

CITY OF BRISTOL
TENNESSEE

2013

YEAR END REPORT



Our history can determine our future.

www.bristoltn.org

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Special Thanks to: Darlene Cole & Lisa Odum



Administrative Staff

William (Bill) Sorab
City Manager

Robert (Bob) Barnes
Fire Chief

Tim Beavers
Interim Director-Public Works

Shari Brown
Director-Community Development

Greg Cross
Information Technology Manager

Kristi Haulsee
Economic Development Specialist

Tara Musick
Director-Finance

Terry Napier
Director-Parks and Recreation

Terrie Talbert
Director-Community Relations

Blaine Wade
Police Chief

Bristol CITY COUNCIL

CITY MANAGER



William "Bill" Sorab
City Manager



The Bristol City Council consists of 5 members elected, two at-large, three by districts for staggered four-year terms. Annually in July the city council selects one of its members to serve as Mayor and another to serve as Vice-Mayor.



Michelle Dolan
Mayor



Lea Powers
Vice-Mayor



Margaret Feierabend
Councilwoman



Chad Keen
Councilman



Jack Young
Councilman

BOARDS

and Commissions

BEER BOARD

Craig Kistner • Vincent Turner • Michael Ketron • Walt Vernon

BETTER PROPERTY BOARD

Pamela Offield • John Cartwright • Randall G. Cook • Wayne H. Humphrey • Lonnie Barrett

BOARD OF CODE APPEALS

Ted Koehner • Ed Depew • Norris Guthrie • Rita Hawkins • Richard Reecher

BOARD OF EDUCATION

Mary Brown • David Welch • Jim Butcher • Jill Harrison • Nelson Pyle

BOARD OF ZONING APPEALS

Richard Allison • Ted Koehner • Richard Reecher • Joshua Shaffer • Grady Hensley

COMMUNITY DEVELOPMENT ADVISORY COMMITTEE

Lettie Jackson • Carol Taylor • Ella Kane • David Akard, III • Carmen Johnson • Hattye Broady • Donna Felty • Tim Matheson • Eric Rouse

EMERGENCY COMMUNICATIONS DISTRICT BOARD

Jim Messimer • Blaine Wade • David Warren • Dr. Frank Blanton • Dwayne Honaker • Tim Eads • G.Wallace Elliott

HEALTH AND EDUCATIONAL FACILITIES BOARD

Gilbert Bailey • Randy Kennedy • Linda Roberts • Rita Hawkins • Patrick Manning • Ann Woods • Ashley Owens

HOUSING AND REDEVELOPMENT BOARD

Gerald Holmes • Ella Kane • Joseph Dowlingsoka • Donna Felty

INDUSTRIAL DEVELOPMENT BOARD

David Wagner • Nancy Cook • Raj Venkataraman • Mitch Walters • Mark Byington • David Hyde • Rob Nicar

LIBRARY BOARD

Margaret Feierabend • Walter Morton • Julian Hernandez • Rita Hawkins • Gayle Brown

PARKS AND RECREATION COMMISSION

Nelson Lundberg • Susie Chandler • Jim Goodwin • Richard Heller • Chris Connally • Chris Estep • Vivian Tester • David Akard, III • Charlotte Duncan • Sherry Willinger

PLANNING COMMISSION

Lea Powers • Chad Keen • John Brothers • Mark Byington • Norris Guthrie • Kelly Graham • Mark Webb • Alison Scanlan • Kevin Buck

POWER BOARD

Michelle Dolan • Pat Hickie • Scott MacMorran • Bryan Boyd • Larry Clarke

SEWER OVERSIGHT COMMITTEE

William Sorah • Michelle Dolan • Jack Young

STATE ST. FARMERS MARKET ADVISORY BOARD

Margaret Feierabend • Bob Neal • Odell Owens • Jim Steele • Peg Staton • Chris Walsh • Sherman Pippin

TREE BOARD

Karen McSharry • Paul Hawkins • David Hacker • Jack Harmon • Jean Lusardi • Rebecca Smith • Mary Lou Sproles

Letter from the

CITY MANAGER

I am pleased to present you with the 2013 year-end report for the City of Bristol Tennessee. We have made significant improvements in services and lowering the costs of providing such services. We perpetually strive to look for more efficient and effective methods of serving the needs of our community.

