upgraded last two stormwater quality monitoring stations to allow remote access to real-time rain, flow, and sampling data at all five monitoring stations.
- Continued water quality improvements at the Solid Waste Transfer Station through the NPDES MIF program.
- Improved underground pipe inspection equipment to improve efficiency while improving worker safety.
- Trained three volunteer groups as part of the Adopt-a-Stream program to help improve stream water quality.
- Developed Stormwater Engineering specific Permit Required confined space program that meets OSHA and COK Administrative Rules.
- Planned and coordinated major improvement project at Northwest Crossing Regional Detention Basin to address deferred maintenance.

Traffic Division

Traffic Operations

- Developed and implemented a work order system that is in use throughout the division.
- Managed the installation of 400 miles of linear pavement markings.
- Developed a Safety Project Prioritization Program for helping to program capital improvement projects.
- Maintained a traffic signal index for the City's 380 signals.
- Responded to requests for service.
- Performed 120 Intersection Turning Movement Counts.
- Performed Crash Diagrams.
- Developed a Downtown Circulation and Mobility Plan and Bicycle Facilities Plan.
- Installed 2.5 miles of bike lanes.
- Installed 68 shared lane markings (sharrows).
- Installed 21 traffic signal detector symbols to inform cyclists of the best locations to trigger traffic signals.
- Green Lane Marking Pilot Project completed at Joe Johnson and University Commons.
- Installed the East Knoxville Bicycle Route to the Knoxville Zoo.
- Installed 2 bike corrals on Gay St. & N Central St.
- Developed and coordinated the installation of the Neyland RR crossing safety project.
- City of Knoxville was certified as a Bronze Level Bicycle Friendly Community.
- Designed multiple Traffic Control plans for Public Service, Civil Engineering, and Special Events.
- Reviewed numerous Traffic Control plans for contracted work that involved road closures in Downtown Knoxville.
- Worked with Mobile Food Vendor Committee to determine best locations for Food Trucks. Also worked to design and install appropriate signage for the vendor zones.
- Updated several position descriptions in Traffic Engineering including Parking Meter Technician, Sign and Marking Specialist, Traffic Engineer III, and Traffic Engineer IV. Also, worked to develop the appropriate description for a new position, Sign and Marking Specialist-Paint Truck Driver.
- Worked with Ijams Nature Center in updating and replacing their signage around Downtown Knoxville.

Traffic Systems/Signal Shop

- Performed preventative maintenance on:
 - 387 traffic signal control cabinets and traffic signal monitors
 - 80 traffic signals including overhead and underground wiring
 - 30 school flasher assemblies
 - approximately 600 overhead signs

- approximately 3 miles of fiber optic communications cable
- 10 miles of telephone twisted cable communication cable
- approximately 120 spread-spectrum communications radios
- 30 warning flashers
- 5 intersection flashers
- 42 sight distance mirrors
- Installed:
 - 6 solar-powered pushbutton-activated fire hall warning flashers
 - Complete signal system at one intersection
 - 10 radar detection installations
 - 2 pushbutton-activated pedestrian flasher crossings
 - 8 accessible audible pedestrian pushbuttons
 - 1 solar-powered stop sign flasher assembly
 - 2 solar-powered school flasher assemblies
 - 2 new 16-phase control cabinets
 - 47 new traffic signal controllers along Kingston Pike and Broadway
- Relocated 2 school flasher assemblies.
- Inspected 10 traffic signal installations installed by others.
- Inspected 60 detector loop installations by city contractor.
- Removed Graffiti at 81 locations in city-wide Graffiti Removal Project.
- Programmed 142 school flasher clocks for 2014 – 2015 school year.
- Programmed 30 school flasher clocks for 2015 summer school program.
- Managed federally funded signal timing projects for Kingston Pike and Broadway.
- Provided response for:
 - 9,500 Tennessee One Call requests to locate underground wiring.
 - 200 Tennessee One Call emergency underground locate requests.
- Performed 100 equipment relocations (control cabinet, wiring, or both) to new poles.
- Performed:
 - approximately 2,500 workday trouble calls.
 - approximately 250 emergency after hour/holiday trouble calls.
- In support of Civil Division projects:
 - Provided major signal system modification to Millertown and Loves Creek Road.
 - Provided major signal system modification to Ray Mears & Montvue.

Parking Systems

- Initiated parking modernization program that will replace all on-street parking meters.
- Improved financial controls for parking meter collections.
- Maintenance on meters for 311 calls.

Sign and Marking

- 1,845 Sign Work Orders completed to date in 2014.
- 128 Pavement Marking Work Orders completed to date in 2014.
- Installed bicycle routes throughout the city.
- Replaced approximately 75 Stop Signs in the Fort Sanders District to remove graffiti.
- Completed The Downtown Graffiti Roundup project by cleaning 120 signs and replacing 25 signs affected by graffiti.
- Painted parking stalls at Fountain City Ballpark.
- Performed multiple road closures for the city's construction department.
- Manufactured 2,472 signs to date in 2014:
 - Manufactured and Installed special signs for the Fountain City Lake Rehab Project.
 - Manufactured signs for "The Celebration Of Lights."
- Installed disabled parking access at Chilhowee Park (Midway side).
- Installed "I walk to School" Signs around area schools.
- Coordinated with TDOT detour for emergency closure of I-40 East.
- Answered and completed emergency sign and traffic control calls from KPD, 311, internal City departments, etc.
- Coordinated with Horticulture Department for temporary no parking and road closures for tree trimming and removal.
- Coordinated with Public Service Department for closures and parking for various projects.
- Coordinated with ADA Coordinator Stephanie Brewer to provide Disabled Accessible parking to city functions.
- Installed Green Lane Marking Pilot Project completed at Joe Johnson and University Commons.
- Deployed traffic control signage and assisted KPD for:
 - 7 University of Tennessee Football Home Games
 - 30 Farmers Market events
 - 3 Holiday Market Square Events
 - 6 Movies on the Square
 - 20 Block Party road closures
 - More than 40 other special events

FINANCE

- Implemented a new tax collection system.
- Successfully issued a \$31,080,000 bond issue. As a part of this issue, the City's bond ratings were reaffirmed at AAA, AA1, and AA+.

- Assisted in the implementation of a new time clock system which should make the payroll process more efficient.
- 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.
- Ended the year with another positive gain in fund balance.
- Improved the process for real estate acquisition and disposal so as to expedite projects.

FIRE

- KFD's Firefighting Division responded to 20,247 calls for emergency service from January through November, and EMS Division provided medical standby for 190 different special events.
- After undergoing an extensive evaluation process conducted by the Tennessee Emergency Management Agency, KFD's Hazmat Team became the first (and currently only) team in the State of Tennessee to achieve designation as a State Certified Level 1 CBRNE Hazardous Materials Team. The evaluation process included: meeting with KFD's administrative staff, verification of documentation and training, evaluation of equipment, and assessment of a full-scale exercise at the Knoxville Fire Department Training Academy.
- KFD served as the host department for the 86th Annual Southeastern Association of Fire Chiefs Conference held at the Knoxville Convention Center from June 18-20. The Conference featured speakers from across the country discussing key aspects of the fire service.
- KFD completed an interior remodeling project at Fire Station 20, the West Hills Fire Station. The station had not seen any significant updating since it was built in the early 1960s. The remodel included bathroom updating, kitchen modernization, and bunkroom/bedroom updates that helped create more privacy for firefighters.
- KFD received a \$7,500 grant from Fireman's Fund Insurance and Take 1 Insurance/US Risk of CA, Inc. to purchase a new Thermal Imaging Camera for Fire Station 20. The grant was awarded from the insurance companies after they received a recommendation from one of their clients who had received life-saving emergency medical treatment from Engine Company 20.

