

Staff Name: Linda Harper

Staff Title: Strategic Community Engagement Liaison (Part Time)

Personal Email & Phone:

Hire Date: August 29th, 2022

Description of Role:

I am a direct report to Deputy Mayor Brenda Haywood within the Mayor's Office of Community Engagement (MOCE). The Mayor's Office of Community Engagement serves as the direct connection between the Mayor's Office and local communities. Our mission is to improve the lives of individuals within our community by addressing identified disparities through the provision of information, resources, education, and access.

In my role as the Strategic Community Engagement Liaison, I had the responsibility of managing Deputy Mayor Haywood's key initiatives aimed at establishing and a mutually beneficial relationship with diverse organizations and stakeholders within the community that aligned with the Mayor's administration. My key role & responsibilities are:

- MOCE Program Manager for key initiatives within the Office of Community Engagement
- Work with constituents and stakeholders to promote and connect resources that benefit communities while simultaneously identifying issues and concerns
- Develop strategic plan to identify potential collaborations and partnerships

Key Priority projects/initiatives – with timeline, expected outcomes:

- Metro 60th - Program Manager for all the Metro 60 Events & Panel Discussions
 - Women in Metro Panel Discussion
 - The Consolidation & The Role of the African American Panel Discussion
 - Metro 60 Anniversary Reception
 - Metro 60th Celebration
- Health & Wellness within Communities Initiatives
 - COVID-19 vaccine awareness
 - Mobile vaccination events through collaboration with
 - Community Events
 - Non-Profit Organizations
 - Local Churches
- Gear UP Tennessee
 - MOCE GearUP TN Program Manager with the NFL Tennessee Alumni Association
 - COVID-19 vaccine awareness and education campaign
 - Mobile vaccination pop-up events
- TSU Women's Center
- United For Hope
- Metro Public Schools; specifically, childhood literacy
- Music Makes Us

Key partnerships/relationships/grants with outcomes and timelines: see above

Key boards/commissions, community partners, task forces you work with or staff:

- Metro 60th Task Force
- Tennessee NFL Alumni Association
- Vanderbilt University
- Meharry Medical College
- Urban League
- TSU Women's Center
- United For Hope
- Music Makes Us

Staff Name: Benjamin Eagles

Staff Title: Senior Advisor

Personal Email & Phone:

Hire Date: September 30, 2019

Description of Role: Special projects, strategy, policy, and communications.

Handle various high-profile initiatives for Mayor. Manage numerous external relationships with community stakeholders. Guide policy formulation on key issues. Respond to specialized research needs. Write speeches for significant events including State of Metro addresses. Assist with messaging and routinely represent the office in the media and to boards. Collaborate on budgeting and capital spending plan decisions.

Key Priority projects/initiatives – with timeline, expected outcomes: Project specific memos to come.

Key partnerships/relationships/grants with outcomes and timelines: I will make myself available to discuss key partnerships and relationships as needed.

Key performance measurements/targets: n/a

Key boards/commissions, community partners, task forces you work with or staff:

- **Internal –**
 - Bi-weekly senior team meetings
 - Weekly communications team meetings
 - Weekly department heads meeting (hosted by Kristin Wilson)
 - Weekly Entertainment District Initiative meeting – part of working group
 - Weekly Office of Nightlife meeting
- **Metro Boards and Commissions –**
 - Nashville Music, Film & Entertainment Commission – staff / project lead
 - Tourism and Convention Commission – staff
 - Transportation Licensing Commission
 - Fair Commissioners Board and Sports Authority (as needed)
 - Traffic and Parking Commission (for key issues)
 - Employee Benefits Board (for key issues)
- **External –**
 - Connect Downtown transportation planning – leadership committee
 - Nashville Tourism Strategic Planning Group – committee member
 - Nashville Sports Council – board member
 - Friends of Fort Negley Park – board member
 - Nashville Downtown Partnership – liaison
 - Nashville Convention & Visitors Corp – liaison

Department budget priorities connected with your work – currently in place or to be considered in future budgets: Participatory Budgeting, Connect Downtown transportation plan, Office of Nightlife, Mixed-income housing PILOT program, MNPS athletic fields, Office of Music, Film & Entertainment, etc.

Other information: I will make myself available for any meetings and/or calls to share more information.

Staff Name: Gordon Richard

Staff Title: Event Director (Mayor's Office of Film & Special Events)

Personal Email & Phone:

Hire Date: December 1989

Description of Role: I manage the event permit process for Special Event & Parade Permit requests. I review all Film Permit requests.

Key Priority projects/initiatives – with timeline, expected outcomes: Managing existing event permit applications.

Key partnerships/relationships/grants with outcomes and timelines: I work with the event applicant / organization to initiate and finalize the permit process. I do this with assistance from staff at multiple Metro Departments.

Key performance measurements/targets: N/A

Key boards/commissions, community partners, task forces you work with or staff: N/A

Department budget priorities connected with your work – currently in place or to be considered in future budgets: N/A

Other information: I am an NDOT employee. My position has been connected to the Mayor's Office dating back to Mayor Purcell. I have been in my current position since 2012 and located in the Mayor's Office since the Mayor Barry administration (2015). I managed the Special Events Office for the Metro Parks Department from 2009 – 2012.

Staff Name: Alexandra Whetzel

Staff Title: Staff Assistant to Mayor

Personal Email & Phone:

Hire Date: March 9, 2022

Description of Role:

- Assistant to the Mayor; report directly to the Mayor & Chief of Staff
- Handle all internal scheduling and manage executive calendar, ensuring precision
- Oversee official Mayor's Office correspondence, proclamations, certificates of recognition, letters to visiting groups, etc.
- Assist Chief of Staff
- Create daily briefing binder, containing next day's agenda, remarks, pertinent bios, supporting documents of any kind, as well as a look-ahead calendar for the upcoming week and month
- Coordinate with all departments, as well as external entities, to prepare Mayor for all daily activities
- Liaison to Mayor's security detail; communicate scheduling needs, keep them apprised of any changes to the agenda, provide as much information as possible regarding location, parking, and any other pertinent details for off-site events
- Plan travel, including booking flights, making hotel reservations, preparing itineraries, and coordinating any additional activities
- Organize and facilitate in-office events and meetings
- Maintain confidentiality, discretion, and professionalism
- Administrative duties and office management assistance, as-needed

Key Priority projects/initiatives – with timeline, expected outcomes:

- Mayor’s day-to-day activities, scheduling, correspondence, administrative management
- Assist with planning and execution of all major office events, including annual State of Metro, Mayor’s Office Holiday Party for Metro Council, Covenant Vigil, foreign delegation visits, among others
 - Delegation of dignitaries visiting Nashville from Erbil, Kurdistan, Iraq, September 6th – 10th to formalize new Sister City relationship. Spearheading the Mayor’s Office planning of the delegation’s itinerary, in partnership with Sister Cities leadership and the local Kurdish community.

Key partnerships/relationships/grants with outcomes and timelines:

N/A

Key performance measurements/targets:

N/A

Key boards/commissions, community partners, task forces you work with or staff:

- Primary liaison to all Metro department heads and local leaders
- Mayor’s Security Detail
- NCVC
- Downtown Partnership
- Titans
- Nashville Soccer Club
- Nashville Predators
- Sister Cities International

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

N/A

Other information:

Undergraduate degree in International Business

Highly organized and detail-oriented

5 years of staff hiring, onboarding, and management experience

3 years event planning and execution experience

2 years budget creation and oversight experience

Staff Name: Diane Treadway

Staff Title: Office Manager / Executive Assistant

Personal Email & Phone:

Hire Date: October 1, 1991

Description of Role:

- Office Manager:
 - HR Coordinator
 - Onboarding of new hires; interns
 - Schedule training
 - Obtain Office ID's / Parking Spaces
 - Maintain current staff list
 - Payroll Coordinator
 - Process travel and expense reports
 - Process employee reimbursements
 - Payment of invoices / prompt pay reports
 - Assist with Mayor's Office budget (works with OMB budget analyst)
 - Reconciliation of office credit cards (2)
 - Maintain leave and attendance records
 - Maintain office supplies / office equipment
 - Works closely with COS on office/budget/payroll issues
 - Supervises receptionist
 - IT contact (computers/desk phones/cell phones)
 - Safety Coordinator
 - General Services contact for all office issues
 - Back-up to Mayor's EA
- Executive Assistant to Chief of Operations and Performance
 - Administrative duties / limited scheduling

Key Priority projects/initiatives – with timeline, expected outcomes: N/A

Key partnerships/relationships/grants with outcomes and timelines: N/A

Key performance measurements/targets: N/A

Key boards/commissions, community partners, task forces you work with or staff:

- I work closely with the COO and COS.

