

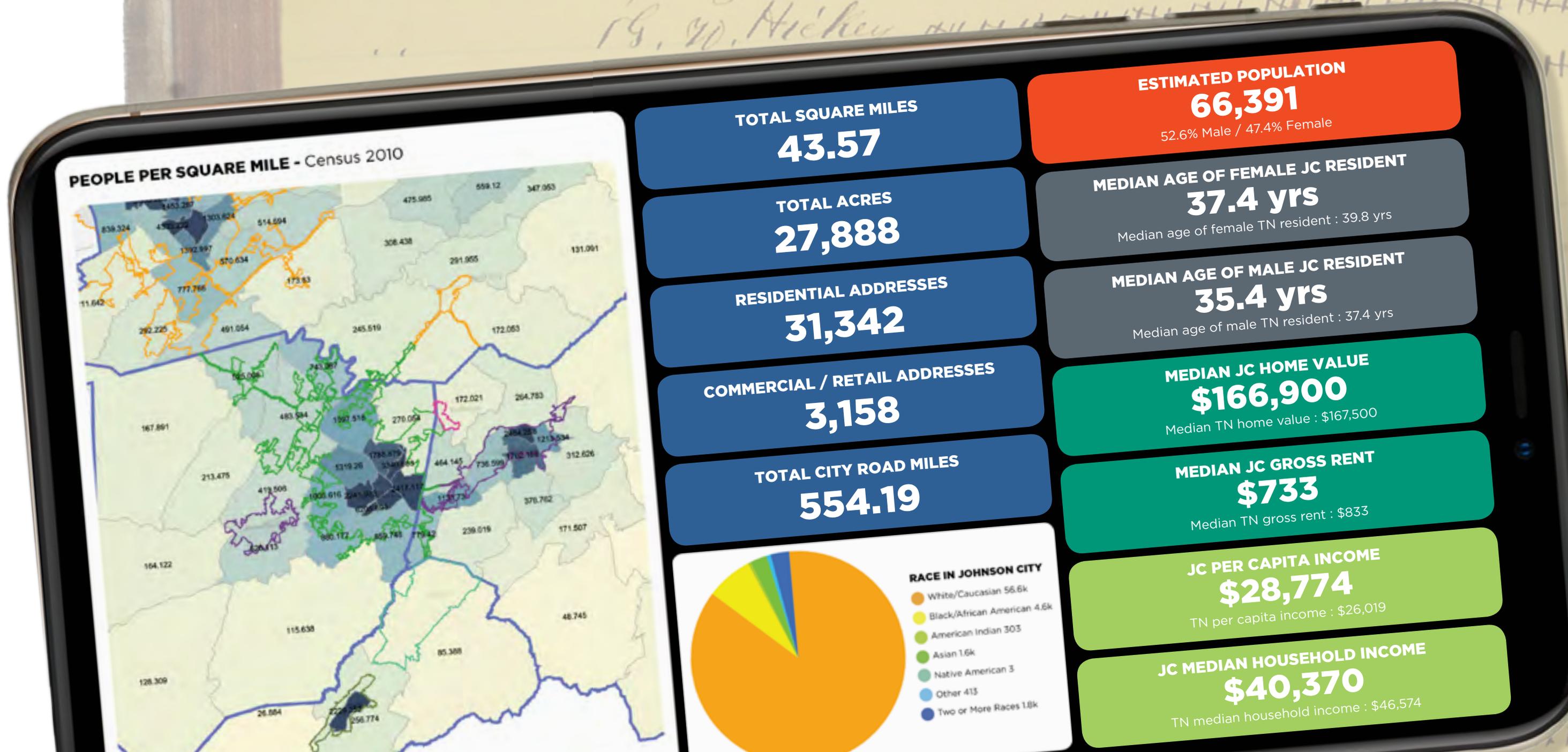
Every street, every track, every trail in Johnson City bears the mark of generations who have come before. Their strength is preserved by buildings that have stood the test of time; their ingenuity, by the railways and paths that opened hills and mountains to new eyes; their pride, by three stars that fly overhead on a crimson banner. Thanks to our forefathers and foremothers, our city has grown since its incorporation in 1869, through boom and bust and boom again, into the center of commerce, education, and culture of Northeast Tennessee. Now we - the children of farmers and pioneers, railroad magnates and doctors, educators and musicians - continue their trailblazing, dream-chasing traditions into a prosperous future. We will stand on their shoulders. We will celebrate their legacies. We will go all out.