- KFD's Public Education Division taught fire safety education to 18,700 students during the 2013/14 school year. This is the most students ever taught in a one-year period by the Public Education Division.
- KFD worked with the State Fire Marshal's Office, the American Red Cross, civic organizations, scout troops, church groups, area fire departments, and other volunteers to undertake a push to install smoke alarms in area residences. The cooperative effort resulted in the installation of more than 3,400 smoke alarms.
- KFD's second annual Citizens Fire Academy was held 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 our 911 Center.
- KFD's Training and EMS Divisions provided additional EMS training to 147 of our firefighters which enabled them to upgrade their EMS license to AEMT (Advanced Emergency Medical Technician). This enables KFD first responders to provide a higher level of emergency medical care to the citizens of Knoxville.
- The fire engine at Fire Station 7, the Lonsdale Fire Station, was replaced with a new apparatus with more firefighting capabilities. The pumper was replaced with a Rosenbauer Quint, which has a truck-mounted aerial ladder in addition to a pump.
- With assistance from Information Services, KFD purchased and began the testing process for Mobile Data Terminals (MDTs) which will be installed on our fire apparatus. The MDTs will provide improved information sharing and communication between fire dispatchers and firefighters in the field.
- KFD's Fire Prevention Division worked with Information Services to help our Fire Inspectors be more efficient in the field during fire inspections. Our inspectors are now using iPads during their fire inspections.
- KFD worked with the Civil Service Department to begin the process of hiring another class of Firefighter Recruits.

FLEET SERVICES

- Created Fire Apparatus Technician positions at Heavy Shop. Currently, 2 technicians with the required Emergency Vehicle Technician Certifications to be a Fire Apparatus Technician I.
- Implemented the new Kaba Time Clock (proxy card) system at the Light and Heavy Shop eliminating paper time cards. Integrates seamlessly with PeopleSoft.

- Assisted in the evaluation of potential KPD replacement cruisers. Purchased and upfitted the selected replacement cruiser: 20 Dodge Charger cruisers.
- Purchased and placed into service a bi-fuel (gasoline & compressed natural gas) Dodge Ram pick-up truck. Assigned to Public Service Area 1.
- Converted 2 gasoline mowers to propane.

KNOXVILLE AREA TRANSIT (KAT)

- Upgraded LIFT software and mapping for more efficient paratransit scheduling resulting in an increase in the LIFT passengers per hour.
- Improved information available to passengers for UT football charters with improved detour information, signage and rack cards.
- Zero preventable accidents during five days of inclement weather.
- One preventable accident recorded for LIFT services to date
- Processed payments for six new hybrid buses.
- Successfully Implemented a New Semester Pass Program, with 5 schools joining the program to-date: Virginia College, Pellissippi State, University of Tennessee, Aveda Institute, ITT Tech.
- Installed shelters at Virginia College and at Brooks and Wilder.
- Provided travel training to over 700 individuals so far in 2014.
- Improved vehicle appearance and reliability via maintenance initiatives.
- Initiated a predictive maintenance program
- Wheel polishing efforts and periodic introduction of waxing agents in the automated bus wash.
- Implemented successful route changes increasing KAT ridership: Vol Trolley Routing to Serve University Commons resulting in a current 21% increase in ridership; Route #19-Lakeshore/Lonas Routing to include Dowell Springs. Development resulting in a current 32% increase in ridership.
- KAT services are showing a 3.6% increase in ridership which is tracking at 3 million plus rides for FY15.
- Increased transit training & certification opportunities for KAT employees.
- NTI "Building Diversity in the Transit Workplace."
- Homeland Security Certification for Transit Terrorist Awareness.
- Focus training for approximately 25% of our current operators.
- 100% employee training on Sexual Harassment.
- Successfully trained 22 new operators and maintenance staff.
- Certified 15 new hires for commercial driver's license, up from five the year before.
- Developed an in-house wheelchair tie down station for training purposes.
- Reduced employee workers compensation absence rates.

- Workers compensation lost time reduced by 29% to date.
- Light duty days reduced by 16% to date.
- Added Qualified Domestic Partner Coverage to KAT's employee benefits programs.
- Obtained Employee Group Health Insurance Coverage at a Lower Premium Rate.
- Improved maintenance shop safety program and OSHA compliance.
- Partnered with the University of Tennessee Transit Academy as part of their Workforce Development program.
- "Transit Day" at three elementary schools as part of their Workforce Development program.
- Participated in successful development of a Complete Streets Ordinance for the City of Knoxville
- Hosted a very successful TPTA Annual State Conference & Rodeo, which produced three bus operator winners: 40-foot division, 35-foot division, and conversion van division. Also one maintenance winner, in the Bus division. And one administrative award winner, for Urban Executive or Manager of the Year.
- Provided service for Rhythm and Blooms, Alzheimer's TN Walk, Dogwood Arts Festival, Visit Knoxville Governor's Conference, Ramsey House, 2014 Women's Basketball Hall of Fame Induction Ceremony, Parks and Rec transport of youth to Skate Town and other local events.
- Introduced the "Mayor On Board" Campaign.
- Record KAT contributions for Employee Charitable Giving Campaign.
- Successfully implemented budget for City Public Transit Services.
- Received Federal and State Grant awards totaling \$8,939,472.
- Received required FTA Concurrence.
- Title VI Program.
- DBE Program.
- Significantly improved management of parts warehouse inventory.
- Identified and disposed of obsolete bus parts through City surplus sales.
- Made appropriate adjustments to repair part stockage levels.
- Implemented parts warehouse perpetual inventory process resulting in <2% variance of record vs. on-hand adjustments. (Annual goal was <5%.)
- Implemented measures to manage inventory of shop consumables (nuts, bolts, fasteners, aerosols, etc.)

LAW

Once again, the Law Department has had an active and successful year in affording legal advice and representation to the City of Knoxville. Our lawyers have provided legal services throughout the year to each of the various departments, offices and divisions. Moreover, our attorneys have worked to staff a large number of City boards and commissions including, but not limited to, City Council's Sign Committee, the Downtown Design Review Board, Solicitations Board, Animal Control Board, Board of Environmental Appeals, Board of Zoning Appeals, Board of Building Adjustments & Appeals, Electrical Board and Historic Zoning Commission.

Members of the Law Department have prepared and distributed the City Council agenda every two weeks. They also have prepared over 643 Resolutions and Ordinances for City Council's consideration. Particular legislation of note which has been drafted by members of the Law Department include:

- Updates and revisions of the current Fire Prevention Code;
- A pilot program for food trucks operating in the City;
- Revisions to the City's Pension Plan calculated to make the plan safer and more sustainable for both employees and taxpayers;
- A "Complete Streets" ordinance; and,
- Revision of multiple City ordinances to comply with the Municipal Court Reform Act.

As always, much of the business of the City is accomplished by contracting with third parties for goods and services. Over the course of the past year, the Law Department attorneys have prepared and caused to be executed over 275 contracts and/or amendments to existing contracts. Some of the more significant agreements that have been drafted this year include the following:

- A contract providing for a Market and Feasibility Study for the Auditorium/Civic Coliseum;
- Purchase of a vehicle tracking system for City-owned vehicles;
- Consulting services for a major update of the City's website;
- Transfer of property to Walnut Street Garage, LLC for creation of a new downtown parking garage;
- An interlocal agreement between the City and Knox County concerning the Metropolitan Planning Commission;
- A lease agreement for river access for the Legacy Parks Foundation; and,
- An agreement to provide free parking in the Fort Sanders neighborhood.

The Law Department continues to manage a hefty litigation caseload. During the past year, our lawyers have resolved over 75 cases pending in the courts against the City of Knoxville covering a wide range of topics including torts, municipal appeals, workers compensation, civil rights, unlawful sale and distribution of alcohol, land use and multiple labor and employment matters.