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

- My role re: budgets is to make sure the MO stays within their allotted budget.

Other information: N/A

Staff Name: Erin Williams

Staff Title: Director of hubNashville

Personal Email & Phone:

Hire Date: June 10, 2002

Description of Role: Responsible for development and oversight of hubNashville, an initiative of the Mayor's Office in collaboration with the Department of Information Technology Services (ITS), the Department of Emergency Communications (DEC) and Metro departments. Metro's comprehensive 311 system, hubNashville, was launched to the public in October of 2017 and has received 1.3 million requests to date. It is a collaborative effort led by the hubNashville Director who is designated by the Mayor's Office, with a contact center team under DEC and development and technical support from ITS. The system is integrated with the service request system for NDOT, the Waste division of Metro Water, and Codes, is used by the Mayor's Office and Council Office to track constituent requests, and all Metro departments can receive requests and contribute knowledge articles. Mayor's Office scheduling and correspondence requests are received through hubNashville, as well as Public Records Requests for the Metro Clerk, Finance, and DEC. The community portal, hub.nashville.gov, and the hubNashville 311 mobile app are available in six languages. The current hours for the hubNashville contact center are Monday through Friday, 8am-5pm, with after-hours calls rolling to DEC non-emergency staff.

The hubNashville contact center team is made up of 12 DEC employees (1 manager, 1 supervisor, 10 call center specialists) who have been working remotely since March 2020. The team includes 3 bilingual call center specialists – 2 who speak Spanish and 1 who speaks Kurdish.

The hubNashville Director works with other departments to expand their interaction with hubNashville and support their needs for changing request types/reporting/licenses; works with departments to facilitate timely response to requests; ensures the contact center has the resources and information needed to respond effectively and efficiently; monitors call metrics to set appropriate staffing levels; works with DEC to address any staff needs/changes/issues; works with the hubSupport team at ITS to address any bugs/fixes, make any needed changes to the system and respond to evolving needs; helps identify and streamline business processes and communicate technical requirements to hubSupport and development vendors; works with Metro Councilmembers and Metro departments to provide data/answer questions; coordinates response to issues involving multiple departments; monitors and responds to social media comments; and speaks with community groups about hubNashville as requested.

The hubNashville Director serves on the Metro Emergency Alert and Notification System (MEANS) board.

Key Priority projects/initiatives – with timeline, expected outcomes: Current projects include the CityWorks AMS upgrade which requires the integration with hubNashville to be redone and will add

more automation and efficiencies such as pictures will be able to be integrated from a hubNashville request to a CityWorks dispatch ticket. To prevent loss of data access to the hubNashville contact center team and in an effort to provide accurate reporting, there will need to be a pull back from CityWorks to hubNashville to capture the requests that are entered by NDOT inspectors directly into CityWorks. There is also anticipated work with NDOT to change routing on requests that will be handled by their parking enforcement vendor. **Expected go live in August.** There is a concurrent project underway to update the hubNashville mobile app. **Expected completion in August.** There are multiple smaller projects with departments underway, such as new requests for digital inclusion (with call support), Human Relations requests, and an effort to begin transitioning some of the County Clerk's calls to hubNashville 311. **Expected completion in August with ongoing work with County Clerk.** The hubNashville Director is also part of efforts to address EDI issues, noise violations and abandoned vehicles. **Ongoing work anticipated with frequent department coordination.**

Key partnerships/relationships/grants with outcomes and timelines: Key partner departments are ITS and DEC, with relationships with all Metro departments, particularly those that provide direct service to the community. The relationship between the hubNashville Director housed in the Mayor's Office and the hubNashville contact center team housed in DEC is outlined in a MOU between the Mayor's Office designee (hubNashville Director) and the Director of DEC.

The MOU defines the role of the hubNashville Director (or Mayor designee) as responsible for authorization of the scope of hubNashville; defining services and activities required from the contact center employees housed at DEC including priority/focus of staff; strategic planning and development; services provided; staffing and training needs. The director will determine/approve the number of staff needed to support the goals and priorities of hubNashville and will develop job descriptions for those roles. **Reassessed annually in May.**

The ITS Department maintains the budget for licenses and development and is point for vendor relationships and contracts. Licenses are part of the rate model at ITS, which charges for the license as well as the development and support work by ITS hubSupport staff. Departments can purchase licenses as needed throughout the year and once a year during the budget preparation cycle, hubSupport and the hubNashville Director work with departments to confirm their ongoing needs and make any changes. The CIO works with the director and hubSupport to plan for upcoming capital spending needs and any budget requests associated with hubNashville. **Assessed each budget cycle.**

Key performance measurements/targets:

- Successful go live of CityWorks AMS upgrade without diminishing access of information to hubNashville is critical and should be completed by fall. This upgrade should open paths for additional integrations and efficiencies as well as enhancing response capabilities.
- Continuing to expand hubNashville's reach without causing a long call hold time by adding request types available via the community portal and mobile app and monitoring staffing levels is an ongoing effort. Average call hold time is consistently under a minute, and often under 30 seconds, though there are spikes on Mondays and when we add calls such as the work with the County Clerk.
- Much of hubNashville's work is in supporting departments in setting KPIs. Reports are provided to Mayor staff, Office of Performance Management, and Councilmembers weekly as well as to

departments on request, to assist with monitoring for trends and setting department KPIs. Many request types have expected timeline information automation that is sent to users or provided to callers by the hubNashville contact center. A goal is to work with the Office of Performance Management and/or incoming administration to set these for all requests, now that there is enough data to provide a solid baseline for departments. Currently, we track response time for all requests, as well as specific request types selected by the administration in line with priorities and work with departments on strategies to decrease response time as appropriate.

Key boards/commissions, community partners, task forces you work with or staff: The hubNashville Director serves on the Metro Emergency Alert and Notification System (MEANS) board and is currently on the board of the Association of Government Contact Center Professionals, a non-profit tasked with sharing best practices, trends, and solutions among government contact center managers and directors.

Department budget priorities connected with your work – currently in place or to be considered in future budgets: Staffing, training and administrative support as well as support for the completion of the new OEM/ECC building where hubNashville contact center staff will be able to work when not remote is critical. Budget support for licensing and development within ITS is needed, as well as support for department budget needs as hubNashville works to integrate with more systems long term to provide better response information to users.