DASHBOARD STATISTICS

Upon being granted a state charter to incorporate in 1869, Johnson City was defined as being a half-mile radius with the train depot being the center of town. The City's first election, held on Jan. 3, 1870, was conducted via tick marks on a piece of paper. That year's Census indicated that Johnson City consisted of 216 households, though all of those were not technically inside city limits.

Today, such data is real-time, electronic and interactive. The City's Geographic Information Systems Division maintains maps and data that provide incredible insight to everything from topography to property ownership to infrastructure inventory. This information helps City staff make informed decisions and is readily available to the public on the City's website, www.johnsoncitytn.org.



BUDGET AND FINANCE

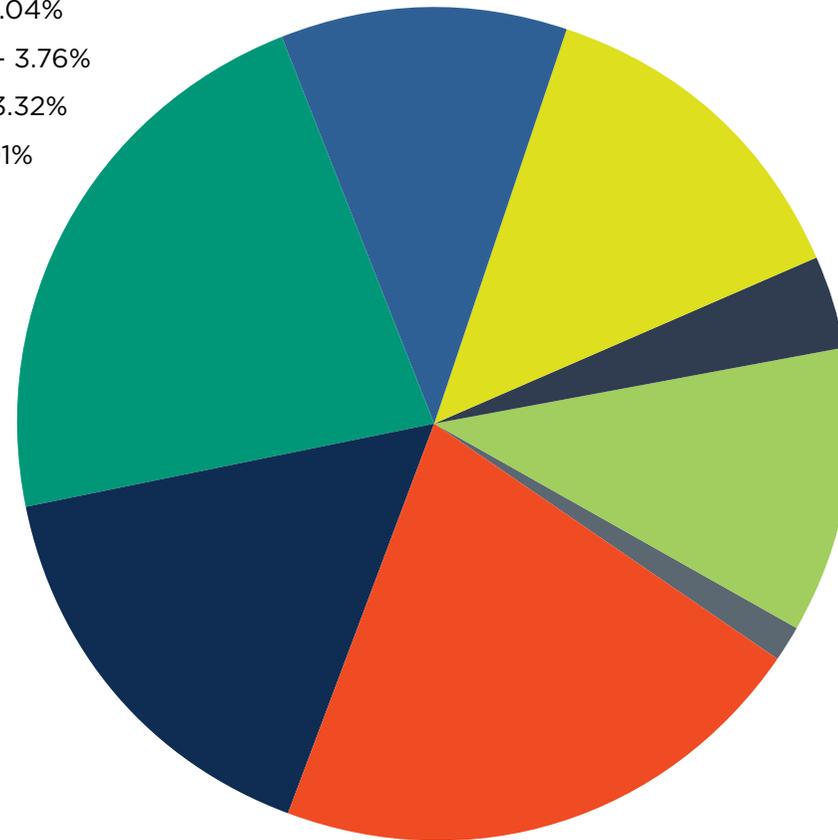
General Fund revenues total \$92,148,028. General Fund operating expenses, as represented by the expenses chart, total \$62,954,507. In addition to this, transfers to other funds from the General Fund total \$25,966,237. These transfer dollars include the City's contribution to schools, as well as funding for capital equipment and projects, the debt service fund, and Mass Transit.

The City continues to be in a strong financial position thanks to excellent fiscal management. Our bond rating was upgraded from AA- to AA and a 2018 returned no findings. The City Commission restricts annual debt service payment, not to exceed \$11 million. Johnson City's property tax rate is \$1.89 per \$100 property value, making it one of the lowest in the region.