Innovation and hard work outweighed the uncertainty of 2013. The City forged ahead on many projects. The newly elected city council converged on many projects as they familiarized themselves with the daily operations of the city. They set policy to better our city and reinforce that Bristol is a great place to live, work and play.

Council's adoption of the FY 2013-14 budget in July recognized the challenges ahead. The budget trimmed spending, reduced staffing through attrition, maintained core services and addressed emerging needs.

The city continues to enjoy a Moody's Aa2 credit rating. Reserves remain strong, priority capital projects are being funded, support for education is steadfast as we consider the building of a new middle school. An effort to be a transparent government continues to be realized along with new and innovative ways of communicating. Funding of human services remained steadfast as the need for assistance rose in the current economic climate; support of the cultural arts remained constant as we awaited the opening of the long anticipated Birthplace of Country Music Museum and the move of the Appalachian Country Music Association Museum to historic downtown Bristol.

Headway could be seen with the announcement of new stores coming to the Pinnacle Project just as the walls of the new Bass Pro Shop came into view. Construction also began on the 14-acre public park within the site.

Staff focused on developing new revenue streams to shore-up Parks and Recreation programming; upgrading the city's 50-year old emergency warning system with the installation of new emergency sirens now located at Holston View School and on Exide Drive.

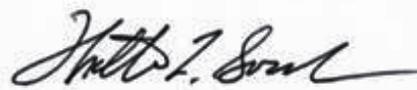
Headway was made on several fronts including the completion of the Tennessee Hills Subdivision Improvements, the King College Road waterline project, implementation of an automated meter reading project, and the new Voice-Over IP phone system installation.

As the community continued to work through what, where, and how growth will occur staff insured that those boards and commissions involved in the process were well prepared to assist in that progression.

In the area of communications, staff launched a new e-newsletter, City Voice, made significant changes in the way our customers are being received at city hall with the implementation of a Customer Service Representative desk being located in the City Hall lobby and the advances made when calling city hall from being greeted via a phone tree to a live Customer Service Representative.

The men and women of Police, Fire, Public Works, Community and Economic Development, Parks and Recreation, Finance and Community Relations all performed at the highest level of professionalism in the face of changes in leadership as well as a difficult economic time in our city. If not for their professional and sometimes selfless service, it is without question our city would have faced much more difficult decisions in assuring a steady and seamless course.

We have had our challenges but together we met them and learned from them. This is the key to our growth and evolution.



William Sorah
City Manager

POLICE

Department



Chief Blaine Wade

The Bristol Police Department works to continue to reduce crime, increase traffic safety and deal with street crime.

- *Violent Crime
Lowest in 8 Years*
- *Traffic Accidents
Four Year Low*

TO *Serve*
AND *Protect*



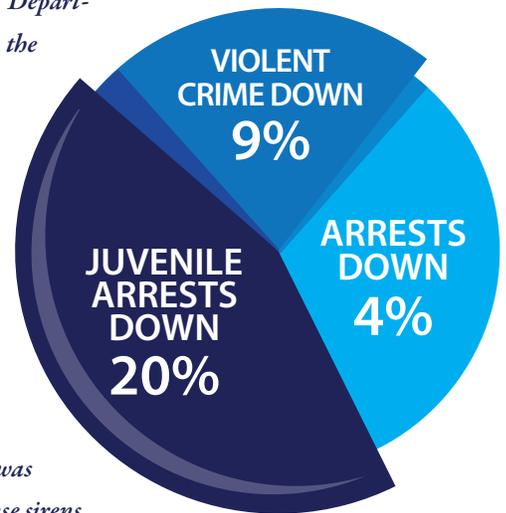
The Bristol Tennessee Police Department met all the requirements in order to receive National re-accreditation from the Commission on Accreditation for Law Enforcement Agencies (CALEA) by June 30, 2013. The department underwent an inspection by the CALEA assessment team on March 24 -27, 2013. A total of 376 standards were inspected with no errors and 100% mandatory standard compliance. Staff attended the departmental standards review hearing at the 2013 CALEA conference in Winston-Salem, NC November 2013. The Department was awarded re-accreditation by the Commission.

The department implemented two new warning sirens that were placed into service this year for public notification of emergency weather events. During the past few years, there has been a recent increase of severe weather, including tornado activity in the Bristol area. A review was undertaken of the current City emergency warning system and it was determined the existing 50 year old civil defense sirens needed a boost. The new sirens were placed at Holston View

School and on Exide Drive for coverage to parts of the city that previously did not have coverage. The sirens are designed to alert citizens that are outside.