Staff Name: Fabian Bedne

Staff Title: Senior Manager of Community Development

Personal Email & Phone:

Hire Date:

Description of Role:

My role is focused on building equitable, livable, and sustainable communities that prioritize public safety, quality of life, and the preservation of desirable neighborhood characteristics. This includes a strong emphasis on historical components and sustainable infrastructure. The key responsibilities of the role include:

1. Providing expert advice on infrastructure, urbanism, and architecture issues to the Mayor, Chief Operating Officer (COO), Economic and Community Development (ECD) Director, and other stakeholders.
2. Assisting the New American Director in outreach efforts to the New American community, ensuring their needs and perspectives are considered in community development initiatives.
3. Contributing to policy development and implementation by creating culturally competent policies that address the diverse needs, perspectives, and cultural backgrounds of Nashville's communities. This involves collaborating with stakeholders from different backgrounds to ensure policies are inclusive, equitable, and sensitive to the unique characteristics and challenges of each community.
4. Managing a community engagement budget effectively to maximize its impact and ensure meaningful community participation.
5. Evaluating architectural projects to ensure adherence to design principles, aesthetic quality, budget constraints, and compatibility with neighborhood characteristics and historical components.
6. Developing, implementing, managing, and monitoring participatory budgeting initiatives that empower residents to contribute their ideas and priorities for budget allocation and resource distribution. This fosters transparency and inclusivity in decision-making processes.
7. As needed act as a liaison between city planning, neighborhood organizations, infrastructure departments, and budgeting to identify and communicate priorities. This includes reporting priorities to the Mayor, Metro Council, and citizen groups.
8. Advising on mechanisms to improve the city planning process and providing relevant information on community needs and priorities to the Mayor's office. Developing an inclusive community engagement process for city investment initiatives that ensures resident participation and support.
9. Establishing and overseeing the implementation of a Neighborhood Academy, which serves as a valuable tool to enhance community engagement. This involves developing and delivering educational programs, workshops, and training sessions to empower residents with the knowledge and skills necessary for active participation in community initiatives. The Neighborhood Academy promotes dialogue, builds relationships, and fosters collaboration among residents, neighborhood organizations, and local government entities.
10. Collaborating with Metro Directors and their department staff to advise on short and long-term priorities for the Mayor's Office. Providing advice to the Mayor, Deputy Mayor, and Chief of Staff on progress in built environment initiatives, such as the Capital Spending Plan.
11. Providing leadership and project management oversight to ensure successful implementation of initiatives. Representing the Mayor's Office at relevant events.

Key Priority projects/initiatives – with timeline, expected outcomes:

Participatory Budgeting

- All the participatory budgeting information for every cycle is available in great detail at the pb.Nashville.gov site

2021 Bordeaux North Nashville PB

- It is now on the implementation phase, most projects on the ballot have been completed, only the two projects listed below remain. Metro Parks has encountered a series of issues that have delayed the completion of this projects, see below.
 - Hartman Park outdoor bathroom facilities
 - Bordeaux Gardens Playground and Pavilion
- The steering committee chose to allocate a contingency percentage to cover for unforeseen issues. Once all the projects are completed or its cost established the contingency balance may be used to fund another project from the 2021 ballot
- The steering committee is still active waiting for that balance so they can make a final decision on how to allocate the remaining funds. Once they vote on how to use the balance they will dissolve.

2022 Bordeaux North Nashville PB

- Most of the projects on the ballot that where funded due to votes and available funds are at different levels of completion. These two projects are on hold:
 - Bordeaux Library Land purchase (seller has not accepted the offer)
 - Looby Community Center community garden (no community partner has stepped in to manage the garden)
- The Beautification of Hadley-Lillard Park project was defunded due to the following:
 - On March 23rd the steering committee reviewed the feedback from Parks regarding the proposal. After further consideration Parks decided that by law, they can't eliminate the overgrown vegetation at the stormwater detention areas. Plant material other than trees and shrubs (flowers, etc.) would not meet ten-year lifespan requirement. Therefore, the Steering Committee voted to eliminate funding for the Hadley Park Beautification project. After that they reviewed the ballot results list for the next projects with more votes and reallocated the \$40,000 to the next one (traffic calming on Snell and Panorama).
- The schedule for the active projects is below:
 - July
 - Looby Community Center, seating, and tables (2022 Cycle)
 - Improve Hartman Park, trash cans and interactive chalk wall and benches (2022 Cycle)
 - August
 - Playground Equipment for Preschoolers at Ivanetta H. Davis Learning Center (2022 Cycle)
 - September
 - Bus Shelter in Clarksville Hwy (2022 Cycle)
 - October
 - 3 separate speed cushions/bumps projects (2022 Cycle) at:

- Haynes Park Drive, Kingsview Drive and East Fairview Drive,
 - 9th Avenue through 17th Avenue from Buchanan to Clay and Buchanan Street through Elizabeth Park, and
 - Snell Boulevard and Panorama Drive.
- December
 - New HVAC unit for Pearl Cohn HS auxiliary gym and filtered water unit for the practice field at Pearl Cohn High School (2022 Cycle).
- 2024
 - METRO ARTS
 - Looby Community Center Mural
 - Bordeaux Gateway Beautification and Art
 - Metro Water Services
 - Upgrades to Moorman's Arm Rd/ WCP Drains

2023 Metro Nashville PB

- The Metro Council approved the ARPA \$10M legislation in January, which sets the rules and schedule for the process. Implementation is expected to end in December 2026.
- The process is moving along per schedule:
 - January 2023, completed: Approval of funding by the Metro Council
 - February to May, completed: Guidelines Development and adoption
 - February to June 1, completed: Idea collection (Review the ideas submitted to date)
 - June to August, in process: Ballot development and adoption
 - October to November: Vote
 - December: Vote counting
 - January 2024: Implementation of voted projects.
- To meet the ARP requirements and the equity concerns of the finance committee we setup a comprehensive outreach program. Hall Strategies was hired to deliver the required materials.
- To help facilitate the Steering Committee process we hired Quinta Martin
- The Proposal Development facilitation is being done in house.
- \$750,000 outreach budget:
 - Steering Committee facilitation - \$24,900 contract | \$8,300 paid
 - PR outreach – budgeted \$605,000 | \$175,952.80 paid
 - Translation - \$1,073.40 paid
 - Steering Committee event fund – budgeted \$5,000 | 0 paid
 - Food - \$1299.99 paid
 - Parking - \$710 paid

2024 Bordeaux North Nashville PB

- The Metro Council approved the CSP \$2M legislation in 2022.
- \$25,000 to be used for facilitation.
- \$35,000 to be used for outreach.
- The schedule for the process is:
 - start the PB process in January 2024 by expanding the current steering committee and reusing the current approved guidelines which will shorten the process.
 - Idea collection period in February and March
 - Proposal development period in April, May and June
 - Voting in August and September
 - Implementation starting in October

Neighborhood Academy

- Modeled after the My City Academy the Neighborhood Academy serves as a relationship between the people and Metropolitan Government of Nashville and Davidson County by engaging, equipping, and empowering residents to participate in and influence our city's governmental processes, programs, services, and policies in ways that will strengthen our neighborhoods.
- Within the Neighborhood Academy curriculum, we strive for participants to be able to re-discover our city's civic processes and programs, to identify issues impacting our neighborhoods, to comprehend how change happens in our neighborhoods, and to gain additional knowledge of how to recommend public policies that influence neighborhoods. The participants will choose a local item they wish to improve, and use the many opportunities brought by the Academy, to learn from the Departments ways in which they can improve that issue citywide by making a policy recommendation.
- Throughout the sessions the attendees work on creating a policy recommendation to improve neighborhoods.
- We open the application period in February and the sessions start in March.
- I supervise the process, including:
 - Work on the selection with the help of alumni,
 - Put together the sessions, invite the speakers.
 - Create all supporting documentation.
 - Setup the graduation ceremony.

Libraries

Kent Oliver requested that we focus on improving the following two libraries:

Hadley

We proposed to create a partnership with Parks and MDHA to allow the current site to be used by adding some of the parking on the Park which could be used by Park or Library patrons and some on the MDHA site. Originally the Library, Parks and MDHA supported the concept, so we included funding on the CSP for A&E and hired a firm to test it, it came back positive, so we called a meeting to go to next steps, at that point we learned that:

- Library wanted a smaller 20,000SF building.
- Parks board will not support it.

Due to the building smaller footprint, parking on the park may not be needed to meet codes so we informed of this to Libraries which indicated that they wanted to wait till a new Director was hired to decide in next steps. Project is now on hold.

Richland

- Kent Oliver had a vision of constructing a larger library in the Park, but Mayor Cooper, who prioritized the preservation of green spaces, opposed the idea. Instead, he suggested renovating the Cohn building and integrating the library within it.
- I contributed to the project by developing a Cultural Campus concept, aiming to retain the existing library for community use, create an outdoor sculpture garden linking it to the Cohn building, and establish the library in the lower level alongside a new courtyard and vertical entrance space.
- To fund the Architecture and Engineering (A&E) phase, we secured CSP funding. However, despite our efforts, the project hit a roadblock as MNPS (Metro Nashville Public Schools) never granted the necessary approval to proceed. As a result, the project is currently on hold.