* Charts based on the unaudited June 2019 Financial Statements

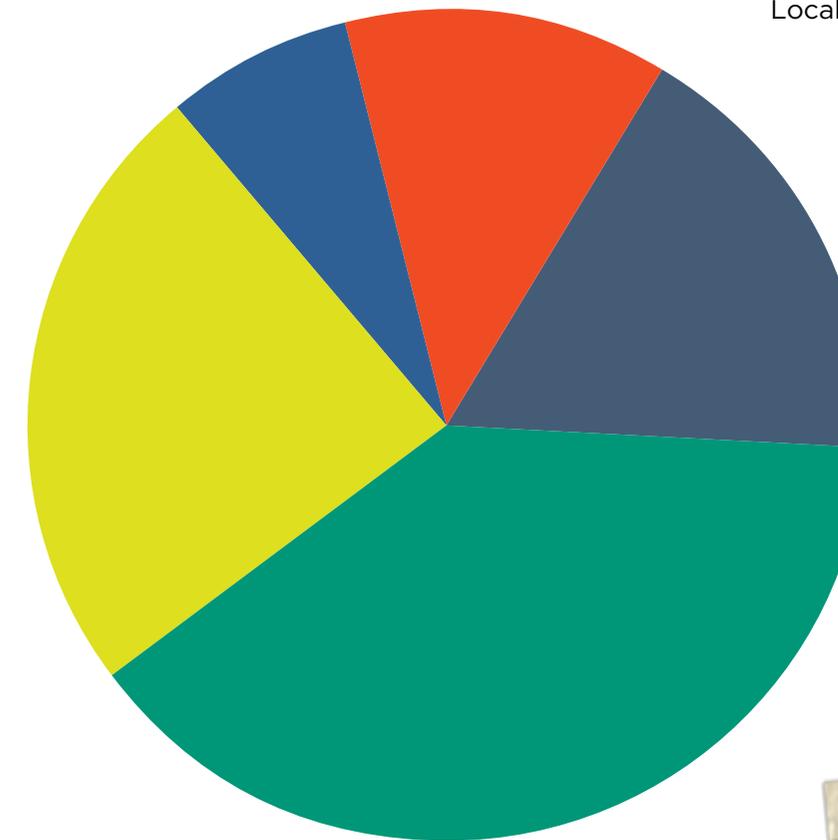
FY 19 General Fund Operating Expenses

- Quasi-Governmental - 11.04%
- Student Transportation - 3.76%
- General Government - 13.32%
- Parks & Recreation - 11.01%
- Public Works - 22.33%
- Fire - 16.05%
- Police - 21.28%
- Other - 1.21%



FY 19 General Fund Revenues

- Local Option Sales Tax - 24.06%
- Other Local Taxes - 16.95%
- Intergovernmental - 12.67%
- Other Revenue - 7.18%
- Property Tax - 39.15%



CITY GOVERNMENT

In the 1850s, Henry Johnson, the postmaster of Blue Plum, saw an opportunity. Before a single train moved through the mountains, Johnson set up shop directly in its path, anticipating the hustle and bustle brought on by a new mode of transportation. Soon, Johnson's Depot grew from a store and post office to the hub of Northeast Tennessee.

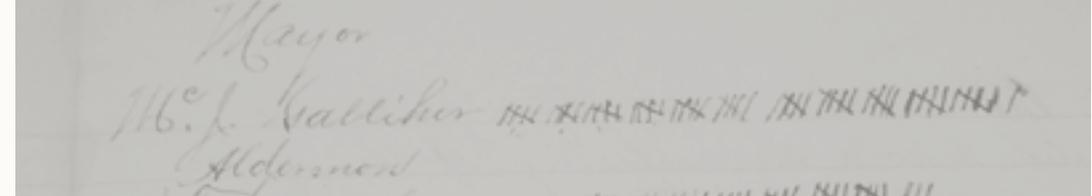
Johnson City, named after this entrepreneur, received its first state charter in 1869. The charter defined the city limits as being the area within a half-mile radius of Johnson's Depot. Johnson was elected mayor of Johnson City on Jan. 3, 1870 in the City's first election. Sixty-four registered voters (all male) cast ballots.

In 1939, the Johnson City Board of Commissioners adopted the City Charter establishing the council-manager form of government under which we operate today. The Board of Commissioners is the governing body of the City of Johnson City. Commissioners are elected at large for four-year staggered terms. Commissioners select the mayor from among their group following each election. The mayor serves as the ceremonial head of the City, presides over City Commission meetings, and represents the City of Johnson City at a variety of community and public functions. The Board of Commissioners hires a professional city manager to manage and direct day-to-day operations of city government. City commissioners participate on a variety of boards, commissions and committees. Their involvement provides an important link between citizens, businesses, non-profits and municipal government.

The City Commission ensures the provision of community services the people of Johnson City need and want. In carrying out its duties, the City Commission must address citizens' concerns while planning for the community's long-term growth and development. To this end, it is the responsibility of the City Commission to oversee costs and be as efficient as possible while managing the City's infrastructure, projects and investments.