The City's staff attorneys worked with each of the City's departments on an ongoing basis to review and ensure that the City and its employees are up to date on and compliant with current state and federal law in both employment practices as well as in providing services to residents of the City. In particular, working with ADA Coordinator Stephanie Brewer Cook, Parks and Recreation Director Joe Walsh and Engineering Director Jim Hagerman, attorney Lisa Hatfield spent a great deal of time over the past year in working on Americans with Disabilities Act issues and concerns. We are pleased to report that as a result of their hard work and diligence, we now have reached a comprehensive settlement of long-pending federal litigation against the City arising out of alleged noncompliance with the ADA. As a part of that settlement, the City will be making many significant improvements for our disabled citizens, especially in our recreational facilities located citywide and in eliminating barriers to access within the Central Business Improvement District. Additionally, we assisted in negotiating with the Tennessee Valley Fair to ensure that disabled drivers would have accessible parking.

In 2014, the Law Department has overseen and issued to various charitable organizations a total of 195 Solicitations permits or renewals of existing permits.

The Law Department works with numerous other departments and agencies within the City to optimize the operational efficiency of those units. For example, we worked with the Fire Department to revise their Policies and Procedures Manual and provided ongoing professional education and training to many departments, giving special emphasis to the Police and Fire Departments. We worked with KAT on numerous projects to streamline and heighten the operating efficiency of our public transportation system. We assisted the Office of Redevelopment with numerous contracts, agreements and projects calculated to enhance the vitality of the City and to provide for development and growth, especially within the inner City. Law Department lawyers worked with the Community Development Department to provide legal mechanisms to eliminate blighted properties, provide affordable housing and to effect home repairs and rehabilitation for fragile properties located within the City. We provided legal assistance to our Employee Benefits office in implementing the recent expansion of the City's health plan to cover domestic partners and same-sex spouses of our employees. We assisted the Office of Special Events in creating new rules and guidelines for persons and organizations reserving and utilizing the City's facilities on Market Square.

In our Risk Management division, our attorneys have provided regular legal advice regarding potential claims of liability against the City and assisted with the creation and implementation of multiple new safety policies to make sure our employees are working safely and in a manner which complies with Occupational Safety and Health

Administration guidelines. We assisted in creating a new online liability claim form to ease the method of reporting and filing claims against the City and to aid in accurately and efficiently tracking claims reported. Additionally, we have implemented a new system designed to ensure that the City protects and recovers its subrogation interest when the City suffers losses, damages or personal injuries to its property or employees as a result of the negligence of others. We also assisted personnel in the Risk Management office in recovering overpayments made to doctors arising out of overbilling for workers compensation treatment.

Throughout the year, the Law Department has carefully monitored developments in both statutory and case law to ensure that all departments are up to date with regard to the current status of the law as it relates to their activities and to ensure that the City complies with all federal, state and local laws in the conduct of its business. Where appropriate, the Law Department offers advice to the legislature and to the courts to aid in developing sound statutory and case law. The Law Department regularly works with legislative counsel Tony Thompson in reviewing and offering advice with respect to proposed legislation. We also filed an amicus curiae brief in the Tennessee Supreme Court in the case of Sneed v. Red Bank on behalf of the City of Knoxville and 36 other local governmental entities pertaining to the application of the Governmental Tort Liability Act to Tennessee Human Rights Act claims against local governments. That case has now been orally argued and a decision is pending in the Tennessee Supreme Court.

Finally, the Law Department is proud to report that Deputy Law Director Ron Mills has been awarded the 2014 Community Programming Advocacy Award by the Southeastern Association of Telecommunications and Advisors for his successful litigation before the Tennessee Regulatory Commission against AT&T requiring them to live up to their obligation to provide necessary equipment for local access broadcasting in the State of Tennessee.

NEIGHBORHOODS

The Office of Neighborhoods completed 2014 with these accomplishments:

Blighted Property

- Created a 4-session “Fight the Blight” workshop that drew the participation of 18 citizens and nine neighborhoods. Representatives of the Community Development Department, Tax Office, Public Service Department, and Codes Enforcement participated as well.
- Participants in the workshop, with City officials, now meet every other month as the Neighborhood Working Group to work more closely together on blighted property issues.

Broadway Corridor Task Force

- Established the Broadway Corridor Task Force in response to concerns expressed by neighborhoods and businesses.
- The Task Force consists of representatives from six neighborhoods bordering Broadway, the North Knoxville Business & Professional Association and city government.
- Task Force meets monthly and is working on a variety of place-making projects to improve the corridor — and the image of the corridor— from Fifth Avenue to I-640.

Building Strong Neighborhood Organizations Leadership Training Program

- Conducted the second class of the 11-week BSNO leadership training program, graduating 12 participants from 10 neighborhoods/neighborhood organizations in a December ceremony.
- Made further refinements to the program and program materials.

Citizen Service

Responded to numerous individuals who find their way to our office looking for resolution of a wide variety of issues.

Consultation

Provided consultation services to several neighborhood groups on a wide variety of issues, including whether and how to launch a neighborhood organization, how to recruit more members, how to deal with blighted property, etc.

Publications

Maintained the *Knoxville Neighborhood Directory*, the *Guest Speakers Guide*, and the weekly *Neighborhood Advisory* newsletter.

Emergency Preparedness

- Refined the Neighborhood Disaster Preparedness Program and laid the groundwork for a new marketing campaign vis-à-vis neighborhoods.
- Continued the Disaster Preparedness Speaker Series.
- Established excellent working relationships with emergency services.

Liaison

Assisted neighborhood groups with city issues and helped departments with communications with neighborhood groups.

Neighborhood Advisory Council

Staffed the 15-member Neighborhood Advisory Council, which met 10 times over the course of the year to explore a variety of neighborhood-related topics and issues

Neighborhood Awards & Networking Luncheon

- Held luncheon on March 8, 2014, at the Knoxville Convention Center, with some 250 people attending.
- Awarded the Diana Conn Good Neighbor of the Year Award for the second year.
- Created and made Neighborhood Achievement Awards.
- With the help of key volunteers, led many small groups of participants in an exercise to underscore the value of creative place-making in neighborhoods.

Neighborhood Meetings

Participated in and/or was the featured speaker at over 45 meetings involving a broad cross-section of neighborhoods.

OPERATIONS

- Continued planning and preparation for new Public Works Complex, currently in final design documents review.
- Oversaw major restructuring in Plans Review and Inspections to plan for multi-disciplinary inspectors for single-family residences, which will create efficiency for both inspectors and customers.
- Started monthly Pre-Submittal Conferences in Plans Review and Inspections to make inspection and permitting process easier for customers.
- Instituted Automatic Vehicle Location system for City vehicles in multiple departments, to allow for more efficient deployment of resources.
- Instituting new time clock system for City employees.
- Continued planning for Advanced Traffic Management System. Received proposals from multiple qualified bidders to manage traffic system improvements.
- Tested and ran pilot programs for new parking meters, and developed plan for replacement of all City meters.
- Fully integrated management of Knoxville Area Transit into City operations.

PARKS AND RECREATION

- Working with the Rocky Hill Baseball Commission and Mr. Dugan McLaughlin, held a series of meetings, followed by hiring an architect to produce a rendering and budget for a potentially new Rocky Hill Ballpark. This project would be funded by private donations, raised by Mr. McLaughlin and his associates.
- Partnering with CAC and Legacy Parks, hosted the “Seniors Outdoors” event at Mead’s Quarry in April. This was a one-day special event that was geared toward bringing senior citizens out to enjoy for a day of hiking, followed by lectures and demonstrations of various outdoor activities. A healthy lunch was also provided at this successful, well attended event.
- Working with MPC, which secured an agreement with Google, we managed the “Google Trekker” project in the fall of 2014. This project involved filming/recording all the city greenways and trails, as well as those of Knox County and Farragut. This two-month intensive effort utilized volunteers to carry a camera device along every mile of trail to allow future viewing through Google’s site. Knoxville is one of the first cities to have their trails online. This should be available in the spring of 2015.
- Working with the Lakeshore Park Board, a nonprofit whose mission is to develop a first-class passive public park, the city is moving forward on implementing a multi-phased master plan for the park. Once the old Lakeshore Mental Health buildings are removed, we will be working on renovating the three remaining buildings to make them part of the park property.
- Working with the City’s Engineering and Purchasing Departments, coordinated the demolition of almost 20 buildings at the site of the old Lakeshore Mental Health Institute, now Lakeshore Park. All but three buildings will be torn down by the end of the calendar year, making way for the new park development. The city is also currently working with KUB on a plan to replace the park utilities with a new system.
- Working with Beth and Alexander Waters, helped coordinate a clean-up and upgrade to Fort Kid Playground at World’s Fair Park. With funds left over from the original construction 20 years ago, the old playground received a fresh coat of paint, a new fence around the perimeter was purchased and a Saturday “volunteer work day” was held to make Fort Kid look newer and safer.
- Held the third annual “Let’s Move!” event at Victor Ashe Park on the first Saturday in May. More than 80 stations were set up to share information and provide fun activities for the 2,000 participants. It was a great day for families from all over the city.
- Partnering with the MUSE, Chilhowee Park and the Public Service Department, helped secure a KaBoom! Grant, which provided the majority of the cost for a new playground at Chilhowee Park, serving children coming to the MUSE, as well as the children from the surrounding neighborhoods. Once the grant was awarded the city prepared the site for construction and helped coordinate the “build” day, where volunteers stepped up to construct the new playground.