South East Police Station

- Mayor Cooper presented a challenge to the design team, urging us to enhance the project while ensuring there would be no delays in the construction of the station. I offered preliminary feedback on both the site and building design. Following my input, the planning department took the reins and engaged in further collaboration.
- The A&E firm was given the feedback and is working on the design recommendations.

Morris Building

- Mayor Cooper presented us with the challenge of finding ways to preserve the building. To address this, we visited the site and conducted a thorough review, which made it evident that several constraints hinder its practical utilization. These constraints include:
 - Environmental remediation: The building contains asbestos and other contaminants, necessitating extensive remediation efforts. The estimated costs for this process are believed to exceed the current value of the building.
 - Remodeling costs: Bringing the building up to code and meeting MP&E (Mechanical, Plumbing, and Electrical) as well as ADA (Americans with Disabilities Act) requirements, including the installation of fire escape systems and elevators, would likely require a significant addition to the building, resulting in additional expenses.
 - Parking limitations: The Code mandates a specific minimum number of parking spaces for most types of use, and unfortunately, the MM building has almost no parking available.
 - Height restrictions: The site is subject to capital height restrictions, meaning we are restricted from building higher or adding more stories to the existing structure.

Despite these challenges, I am diligently exploring alternative solutions and maintaining regular communication with Tim Walker, keeping an eye out for any opportunities that may arise.

Key partnerships/relationships/grants with outcomes and timelines:

Participatory Budgeting

- To implement Participatory Budgeting, I regularly work with the following agencies as they are active participants in the process, during the proposal development they provide training and feedback as well as review of scope of work and a budget (the goal is that any proposal that ends up in the ballot needs to be implementable)
 - Metro Legal
 - Metro Finance
 - Metro Planning
 - NDOT
 - MNPS
 - Parks
 - Libraries
 - Metro Arts
 - Metro Storm water
 - General Services
 - NES
 - other agencies.

- During the implementation they are given the scope and budget they help create and are tasked with completing the project in an expedited manner.

General Services

- I meet monthly with Velvet Hunter, Mike Leonard and Kristin Wilson to help review and provide feedback as needed on all the projects being implemented by GS. Mike and I will at times have follow up meetings on some of the projects.

Key performance measurements/targets:

- For PB, digital and print advertisements were used to raise awareness and invite residents to submit ideas for the participatory budgeting process. Static ads on public transit were placed in both English and Spanish. Informational fliers were produced in English and in Spanish and distributed to local businesses and at community events. On the digital front, a digital ad campaign was run across numerous platforms which served 1,789,181 ads in English, Spanish and Arabic, depending on the user's device settings. Those ads directed to a landing page – also available in English, Spanish and Arabic – which provided additional information about the Participatory Budgeting process and directed visitors to the portal where they could submit their ideas. The idea-submission portal was available in 80+ language translations.
- 1321 ideas were submitted by residents citywide.
- Voting will happen in October and November

Key boards/commissions, community partners, task forces you work with or staff:

Work with

Community partners:

- Metro Council members
- N2N
- ConeXion Americas
- Hispanic Family Foundation
- NICE
- Urban League
-

Staff

- 2021 Bordeaux North Nashville PB Steering Committee
- 2022 Bordeaux North Nashville PB Steering Committee
- 2023 Metro Nashville PB Steering Committee
- 2023 Metro Nashville PB Budget delegates

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

- Tiara Thomas, Participatory Budgeting outreach staffing

Other information:

Media and events

Design Week

We are working at preparing for this event to increase exposure for PB during voting

- Event Title: City Design Through Participatory Budgeting
- Event Day: Thursday, November 2nd, 11:30 am - 1:00 pm – Lunch
- Event Format: Lecture/Presentation
- Event Capacity: ~75-100 event guests.

Tennessee Participatory Budgeting Conference

- Hosted at Fisk University
- Setting up a steering committee
- In 2024

Interview

Noriko Akiyama, Japanese journalist. Based in Tokyo and work for The Asahi Shimbun.

<https://www.asahi.com/ajw/>

- August 25th -29th

Research Project

Huw Spencer (he/him)

MPP Candidate

Harvard Kennedy School

- August 21st

Participatory Budgeting Project

Active at the PB Soundboards (a virtual space for participatory budgeting (PB) practitioners, dedicated to problem solving and practice sharing)

- Monthly

Contracts:

- **Facilitation**
QUINTA MARTIN CONSULTING SERVICES
1st payment end of May - \$8,300
2nd payment end of August - \$8,300
3rd and last payment end of November - \$8,300
- **PR Services**
HALL Strategies
 - Budgeted \$605,000 | \$175,952.80 paid.
 - Ends in November after voting is completed.

Staff Name: Ginger Hausser

Staff Title: Senior Advisor for Intergovernmental Affairs

Personal Email & Phone:

Hire Date: July 2021

Description of Role: Lead state, regional, and federal government relations on behalf of Metropolitan Nashville Davidson County Government, its departments, Mayor's office, and the other elected and appointed officials.

Federal-This position supervises the contract federal lobby team (Ballard Partners), accompanies the Mayor on visits to DC for federal agencies, the TN federal delegation, White House, and the US Conference of Mayors. This individual is the contact for federal agencies, federal delegation, and the White House for the city and fields questions, complaints, arranges meetings and events. The position works with Metro Departments on advocacy related to grant applications and congressional earmarks and to establish good federal working relationships.

State-Manage state contract lobbyists (Nelson Mullins, Schmidt Government Solutions, Morrison Capitol Strategies) including overseeing their work, lobby strategy, and weekly meetings during session. Propose legislation on behalf of the city. Determine city positions on proposed legislation. Work with Davidson County delegation to support the city's position on legislation and meet with them weekly during session to inform them of priorities of Metro. Support for delegation can include: talking points, questions to ask, legal strategy, advocacy, and media strategy and coalition building. The position also fields inquiries and complaints from state officials. This position interfaces with the Governor's office and state agency officials on issues of Metro departments or the Office of the Mayor. The position also

coordinates meetings and events involving state officials. This position may also lobby state officials directly on legislation or issues.

Regional-The position participates in the Tennessee Municipal League meetings and TML legislative activities. This position also sits for the Mayor on the Greater Nashville Regional Council and the Middle TN Mayors Caucus. This position participates in TN County Services Association events and in particular legislative meetings and gatherings of county mayors. This individual builds and supports regional coalitions to support middle TN. This could include chambers, other governments, nonprofits, advocacy organizations.

Local-The position serves as the back up liaison to the Metro Council. This can involve advocating for legislation, serving as the administration spokesperson to council inquiries on legislation and committee meetings and Council meetings. Working with councilmembers on designated issues; answering their questions; and setting up meetings. This position also provides a weekly legislative report to the council, Metro Legal and Mayor's office leaders during legislative session and additional presentation upon request. Upon the completion of legislation session, this position analyzes the impact on Metro and creates a guidebook for distribution to department heads, Mayor's office, Metro Council, and the state Davidson County delegation. The position also works with departments to review legislation, answer questions, and interface with Metro legal on analysis legislation and amendment drafting.

This position will also take on special projects and staff the Mayor at events as needed. For example, this position has served on the Homeless Planning Council and led that work for the Mayor's office.

Key Priority projects/initiatives – with timeline, expected outcomes:

Fall-Determine state legislative priorities of Mayor and department heads including funding requests.

January-May-Legislative session. File legislation, review legislation filed, take positions, review amendments, take position, advocate for positions, coordinate state meetings, update council on legislation weekly and the Davidson County state delegation, and the Mayor. The US Conference of Mayor Winter meeting is in January in DC.

June-July-Review legislation passed and analyze impact on the city. The US conference of Mayors annual meeting is in June.