2019 City Commissioners (listed from bottom to top/right to left): Mayor Jenny Brock, Vice Mayor Joe Wise, John Hunter, Todd A. Fowler, Larry Calhoun





POLICE DEPARTMENT

The City's first election ballot also included its first constable, Washington County Deputy Sheriff D.M. Taylor. For many years following the incorporation of Johnson City, police chiefs, assistant chiefs, and patrolmen were nominated by a commissioner, and then accepted by a majority vote from the Board of Mayor and Aldermen. These elections occurred often, and no policeman in the city was guaranteed a job when the next election rolled around.

Isaac Oliver Carson Burlison served as chief of police of Johnson City in 1885 but the department only included two police officers until the turn of the century. One worked day shift and one worked night shift, seven days a week. By 1920, due to the population growth of Johnson City, the police force had expanded to about 20 officers.

Today the Johnson City Police Department is the eighth largest police department in the state of Tennessee, covering 44 square miles and more than 506 miles of roadway. The department includes 31 civilian employees who support the 153 sworn officers in records, administrative and support functions.

Accredited in 1993 through the Commission on Accreditation for Law Enforcement Agencies, the Johnson City Police Department has continuously maintained its accreditation by meeting that organization's rigorous standards. In addition, the department received accredited status through the Tennessee Law Enforcement Accreditation Program in 2011.

Johnson City police officers responded to 41,100 calls for service in Fiscal Year 2019 and initiated 34,000 interactions. JCPD's response time to emergency calls averaged 4 minutes and 42 seconds.

The Johnson City Police Department tracks a number of crime statistics including Group A Crimes, a nationwide metric that is submitted each month to the Tennessee Bureau of Investigation. Group A offenses are considered the most serious crimes like homicide, rape and robbery. In Fiscal Year 2019, Johnson City saw a 4.5 percent decrease in Group A Crimes. The department also saw an increase in the crime clearance rate, which is the rate at which crimes are solved. In FY 2019, the Johnson City Police Department cleared 65.3 percent of Group A Crimes, which is significantly higher than the state average of 41.8 percent. Most notably, JCPD had an 88.6 percent clearance rate for Crimes Against Persons compared to the statewide clearance rate of 49.59 percent.

PARKS AND RECREATION

Just 20 years after receiving its state charter, the City of Johnson City opened its first public park, Powell Square. By 1944, the City of Johnson City had two public parks, a football stadium, a public pool, and a strong desire to organize the many recreation activities and programs that were being held on makeshift playing fields and in local warehouses. City leaders established the Parks and Recreation Board on May 18, 1944 to do just that, marking the beginning of a long commitment to citizens in the provision of amenities, recreational programming, entertainment, athletics, senior services and a variety of outdoor offerings that continues to this day. The department now provides a growing number of widely recognized and award-winning facilities and programs.

During Fiscal Year 2019, the department opened Tannery Knobs Mountain Bike Park to the public with a total of seven trails and a pump track while also expanding the mountain bike trails at Winged Deer Park. In addition, the department continued extensive field improvements at Civitan and Winged Deer parks as well as made significant improvements at four school sites to provide additional practice space for youth athletic teams. Parks and Recreation hosted outdoor concerts during the summer and fall months and welcomed 23 participating teams to the USA Girl's 10U Class A Fast-Pitch National Championship held at Winged Deer Park.

The department operates: 24 parks on more than 1,200 acres of land, four recreational facilities, one multigenerational center, 23 lighted tennis courts, one dog park, six swimming pools, 17 play structures, two boat ramps, one 18-hole disc golf course, two amphitheaters, six sand volleyball courts, 30 picnic shelters, 19.8 miles of hiking/walking trails, one football stadium, one baseball stadium, one skateboard park, one historic cabin, two tree arboretums, 10 youth baseball fields, 12 soccer fields, 10 softball fields, one 18-hole golf course, two foundations, an inclusive playground and splash pad, two mountain bike parks, and 12 pickleball courts.

Participation included: 160,723 recreation program participants, 2,135 recreation soccer players, 23,701 rounds of golf played, 73 adult softball teams, 49,019 volunteer hours, 98,795 senior program participants, and 300 employees (68 full-time, 30-part time and more than 200 seasonal).



