

2 0 1 7 A N N U A L R E P O R T



A photograph of a garden. In the foreground, there are several large, rounded bushes with vibrant red flowers. Below these are smaller, dense green shrubs. The background features a line of trees with autumn foliage in shades of yellow and orange. A semi-transparent white text box is overlaid on the upper portion of the image.

To live, work in, or visit Johnson City, is to surround oneself with the natural splendor of Northeast Tennessee and the warm regard of our neighbors. The quality of life here is second to none, as evidenced by our excellent City services, stable economy, and diverse population are testaments to that fact.



A clear path ahead:

The State of Franklin Foot and Bike Path defines a northern border for the newly established West Walnut Corridor connecting East Tennessee State University to downtown Johnson City in an attractive and practical way.



DEVELOPMENT SERVICES

A great deal of attention has been paid to redeveloping Johnson City's downtown in recent years. During FY2017, the City's Codes Division of Development Services successfully expanded the Downtown Historic District, ensuring the area's aesthetics are held to the highest standard. This welcomed change was accomplished by a design review board that approves or denies proposed building alterations based on its downtown design guidelines. The board's goal is to guarantee a consistent standard throughout the district that is appealing to all users and that entices people to visit the area to shop, eat, and socialize.

To that end, the City's sidewalk dining ordinance was amended in 2017 to allow use by businesses other than restaurants. Previously, the ordinance only allowed restaurants to utilize public right-of-way in downtown for sidewalk dining. Restaurants were defined as establishments that sold at least 50% food. This precluded places like coffee shops, microbreweries, or soda shops from placing tables in front of their building. Now all providers may utilize the sidewalk for this purpose. The change has a dual effect. First, these establishments gain additional seating to serve a greater number of customers. Second, the increased activity on downtown sidewalks helps to attract the interest of visitors in search of a vibrant social atmosphere.

Other accomplishments of Development Services during FY2017 include the completion of a two-year long sweep of downtown that brought more than 30 properties into compliance with International Building and Property Maintenance Code standards. The City also joined the International Council of Shopping Centers to promote interest in retail development in Johnson City, effectively putting our community "on the map" with out-of-town developers. To further enhance efficiencies for development, a multi-disciplinary program for City inspectors was implemented with 75% now cross-trained to serve customers more effectively. Additionally, the City





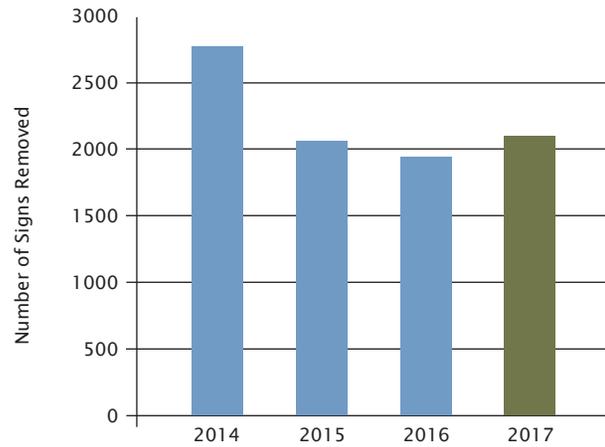
launched CityView software which allows customers to enter information and check the status of applications online throughout the review and permitting process, making it faster and more transparent. Department representatives worked closely with area homebuilders, contractors, architects, and also developers to adopt the 2012 International Codes Council Building Codes to ensure consistent standards for development.

Looking ever forward, staff developed the West Walnut Corridor District and began development of its master plan to chart the course for a more attractive, economically successful, vibrant, and safe corridor. The core motivation for this project is to integrate land use, transportation planning, and economic development recommendations in an agreed upon vision for preferred development during the coming decades.



Feature Highlights

Codes FY2016-17 Sign Removal Totals



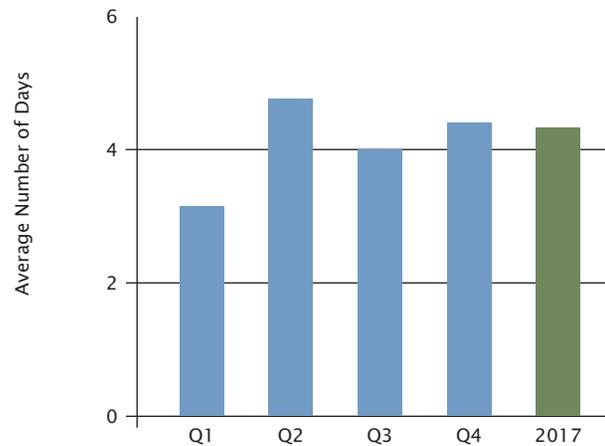
Goal:
Keep right-of-ways clear and safe

Target:
Increase removals by +10% from FY2016 to reach 2,116 signs removed

Result:
Goal achieved by realizing +11% gain with 2,144 signs removed in FY2017

Significance:
Removal of signs within right-of-way improves safety and aesthetics

Subdivision / Replat Review Times



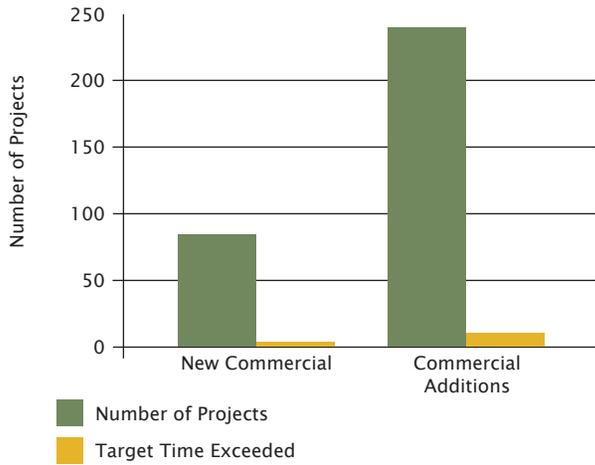
Goal:
Ensure reviews/ comments from all departments are completed in a timely manner

Target:
Initial reviews/ comments completed within an average of 8 days

Result:
Goal surpassed by realizing 4.4 day average in FY2017

Significance:
Timely turnaround of initial reviews/ comments on plat submissions are critical to the successful completion of real estate transactions

Commercial Building Plans



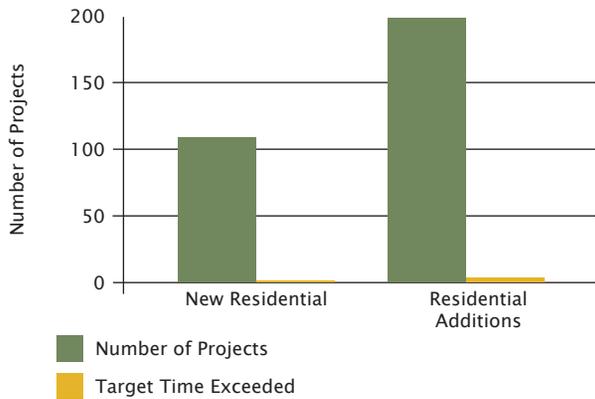
Goal:
Meet plan review turnaround times

Target:
Complete 90% of first reviews on commercial building plans within 10 days or less

Result:
Goal surpassed by completing 96% of first reviews in 10 days or less

Significance:
Indicates efficiency of plan review process and quality of customer service

Residential Building Plans



Goal:
Meet plan review turnaround times

Target:
Complete 90% of first reviews on commercial building plans within 5 days or less

Result:
Goal surpassed by completing 98% of first reviews in 5 days or less

Significance:
Indicates efficiency of plan review process and quality of customer service



PUBLIC WORKS

Johnson City's downtown was built around the confluence of Brush Creek and King Creek. As development expanded during the mid-1900s, the streams became increasingly confined, at times even becoming completely encapsulated underneath buildings and paved lots. The resulting restriction of water flows exacerbated flooding issues downtown and demanded the attention of City officials looking to support redevelopment efforts for the area.