For indoors, the city already utilizes an emergency alerting system called Code Red. It has the capability of making thousands of telephone messages in less than an hour.

The department issued 84 individual Personal Digital Assistant (PDA) units to officers earlier this year and so far they have adapted to the technology well. The program already appears to have made the officers more effective in the field. They are able to access offenders warrant and driver's license information immediately upon contact. Officers are able to make on the scene assessments of incidents and contacts with the public that previously would have had to be manually called into Communications for them to query the information and reply. Now, each traffic citation, warning, city ordinance violation, or animal control citation issued, automatically checks for offender and license status also. Officer safety has been impacted by the ease of access to the information that better prepares our officers to deal with the immediate situation or possible threat.



FIRE *and* RESCUE

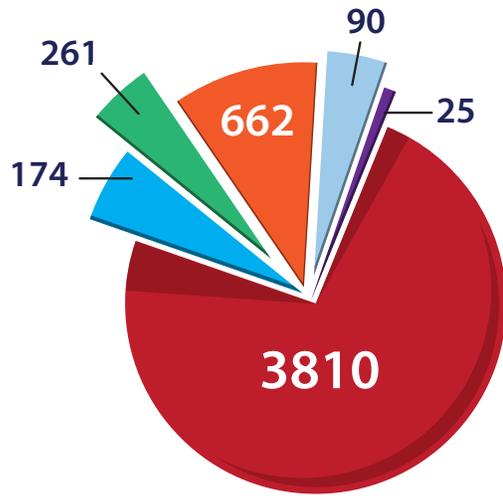
5,022 

TOTAL CALLS ANSWERED

AT A MOMENTS NOTICE

The fire department submitted a successful grant application to the Department of Homeland Security (DHS) requesting funding assistance to purchase new radios to be compliant with new FCC regulations. The department completed the radio purchase project with a local match amount of \$29,600, and the DHS award of \$266,400 for an estimated project cost of \$296,000. The department implemented a new software system from Image Trend, Inc. which expands our capability for Electronic Patient Care Reports (EPCR) for in the field reporting for both EMS and Fire Suppression incidents, allows completing one report for each incident with that report automatically transferring to all required agencies, and provides a myriad of data extrapolation tools for efficient assemblage of unique management reports.

2013 INCIDENT BREAKDOWN



- Total Ems Calls
- Total Fire Calls (Brtn)
- Total Fire Calls (Brva)
- Hazardous Condition
- Good Intent Call
- False Alarm

The fire department added a new initiative to the comprehensive and far reaching public education program which has been designated as our BEST Program. BEST is an acronym for Bristol's Essential Safety Training. The BEST Program incorporates over 20 different initiatives for providing safety training and emergency preparedness information to the public. The newest endeavor is the SAFE Home Program with the acronym referencing Safety Analysis for Emergencies. The SAFE Home Program allows Bristol residents to request and schedule a safety inspection of their home with the fire department. Bristol firefighters will accompany the residents and provide a walk-through inspection as they look for common safety hazards in the home. The firefighters will also provide safety tips for preventing accidents or fires, as well as provide emergency preparedness information.



Chief Bob Barnes

PUBLIC WORKS DEPARTMENT




9,918

TONS OF WASTE COLLECTED



833

TONS OF LEAVES COLLECTED



7,730

FEET OF NEW WATER LINES

The Public Works Department consists of the Engineering Division, Public Services Division and the Utility Division. The Department also provides fleet maintenance for city vehicles and equipment and is responsible for operation of the city fuel depot.



The city became one of five localities to be accepted into the Tennessee Department of Environment and Conservation (TDEC) pilot program for issuing permits associated with the National Pollutant Discharge Elimination System (NPDES) program. Under the program, submissions of grading plans will now be made to and reviewed by the city. This benefits the development community by quicker permitting times and elimination of review fees.

Crews began the process of implementing an automated water meter reading system. The system will drastically reduce the man-hours required to manually read the meters and increase billing accuracy. Implementation is developed around a phased approach that entails the conversion of 5,000 utility customers to the automated system per year. The city has approximately 12,500 customers and anticipates a three-year implementation schedule. Currently 2,484 meters have been modified and are being read automatically.