FIRE DEPARTMENT

The Johnson City Fire Department dates back to 1891, at which time volunteers used the bucket brigade method. The men would form two lines between a supply of water and the fire. One line would pass the buckets filled with water toward the fire with the end man dousing the fire and passing the empty bucket to the second line, moving it back toward the water supply. Around the turn of the century, about the time the first full-time employees were hired, the centerpiece of operations was a horse-drawn pump wagon. As the need for modern equipment became apparent the City purchased a motorized chain-driven pumper in 1915.

In Fiscal Year 2019, the JCFD began the renovation of its 1928 Seagrave. Purchased brand new, it served as a mainline apparatus for many years. The Seagrave was repurposed as a parade truck following restoration in the 1970s but due to the lack of space at the fire stations was moved to an outside storage shed where it fell into a state of disrepair. Work began anew in 2018 to return the Seagrave to its former glory. It is again located at Fire Station 3, where it will be housed when not in use for public events.

The JCFD, now fully staffed with 125 sworn firefighters and five civilian staff, responded to 3,572 fire calls and 5,705 emergency medical calls in FY 2019. The average turnout time was 72 seconds, which is only two seconds higher than the National Fire Protection Association codes and standards. The department's overall average turnout time was 5:06 minutes, which is six seconds above the target average response time of five minutes or less.

The department carries an Insurance Service Office Public Protection Classification of 1 - the highest rating possible. In 2019, the Tennessee Municipal League awarded the Johnson City Fire Department its Excellence in Fire Services Award. The award is given in recognition of the efforts made by the department to not only plan for today's needs but to strategically plan for the City's future fire service needs.

Additionally, the Johnson City Fire Department began the 18-month process to achieve accreditation from the Center for Public Safety Excellence. Accreditation is an all-hazard, quality improvement model based on risk analysis and self-assessment that promotes the establishment of community-adopted performance targets for fire and emergency services agencies.



PUBLIC WORKS

While not formally organized as a City department until years later, the operations of Public Works can be traced back to the 1908 paving of downtown streets with pebble block bricks. Today, the department provides a variety of services intended to maintain the health, safety, and welfare of the community, as well as enhance quality of life. It consists of five major divisions: Engineering, Solid Waste, Stormwater, Streets, and Traffic.

The most high profile project completed by Public Works in Fiscal Year 2019 was the upgrading of the Peoples and Greenline streets intersection, which added much needed traffic capacity. Other significant street work included the addition of a public parking lot at the Main and Boone streets intersection and 8,000 feet of new sidewalks along Unaka, Watauga, Holston and Forest avenues.

Other accomplishments of the Johnson City Public Works Department during FY 2019 include the following improvements/enhancements:

- Removal of the pedestrian bridge over John Exum Parkway
- Construction of a retaining wall at the Science Hill High School football stadium
- Installation of benches along Main Street in the downtown area
- Installation of sesquicentennial artwork on the Transit Station wall along West Main Street
- Widening of Dennis Drive to the Tannery Knobs Mountain Bike Park
- Widening and curbing of 9th Avenue
- Widening and curbing of Forest Avenue from Baxter Street to East Oakland Avenue and adding sidewalk along the same section
- Installation of a traffic signal at East Mountainview Road and Roan Street
- Repaving of seven school parking lots
- Demolition of 15 dilapidated structures

As the department's recycling program celebrated its 30th anniversary this year, several regional recycling centers closed, forcing a number of local municipalities to severely limit or suspend their recycling services. Determined to keep the City's program operational while limiting the cost and inconvenience to citizens, the City of Johnson City quickly located an alternative vendor resulting in minimal impacts to the recycling program. It began planning for the purchase of new equipment to help maximize dollars earned for recycled materials.





WATER AND SEWER SERVICES

The City's first reliable water supply was generated from three springs in Unicoi County in 1912. In the years since, the City has invested in the building and extension of waterlines and water reservoirs to create strong and robust infrastructure. Today, the Water and Sewer Services Department operates infrastructure inside the city limits and in portions of four counties. Each year, the department treats 5.6 billion gallons of potable water. The system, which includes two treatment plants and 106 water facilities, has earned consecutive Tennessee Department of Environment and Conservation sanitary survey approvals for more than 40 years. Over the years, the department has received dozens of awards at the local, state, regional, and national levels, recognizing a commitment to excellence in operations and protection of the environment including wastewater treatment plant awards from the National Association of Clean Water Agencies and the Kentucky-Tennessee Water Environment Association.