- Implemented a new recycling program in City parks and along greenways. Provided 269 green recycling containers, while also replacing old trash containers in the process.
- Secured 10 water bottle filling stations, through Tennessee Clean Water Network's "Bringing Tap Back" project grant to the City. Grant value is \$11,569 from TCWN.
- Accepted the Aslan Foundation's donation of the former G& R Automotive near the new entrance to Ft. Dickerson Park, providing for public green space and helping enhance the new entryway to the park.
- Leased Dr. E.V. Davidson Community Center's swimming pool to the Emerald Youth Foundation. This lease allows EYF to provide swimming lessons to children in the community and to provide other activities during the year.
- Accepted five parcels of property and easements along Williams Creek watershed from Tennessee Clean Water Network as part of the future Williams Creek Greenway, which will form the Williams Creek Urban Forest.
- Began the process of selecting a vendor to provide a credit card and online payment system for citizens to access Parks and Recreation's many athletic and recreation programs.
- Funded and implemented the Fountain City Lake repair, renovation and water management program, restoring a vital Fountain City amenity.
- Collected and reported over \$550,000 in revenues.
- Continued to develop a greenway feasibility and assessment report, identifying top-priority greenway corridors.
- Contracted with Knox County Schools for the use of various school facilities for community athletic programs and events.
- Contracted with KCDC for the city to provide recreation programming and staff support in five of their senior living facilities and centers.
- Continued a successful partnership with the Tennessee Izaak Walton League in implementing the Pet Waste Bag Dispenser Project throughout the city in 40 locations.
- Continued partnership with Golden Gloves, successfully introducing and furthering the sport of boxing in the community.
- Contracted with Bill Murrah to work with various city youth sports commissions, helping them identify areas where they need assistance, and encouraging the development of a strategy for solving their problems.
- The Sports Outreach Program continues to connect at-risk children to non-traditional sports, such as golf, tennis, cross country and soccer, through summer camps and after-school leagues.
- As a way to help some of the inner-city youth sports commissions, again coordinated both a basketball tournament and a baseball/softball tournament to assist them in fundraising to offset some operational costs.

- Hosted a Youth Sports Celebration Luncheon to honor the youth sports commissions who form basketball, baseball, softball, and football teams in all areas of the City. The event was well-attended and featured prominent speakers who testified that the work of volunteers makes a huge impact in the communities in which they serve.
- Hosted four USTA Tennessee State Tennis Championships at West Hills & Tyson tennis facilities. In total, 170 teams consisting of over 1,700 players, participated in these championships.
- Increased participation in the adult recreational sports leagues we offer, including softball, basketball, kickball, volleyball, and baseball.
- Increased the number of recreation centers where pickleball may be played to meet the demands of the community.
- Hosted two national senior softball events at Caswell Park as well as host for the NABF14U World Series.
- Continued supporting the Senior Fun Softball group, which had over 100 players this summer. The league is a fun, social, softball league for citizens over 60 who are looking to stay active.
- Completed State of Tennessee Dept. of Environment and Conservation five-year Post Completion Self-Inspection Reports on all projects that received state grants in the past 20 years. A total of 21 sites were inspected.
- Worked with Fulton High School's baseball and softball coaches as well as the Fulton Booster Club to improve the dressing room and dugouts at their baseball and softball fields, installed new covered porch for gym door exit to parking lot and purchased a new storage shed for Christenberry Ballpark.
- Made significant upgrades and improvements at five recreation centers: Adaptive, Cal Johnson, Cecil Webb, Cumberland Estates and Deane Hill.
- Created a new junior disc golf course at Inskip Park.
- Working with the Urban Forestry division, we planted more trees in parks and along greenways through our tree sponsorship program.
- Renovated Tyson Park Playground, improving the playground surface. The design was completed by Parks and Recreation; the project was bid out this summer, and construction finished this fall.
- Realigned the Third Creek Greenway Trail near Tobler Lane, bypassing an existing flood prone area. The project was completed by the Public Service Department in partnership with Parks and Recreation and Civil Engineering.
- Completed the Downtown Dog Park Solar Lighting. The project provides dogs and their owners a well-lit park during winter months and allows us to keep the park open longer. Project budget was \$42,000.
- Construction began on Phase I of the Knox-Blount Greenway. With 75% of the work complete, the project should finish up in early 2015.
- Started construction on the realignment of the entrance of Fort Dickerson Park from Chapman Highway. The project will create a more visible park entrance and plaza area for park users.
- Suttree Landing Park planning has begun and drawings rendered.

- The number of participants in the after-school program and the summer playground program continued to stay strong, with some recreation centers averaging more than 100 children.
- The 3rd annual Outdoor Urban Program over the summer grew, increasing participation to more than 35 children of all ages. Activities included hiking, kayaking, canoeing, standup paddle-boarding and educational small group nature activities and crafts. The program is not only a creative opportunity for the kids to experience new activities, it has also been a great way to encourage a sense of community by partnering with local businesses and organizations.
- The 2nd Hunger Games themed camp was held over spring break week.
- Through the efforts of a Certified Therapeutic Recreation Specialist on staff, we have started some basic recreation programs with the aim to serve adults with physical, cognitive, social and/or emotional disabilities.
- The 9th Annual Dr. E.V. Davidson Teen Step Show was held at the Knoxville Civic Auditorium and it was another great success! Specifically, our staff began this event not only to encourage fitness and friendly competition, but to give students a glimpse of what to expect as college students. This event is partnered with the University of Tennessee.
- The Aquatics Program continues to provide quality American Red Cross Training (Lifeguard, Water Safety Instructor, Lifeguard Instructor, etc.) and Safety Training (Exposure Control, Hazard Communication, GHS, etc.) to not only City employees but to the general public.
- The Senior Centers continue to offer programs that focus on maintaining and increasing health through fitness and wellness screenings. They also focus on partnerships with local organizations to give back to the community (one senior center has logged over 2,000 volunteer hours for the RSVP Program!).
- The Knoxville Arts and Fine Crafts Center remained busy this year with their day to day programming full of various activities and classes that range from crafts, dance, pottery and exercise to cooking and music. These programs are not only benefiting adults but are also offered to pre-school children and youth age groups.
- Applied for and achieved National Trails Designation by National Parks Service for Urban Wilderness South Loop Trail.
- Applied for and obtained \$25,000 grant from National Parks and Recreation Association to enhance N.E.A.T. healthy snack program in City recreation centers. Through this grant we acquired new, larger refrigerators for each of our recreation centers.
- Coordinated official visits to Knoxville by National League of Cities representatives and National Parks and Recreation Association officials.
- Completed City greenways map update, printing 30,000 copies with \$6,000 in sponsorships.
- Worked with Knox County in order for Knoxville and Knox County to once again be ranked #1 in the nation among Let's Move! Cities, Towns and Counties.
- Landed article in National Parks and Recreation Magazine March 2014 issue discussing Knoxville's successes with Let's Move!; First Lady Michelle Obama featured in same article.