Council is year-round so it is cyclical with the budget process, but working is ongoing. The federal work is year-round with no set schedule outside of earmark or grant schedules. The GNRC, TML, and County Services Association have regular meetings with some events scheduled during legislative session and after adjournment.

Key partnerships/relationships/grants with outcomes and timelines:

Key Partnerships include: the Davidson County delegation, federal delegation, chamber of commerce, TN Municipal League, County Services Association, Greater Nashville Regional Council, Public Education Foundation, members of Council, MNPS, Greater Nashville Hospitality Association, Nashville contracted lobbyists and lobbyists and advocates aligned on issues, White House staff and federal departmental intergovernmental affairs staff, the US Conference of Mayors, Metro Legal and Department heads, Metro Council members.

Key performance measurements/targets:

Ability to pass, kill, or amend legislation. Responsiveness to department heads, Mayor and staff, elected officials to inquiries, and problem solving. Ability to obtain funding to support the initiatives of the Mayor and city. Ability to build relationships and coalitions to support the city and the Mayor.

Key boards/commissions, community partners, task forces you work with or staff:

Tennessee Municipal League, Middle TN Mayors Caucus, Big four city Mayors in TN, TN County Mayors Association, TN County Services Association, Greater Nashville Regional Council, Homelessness Planning Council.

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

Funding for contract lobby team. The council removed some of this funding for FY 24. Funding for organization memberships like TML, GNRC, Conference of Mayors, County Services Association, and travel to DC to meet with federal agencies and across the state for Mayor relationship building. Funding for legislative-related events.

Staff Name: Kendra Abkowitz

Staff Title: Chief Sustainability and Resilience Officer

Personal Email & Phone:

Hire Date: October 13, 2021

Description of Role:

The Chief Sustainability and Resilience Officer establishes and leads Metro Nashville/Davidson County environmental, sustainability and resilience activities. This includes, but is not limited to:

- Leading Mayoral environmental, sustainability, and resilience initiatives or those requiring or benefitting from centralized leadership across departments.
- Advocating for and amplifying departmental environmental, sustainability, and resilience projects.¹
- Facilitating communication and leveraging of resources across departments on potential cross-cutting environmental, sustainability, and resilience projects.
- Building relationships with external partners to further sustainability and resilience throughout the community.
- Representing Metro in major community conversations or projects relating to the environment, sustainability, and resilience.

Key Priority projects/initiatives – with timeline, expected outcomes:

- Complete
 - Leadership Initiatives/General
 - Adoption of Metro government and community-wide target for greenhouse gas emissions reductions of 80% from 2014 levels by 2050 and regular progress tracking
 - Institutionalization of 15-member multidisciplinary Sustainability Advisory Committee with BL2023-2004
 - Publishing of Environmental Indicators Dashboard displaying sustainability metrics from multiple Metro departments in Spring 2022
 - Waste
 - Supported increase in curbside recycling collection every other week in early 2023
 - Proposed requirements for recycling of certain materials from commercial construction and demolition projects; indefinitely deferred by Council on August 1
 - Energy
 - Establishment of local Commercial Property Assessment Clean Energy and Resilience (C-PACER) Program in Spring 2023
 - Establishment of energy benchmarking program across Metro facilities in Spring 2022

¹ Departments serving as most frequent collaborators include Water Services, Waste Services, General Services, Planning, NDOT, WeGo, MNPS, OEM, and Parks and Recreation/Greenways.

- Negotiation of LED streetlight retrofit and smart photocell upgrade (includes 55,000 streetlights) and new streetlight contract with NDOT and NES in Spring 2023
 - Led metro-wide solar cost benefit analysis identifying up to 110 MW of potential installations across Metro properties; analysis results delivered to departments in Summer 2023
 - Updated TVA Green Invest Tranche Agreement based on increased REC pricing; subscription amount changed from 100MW to 40MW
 - Green Space
 - Organization and execution of heat mapping campaign in Summer 2022 and publishing of Urban Heat Story Map in April 2023 which highlights most heat vulnerable communities in the county
 - Contributed to creation of dedicated revenue stream for tree canopy restoration on private properties in Fall 2021
 - Led effort for sign on to Trust for Public Land's 10 Minute Walk campaign
 - Led Metro in applying for and receiving Urban Birth Treaty Program designation
 - Transportation/Mobility
 - Participated in Transit Leadership Academy with NDOT which resulted in quick build project and art installation focused on ped safety on Dickerson Pike
 - Served on Connect Downtown stakeholder group
 - Liaised with WeGo/MTA relating to Better Bus improvements
- In process
 - Leadership Initiatives/Other
 - Development of climate adaptation and resilience action plan; anticipated to publish in late September 2023
 - Development of resilience toolkit for metro government departments; anticipated to release in late September 2023
 - Partnering with Metro Social Services and other stakeholders to develop AARP Age Friendly Community Plan
 - Participating on Stormwater Master Planning Advisory Group
 - Waste
 - Adoption of Metro government and community-wide target for food waste reduction of 50% from 2017 levels by 2030; goes before council on August 15
 - Collaborating with Zero Waste team to pilot curbside food waste collection; target start in late 2023
 - Analyzing impacts of forming standalone Waste Services department
 - Energy
 - Supporting MNPS participation in the TVA Fleet Advisor program, which kicked off in August 2023, and focuses on transition of their school bus fleet from diesel to electric
 - Supporting WeGo Zero Emissions Fleet Transition Plan development
 - Supporting General Services light duty fleet electrification
 - Supporting departments in solar cost benefit analysis installation review and procurement (lease or purchase), where relevant
 - Working with NES, TVA, and Nashville Predators to pursue utility scale solar installation that supports Metro's compliance with renewable portfolio standard

- Exploring EV ready building codes and development of commercial energy benchmarking program
- Green Space
 - Drafted open use policy for MNPS recreation sites to support park accessibility; placed on pause due to Covenant shooting
 - Supporting Metro and business partner efforts to respond to purple martin roost in a way that minimizes detrimental impacts to all parties
 - Working with Plannings new eco design studio on goals and priorities and focus areas
- Transportation/Mobility
 - Supporting NDOT green and complete streets projects and guidelines
 - Participating in NDOT Transit Oriented Development policy development
 - Advocating for WeGo Better Bus improvements, transit hubs, etc.

Key partnerships/relationships/grants with outcomes and timelines:

- Serve as Mayor's Office source of administrative support for the Sustainability Advisory Committee. This involved coordinating with Committee Co-Chairs to set agenda, prepare presentation materials, correspondence with committee and individual members as needed, and updating of website materials. Body was institutionalized with smaller membership on August 1.
- Attended NES, Parks & Recreation, and Greenways and Open Space Commission meetings as schedule allowed. Each met on a monthly basis.
- Serving as one of two Metro representatives on Greater Nashville Regional Council regional solid waste management task force. Meeting on an approximately quarterly basis.
- Grants
 - Building Resilient Infrastructure and Communities Grant application through Planning Department for East Bank flood modeling; funding announcements anticipated Fall 2023
 - FHWA Community Focused Charging Infrastructure Grant application for \$5.87 million through NDOT with General Services for enhancement of EV charging infrastructure; funding announcements anticipated late 2023/early 2024
 - EPA Climate Pollution Reduction Grant coordination with Greater Nashville Regional Council; \$1 million planning grant kickoff in August 2023; preparing project ideas for \$3.8 billion competitive funding pool
 - EPA Clean School Bus Grant with MNPS; applications due end of August 2023
 - EPA Greenhouse Gas Reduction Fund Solar for All grant application partner with Tennessee Housing Development Agency; full application due Fall 2023

Key performance measurements/targets:

There is no one-stop shop KPI or target that measures this work. Here are several data points that are currently available that could be used to measure impacts across Metro or this position's success:

- Greenhouse gas emissions reductions; 80% reduction from 2014 levels by 2030
- Waste diverted from the landfill; increase current diversion rate to above 20%
- Trees planted; Root Nashville target is 500,000 by 2050
- Renewable portfolio standard compliance; 100% renewables by 2040
- Fleet transition; metro general government fleet to be 100% zero emissions by 2050
- Bikeway miles completed