Public Works crews completed improvements to the public infrastructure in the Tennessee Hills Subdivision. Work began in June and was completed in December. The project included replacement of 3,930-feet of galvanized water lines, replacement of 16,100-feet of concrete curbing and resurfacing 3.05 lane miles of streets. Other work included repairs to the sanitary sewer and drainage systems. The holistic approach of making necessary upgrades to public infrastructure in conjunction with paving, increases the pavement life and thus reduces long term maintenance expenses.

In-house Public Works employees completed installation of approximately 3,800-feet of 10-inch water lines along King College Road between Kingsbridge and Old Jonesboro Road, and along Old Jonesboro Road between King College Road and Chatham Road. The project completed the second phase of upgrading the water system to improve the water pressure and flow in the northeast part of the city.



COMMUNITY RELATIONS DEPARTMENT

6,000 

TOTAL CALLS ANSWERED PER MONTH

134,976

Website: Unique Visits
46% Female / 54% Male

133,200

Facebook
Persons reached in 2013

800

E-Newsletter
Subscribers

900

Twitter Followers
521 Tweets

In the fall of the year a Customer Service Desk was established in the lobby of City Hall. The desk is staffed from 8AM to 5PM each week day by Customer Service Representatives (CSR) who can direct walk-in traffic to the appropriate offices based on their needs during visits to City Hall.

A contract for a new City website was signed with one of the country's most highly recognized government website development companies, CivicPlus. Ten companies were reviewed, three companies were interviewed and recommendations were made to the City Manager for his review. In December the contract was executed and work is to begin in early 2014 with an expectation of roll-out by late spring.



One of the most significant strides made in customer service is the way in which city phone calls are received. Previous to the change in the spring of the year, calls made to the main phone number were greeted by a phone tree. Community Relations staff began answering phones from their department location in the spring of 2013.

In the fall, as the VoIP phone system was installed and the Customer Service Desk was established, the phone calls were being answered at the city hall location with all roll-over calls continuing to come to the Community Relations offices. The city has eight main phone lines answering an average of 6,000 calls per month.

FIRST WE MUST LISTEN



Ongoing public information initiatives include BTN-TV coverage, City Voice, the city's first e-newsletter, city's Facebook® page, Twitter account, YouTube channel and new city website in 2014.



The Community Relations Department serves as the primary link between the City and the news media as well as the support office for other City departments' public relations. The department provides the community with information about City services, programs and events through a variety of channels.

SPECIFIC DUTIES INCLUDE:

Media Relations – Provides in a timely manner news releases to area media, assisting with the organization of information, contacts, news events and conferences for different city-wide departments, as well as providing media guidance for employees and related associations.

Public Information Channel - Community Relations manages operations for the City cable-access channels, Channel 16 on Bristol Tennessee Essential Services and Charter Media.

City Website - The department coordinates, updates, and makes changes for all other city departments and for the Office of the City Manager on the city's website: bristoltn.org. The department addresses all requests on the city "Comments" lines on the city website by forwarding requests to correct department or finding answers to the community's FAQs.

Employee Relations - Produces and publishes employee newsletters and other newsletters distributed through city departments.

Marketing - Coordination of all advertising, marketing and sponsorship procurement for city produced events.

Special Events - The department coordinates special events for the City in various city venues including parks, the city civic center and other local arts venues.

Terrie Smith-Talbert
Terrie Smith-Talbert
Director



COMMUNITY RELATIONS DEPARTMENT

PARKS and



RECREATION

24	PARKS
330,594	PARK VISITORS
8,394	ROUNDS OF GOLF
3,000	SENIORS REGISTERED

Senior Programs now up and running with new electronic sign-in stations.



The Senior Programs division operates at the Slater Community Center. This program serves more than 300 senior users per day with nearly 3,000 registered. We offer a variety of exercise options, day trips, art classes, health and wellness classes, games, meals and social interactions. Our sign-in and activity counts had been tracked using write-in forms since the inception of the program. Maintaining these records and stats had become very time consuming as the number of users and activities continue to grow.

In August of 2013, we went online with a state of the art sign-in system. Two MySeniorCenter stations are now located at the front entrance of the facility. Users are assigned a scan card. A quick scan of the card and the touch screen system welcomes you and provides a list of activities for the day. You need only touch the screen to select for your attendance and any activities that you plan to attend that day. Gone are the clipboards hanging on the walls at each room and constantly trying to find a pen to sign-in.