In 2010, a downtown stormwater master plan was developed. It includes improvements that encompass Founders Park/Extension, Boone Street detention basin, Market Street culvert, and King Commons. Combined, these projects opened nearly 2,000 feet of

creeks that had been fully covered during the previous 100 years, thus mitigating flooding events from up to ten year storms. In FY2017, the Public Works Department made great headway with the construction of King Commons, which is slated for completion in January 2018. While this 2-acre park functions as a key component of flood mitigation efforts, its winding pedestrian pathways, bridges, a landmark sign, and other artistic installations make it an attractive destination conveniently linked to ample parking, downtown, and Founders Park.

FY2017 also saw an extension of Founders Park that tripled the inlet capacity formerly located underneath Kelly Foods. Concurrently the Market Street culvert was completed, Downtown Square and Main/Market Street parking lots were rebuilt, and accommodations were made to increase the height of the City Christmas tree to 30 feet. Other accomplishments of JC Public Works during FY2017 include:



TRAILS / SIDEWALKS

- V.A. Trail – added from Millennium Centre through Mountain Home V.A. to State of Franklin Road
- Innovation Park Trail – State of Franklin to Innovation Park and across to the Boys and Girls Club
- Sunset Drive Sidewalk – Sundale Road to Roan Street
- Tweetsie Trail Extension – Big Burley Lot to Alabama Street

PARKS / FACILITIES

- Rotary Park Inclusive Playground – completed construction
- Pine Oaks Golf Course – golf cart paths resurfaced
- Science Hill High School Javelin / Discus Pavilion – completed construction

TRANSPORTATION

- Seminole Drive – widening of curbs and sidewalks
- Gold Star Boulevard – completed V.A. access road
- Mountainview Road / Browns Mill Road – completed traffic circle
- South Roan Street – new curbs, brick crosswalks, new sidewalks
- Walnut Street / State of Franklin Road – enhanced traffic flow

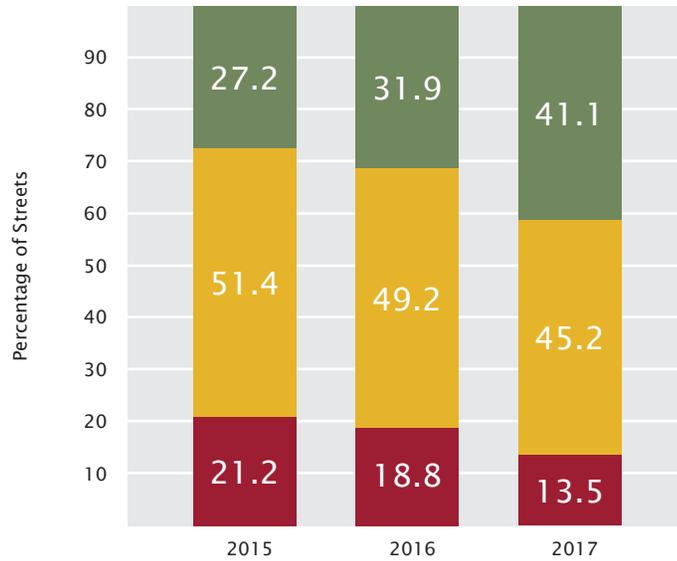
PARKING LOTS

- Freedom Hall – rear parking lot rebuilt
- Cherokee Elementary School – addition to existing lot
- Legion Street Pool – rock installed for water management
- Henry Johnson School – rebuilt lot
- Columbus Powell School Administration – rebuilt lot

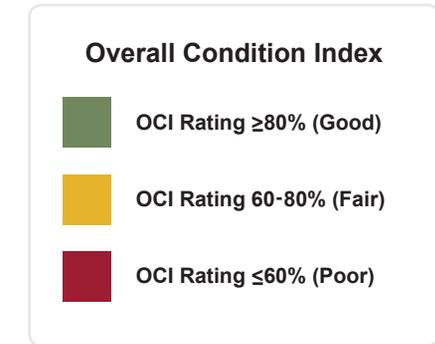




Feature Highlights

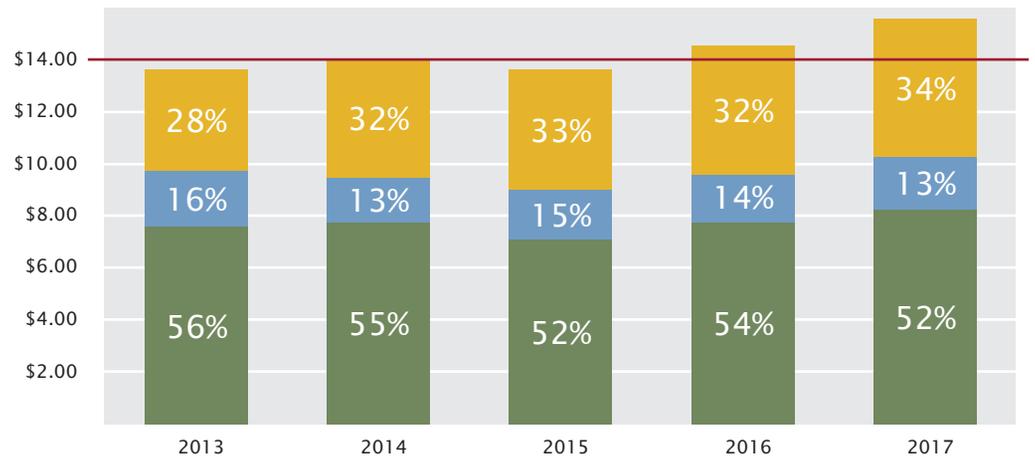


Pavement Condition FY2015-17 (All Streets)



Municipal Residential Program (Household Expense/Month FY2015-17)

Goal:
\$14.00 per household per month



Household/Month	2013	2014	2015	2016	2017
Household/Month	\$13.62	\$14.07	\$13.65	\$14.59	\$14.59
Garbage	\$7.63	\$7.71	\$7.08	\$7.86	\$8.20
Recycle	\$2.18	\$1.80	\$2.02	\$2.06	\$2.09
Brush / Leaf	\$3.81	\$4.56	\$4.55	\$4.67	\$5.34

*Equipment replacement costs included

PARKS & RECREATION

The City of Johnson City Parks and Recreation Department operates 18 parks, 40 athletic fields, four recreation centers, two swimming pools and other special use facilities on more than 1,100 acres. Within this treasure trove of facilities is offered a wide array of programs and services throughout the year. Keeping pace with increasing demand for these offerings is a difficult proposition for administrators. To address this need, they have developed and promoted online resources. The youth athletic online registration program is a perfect example of such efforts.