- Recipient of National League of Cities Let's Move! Cities, Towns and Counties Gold Medal Award.
- Landed "Meet the Mayor" article about Mayor Rogero in national Parks and Recreation Magazine June issue.
- Coordinated with WBIR to establish monthly spot on WBIR noon show to promote recreation center programs.
- Annual Christmas Concert, performed by the Knoxville Community Band, was held at Northwest Middle School.
- Landed Living Lands and Waters partnership for "Tennessee River Tour" to be coordinated in eight cities within three states; coordinating committee with local partners.
- Article on Knox/Blount Greenway published in Tennessee Public Works Magazine.

PLANS REVIEW AND INSPECTIONS

- Adopted 2012 International Green Construction Code.
- Implemented new Form Base Code Review.
- Created new Zoning Chief position. Continuing to build a team of enforcement officers.
- Permitted \$1.2 million in renovations to elevated pedestrian bridge on Henley Street and addition of covered canopy

POLICE

- As of December 9, 2014, had answered 275,787 calls. (Up from 259,666 for all of 2013.)
- Issued over 70,000 citations resulting in a decrease of nearly 3% in all motor vehicle crashes, a decrease of 12% in injury crashes, and a 13% decrease in fatal crashes. This effort has resulted in protecting property and lives.
- 300,000 contacts this year with individuals, including more than 12,000 arrests. Fewer than 150 incidents where officers had to respond physically to resistance.
- Hired, trained and assigned 28 new police officers and 10 new police cadets.
- Conducted Citizen Police Academy for 13 residents.
- Deployed the first 20 new police patrol vehicles - Dodge Charger - with the new color and design.
- The department received State of Tennessee reaccreditation by the Tennessee Law Enforcement Accreditation program.
- The KPD Training Academy was moved to the Phil E. Keith Training Center.

- A new 6,000-square-foot multi-purpose training building was completed at the Phil E. Keith Training Center.
- Obtained funding from the Governor's Highway Safety Office to create and deploy a vehicle to educate the public on the dangers of drinking and driving. The vehicle is half marked police vehicle and half taxi cab and expresses the costs of each ride.
- Acquired donated land next to the Safety Building to build a new K9 housing and training facility and public dog park.
- Collaborated with Hardin Valley Academy to create 10 public service announcements that have been shown on local television to address bullying.
- Hosted a live, televised anti-bullying town hall meeting to address bullying behavior.
- Crime Analysis Unit created a State-wide Crime Analysts Association - the Tennessee Association of Law Enforcement Analysts - and hosted the first Crime Analysis Conference in Knoxville.
- Crime Analysis Unit saved the City thousands of dollars annually by developing an online app for use by the Field Training Officer Program.
- Collaborated with Helen Ross McNabb and the Critical Incident Training Team to create and deploy an Early Diversion Program for persons in mental crisis.
- The Patrol Division Liaison Officer Program officers attended 35 to 40 community meetings a month with 90 different community groups working to enhance our working partnership to address crime and quality of life issues in the neighborhoods we serve and building relationships of trust.
- KPD partnered with Overcoming Believers Church to celebrate our community and worship together and then served 300 families in the community by delivering groceries to provide a meal.
- Traffic investigations and enforcement efforts have resulted in the reduction of fatalities, injuries, and property damage as a result of crashes.
- KPD Neighborhood Bike Officers conducted a mapping and trail-typing effort on nearly 40 miles of remote trails in the Knoxville Urban Wilderness to assist first responders when contacted by a trail user who may get injured or have an emergency while on the trails. This effort will allow a cross-reference with the victim's cell phone to provide an exact location for emergency response.
- KPD Neighborhood Bike Officers assisted other City Departments in cleaning up graffiti throughout the City.
- KPD Repeat Offender Squad and Organized Crime Unit led seven nuisance injunctions addressing five businesses and two residences in our community that were havens of criminal activity.
- KPD Internet Crimes Against Children Unit continues to lead the State in saving children being exploited and abused. This year the unit was directly responsible for saving numerous young children from active abuse and making 167 arrests for child exploitation. One investigation led to saving several children in several other States.
- The Forensics Unit created a database system that has improved evidence processing and has made the information immediately available for Investigators leading to improving the efficiency of investigations. Specifically, metal theft

investigations improved directly and this new system resulted in the recovery of stolen vehicles that would have been crushed under the old system due to delays in data entry.

- The Organized Crime Unit assisted the U.S. Marshals and the FBI in capturing 60 fugitives, including a TBI Most Wanted Fugitive.
- KPD Property Crime Investigators have recovered more than \$350,000 in stolen property in 2014.
- KPD Violent Crime Unit solved four previously unsolved homicides in 2014 bringing closure to the survivors. These cases were from 1996, 2009, 2011, and 2013.

POLICY

- Helped develop proposed changes to the City's pension plan for consideration by the Pension Board, City Council and Knoxville voters. The proposed changes were overwhelmingly approved by voters in November.
- Prepared for and hosted Urban Land Institute's Advisory Services Panel in its efforts to help plan future development of a number of key downtown locations.
- Undertook an exploration of options for space around the periphery of World's Fair Park for Arts and Cultural uses. This helped inform the Urban Land Institute panel in its consideration of next steps for downtown.
- Assisted in providing funding for public art and worked to increase the capacity of the Public Art Committee.
- Continued aggressive support of redevelopment projects in the city core.
- Supported additional infrastructure for downtown, including planning for a new restroom facility in Market Square area and a sound system for Market Square.
- Worked in cooperation with Knox County to begin process of hiring a new MPC Director.

PUBLIC ASSEMBLY FACILITIES

Chilhowee Park and Exposition Center

- Installed 50kw solar array on Jacob Building funded entirely by private financing.
- Constructed a 13-stall public bathroom combined with a picnic shelter at Chilhowee Park.
- Assisted the Muse and others with the community-built playground at the Park.
- Repainted and repaired the Homer Hamilton Amphitheatre.
- Developed and began implementing a landscape plan at the park that replaces banks where crews have been weed-eating manually with low care perennials.

Knoxville Civic Auditorium/Coliseum (KCAC)

- Developed plans and began a feasibility study of the KCAC.
- Installed new air handler system.
- Conducted 114 paid events and 55 free civic events. Over 180,000 people used our five venues.
- Had new digital event sign built and put in front of Coliseum.
- Worked with KPD and KFD to conduct emergency management training for our event staff.
- Installed permanent audio system using in-house personnel.

PUBLIC SERVICE

Administration

- Completed a significant reorganization of the Public Service Department Operations Division that was started in late 2013. This effort is designed to improve accountability, maximize operational efficiencies and improve customer service.
- Continued implementation of an Automatic Vehicle Locator (AVL) system and the preliminary steps to implement a new work order management and warehouse and asset management software system. These major technology projects will significantly improve efficiency and accountability.
- The Public Service Department received funds to design and build a new Public Works Complex in 2013. In 2014, completed the schematic design and environmental due diligence and will start Phase I construction in March of 2015.

Supply and Logistics Division

- Initiated a program to drive down paper waste and are now 90% “paperless” in our work order processes.
- Reduced one full-time position as the result of a retirement through cross-training of existing personnel.
- Streamlined and improved the entry level hiring process.
- Reorganized a custodial position to coordinate with “after-hours” employees directly reducing overtime costs.
- Expanded our court-ordered community services program from one day per week to three, providing needed resources for litter collection and community beautification.
- Filled our vacant safety and planning position and now have a full-time employee focused on driving down costs (personnel and financial) related to employee injuries and accidents.

- Established a new process for managing overtime allowing for a more equitable system and improved controls on overtime costs.
- Worked with Information Systems to implement a modern time accountability system with the goal of full implementation in early 2015.