With this tool at hand, staff can now generate reports, review attendance and class sizes in a matter of seconds. Planning can now take place real time and statistics that we are required to provide to the state are now extracted from the system with ease.

This system also eliminates the need for our SilverSneakers users to scan into a second system. Their information is now contained in the MySeniorCenter program and staff can transmit that information to SilverSneakers each month.



Staff has looked at this type system for many years but it was always too costly to install. MySeniorCenter helped us to do this within our budget. Small passive advertisements can be seen on each page of the system. MySeniorCenter uses the proceeds from this to offset our cost, making the system very affordable.

Overall response to the system has been great. We are able to store greater amount of information such as emergency contacts, allergies, illnesses, etc. in the system for immediate access. Simplicity of operation for the user is the best part. Many of our seniors were concerned about the technology but those fears were quickly put to rest the first time they signed into the system.



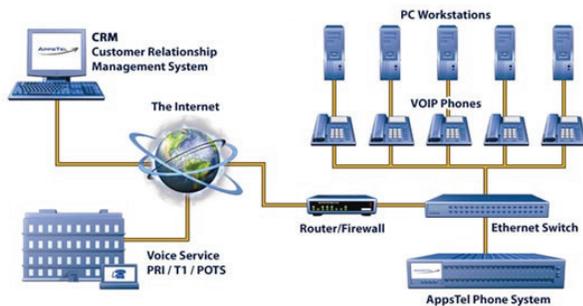
INFORMATION TECHNOLOGY

70 Voiceover IP Phones Installed

84 PDA Units Installed



The Information Technology (IT) division reports to the City Manager. The mission of the IT division is to provide exceptional computer, software and networking support to the employees of the City of Bristol Tennessee, while facilitating the exchange of information with its citizens.



Tech Advancements

Staff began installing the new Voice over Internet Protocol (VoIP) phone system. This new system uses the internet to transmit phone calls rather than the analog systems used in the past. This new way of communicating will save the City thousands of dollars each month in phone charges. These locations currently have the new VoIP phone system: City Hall, Ewell Easley Annex and Community Relations offices inside Viking Hall Civic Center. Other offices will come online as the installation progresses.

A new software system was installed in the Fire and Rescue department. This new system expands the capability for in the field reporting for both EMS and Fire Suppression incidents and allows for one report to be completed for each incident that is automatically transferred to all required agencies. This system also provides data extrapolation tools for the production of unique reports.

Personal Data Assistant (PDA) units were installed within the Police Department. The new PDA units allow officers to be more efficient while in the field. Officers are now able to access warrant and driver's license information immediately and make scene assessments of incidents. Every traffic citation, warning, city ordinance violation, or animal control citation issued is automatically checked for offender and license status all while the officer is in the field.

IT staff also added a new video server for the BTN-TV division of Community Relations department and replaced the city's email server. Both of these advancements will benefit the City greatly in providing better communication with city employees and citizens.



Greg Cross
IT Manager

ECONOMIC DEVELOPMENT



TOTAL JOBS

13,515

Age 29 and younger: **3,196 - 23.6%**

Age 30-54: **7,559 - 55.9%**

Age 55 or Older: **2,760 - 20.4%**

2011 Census

Site preparation continued for the 250-acre Pinnacle development located at the intersection of I-81 and Hwy 11W.



The Bass Pro Shops pad was delivered on time and Bass Pro Shops is currently under construction. The main wall panels have been completed, steel beams are currently being erected, and plans are to have the building under roof in late December/early January. The 103,000 square foot store will include a restaurant and 12 bowling lanes.

Construction of a 14-acre public park began in 2013, which will be open along with Bass Pro Shops in the Summer of 2014.

Additional retail leases and announcements include Belk Fashion Stores, Marshall's, Michaels, Pier One, Ulta, Kirkland's, Shoe Carnival, and a 12-screen movie theater. All plan to be open in 2015.

Mayor Dolan, Mayor Godsey, and City, BTES, and NETWORKS staff attended the 2013 Governor's Conference on Economic and Community Development to accept awards for Partnership Park II, Bristol Business Park, and Aviation Park I as Tennessee Certified Sites. Sullivan County boasts three of the State's 22 certified sites.



Designation of a Select Tennessee Certified Site provides prospective companies with a level of assurance that the site has undergone thorough due diligence to uncover and address potential development obstacles. The certificate also provides the community with opportunities to promote the site through the State, TVA, and our own marketing efforts. The certification process also assisted in establishing and strengthening relationships with site selection consultants and the Department of Economic and Community Development.