The Parks and Recreation online registration portal affords citizens the ability to register for teams and events using laptop/desktop computers, mobile phones, and tablets. Additionally, it offers City staff the ability to organize participants by gender, age, and geographic location. During FY2017, 64% of all youth athletic registrations were processed online. With the conveniences offered to staff and registrants alike, use of the portal is likely to rise to the 70% goal set for FY2018.

This initiative and others contributed to Parks & Rec achieving Tier II Benchmarking status. This designation recognizes the importance of benchmarking and the impact it can have on the quality of local leisure services provided in the State of Tennessee. The annual process of identifying and implementing best practices helps City staff to increase efficiencies and quality of products and services while reducing costs.

FY2017 was a great year for recreational programming in Johnson City. Consistent with visions of current and former Commissions, Memorial Park Community Center (MPCC) offers a number of very popular programs for local elders. Top among these is Healthways SilverSneakers®, a program offered in partnership with insurers to encourage increased physical and social participation in the senior population by making fitness activities more accessible. It is designed to motivate individuals to choose healthier lifestyle

...SilverSneakers® provided nearly \$63,000 of reimbursements to MPCC while encouraging 819 participants to stay active...

habits while ultimately lowering their health care costs. SilverSneaker® compensates host organizations \$3 for each eligible participant that attends qualified physical activity events at MPCC. Compensation is offered for as many as 10 visits per participant each month. With 20,928 qualified visits in FY2017, SilverSneakers® provided nearly \$63,000 in reimbursements to MPCC while encouraging 819 participants to stay active and socialize in a supportive community of their peers.

Parks & Rec continuously investigates ways to enhance recreation and leisure activities for Johnson City's diverse populations. At MPCC, two new installations

(tWall and EyePlay systems) that leverage advanced technologies and make challenges more engaging for participants were completed in FY2017.

At the other end of the age spectrum for JC residents, Parks & Rec opened an Inclusive Playground and Splash Pad at Rotary Park in 2017. This facility was constructed in partnership with the Johnson City Rotary Club and provides 22,000 square feet of play area with a 1,000-square-foot splash pad, all of which is designed to accommodate citizens of all ages and abilities. It includes features specifically designed for those using assistive devices like wheelchairs while catering to needs of the visually and hearing-impaired.

In addition to the main treehouse-style play component, the playground features "Zero-G" swings that enable users with special needs to swing alongside friends; "impression swings" for children and adults to swing facing one another; and a merry-go-round with a center section that allows a non-walking user to enjoy the ride.

This project received the 2017 John S. Wilder Rebuild Tennessee Award from the Tennessee Development District Association. The award is presented to local governments and other agencies for special contributions to the improvement of infrastructure and/or quality of life for their citizens.

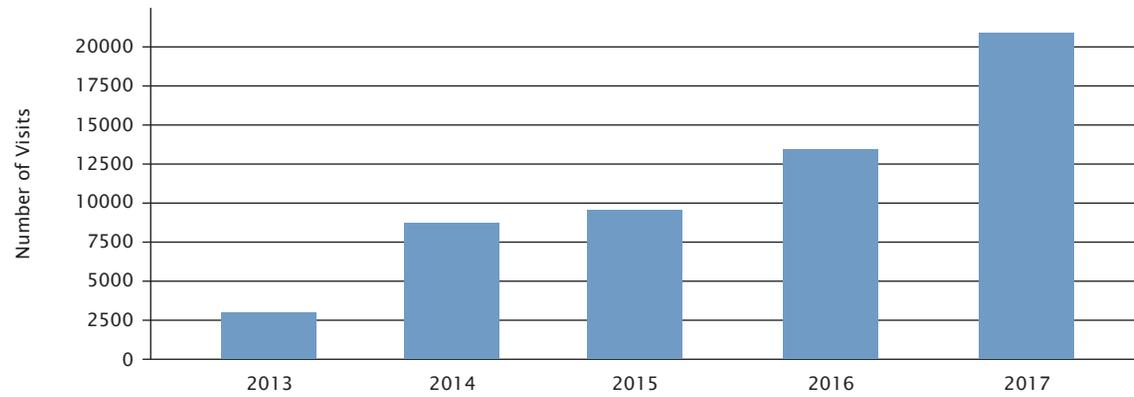




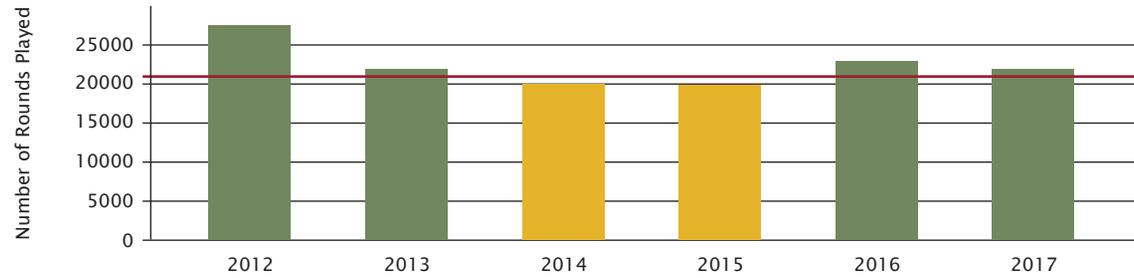


Feature Highlights

Senior Services - Silver Sneakers® Program



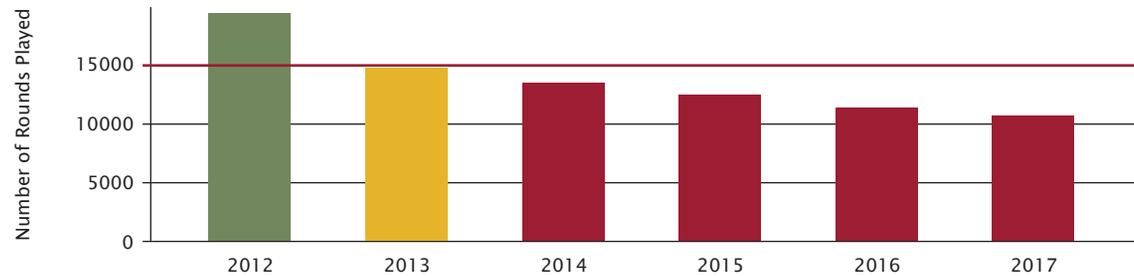
Pine Oaks - Rounds of Golf Played



Goal: 21,000 rounds played in FY2017

Results: 22,296 rounds played, achieving 106% of goal

Buffalo Valley - Rounds of Golf Played



Goal: 15,000 rounds played in FY2017

Results: 11,162 rounds played, achieving 74% of goal

WATER & SEWER

Johnson City is fortunate to be located in a water-rich environment surrounded by an abundance of fresh water lakes, rivers, streams, and springs. City leaders and administrators recognize these invaluable resources among our most precious. As such, the City takes great care in managing its water and sewer system while continually planning for its ongoing maintenance and future expansion. This diligent approach ensures our citizens will continue to enjoy easy access to clean, safe, and reliable water services for generations to come.