- Sidewalks completed
- Greenway miles completed
- Accessible park acres; increase percentage of population with 10 minute walk access to parks above 50%
- Mass transit system use; increased ridership; new routes and enhanced frequency
- Water quality; violation/compliance history
- Water quantity; gallons recovered from fixed leaks; total flows;
- Stormwater; watersheds having completed stormwater master planning

Key boards/commissions, community partners, task forces you work with or staff:

- Boards/Commissions
 - Sustainability Advisory Committee
 - Electric Power Board/NES Board
 - Greenways and Open Space Commission
 - Parks and Recreation Board
 - Solid Waste Region Board
 - Metropolitan Transit Authority
 - Beautification and Environment Commission
- Community Partners
 - Cumberland River Compact
 - Environmental Law Institute
 - Urban Green Lab
 - Greater Nashville Regional Council
 - The Nature Conservancy
 - Trust for Public Land
 - Southern Environmental Law Center
 - Tennessee Interfaith Power and Light
 - Transit Alliance of Middle Tennessee
 - The Nashville Food Project
 - American Association of Retired Persons
 - Vanderbilt University
 - Fisk University

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

- Anticipated budget asks in future years to support purchase and installation of on-site solar or a solar lease-back arrangement
- Anticipated formation of budget for dedicated Waste Services department
- Exploration of dedicated funding sources for transit and parks
- Identification of cost-share for federal funding opportunities that support fleets pursuing low/no emissions alternatives

Other information:

Listing of items here is not exhaustive but represents some of the more significant efforts.

Associate Director of Youth Workforce Economic Opportunity and Community

Staff Name: La’Kishia Harris

Staff Title: Associate Director of Youth Workforce Economic Opportunity and Community

Development

Personal Email & Phone:

Hire Date: October 2021 (Fuse Executive Fellow) then October 2022- currently

Description of Role:

The **Associate Director of Youth Workforce Economic Opportunity and Community Development** is responsible for coordinating and managing programs designed to provide mentoring, leadership development, educational support, and supervision to youth and young adults.

The Associate Director will form partnerships with public-private businesses, the community, and other impact organizations to be results-driven and focused on innovation.

Duties and Responsibilities

Strategic Leadership

- Work collaboratively with the Economic and Community Development Director, MNPS, Nashville Chamber, and other key stakeholders to support the evolving strategic direction of the youth workforce and community development.
- Partner with the Economic and Community Development Director, MNPS, Nashville Chamber, and others to create, maintain and implement a strategic plan for the youth programs across the city of Nashville.
- Evaluate current procedures, policies, and practices for accomplishing programmatic and departmental objectives. Implement a variety of methods to promote continuous quality improvement.
- Identify best practices from other regions that could be tailored to Nashville.
- Advance a Youth and Adult Workforce advocacy agenda on a local, state, and national level.
- Cultivate and maintain relationships with MNPS, Nashville Chamber, and public-private partnerships to support MNPS— Academies of Nashville.
- Spearhead and lead scaling up Academies of Nashville in collaboration with MNPS, Alignment Nashville, Nashville Chamber, and other private-public businesses.
- Establish and maintain Memoranda of Understanding (MOUs) and linkage agreements, as required.

Community Building

Associate Director of Youth Workforce Economic Opportunity and Community

- Be the liaison for Mayor's Youth Council, Power Youth, and other Mayor's Office initiatives
- Represent the Mayor's Office at appropriate events or functions as directed by the Economic and Community Development Director.
- Participate in local coalition/committee meetings as requested by the Economic and Community Development Director.
- Collaborate with all service providers that align with the agency's goal to establish and cultivate relationships to respond to the needs of our service population.
- Collaborate with MNPS in implementing the department's programs, including the annual renewal of linkage agreements with all participating schools and program sites.
- Liaison between community-based organizations, human relations organizations, faith-based organizations, and related public and private organizations concerned with advancing city initiatives.

Convening & Engagement

- Create government, nonprofit, and corporate partnerships to expand and foster new programming opportunities.
- Coordinate a program participant (youth and workforce) council/coalition to inform and advance project goals.
- Convene and facilitate regular meetings with program units and cross-functional teams to assess progress and identify challenges related to internal processes, implementation mechanisms, and evaluation methodologies.
- Work with Communications and Policy staff to provide Youth and Adult Workforce community representation at roundtables, conferences, and summits
- Attend and participate with existing collaboratives around youth development
- Collaborate closely with the department agencies with youth programming to foster synergy between various departments and across the agency.
- Cultivate and maintain relationships with MNPS, Nashville Chamber, and public-private businesses to interrogate and in schools and support MNPS— Academies of Nashville.

Communications

- Through the Communications Department, refine communications strategy for youth and young adult workforce economic development strategies.
- Through Digital Director, manage media to support awareness raising and advocacy around Youth and Adult Workforce issues and program success.
- Assist in developing public awareness and advertising campaigns relative to Youth and Adult Workforce strategic initiatives.

Associate Director of Youth Workforce Economic Opportunity and Community

- Assist in maintaining the website and social media tools in presenting information on Youth and Adult Workforce programming/initiatives.
- Manage and support special events promoting essential youth services, education, and employment
- Perform other duties as assigned.

Key Priority projects/initiatives – with timeline, expected outcomes:

Out-of-School Program Time Locator: In collaboration with the Mayor’s Office, Nashville After Zone Alliance (NAZA), Metro Nashville Public Schools (MNPS), and United Way of Greater Nashville, The Out-of-School Locator, a city-wide program resource for out-of-school opportunities, provides a one-stop-shop for Nashville families in finding programs that best meet their youth’s needs and interests. These programs range from homework help and tutoring to civic engagement and career exploration opportunities, building lifelong skills to thrive in education, career, and life for all youth across Nashville.

- Launched 2022- Collaboration between Mayor’s Office, NAZA, MNPS- Extended Learning, United Way of Greater Nashville.
- Currently being “managed” by NAZA and information is shared with United Way of Greater Nashville to input in their system.
- NAZA is financially responsible for the upkeep on the locator whomever we should revisit the success at its current home.
- **Next version of the locator:**
 - Create a website with ALL information about youth/opportunity youth to access.
 - Strategic and intentional marketing plan
 - Dedicated person from the Mayor’s Office consistently engaging with stakeholders and community leaders about the locator to create more visibility.
 - Use this locator to branch other youth focused initiatives such as:
 - Revision of the Child and Youth Master Plan

- Metro Children's Cabinet (include community organizations and leaders, families and youth)
- Including job opportunities, internships, volunteer
- Similar to NYC visit broken down by age for users

Questions to think about:

- How can we elevate the locator to ensure families are using?
- How can we increase after-school programs being apart of the locator?
- How can we scale?
- What are we measuring success?
 - Number of organizations on the locator?
 - Number of families using the locator for services.

Out-of-School Collaborative: The Out-of-School Time Collaborative brings together youth service providers in the out-of-school time space to advance the shared interest of providing all youth in Nashville (K-12) access to high-quality programming. The meeting will be facilitated by Alignment Nashville, an organization that addresses systemic barriers to equitable growth, development, and achievement of each MNPS student.

Questions to think about:

- How could we use the collaboration with other education/ youth initiatives in the office?
- How can we increase after-school providers to be a part of the collaborative?
- How can we scale?
- What are we measuring success?
 - Number of organizations apart of the collaborative.

- Number of organization collaborating
- Number of grants as a collective they are applying for

Youth Exploration Career Taskforce/ Business Plan: Partnerships with The Nashville Chamber of Commerce, the Nashville After Zone Alliance (NAZA) and the Nashville Public Library, will develop a strategy and a business plan on avenues to expand youth career exploration and youth employment opportunities based on existing models and best practices.