The Downtown Loan program saw growth with an additional financial institution giving \$25,000 to the fund. An existing supporter recently made an additional \$8,000 contribution to the fund. Six loans have been awarded which has helped create 12 jobs and retain nine jobs downtown. Additional businesses are currently under consideration for loans. (The Downtown Bristol loan program was established to provide gap financing for new or expanding businesses in the Bristol TN/VA downtown. The City staff initiated this program with the participation of area banks and a credit union. Administration of the loan program is through an administrative agreement with People Incorporated.)

COMMUNITY

DEVELOPMENT



NEW HOME STARTS

50% INCREASE

HOME CONSORTIUM ASSISTED IN REAL ESTATE PURCHASES

\$45 MILLION

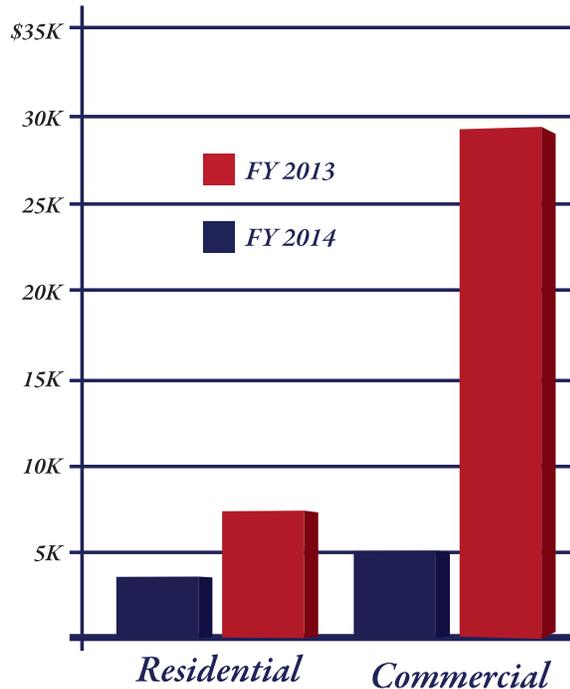
REHABILITATED OWNER-OCCUPIED HOMES

42

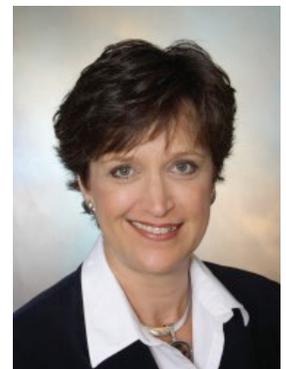
The total value of building permits issued (as compared to the prior fiscal year) continued to rise throughout the year. During the economic downturn, the type of permits issued shifted from new construction to renovations. This was true for both commercial and residential projects. The effect of this shift was demonstrated in a greater number of permits with a greatly reduced total construction value. By the end of November, the construction value of all permits issued was five (5) times greater than the prior year and the number of new single family home starts rose 50 percent over the prior year. The value of these new home starts was more than double the value of those issued in 2012. The value of commercial starts was nearly three (3) times the value of those issued in 2012.

The Northeast Tennessee/Virginia HOME Consortium completed its tenth year in 2013. This group of cities and counties (Bristol, Tennessee and Bristol, Virginia; Bluff City, Johnson City and Kingsport, Tennessee; and Sullivan and Washington County, Tennessee) established the first and only HOME Consortium in the State of Tennessee. The Consortium has concentrated on homeownership (down-payment and closing-cost assistance) and owner-occupied rehabilitation/reconstruction activities for low and moderate-income households.

Permit Value Comparison



The 2013 Outstanding Implementation award from the Tennessee Chapter of the American Planning Association for the Fairmount Neighborhood Plan



*Shari Brown
Director*

CITY AWARDS



COMMUNITY DEVELOPMENT

2013 Outstanding Implementation award for the Fairmount Neighborhood plan from the Tennessee Chapter of the American Planning Association.



COMMUNITY RELATIONS

Merit Award from Northeast Tennessee Tourism Association for the Pinnacle Award audio visual entry titled "The Rails That Lead to Bristol" produced by the BTN-TV division.