Construction Division

- Repaired a major stormwater system on Solar Drive which involved removing more than 30 dump truck loads of sediment from a ditch line and sloping back the banks. Also discovered a buried stormwater pipe that had not been in operation for at least 15 years and rendered it fully functional.
- Improved the entrance and stormwater infrastructure at Beardsley Farm in anticipation of a new farm building.
- Fully rebuilt a large section of the Third Creek Greenway adjacent to West High School. The improvements included new sidewalks traveling north and south from the greenway and improved sight distances for users.
- Constructed a new disc golf course at Inskip Pool and Park.
- Constructed a new overflow parking lot at West Hills Park designed to accommodate more parking for the greenway and West Hills Park ball fields.
- Provided critical site work at the Suttree Park site as per the brownfield agreement.
- Rebuilt and reinforced the shed wall systems used to store salt for use in ice and snow events.
- Completed a needed stormwater infiltration pit on Island Home Boulevard to alleviate flooding and failure of an existing stormwater pipe
- Completed required maintenance on the NW Crossing stormwater detention facility. This project included reworking the bottom and sides of the detention pond.
- Supported the volunteer community efforts at the Odd Fellows and Pauper Cemeteries, both cultural sites in East Knoxville. Both sites are now clear, open and usable by the community.
- Spent several months completing extensive road repairs due to sinkholes on Kendall Road and Sullivan Road
- Completed an extensive re-ditching stormwater project on Greenway Drive that has alleviated years of flooding issues for the residents.

Horticulture Division

- Implemented new best management practices (BMPs) for the maintenance of the City's urban forest resources including pruning, mulching and root mitigation techniques.
- Realigned and rebid multiple mowing contracts resulting in improved quality, accountability and management of these important contracts.
- Implemented a kudzu abatement program in key park locations throughout the City.
- Implemented a playground safety inspection program where all playgrounds are inspected more frequently while crews are completing routine park maintenance.

- Horticulture Zone A worked with the PSD Construction on a Market Square improvement project where a flagstone walkway was installed along with new landscaping. Removed invasive species at the Household Hazardous Waste Facility and placed 100 feet of riprap on the Traffic Engineering hillside at this important public facility. Zone A also removed underbrush at a Lakeshore Park embankment/levy and along the James White Parkway. Other major projects included: planting 10,000 bulbs on the Henley Street Connector; Talahi, Agee and Sequoyah park upgrades; restoration of Mechanicsville Park; and cleanup of the McClung properties. Zone A also eliminated a major contract by adding the 60-acre Victor Ashe Park disc golf course to a routine mowing cycle using existing City personnel.
- Horticulture Zone B upgraded the landscaping at the Discovery Center/Muse for a reopening ceremony, rebuilt the landscaped hillside at the Alex Haley Statue with new landscaping and erosion control measures, removed the invasive underbrush at the City's Pauper Cemetery, improved the landscaping at the Pension Board entrance and made several improvements at various locations throughout East and South Knoxville. Zone B also worked with volunteer groups to improve Odd Fellows Cemetery, Bethel Civil War Cemetery, Chilhowee Park, Hardy Park and North Hills Park.
- Horticulture Zone C cleared invasive underbrush and repaired erosion problems at the Victor Ashe Park disc golf course and upgraded the cross country track. Zone C also prepared landscaping beds at Fairmont and Emoriland and provided significant resources during construction of the Inskip Park disc golf course turning a large wooded area into a new amenity for residents. Zone C also supported community improvement efforts at Richmond Hill Cemetery and made major grounds maintenance improvements at the Cumberland Estates and North Knox Recreation Centers.

Urban Forestry Division

- Prepped and managed an urban forest comprised over 20,000 public trees in maintained areas, and hundreds of thousands of other trees in natural areas and along the City right-of-ways.
- Responded to over 116 tree-related emergencies during and after severe weather events.
- Removed 726 trees of which 381 were planned "high risk" tree removals and 345 were downed trees from storms.
- Pruned 1,407 trees, and picked up 1,562,740 lbs. of brush as the division transitioned to a proactive urban forestry model.
- Planted over 600 trees during the 2013-2014 planting contract and are schedule to plant approximately 600 additional trees during the 2014-2015 season.
- Watered 2,141 trees during the 2014 growing season.
- Provided outreach and education to over 20 different organizations, neighborhoods groups and institutions.
- Inventoried over 5,000 trees, planting sites, or stumps located on public property.
- Developed and executed a plan to preserve the six sawtooth oaks on Market Square.

- Developed tree protection best management practices (BMPs) for contractors working around public trees, and developed an extensive tree protection plan for preserving hundreds of trees at Lakeshore Park during the demolition of several structures and hardscapes throughout the park.
- Finalized a tree canopy assessment for the City of Knoxville in partnership with the State of Tennessee Forestry Division.
- The City of Knoxville was recognized as a Tree City USA for the 23rd consecutive year.
- Provided tree related education classes to personnel from City Civil Engineering, Parks and Recreation, and Public Service and implemented two presentations for the Engineering Department's development symposium.
- Removed a large oak tree at Lakeshore Park and utilized the wood materials to build a natural "playscape" for children.

Facilities Services Division

- Painted the interior and exterior of Knoxville Fire Department Station #5.
- Painted the interior of Knoxville Fire Department Headquarters in downtown Knoxville.
- Painted Inskip Pool and the pool deck areas.
- Removed paint off of the entire deck and painted the pool and deck at the South Knoxville Recreation Center.
- Repaired numerous frozen pipes from the extreme winter weather experienced in January and February of 2014 including numerous Parks and Recreation bathroom and ball field facilities, water fountains and recreation centers.
- Remodeled the restroom at the Park and Recreation Fifth Avenue facility as well as the Tyson Park Tennis Center.
- Installed a new children's play structure at the Parks and Recreation Sam Duff Field and Park.
- Rebuilt the walking trail bridge at the Parks and Recreation Mary Vestal Park.
- Built new deck structures at Knoxville Fire Department Stations #17 and # 6.
- Built storage cabinets for the turnout gear at Knoxville Fire Department Fire Headquarters in downtown Knoxville.
- Repainted a retaining wall on the greenway trail next to James White Parkway at Morningside Park.
- Sandblasted a large section of graffiti off of the new KAT transfer station wall and cleaned numerous graffiti sites throughout Knoxville.
- Installed a new HVAC system and duct work at the Parks and Recreation Adaptive Recreation Center and Pool.
- Installed a new HVAC system at the Parks and Recreation Dean Hill Recreation Center.
- Expanded restroom facilities at Knoxville Fire Department Station #10.
- Completed numerous maintenance and utility repairs at Lakeshore Park.

Service Area #1 (Special Events and Downtown)

- Initiated a new recycling program in all City park and greenway facilities and upgraded all waste collection receptacles at all City parks.
- Initiated a major clean-up of the second creek and Blackstock areas reducing water pollution, litter and criminal activity.
- Delivered nearly 1,000 carts to new participants of the City's curbside recycling program.
- Assisted Parks and Recreation with relocating significant surplus materials from the former Chapman Highway automotive garage so as to allow for an efficient demolition of the building in support of the new entrance to Fort Dickerson Park.
- Restructured night shift personnel and staffing, implementing a true 24/7 operation in Public Service and reducing overtime costs.

PURCHASING

Purchasing/Procurement

- Processed 602 requisitions into Purchase Orders for a total value of \$37,589,184. This includes virtually all financially related transactions that flow through Purchasing except grants, P-Card transactions, Quick PO's.
- Some of the more noteworthy procurement projects were:
 - The demolition of the Lakeshore Buildings
 - The City's Compensation Study
 - Coliseum market & feasibility study
 - Deferred Compensation consultant
 - On-Site Medical Services
 - Construction of the Knox Blount Greenway
 - Prosser Road Drainage Improvements Project
 - Downtown Wayfinding Construction Project
 - Suttree Landing Roadway Project
 - Dale Avenue Streetscapes in support of Sansom Sports complex
 - Design of a Bicycle Infrastructure Plan & Downtown Circulation/Mobility Plan
 - Demolition of the Liberty Building to make way for a new parking garage
 - Development of a new parking garage in the vicinity of Walnut Street
 - Tyson park playground renovation
 - Pharmacy Benefit Manager
 - KAT joint bus procurement with Memphis
 - Pond Management Program
 - Turning target system for KPD RFP
 - Solar panels Jacob building

- Market square restrooms
 - Safety City miniature buildings
- Successfully managed the City's P-Card Program, which consisted of another \$2 million worth of transactions with literally thousands of transactions.