The City's first wastewater treatment facility opened in 1957. Three wastewater treatment plants are in operation today with the department processing over 5 billion gallons of wastewater each year. In Fiscal Year 2019, the department made renovations to the Knob Creek and Brush Creek wastewater treatment plants including wet weather peak flow process improvements, disinfection process replacement, biosolids process replacement, and heelworks screen and process replacement. In addition, the department completed a project along the Cherokee Road corridor to improve the reliability of the system and eliminate inflow and infiltration during wet weather events. This included pipe lining, coating of manholes, point repairs, and other activities.

In Fiscal Year 2019, Water and Sewer Services finished the Tannery Knob Reservoir Replacement Project. A new, 5-million-gallon, pre-stressed concrete reservoir and 2,200 feet of transmission line as well as a new control vault and valve were installed. The tank replaced a 75-year-old tank that was demolished the previous year, resulting in an increase of 3 million gallons in storage capacity. The department also replaced 9,000 feet of cast iron water mains along Austin Springs Road that were originally installed during the 1950s, increasing the line to 12 inches and providing additional flow and improved fire protection. The Ford Creek Water Line Extension, a joint project with Washington County, extended water service into an area that was previously had none. Approximately 8,500 feet of 8-inch line was installed.

The department also replaced its asset management software and work order system to more effectively track customer requests for repairs and better predict the life of lines and other forms of infrastructure.

JOHNSON CITY
CITY LIMIT

PUBLIC WATER SUPPLY
APPROVED
TENN DEPT OF PUBLIC HEALTH



FREEDOM HALL CIVIC CENTER

Since Freedom Hall's opening show featuring Bob Hope in 1974, the venue has entertained visitors with ice shows, circuses, horse shows, sporting events, conventions, music concerts, lectures, bull riding, rodeos, and other events. During Fiscal Year 2019, the City welcomed over 90,000 people to events at Freedom Hall, hosting 15 ticketed performances and 17 non-ticketed programs. Two of the concerts sold out – Casting Crowns and the East Tennessee State University (ETSU) Student Government Association spring student event with Scotty McCreery.

On Oct. 1, 2018, the Donald J. Trump Jr. for President Rally was held in the arena with 6,500 in attendance, an additional 1,000 patrons watching the live broadcast in the Auxiliary Gym, and approximately 3,500 more viewing it on the Freedom Hall Plaza. It marked the second-ever visit to Johnson City by a sitting president with the first being by Gerald Ford in 1976.

ETSU's men's basketball team played its fourth season of home games at Freedom Hall with approximately 40,000 in attendance. Additionally, ETSU hosted the two-day four-game Grand Cayman Classic – Mainland Men's basketball tournament and a CIT Hugh Durham Classic Tournament playoff game.

In 2018, Freedom Hall was designated as one of the first three official locations in Northeast Tennessee on the Tennessee Music Pathway. Sponsored by the Tennessee Department of Tourism, the Tennessee Music Pathway celebrates the musical heritage sites of the state's seven musical genres.

Capital improvements at Freedom Hall included new theatrical and hallway curtains as well cup holders in the balcony seating areas. In addition, electrical upgrades were completed to improve safety for electrical connections and to remove the old electrical box from the arena floor.





FACILITIES MANAGEMENT

One of the newest departments, Facilities Management, oversees the maintenance and construction projects of approximately 94 City facilities and 14 City-owned school facilities. In addition to completing 1,183 work orders for Fiscal Year 2019, the department also was involved in multiple capital construction projects that included:

Langston Centre – a \$2.3 million renovation of 12,000 square feet of the historic Langston High School, which opened in 1893.

Rick Collins Police Training Complex – a \$1 million, new construction, 6,000-square-foot facility, which provides a large training room, office space and equipment storage for internal, joint and public training exercises.

Johnson City Transit – a \$579,000 project replacing the existing, outdated HVAC system with a new energy efficient system that includes computer operational controls.

Comparability assessment for Indian Trail Intermediate and Liberty Bell Middle schools – provided recommendations and estimated cost of work for both schools in order to provide equal program, facilities and amenities at each school, concentrating on science classrooms, athletic facilities and storage areas.

Liberty Bell Middle School gym and cafeteria addition – a \$10.5 million new construction addition will consist of a 1,300 seat gymnasium, a 350-seat capacity cafeteria, and a state-of-the-art commercial kitchen.