Questions to think about:

- How can we use the recommendation?
- How can we scale POWER Youth in a more coordinated effort?
- What are we measuring success?
 - Number of youth employed
 - Number of businesses signing up to host youth

Burrus Hall: Launch of the Darrell S. Freeman Sr. Incubation and Innovation Center. This Center will focus on supporting the next generation of startups and entrepreneurs and will be housed at Burrus Hall, which has stood at the corner of 16th Avenue N. and Meharry Blvd. since 1945. This innovative partnership will transform Burrus Hall into an incubation and innovation facility with more than 13,000 square feet of flexible space for programming and engagement. Once finished, The Freeman Center will provide wraparound services, resources, and programming for students, faculty, and members of the community as they strive to scale their businesses and test their ideas. Metro's COVID-19 Financial Oversight Committee approved \$10 million of federal American Rescue Plan Act funding for the project to refurbish Burrus Hall on November 30, 2022, and Metro Council approved the funds unanimously on December 19, 2022.

Questions to think about:

- How can we partner with Burrus Hall to cultivate young entrepreneurs?
- How can we increase knowledge about Burrus Hall to youth?
- How can we scale?

Hey Girl! Program (also known as Pinkpreneur): Focus on equipping Nashville's young women of color, ages 18-25, with the resources to jumpstart their entrepreneurial aspirations and realize their dreams of building a business. The conference will be filled with workshops facilitated by community leaders and experts in their field. Attendees will have the chance to network and receive resources provided by the small business community and the Mayor's Office. In June 2023, Equity Alliance and MNPS Gems Program partnered to curate Hey Girl! for 14-17 years old. The focus was self-image, social media, financial literacy, and entrepreneurship.

Questions to think about:

- Is this an annual event? Potentially by neighborhoods?
- How can we increase youth participation?
- How can we scale?
- What are we measuring success?
 - Number of youth in attendance
 - Number of youth who start businesses

Mayor's Youth Council Liaison: Mayor's Youth Council consists of high school students from public and private schools across Nashville and is sponsored by the Mayor's Office. We seek to have one student from every high school in Nashville. The MYC holds weekly meetings on Mondays at Oasis and meets with the Mayor twice a year. As a member of the Mayor's Youth Council, you are a leader in confronting the most challenging issues our city faces. Here's how

- Connecting with government officials
- Giving input on government policies and practices that affect young people

- Organizing the Mayor's Youth Summit to bring together youth around Nashville to discuss key issues
- Participating in citywide community service like the MLK Day March
- Being advocates for initiatives created by and for youth

Questions to think about:

- How can we involve the MYC more in the decision-making process?
- How can we increase MYC funding to be more sustainable?
- Should we move MYC back to the Mayor's Office?
- How can we scale?
- What are we measuring success?
 - Number of organizations on the locator?
 - Number of families using the locator for services.

Key boards/commissions, community partners, task forces you work with or staff:

- **Community Safety Department** Ron Johnson, Community Safety Director,
Ron.Johnson@nashville.gov
 - The Village (The Mayor's Office initiative)
- **Nashville Afterschool Zone Alliance (NAZA)-** Anna Harutyunyan, NAZA Chief Executive,
Anna.Harutyunyan@nashville.gov
- **Youth Career Exploration and Alignment Taskforce**
 - See roster for individuals
- **Metro Nashville Public Schools (MNPS)**
 - **MNPS- Work-Based Learning-** Deborah Crosby, Work-Based Learning Coordinator
Deborah.Crosby@mnps.org

- **MNPS- Community Achieves + Extended Learning** - Makeda Watson, Director of Community Achieves Makeda.Watson@mnps.org
- **The Nashville Public Education Foundation**
- **Nashville Chamber of Commerce-** Stephanie Coleman, Chief Talent Development Officer, scoleman@nashvillechamber.com
Daryl Curry, Director of Education and Workforce Partnerships, dcurry@nashvillechamber.com
Shohreh Daraei, Director of Education and Talent Development, sdaraei@nashvillechamber.com
Jennifer Mills-McFerron, Vice President of Education and Talent Development, jmcferron@nashvillechamber.com
- **Alignment Nashville-** Robert Robinson, Director of Collaborative Initiatives, robert@alignmentnashville.org

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

- The Mayor's Youth Council has not received funding for the past two years. Bringing it back to the Mayor's Office would eliminate the need to fund a staff member.
- Hey Girl!, a program with a \$1,000 location funding, would require additional funding if we decide to continue it.
- The Out-of-School Locator is currently funded by NAZA, but we need to evaluate if it is the best fit and explore alternative funding options for its growth.

Other information: n/a

Staff Name: Mike Jameson

Staff Title: Director of Legislative Affairs

Personal Email & Phone:

*Calls or texts to cell are suggested. Personal email account is not frequently monitored.

Hire Date: October, 2019

Description of Role:

- Liaison with the 40 members of the Metropolitan Council with the objective of passing all administration legislation, providing information requested by Council members on a daily basis, and facilitating relations between Council members, Mayor's office, and all departments, boards, and commissions.
- Advise Mayor regarding pending legislation, potential legislation, and anticipated Council actions.
- Work with the Metropolitan Department of Law, Metro Finance Department, and Metro Planning Department to analyze, prepare, revise, and file legislation.
- Coordinate legislation with senior policy advisors, the communications team, and with all Metro departments and other elected officials to ensure adoptions beneficial to their operations.
- Work with Metro Council Office staff and Metro Clerk's Office to facilitate legislative agendas of both the Mayor and Metro Council, including assignment of sponsors for all administrative legislation.
- Coordinate with state government relations liaison as necessary.
- Ensure district Council members are informed of Mayoral visits and activities within their districts in advance.
- Respond to Public Records Requests from members of the public; review all responsive documents before issuing or withholding.
- Prepare environmental legislation initiatives [prior to hiring of Kendra Abkowitz, Chief Sustainability & Resilience Officer]
- Coordinate regular standing meetings as necessary to review legislation and otherwise prepare for upcoming Metro Council meetings. The existing timeline for such meetings has been as follows:
 - 1) Friday – Eleven days before Council meeting: Receive captions of administrative legislation from Metro Legal Department (Sally Palmer).
 - 2) Tuesday – one week before Council meeting: Receive draft agenda from Metro Clerk's Office (Shawn Reed).
 - 3) Wednesday before Council meeting: Receive final agenda from Metro Clerk's Office.
 - 4) Thursday before Council meeting: Receive Legislation Analysis from Metro Council Office.
 - 5) Friday before Council meeting: Review Budget & Finance Committee agenda with Metro Finance Director, Budget & Finance Committee Chair, and Council Office Director.
 - 6) Monday before Council meeting: Receive amendments and late-filed legislation from Metro Council Office.
 - 7) Monday before Council meeting: Agenda Review with staff from Metro Council Office, Clerk's Office, Legal, Finance, and Planning departments.

- 8) Monday before and Tuesday of Council meeting: Committee meetings and Council meeting.
- 9) 1-2 days following Council meeting: Review adopted legislation with Mayor and discuss Council input; obtain signatures on approved legislation.
- 10) 1-10 days following Council meeting: Return executed legislation to Metro Clerk's Office.

Key Priority projects/initiatives – with timeline, expected outcomes:

- Adoption of all administrative legislation brought to vote before Metro Council.
- Respond to all inquiries received from Metro Council members within less than 48 business hours.
- Complete responses to all Public Records Requests within statutory time limits.
- Prior to hiring of Chief Sustainability & Resilience Officer: Prepared and/or advocated adoption of environmental legislation, including:
 - installation of high mega-watt utility-scale solar energy facility in partnership with TVA, NES, and Vanderbilt University; and installation of solar power arrays across multiple Metro facilities;
 - approval of annual dedicated funding for tree canopy restoration and maintenance;
 - adoption of a Green Building Code;
 - added protections for trees on public property, street trees, and streetscapes;
 - adoption of an Energy Savings Program; and
 - establishment of an energy benchmarking program across Metro facilities.