Contract Management

- Closed 259 old Purchase Orders to de-obligate (free up) a grand total of \$2,762,360 for use by the various operating departments.
- Processed 293 contract requests which comprised 217 new contracts and 76 contract amendments.
- Worked with Information Systems to develop a new Orbit Encumbrance Report, which provides an accurate picture of actual encumbrances to improve the process for de-obligating funds and returning these dollars to the various departments.

Surplus Property

- Sold 461 vehicles/pieces of equipment at live auctions for a total value of \$343,710.
- Completed 158 surplus property sales transactions, via online auctions, for numerous and varied types of equipment, supplies, etc. for a total value of \$362,714.
- Successfully moved all surplus property from the old G&H Automotive Shop, which the City acquired in South Knoxville, and moved the property to the Surplus Warehouse and have been generating substantive revenue from the sale of said property.

REAL ESTATE

The Real Estate staff partners with all City departments concerning real property issues. We continually address real estate needs and concerns posed to us from the general public.

This year, the staff successfully finalized the right of way process for the following City projects that involved more than 100 acquisitions:

- Cumberland Avenue Streetscapes
- Sutherland Avenue Sidewalk project
- Prosser Road Drainage Improvement project
- Woodland Avenue Sidewalk project
- Westland Drainage and Bridge repair project
- Greenway Drive Bridge repair project
- Legacy Parks - South Loop parcels

- Brooks Avenue Bus Shelter
- Holbrook Drive Bridge Project
- Fort Dickerson Road Realignment
- Williams Creek

The staff successfully initialized or continuously works on the acquisitions process for the following City projects:

- Wilkerson Avenue Bridge project
- First Creek Greenway
- Ulster/Cavalier Water Quality project
- E. Jackson Avenue Streetscapes
- S. Castle Street Sidewalk Project
- Maple Loop – Neighborhood Drainage Project
- Young High Pike Sidewalk Project
- 2013 Neighborhood Drainage project
- 2014 Neighborhood Drainage project
- KAT – Kirkwood Bus Shelters
- Marble Alley Streetscapes
- Pleasant Ridge Road Sidewalk @ Wilson Road

Real Estate Management continuously negotiates the lease terms for City-owned properties and properties of interest to the City.

Staff created and now maintains a Land Acquisition database. This database will track the review and authorization of acquisitions, disposal and lease of real property owned by The City of Knoxville.

REDEVELOPMENT

Downtown:

- Bid the Downtown Wayfinding project, selected contractor, executed contract and have started construction with an estimated completion date of February 2015.
- Hosted the Urban Land Institute’s Advisory Services Panel which looked at FIVE key sites around downtown in order to set the stage for future use and development (more than 140 stakeholders were interviewed and more than 200 people participated in the presentation of findings); a final report is being compiled.
- Assisted in contracting of PBA to provide parking enforcement along Gay Street.

- 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.
- Set the stage for the redevelopment of a number of buildings north of the railroad track along Depot through public/private partnerships.
- Coordinated with KUB on Century II upgrade.
- Coordinated with PBA on lower level parking in the State Street Garage.
- Began implementation of new restroom facility in Market Square area.
- Assisted Public Art Committee on development of park and art on the 200 Block of S. Gay Street.
- Amended Ordinance to better define areas in which personal solicitation is prohibited.
- Coordinated design of Promenade roof.

South Waterfront:

- Demolition of the former Baptist Hospital site began in January 2014 to make room for a 315-unit luxury style apartment complex. Construction of this development is anticipated in spring 2015.
- Camden Management Properties (CMP) is moving forward with plans development for the River's Edge Apartment (134- unit luxury style apartment complex). Construction is anticipated spring 2015.
- Received Environmental Clearance for SW Pedestrian/Bike Bridge.
- Continuing environmental documentation as part of TDOT Local Programs Process for construction of Sevier Avenue Streetscape Improvements and completion of park roadway network.
- Started construction on Waterfront Drive as part of the Suttree Landing Park Roadway improvements (Phase 1A), construction should be completed by Fall 2015.
- Suttree Landing Park (Phase 1B) to go out to bid January 2015; Construction anticipated to begin Spring 2015.
- Administered South Waterfront Form-Based Code process pending formal approval for the following: 1) property development clearance for an adaptive reuse (SW-3) district; 2) property development clearance for a multi-residential development (SW-6) district.
- Established bi-weekly meetings with South Waterfront Administrative Review Committee to hear potential redevelopment opportunities and to guide developers through the Form Based Code process.
- Continued distribution of South Waterfront Newsletter.

Cumberland Avenue:

- Finalized ROW acquisitions for Phase II of the project.
- Bid Phase I and received no bids.
- Re-bid with both Phase I and Phase II, have received a bid and are working through options.
- Received the “2014 Outstanding Planning Award for a Project/Tool/Program for the Cumberland Avenue Form-Based Code and General Provisions” from the Tennessee Chapter of the American Planning Association.
- Started implementation of the Form-Based Code process in conjunction with various city departments.
- 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
- The University Commons retail development and Evolve residential development opened, representing close to \$90 million in private investment.

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 move forward into final design and construction documents for the Model Block area.

Downtown North:

- Began detail planning for the I-275 Business Park Access Road.
- Completed construction of streetscape work on the 400 and 500 blocks of North Gay Street.
- Received Environmental Clearance for North Central Street and began detail design.
- Completed six Phase I and seven Phase II environmental site assessments to support redevelopment activity.

Miscellaneous:

- Successfully closed out \$800,000 EPA Assessment Grants for Downtown North and South Waterfront – including a final presentation to the public with a final report and speaking engagements in Kingsport, Atlanta, Memphis, and Orlando.

- Coordinated the voluntary annexation of 17 properties.
- Assisting the Engineering Department in discussions with TDOT on Chapman Highway issues.
- Staff served on the following boards: Downtown Design Review Board, 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, and the Great Schools Partnership.
- 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

- Negotiated a contract with a workers' compensation preferred provider network, which will reduce medical provider costs by \$30,000 annually.
- Began implementation of online incident reporting, which will improve efficiency for departments and Risk Management and significantly improve the quality of loss data and analysis.
- Merged KAT into the City's self-insurance program and implemented claims administration for KAT's workers' compensation and liability claims.
- After implementing in-house medical bill repricing, collected approximately \$4,000 back from providers for past overcharges. All invoices from medical providers must be repriced from the billed charges to the amount allowed by law or contract. Traditionally this was accomplished using outside vendors. Last year the City brought this capability in-house allowing for better control and scrutiny of billing, as demonstrated by the past overcharges that have been refunded.
- Gary Eastes was elected to a fifth term as Board Chairperson of the Tennessee Self-Insurers Association and to a first term as Vice-Chairman of the HealthCare 21 Business Coalition. He was also asked and did profile the City's workers' compensation program at the National Council of Self-Insurers Annual Conference along with program profiles from the risk managers of Walmart and Staffmark.

SPECIAL EVENTS

The City of Knoxville's Office of Special Events strives to make our community the best city in which to live, work & play. This office is responsible for all special events that happen within the City of Knoxville. To plan and oversee a wide array of events and publicity efforts designed to promote various programs and initiatives based on the City's and Mayor's personal mission. This includes public speaking engagements, celebrations, ground breakings, ribbon cuttings and festivals. More than 1,000 events go through our office per year.

Sponsorships

\$135,000 in Sponsorships for Festival on the Fourth and Christmas in the City (Regal Celebration of Lights, Holidays on Ice, Comcast Christmas at Chilhowee, Christmas Parade and New Year's on the Square Celebration).