The City of Johnson City relies on water from the Watauga River and Unicoi Springs for its fresh water supply. Both plants treat water using filtration and disinfection to remove or reduce harmful

contaminants in the source water. The City operates both water and sewer infrastructure inside the corporate limits of Johnson City and in portions of four counties outside the City limits.

Each year, the Water and Sewer Services Department treats over 5 billion gallons of potable water and processes over 4 billion gallons of wastewater. Facilities include: two drinking water treatment plants; three wastewater treatment plants; 102 water storage reservoirs, booster stations and pressure release valves; 98 wastewater lift stations; 947 miles of water lines; and 581 miles of wastewater collection lines.

In 2017, as always, Johnson City Water and Sewer received excellent marks in both compliance and capacity for all its water treatment and wastewater treatment plants. The following sections highlight several key findings derived from both internal and independent reviews:



Water Treatment Compliance & Capacity

- 100% compliance meeting performance mandates
- 45,000 analytical tests annually to ensure water safety
- 42% available capacity
- Previous investments have resulted in capability to provide safe and reliable water service delivery throughout territory

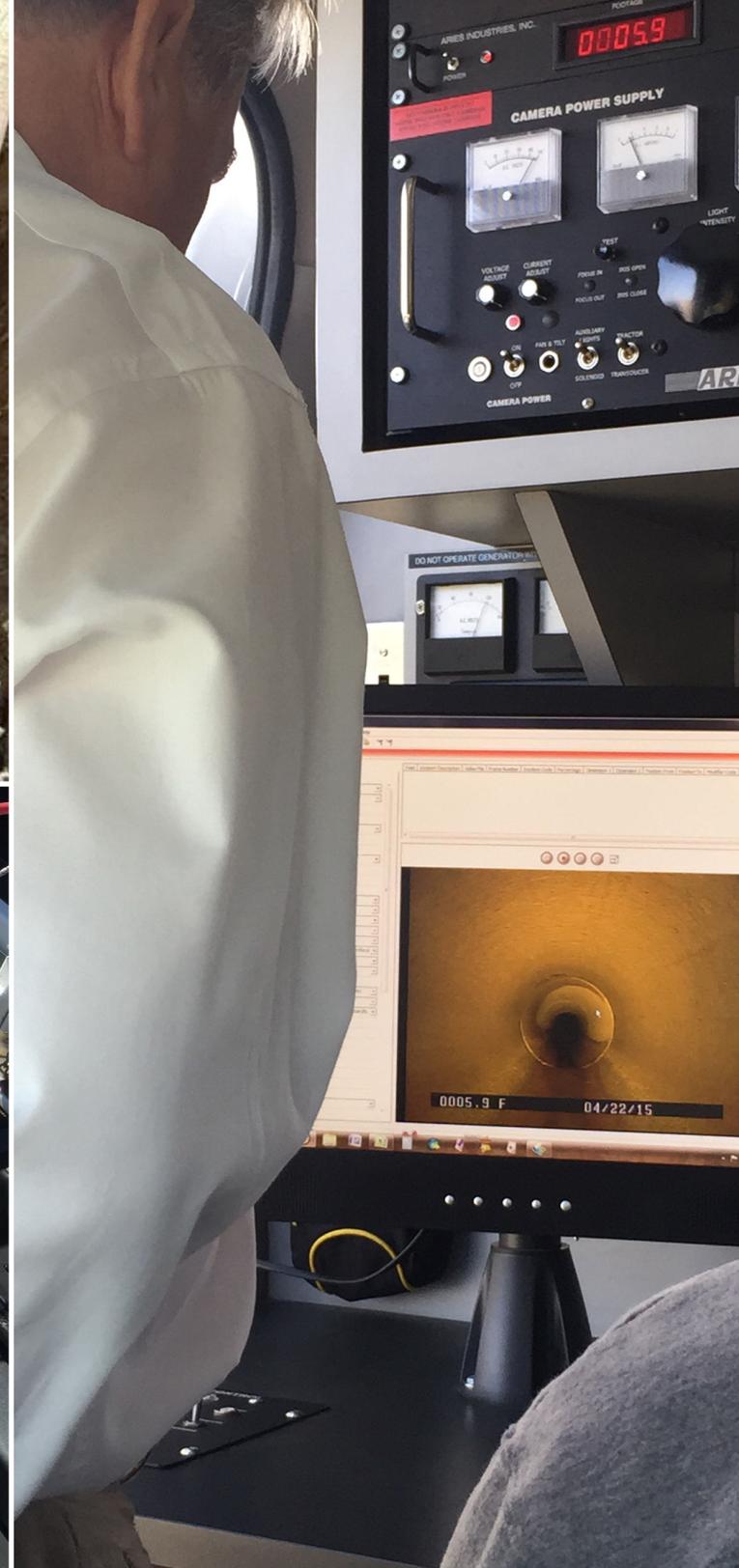
Wastewater Treatment Plant Compliance & Capacity

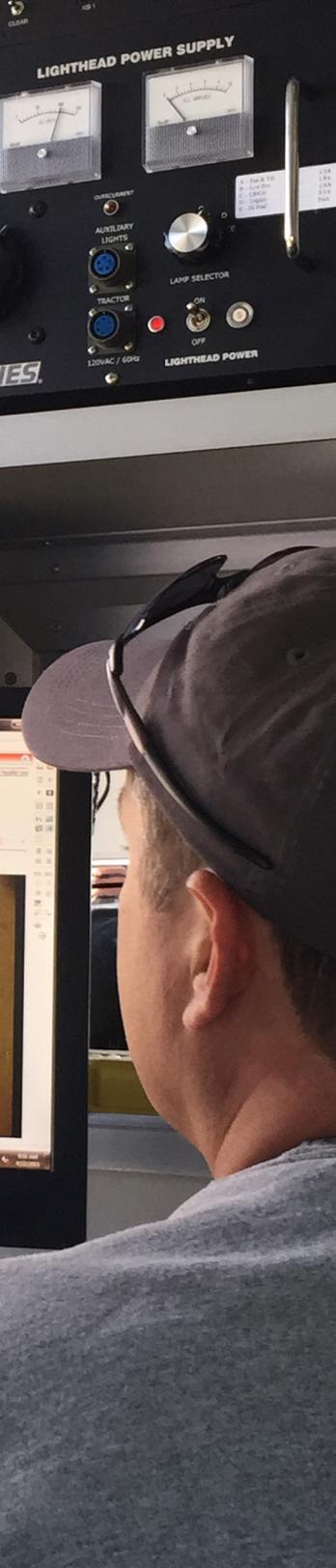
- 100% compliance meeting performance mandates
- 8,000 analytical compliance samples
- 25,000 additional analytical process control samples
- 48% available capacity
- Streams are effectively protected from urbanization