The City of Bristol Tennessee was named as one of the best towns in the State of Tennessee for young families by a consumer advocacy website, NerdWallet. NerdWallet sought to better inform young families and parents-to-be by analyzing towns across the state according to five criteria:

- ★ Public School rating from Great Schools
- ★ Average home value
- ★ Cost of home ownership
- ★ Average income
- ★ Economic growth



POLICE DEPARTMENT

6th National and State Re-Accreditation award from the Commission on Accreditation for Law Enforcement Agencies. Meritorious Distinction for more than 15 years of consecutive awards from the Commission on Accreditation for Law Enforcement Agencies.



Security Industry Alarm Coalition

The Police Department was recognized by the Security Industry Alarm Coalition (SIAC) and presented with the Directors Award of Distinction for excellence in alarm management. Specifically SIAC recognized the city's False Alarm Ordinance and the reduction of false alarms.



The Bristol Regional Wastewater Treatment Plant was recently recognized by the Kentucky-Tennessee Chapter of the Water Environment Association for operational excellence. This is the fifth year of the receipt of this award.

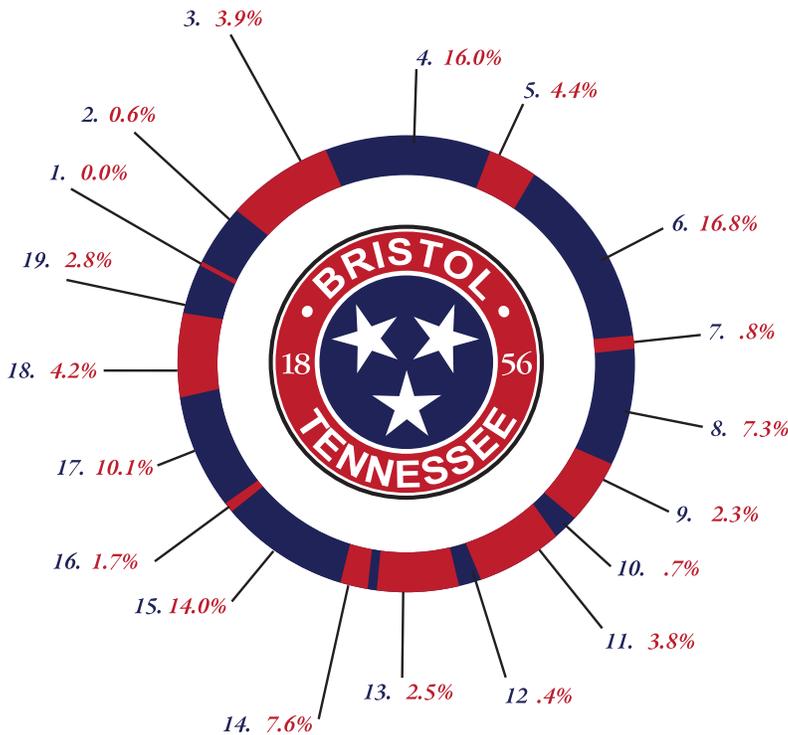


The City of Bristol received a rating of 99 out of 100 from the Tennessee Department of Environment and Conservation, Division of Water Supply, for this year's sanitary survey of the city water system. This rating is one of the highest in the state.

BRISTOL'S LOCAL ECONOMY



TOTAL JOBS IN BRISTOL | **13,515**



1. Mining, Quarrying, and Oil and Gas Extraction
2. Utilities
3. Construction
4. Manufacturing
5. Wholesale Trade
6. Retail Trade
7. Transportation and Warehousing
8. Information
9. Finance and Insurance
10. Real Estate and Rental and Leasing
11. Professional, Scientific, and Technical Services
12. Management of Companies and Enterprises
13. Administration & Support, Waste Management and Remediation
14. Educational Services
15. Health Care and Social Assistance
16. Arts, Entertainment, and Recreation
17. Accommodation and Food Services
18. Other Services (excluding Public Administration)
19. Public Administration

Jobs by Worker Educational Attainment

Less than high school	1,014	7.5%
High school or equivalent, no college	3,460	25.6%
Some college or Associate degree	3,374	25.0%
Bachelor's degree or advanced degree	2,471	18.3%
Educational attainment not available (workers aged 29 or younger)	3,196	23.6%

Jobs by Earnings

\$1,250 per month or less	3,920	29.0%
\$1,251 to \$3,333 per month	5,550	41.1%
More than \$3,333 per month	4,045	29.9%