Concerts on the Square

- Continued to develop the Concerts on the Square series with an array of different musical acts including the Knoxville Symphony, country, blues, rock, jazz as well as acoustical performances. Began a "Fall Concert Series" that was held on Thursdays throughout the month of October.
- There has been a significant increase in our audience for both Tuesdays and Thursdays and the performances have added a great ambiance to the Square, which was the goal that we had strived to create.

The Special Events team has cultivated a relationship with Visit Knoxville team which has enabled us to communicate with each other through monthly meetings; we are working together on projects that enhance both the City of Knoxville and the East Tennessee Region. We also work with the 100 Block Association, the Market Square Association, City People and the Old City Association attending their monthly meetings.

Festival on the Fourth

Our Festival on the Fourth brings close to 50,000 people into World's Fair Park for a day filled with family-fun activities. Some of the new activities that we have added in the last couple of years are paddle boats on the "Lazy River", a Tug-of-War between the Knoxville Police Department and the Knoxville Fire Department, and train rides through the park on the "Liberty Express." We canceled the WDVX concert performances due to budget cuts and booked our own bands this year, which saved us over \$7,000.

Patriotic Bike Parade

In addition to our July Fourth celebration, we held for the second year the Patriotic Bike Parade on Market Square that was held on June 26. We handed out awards for the best costumes and most patriotic. The Parade and the concert following engages the community in the celebration of the 4th and helps bring families, individuals and

businesses into downtown. Following the parade we had our final concert for everyone to enjoy.

- We created a poster that was placed throughout the downtown area to help promote the event.
- Families and children of all ages participated and brought their decorated bikes onto the Square to enjoy face painting and music
- KPD assisted in teaching the children about Bike Safety
- The Bike Parade began on the Square, proceeded down Gay Street to Regas and back, enabling the participants to display their decorated bikes and bring the feeling of an old-fashioned neighborhood parade to downtown.
- We presented awards for the best decorated bike for children 6 & under, children 7-12, family and business categories
- This also helped to promote and urge everyone to join us in World's Fair Park for the Festival on the Fourth.
- We ended the evening with our final summer concert series on the Bill Lyons Pavilion.

Christmas in the City

- We continued our window-decorating contest as part of our Christmas in the City events with the entire downtown invited to decorate their windows for the holidays.
- An award was presented to the best window design (voting was done online).
- We designed and produced a Christmas in the City mobile app for the first time, as well as additional social media including Twitter, Instagram and Facebook.
- We are promoting the "Roof Top Tree" campaign urging businesses and building owners throughout the city to add lighted trees to their rooftops.
- The Regal Celebration of Lights was held on November 28th and began with the lighting of the trees in Krutch Park Extension. The evening consisted of music, free activities and crafts at our Christmas Village on Market Street, all of these are provided by partnerships with many sponsors.
- The Christmas Parade logistics are managed through the Special Events Office in partnership with Cumulus. The Parade was held on December 5.
- Xfinity Christmas at Chilhowee Park on December 12 brought out many families to meet Santa, enjoy the music of the season, ride on miniature trains, create crafts and roast marshmallows all for free.
- Holidays on Ice skating rink sponsorship raised \$30,000. This year we created a mascot we named "Peppermint Panda." This event has become a beloved tradition for the City and each year we strive to make the experience more enjoyable. Our team works closely with Robyn Wilson (rink manager) in all aspects of the operations. This year, we created some landscaping on the outside of the rink to make the exterior more attractive using lighting, live trees and wrapping the tent weights to look like presents. We expected a total of over

17,000 skaters and 20,000 spectators during the season that ran from November 28 through January 4, 2015.

- The Tour de Lights bicycle ride has now come under the umbrella of Christmas in the City and is held on November 19th with festival holiday bikes meeting on Market Square and riding down Gay Street.
- New Year's on the Square celebration (sponsor amount \$2,500) will be held on Market Square, featuring a big screen on the stage showing events of the year and a "Ball Drop and Fireworks" show at midnight.

Additional events that we worked on this year:

- Mardi Growl Dog Parade
- Dogwood Arts Festival
- Rossini Festival
- Poland Now
- Asian Festival (This was its first year and we assisted with all aspects of this event. It was held in Krutch Park and was very well received.)
- Kuumba Festival
- HoLa Festival
- Journal Bunny Trail and the Journal Halloween Trail held at Mary Costa Plaza. These two events are free to the public; we help organize them in partnership with the Journal Broadcasting group.
- International Biscuit Festival
- Boomsday
- Knoxville Marathon
- Veterans Day Parade
- Farmers' Market's new addition: Tennessee Wine at the Farmers' Market.

These are some of the Festivals that we work very closely with, however there are more than 800 events that come through our office for which we handle the road closures, Special Events forms, Insurance, and Banner Permits as well as assist with map layouts. We have a Community Special Events meeting the fourth Thursday of every month at the Civic Coliseum Ballroom for event planners to come and meet with the city departments (KPD, KFD, Public Service, KAT, PBA, Parks and Recreation) to have any questions they might have answered. Also at these meetings we periodically have speakers address the planners concerning different aspects of planning an event from recycling to food safety.

The events that we assisted with organizing and implementing for the Mayor and other city departments this year are the following:

- We assisted the Parks and Recreation Department with their ribbon-cuttings, groundbreakings and park dedications, etc.

- Assisted Community Development with ribbon-cuttings/groundbreakings for their home projects.
- Assisted with public meetings for the Policy and Redevelopment Department when needed.
- Organized and implemented the Mayor's Budget Retreat and Budget Luncheon.
- Assisted with the organizing of the Employee Benefits Fair.
- All other ribbon-cuttings, dedications, etc.
- Assisted the DAR with the dedication of the Holston Treaty plaque.
- Organized and implemented the 9/11 Memorial Ceremony and this year installed new benches around the 9/11 Memorial.
- Assisted with the planning of the Medal of Honor Convention.
- Assisted with the planning of the Governor's Conference on Hospitality and Tourism.
- Working on the planning of special events for the Living Lands and Waters project for 2015.

SUSTAINABILITY

- Released [2014 Energy & Sustainability Work Plan & Emissions Inventory Update](#)
 - The updated inventory shows a 12.99% reduction in municipal greenhouse gas emissions and 7.75% reduction in community emissions since 2005;
- Received 2014 Tennessee Municipal League Achievement Award for Excellence in Green Leadership;
- Selected as Quarterfinalist in Georgetown University Energy Prize competition;
- In partnership with Community Action for Affordable Neighborhoods (CAAN), awarded \$60,000 Partners for Places grant from the Funders' Network for Smart Growth and Livable Communities to support for the Smarter Cities Partnership;
- Led development of a \$4.8 million Smart Energy Communities proposal to TVA to support the Smarter Cities Partnership and improve weatherization services for Knoxville residents;
- Worked with KUB and the Knoxville-Knox County Community Action Committee to launch *Round It Up: Pennies for a Purpose*, a new pilot program to support weatherization services for low-income families;
- Successfully installed a 50 kW solar photovoltaic array at the Jacob Building through third-party financing, at no cost to local tax payers;
- Supported Mayor Rogero's appointment to the President's State, Local, and Tribal Leaders Task Force for Climate Preparedness and Resilience, including hosting White House officials in Knoxville to meet with local stakeholders

- In November, The Task Force delivered recommendations to the White House on how to better support local communities in preparing for climate-related events;
- Led efforts to develop and approve a Complete Streets Ordinance to institutionalize the city's commitment to advancing safe streets for all modes and users;
- Drafted ordinance language to support urban agriculture and community gardening in the City of Knoxville. Proposal language will be presented to Council and MPC for approval in early 2015;
- Partnered with other municipal sustainability directors in the Southeast on successful application for a \$40,000 grant to support "Partnerships for Resilience and Empowered Planning" – a peer-to-peer learning program to explore strategies for preparing local communities for extreme weather and other climate-related events;
- Served as guest judge for the U.S. Department of Energy's 2014 Better Building Case Competition;
- Knoxville named one of 16 Climate Action Champions by the U.S. Department of Energy.