Capital Plan Delivery

- Completed changes in disinfection processes and made additional capital investments at the Watauga Water Treatment Plant to improve safety in operations
- Commenced work to replace water reservoirs at Tannery Knob and Bunker Hill with all required demolition work having been completed
- Completed improvements to Brush Creek and Knob Creek Wastewater Treatment Plants to accommodate for increased peak flows, disinfection safety, and additional biosolids handling
- Continued annual replacement of water mains to improve water pressure and water quality and to eliminate and reduce any potential threats for leakage

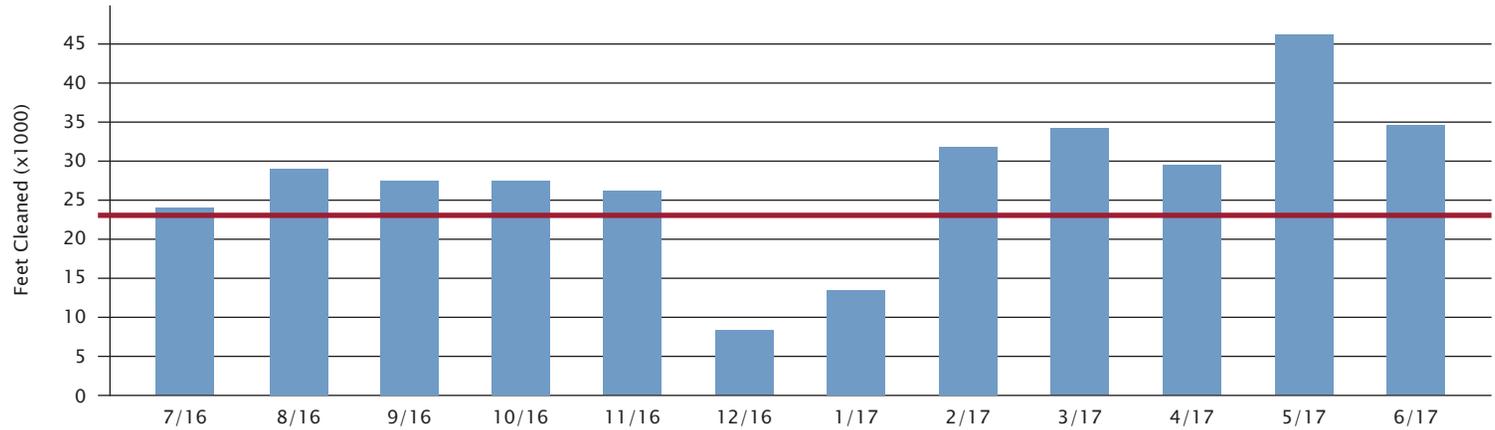






Feature Highlights

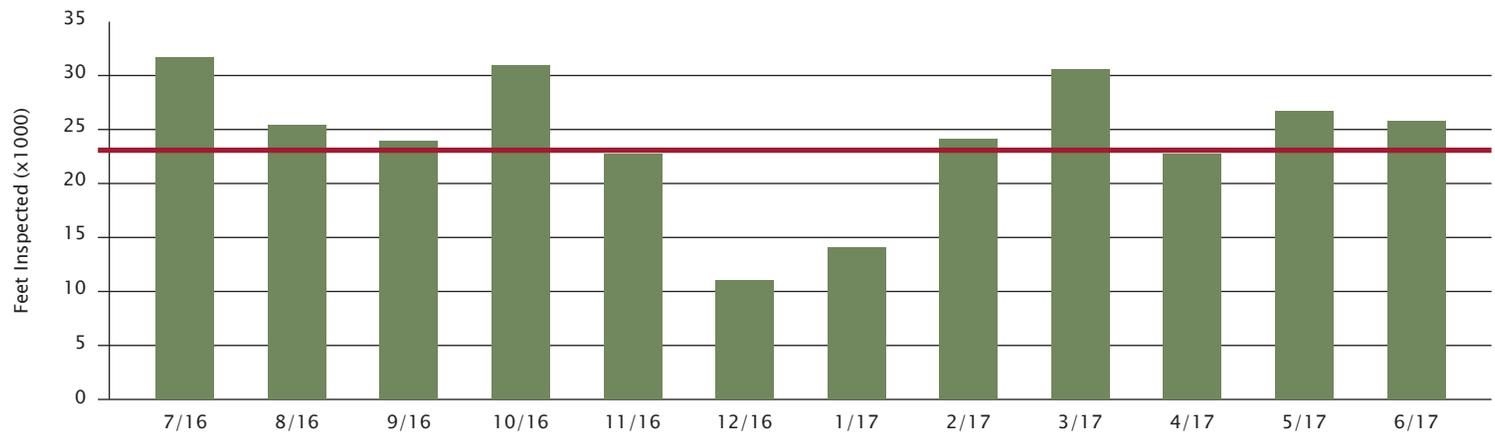
Sewer Line Cleaning



Goal: Clean 10% of gravity sanitary sewer annually (approximately 22,915 feet/month or 274,982 feet/year)

Results: 332,536 feet cleaned in FY2017, achieving 121% of goal

TV Sewer Line Inspection



Goal: Inspect 10% of gravity sanitary sewer annually (approximately 22,915 feet/month or 274,982 feet/year)

Results: 288,841 feet inspected in FY2017, achieving 105% of goal

PUBLIC SAFETY / POLICE

The Johnson City Police Department (JCPD) consists of 149 sworn men and women who provide law enforcement service to the citizens of Johnson City and to those who visit our community. Twenty-six civilian employees serve the public in records, administrative, and support functions, as well. JCPD boasts a dedicated, well-trained, and motivated workforce that is committed to partnering with the community to keep our city a safe and secure place to enjoy life.

To quantify its performance, JCPD tracks a number of metrics including the rate of Part I Crimes, a nationwide index used to gauge the volume and rate of crimes within a community. It also allows for comparison to a national standard as calculated by the FBI. In FY2017, JCPD achieved notable decreases in two main areas of this index: robbery decreased by 5.9% and burglary decreased by 13.4%.

JCPD also saw improvement for its clearance rates in FY2017, the rate at which crimes are solved. The Department's Part I Crime clearance rate for FY2017 was 63.8% compared to the national average of 32%. JCPD cleared 84% of all Part I violent crimes and 43.5% of all Part I property crimes. This compares to national averages of 45.6% for violent crimes and 18.3% of property crimes. Other performance gains were realized in the Department's average response time to emergency calls, which was 21 seconds faster than last year's average of 4:42 minutes.

Recruitment of new officers remains a top priority for the JCPD, which employs a recruitment team to ensure the Department maintains a steady influx of excellent officers. The team made face-to-face contact with more than 60 applicants and responded to more than 150 email and phone inquiries from prospective applicants. In FY2017, 88 applicants registered for entry-level testing, and several high-quality candidates were hired as a result.

JCPD sponsors a variety of community events each year

...the Johnson City Community Roundtable was formed with the mission to foster positive relations between the Department and the community at large...

to establish and maintain relationships with citizens and community groups. These activities are essential for fostering community buy-in and ownership among City residents, who form the most effective front line defense against crime.

In early 2015, the Johnson City Community Roundtable (JCCR) was formed with the mission of fostering positive relations between the JCPD and the community at-large through proactive initiatives that facilitate better communications, greater understanding of the social obligations of police, and a mutual respect one for one another.