Public Works equipment storage facilities – a \$3 million new construction of three separate storage buildings totaling 35,450 square feet. The facilities will provide security and protection from the weather for large, complex equipment.

Structural repairs and modifications to the Solid Waste recycle building – a \$535,000 renovation project to repair and improve the structural integrity of the existing facility.

Downtown breezeway wall reconstruction – demolition and reconstruction of the brick veneer wall located downtown in the pedestrian walkway breezeway.

DEVELOPMENT SERVICES

Development Services staff focused a great deal on redevelopment of the West Walnut Street Corridor in FY 2019. City planners put considerable effort into solidifying a master plan that will guide future development of the connector between East Tennessee State University and downtown Johnson City. Developed with extensive community input and approved by the Board of Commissioners in January 2018, the 10- to 20-year roadmap reimagines the corridor as more pedestrian- and bicycle-friendly. Efforts to revitalize West Walnut go back to 2015, when a 10-member task force was appointed to create a zoning code that would enhance the corridor. In FY 2019, Commissioners approved \$700,000 for design of construction documents. Infrastructure improvements, including relocation of stormwater and utilities, will be the first step in realizing the master plan.

Like most of Johnson City, the history of the West Walnut Street Corridor is tied to the railroad and its history. A vision of a railroad connecting Cincinnati, O.H. to Charleston, S.C. established in the early 1800s was brought to fruition in the early 1900s by George L. Carter. This completion led to a tremendous growth boom in the early 1900s in which several of the West Walnut Corridor's most prominent historic properties were built. Most notable among these are the Clinchfield Train Depot, the Model Mill, the United States Post Office on Ashe Street, Summers Hardware, 400 Ashe Street, and the Walnut Street Fire Hall.

Just as in the past, the West Walnut Street Corridor has an important role to play in the future of the area. Recent investments by the City at the Farmers Market, Founders Park, and other portions of downtown, coupled with numerous private investments in and around the corridor, have helped drive interest there. City Commission and Development Services staff are confident that development along the corridor will facilitate new growth in Johnson City by attracting new residents and businesses to the area.





SESQUICENTENNIAL COMMISSION

In February 2018, the Johnson City Commission appointed a citizen group known as the Sesquicentennial Commission to plan the celebration of Johnson City's 150th anniversary in 2019. The nine members of the Sesquicentennial Commission — Dianna Cantler, Joy Fulkerson, Rebecca Henderson, Lester Lattany, Jenna Moore, Donna Noland, Larry Reaves, Marcy Walker, and Brenda Whitson — spearheaded multiple committees intended to support monthly themes, several significant events, and fundraising efforts for the two-phase legacy project designed to incorporate the city's history, present and future.

Over the course of 11 months, beginning with the Jan. 5 kickoff and ending with the grand finale celebration on Dec. 1, the Sesquicentennial Commission supported 59 events, including the groundbreakings of the Natural Adventure Area Playground and the Legacy Plaza, which includes a history circle and tri-star area. Both phases of the project are scheduled for completion in 2020.



TRAILBLAZING THE FUTURE

Current City leaders and those in the recent past have continued to blaze trails, literally and figuratively, making many bold and forward-thinking decisions that have resulted in positive growth and transformation within the city. By staying focused on market changes and understanding the challenges and opportunities facing our community, leaders have invested time, money and staff labor to create a new foundation for our future.

In 2012, City leaders thought outside the box to address a decades-old problem by coming up with a solution that also created a usable public space. Founders Park has been the catalyst for multiple other projects and redevelopments that have made downtown the thriving city center it is today.

That same innovative thinking turned into action has continued with projects like the Tweetsie Trail, King Commons, and Tannery Knobs Mountain Bike Park. This governance is best summarized by the City's new tagline, Go. All. Out., which is the foundation of the City's new brand. More than a logo and color palette, this brand has been embraced as a philosophy. It has become a directive for City leaders and staff.

We are leveraging our strengths of a diverse economy and the higher education pipeline of talent, our low cost of living, excellent City services and beautiful outdoor amenities to address the challenges faced by many cities and towns in the country. The purposeful leadership of our Board of Commissioners includes taking mitigated risks, using incentives wisely, and investing in innovation. They are continuing the trailblazing, dream-chasing traditions of our forefathers into a prosperous future.