In August 2016, the JCCR hosted the first "Rally at Rotary" event

where officers and teens spent an afternoon together engaged in a number of fun activities culminating with a cookout. Also, in October 2016, several hundred people of all ages joined officers and area first responders at Founders Park for "Party in the Park," which included live music, a food truck rodeo, inflatables, corn hole and flag football.

In FY2017, the Community Policing Unit (CPU) continued its PATROL program (Police and Teens Reaching Opportunities for Life). PATROL is a police-mentoring program intended to foster youth participation in goal-driven activities, while providing opportunities for officer role modeling. The CPU also participated in numerous ride-alongs with Tennessee Department of Corrections personnel. CPU and other JCPD units provided support services for a number of community events including: "Operation Rx" Drug Take-Back; Blue Plum Festival; Little Chicago Festival; Historic Tree Streets Yard Sale; Independence Day Fireworks Celebration; Party in the Park; Police Explorer Program; Junior Police Academy; PATROL Program; Shop with a Cop; KidPrint; safety fairs; Umoja Festival; Halloween offender checks; Trick-or-Treat on Walnut Street; Say Yes To Fishing, Say No To Drugs; Touch-A-Truck; Christmas Parade; and Good Samaritan Ministries food deliveries.



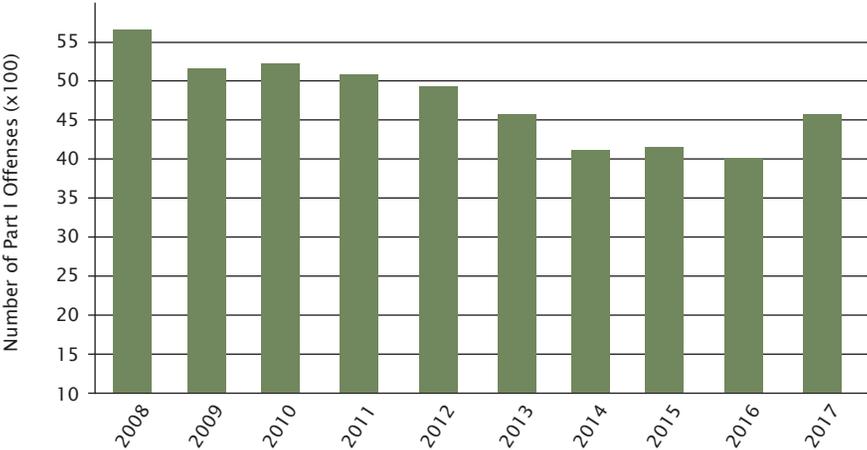




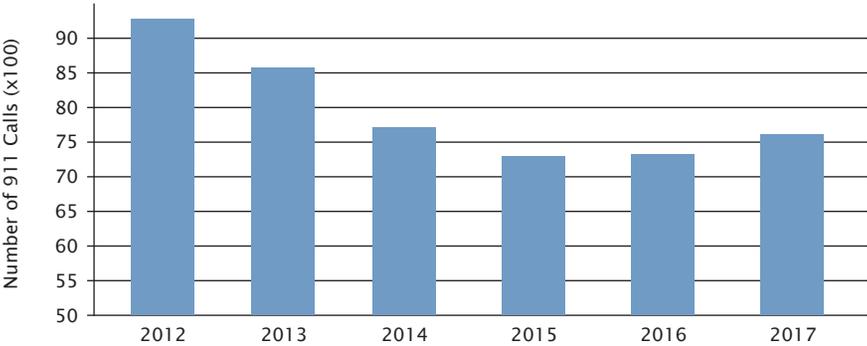
Feature Highlights

Crime Rate

Uniform Crime Rate: Crime rate per 100,000 population (Part I Offenses)



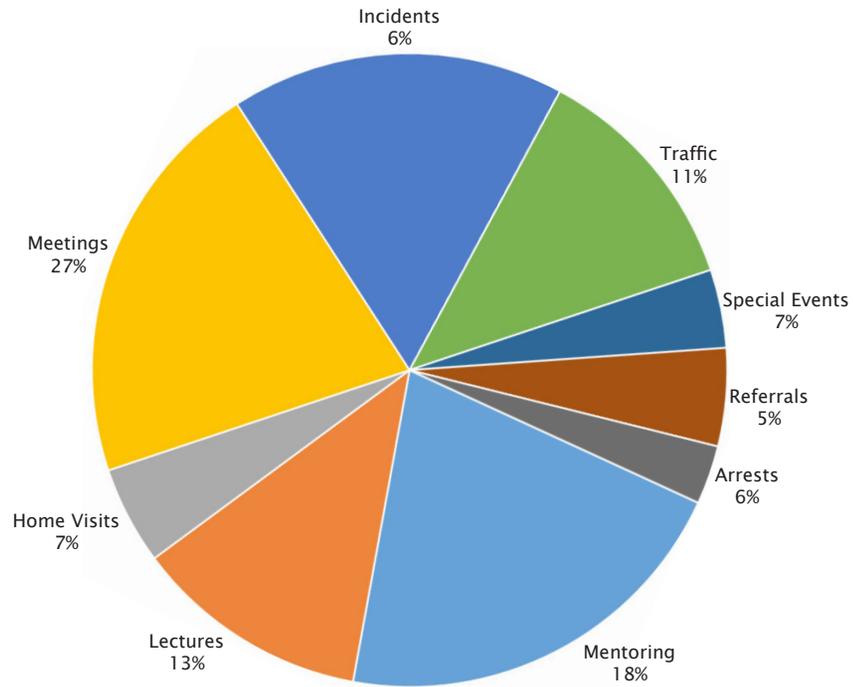
911 Calls for Service



911 Response Times

Call Type	Number of Calls Received	Average Response Time
Priority 3	1,104	4:22
Priority 2	10,713	5:46
Priority 1	33,232	6:49
Total	45,049	5:39

School Resource Officer Time on Activities



The JCPD is dedicated to keeping our schools safe for the sake of our local students, teachers, staff, and parents. The School Resource Officer (SRO) Program was developed in cooperation with the Johnson City School System to bridge the gap between police officers and youth; to increase positive attitudes toward law enforcement; and to encourage greater cooperation between the two. SROs strive to reduce crime through counseling, teaching about the criminal justice system, and by taking a personal interest in the students. SROs also work to protect the school environment while maintaining an atmosphere where teachers feel safe teaching and where students feel safe learning. In FY2017, the Johnson City School System served approximately 7,900 students and employed over 500 teachers.



PUBLIC SAFETY / FIRE

The Johnson City Fire Department (JCFD) is a full-time career department serving over 65,000 city residents as well as nearly 15,000 East Tennessee State University students, approximately 400 Veterans Affairs-Mountain Home residents and thousands of daily commuters. The Department has 119 members, 108 of whom are dedicated to Fire Suppression, Haz-Mat and Medical First Response Operations. These dedicated men and women comprise the Department's four divisions:

Administration, Prevention, Suppression, and Training.

Firefighters in the Protection/Suppression Division provide service to the community 24 hours a day and are assigned

to nine engine companies, three truck companies, and an incident command vehicle. The staff is responsible for the day-to-day provision of emergency services to City residents and guests; responding to all calls for emergency medical assistance, auto accidents, structure fires, and major disasters within the City limits.

If necessary, the staff will act as an all-hazards response agency, responding to calls for assistance, regardless of their nature. The staff is continuously involved in neighborhood and community events, such as reading programs, mentoring, fire safety talks, homeowners' association meetings, demonstrations, and community gatherings.

The JCFD employs a variety of hazardous materials technicians and specialists, structural collapse technicians, and rope rescue technicians. The Department is currently developing teams that specialize in hazardous materials, confined space, and USAR response to meet the increasing demand for specialized incident stabilization. These team members will continue to sharpen and advance their skills for providing technical rescue services to the citizens of Johnson City.

JCFD's Fire Prevention Division is responsible for Fire Code inspections and plans review for new construction

of commercial structures, fire protection systems and site plans for water supplies and fire department access. Additionally, the Division conducts inspections of existing commercial buildings and all state owned, leased and licensed facilities. It also investigates all fires set by juveniles, intentionally or otherwise. The Division's Juvenile Fire setter Intervention Program was designed to educate families to reduce threats from juvenile set fires.

In FY 2017, JCFD witnessed a change of command as Chief Mark Scott retired following 30 years of service and Chief Jim Stables joined ranks.

The JCFD's Training Division provides training in fire, medical/rescue, and leadership, while offering educational classes to department personnel in accordance with Department, state, and federal requirements

and standards. The JCFD training staff also evaluates personnel to ensure they are competent in their duties, safe in their actions, and effective during emergency operations.

In FY2017, JCFD witnessed a change of command as Chief Mark Scott retired following 30 years of service and Chief Jim Stables joined ranks. Chief Scott served as JCFD Chief since 2011 when he began efforts that ultimately resulted in the Department's achieving the ISO Class 1 rating, a designation granted only to the highest performing fire departments in the nation. Incoming Chief Stables joined JCFD as the outgoing Fire Chief of the City of Palm Bay, Florida. He also was that city's emergency manager, bringing more than 33 years of progressive experience in fire service and a bachelor's degree in Public Administration from Barry University.

Also new to JCFD in FY2017 was the addition of a new fire engine to its fleet. Planning, funding, designing, and manufacturing of this fully customized fire engine took more than a year to complete at a cost of \$487,000. It is expected to last approximately 15 years as a front line engine with another 10 years in a reserve role. It replaced an engine that is 21 years old. The new engine is housed at Fire Station 6, located at 4501 Browns Mill Road, which responds to more than 800 calls annually.







WILSON CITY
FIREFIGHTER

MURST
PA

Feature Highlights

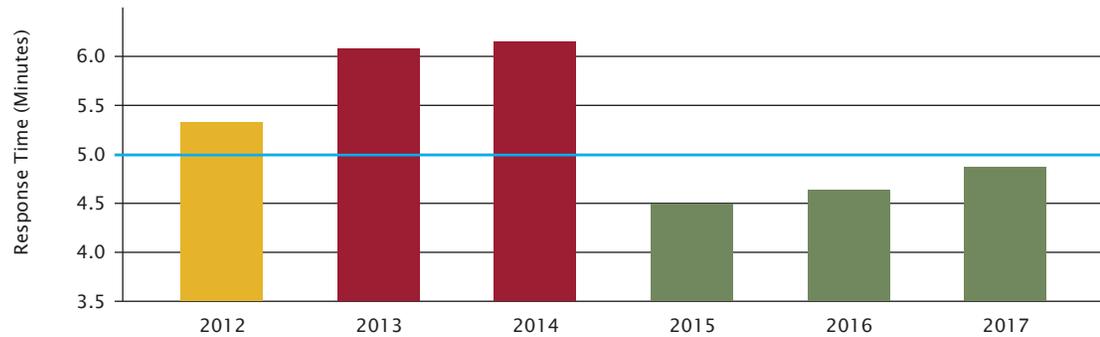


Fire Calls - Turn Out Time



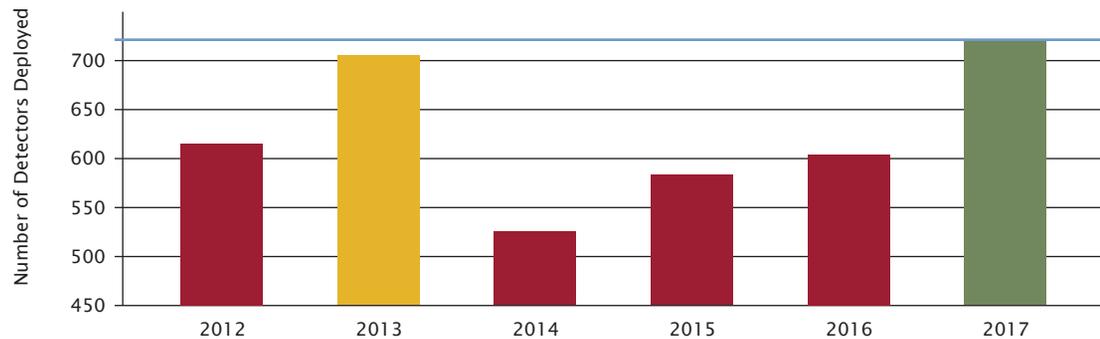
National Average: 80 seconds or less

Overall Average Response Time



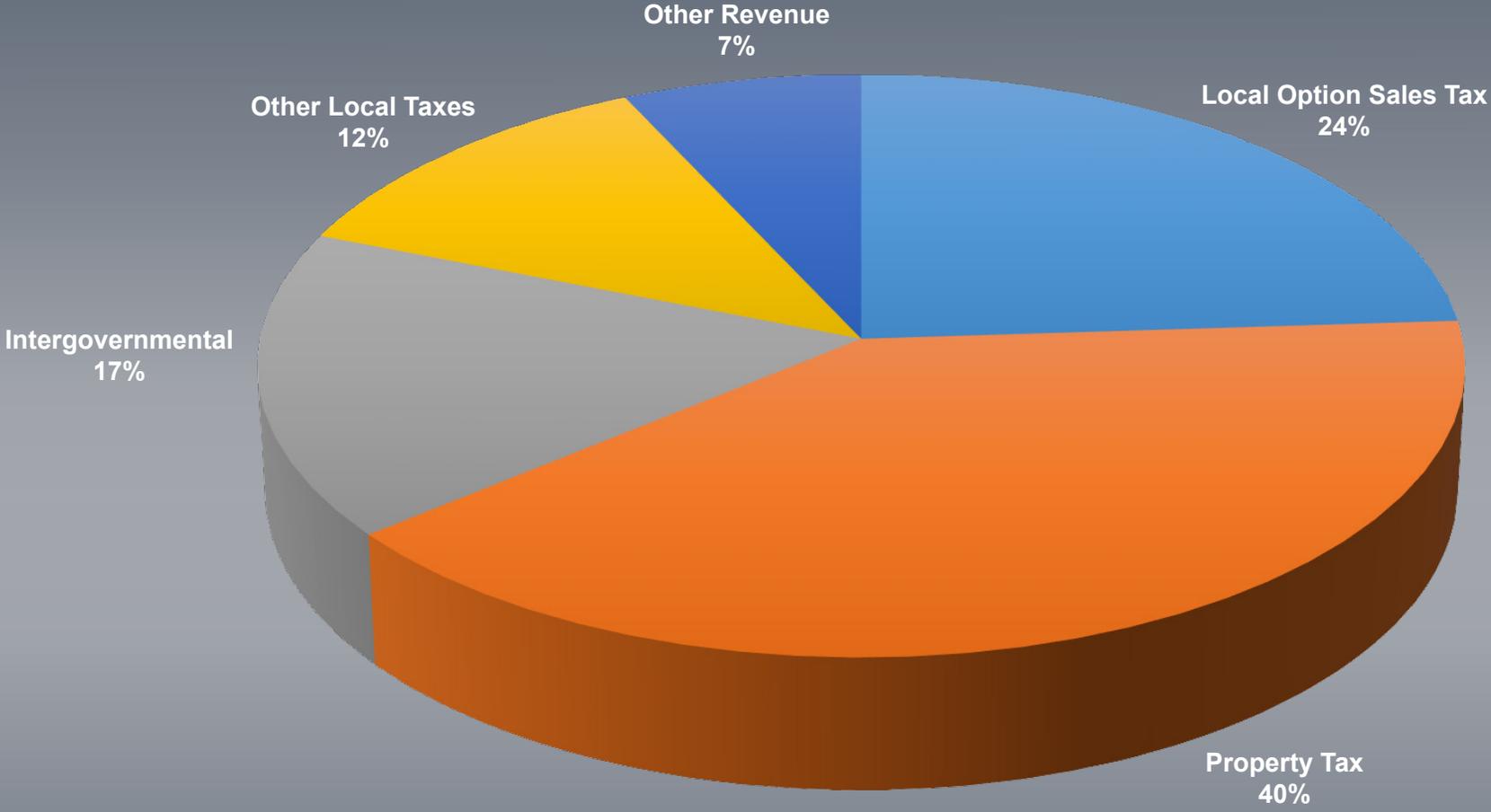
Target: 5 minutes or less

Smoke Detectors

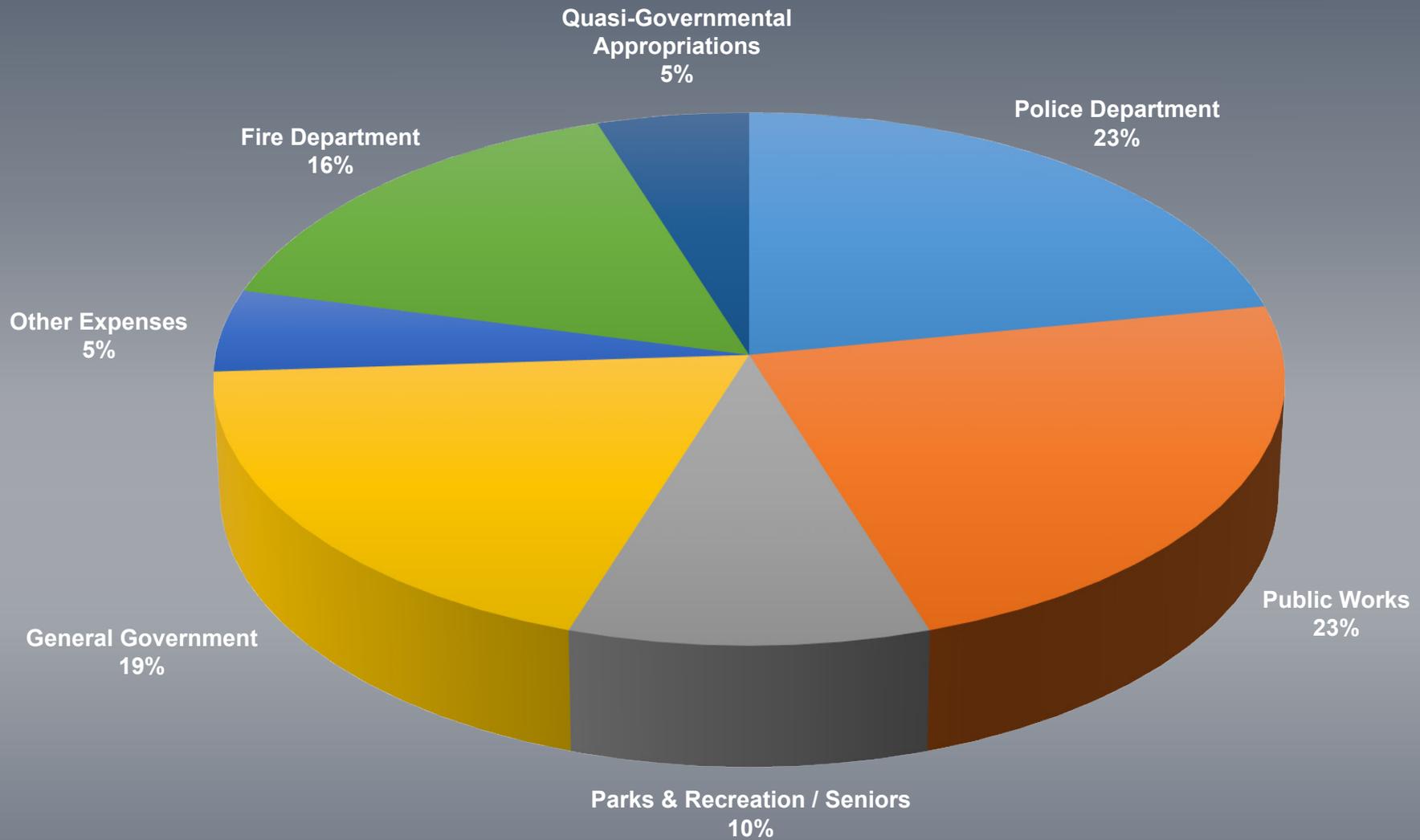


Target: 720 smoke detectors/year

FINANCE / REVENUES



FINANCE / EXPENSES



The Fiscal Year 2017 budget included expenditures for all funds, totaling \$244,080,287, which includes the General Purpose School Fund budget of \$70,176,454.



Joe Wise
Commissioner

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David Tomita
Mayor

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Commissioner

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Vice Mayor

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Todd A. Fowler
Commissioner

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Johnson City adopted the council-manager form of government in 1939. This form combines the benefits of elected legislative representation with a professionally managed government. The Board of Commissioners is comprised of five leaders elected at large by the citizens. Commissioners are elected to four-year overlapping terms. Elections are held every two years, rotating two Commissioners one election cycle and three Commissioners the next. The Board of Commissioners hires a professional city manager to manage and direct day-to-day operations of city government.

The Board of Commissioners selects the mayor and vice mayor from among their group following each election. The mayor presides at all City Commission meetings and represents the City of Johnson City at various community and public functions. All meetings of the Johnson City Board of Commissioners are open to the public. Commissioners meet in regular session on the first and third Thursday of each month at 6 p.m. in the Commission Chambers of the Municipal and Safety Building. Special meetings may be called as needed by the mayor, two commissioners or the city manager.