Key partnerships/relationships/grants with outcomes and timelines:

- Metropolitan Department of Law - Assists with analysis, preparation, or revision to legislation; assists with responses to Public Records Requests.
- Metro Finance Department - Assists with financial analysis of legislation and its fiscal impact.
- Metro Planning Department – Assists with Title 17 legislation analysis.
- Metro IT Department – Assists with initial gathering of materials responsive to Public Records Requests responses.
- Private third-party representatives (*e.g.*, government-relations firms, attorneys, lobbyists, non-profit organizations, grassroots organizations, business ownership, and interest groups.)

Key performance measurements/targets:

- Passage of legislation advancing the agenda of the Mayor (Target: 100%)
- Defeating legislation deemed not in the public interest / contrary to Mayor's agenda (Target: 100%)
- Timely responses to all inquiries received from Metro Council members (Target: respond within 48 business hours).
- Complete responses and review all records responsive to Public Records Requests within statutory time limits (*i.e.*, Initial response within 7 business days; supplemental response timeline depends upon volume of responsive documents). (Target: 100% response compliance)

Key boards/commissions, community partners, task forces you work with or staff:

N/A

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

N/A

Other information:

Recommendations for next administration:

- 1) The Mayor should be strongly encouraged to meet individually with each Council member and each member of the state delegation at the beginning of the term to establish and maintain an effective working relationship. Regular recurring meetings throughout the term should also be scheduled.
- 2) Typically, the Metro Department of Law will coordinate with Metro departments, boards, and commissions to determine the necessary package of bills for the Mayor's consideration to be presented to the General Assembly at its next session. This is typically completed in the late fall / early winter.
- 3) The deadline for distribution of amendments (*i.e.*, 9:00 a.m. on the Monday before Council meetings, per Rule 41) comes too late to effectively respond to amendments and late-filed legislation. (Committee meetings begin 6-7 hours afterward, affording insufficient time to gather input from affected departments, boards, and commissions – particularly if multiple amendments are involved.) The Council Office has expressed willingness to revise this timeline, and efforts should be undertaken to encourage this.
- 4) Consideration should be given to allowing for adoption of Metro Water Services infrastructure legislation via resolution rather than ordinance, alleviating an overburdened agenda.
- 5) Previous administrations have allotted two (2) staff positions to serve as Council liaison. This is likely the optimal approach if personnel resources allow.

Staff Name: Mike Lacy

Staff Title: Deputy Director of Community Safety

Personal Email & Phone:

Hire Date: Jan 6 2022

Description of Role: Overseeing the operational and logistical obligations of the Office of Community Safety. The office has a three-prong approach to Community Safety that involves Organization Development of violence prevention relation organizations, Group Violence Intervention, and Violence Interruption – and an overarching remit of identifying violence prevention interventions that are evidence based that can be implemented. The funding for this work is outside of the Mayor’s Office budget, sourced by a special funds line in the city budget for “Community Safety” and various allocations of ARP and Governor’s Grant funding. The current tasks of the Deputy Director:

- Manages the budget for the office, working with Metro Finance to ensure allocations and expenditures are meeting targeted goals
- Designs RFPs and grant scoring processes, and coordinates with metro departments including Legal and Finance on enhancing grant making processes to improve equity
- Designs and implements online portals for grant and invoice submission processes
- Schedules, organizes and facilitates Community Safety Partnership Fund Advisory Board meetings
- Maintains the Database of 700+ Orgs, 900+ individuals engaged the with Office Via “The Village” and CSPF grants, as well as the dozens of tables and thousands of records associated with the labor of the office.
- Keeps track of all violence prevention initiatives undertaken by all Metro Departments and attempts to understand match/mismatch of scope of problem to solution

- Performs no-code design and implementation of a website for the Mayor’s Office initiative “The Village”
- Manages all comms and operational logistics for “The Village”
- Oversee the Group Violence Intervention program in the interim while the vendor “Urban League of Middle Tennessee” onboards a Program Manager, but after that point Deputy will still manage the oversight of this program to ensure it has successful collaboration with the MNPd, Mayor’s Office, social services agencies, and community partners – while aligning with the John Jay School of Criminal Justice’s description of said program and guidance under their paid-for technical assistance.
- Drafting media and legal documentation for the department and coordinating with various programmatic partners as needed.

Key Priority projects/initiatives – with timeline, expected outcomes:

- Tracking of Violence Prevention Initiatives – an ongoing task but with deliverables just coming to finalization for FY2024.
- Group Violence Intervention: an ongoing program that should exist as long as Nashville has a higher than desirable “group-involved” crime rate. This program, which is being delivered on an interim basis by the Director and Deputy Director while the vendor, Urban League of Middle TN is finding employees to deliver these services, has been shown to reduce gun homicides by over 30% within a few years.
- Violence Interruption: while overseen by the Health Department, the Mayor’s Office of Community Safety has been involved in the processing of the RFP documentation and coordinating with other agencies to get this programming off the ground. The training vendor

Cure Violence Global and contracted directly with the Mayor's Office while the CBOs delivering the services will be working with the Health Department as a public Health Approach to violence reduction. These measures when properly implemented are seen to reduce gun homicides by as much as 30%.

- “The Village” a program that delivers professional development services to enhance the number of effective community orgs performs services that are empirically shown to correlate with reduce community violence. The Village has full-time staffing and funding provided via a grant from the Office to the Community Foundation of Middle TN. The Deputy Director monitors the delivery of these services and develops and operationalizes the online communication and database The Village. Key metrics for the village is growth of membership, utilization of consulting services, and increase in policy engagement by these populations.

- Details about “The Village.”

The Village is a grassroots community platform that aims to connect Nashvillians to vital services and organizations. It serves as a hub where individuals and organizations can come together to collaborate, share resources, and build a thriving and inclusive community.

The Village offers various consulting services to its members to support their organizational growth and development. These services include:

1. Board Development: Assistance in improving board functionality and effectiveness.
2. Fundraising/Revenue Development: Help in devising efficient strategies for fundraising and revenue generation.

3. Start-Up Basics: Equipping organizations with the necessary knowledge and skills to be grant-ready.
4. Strategic Planning: Assistance in planning and strategizing in alignment with an organization's mission.
5. CPA Consulting: Provision of financial review, compilation, or audit services.
6. CNM Membership: Exclusive resources and training for nonprofit organizations.
7. Marketing & Branding: Support in enhancing organizational storytelling and impact.
8. Executive Coaching: Guidance and support in skill development and goal setting.
9. Social Enterprise: Assistance in creating revenue-producing social enterprises.
10. Financial Management: Support in implementing effective financial management practices.
11. Organizational Assessment: Evaluation of organizational strengths and weaknesses.
12. Grant Station: Online tools and resources for grant-seeking.
13. Grant Writing: Aid in the application process for financial grants.
14. Organizational Culture: Evaluation and enhancement of work culture, diversity, and inclusion.
15. Outcomes Measurement: Assistance in measuring program impact.
16. Human Resources: Support with team communication, conflict resolution, and skill evaluation.

Key partnerships/relationships/grants with outcomes and timelines:

- **Key Partnerships**
 - **John Jay School of Criminal Justice's National Network for Safer Communities**

- **Community Safety Advisory Board:**

<https://www.nashville.gov/departments/mayor/boards/community-safety-partnership-fund-advisory-board>

- **Health and Public Safety Committee of City Council**
- **MNPD's Office of Alternative Policing**
- **Metro Public Health Dept – senior leadership**
- **Office of Family Safety – senior leadership**
- **Community Foundation of Middle TN – senior leadership**
- **Urban League of Middle TN**
- **600+ grass roots community groups in The Village**

Key performance measurements/targets:

- Successful allocation of grant funding to appropriate agencies, growing YoY with less grantee friction and enhanced outcomes of their programs
- Successful implementation of the GVI program leading to a decrease in homicide which should, once fully launched, be able to reduce gun homicides by as much as 30%.
- Successful implementation of a Violence Intervention program that can reduce violent crime significantly (up to 20-30%).

Key boards/commissions, community partners, task forces you work with or staff:

- **Community Safety Advisory Board**
- **Public Health and Safety Committee of the City Council**
- **Community Foundation of Middle Tennessee**

- **The Center for Nonprofit Management**
- **The 40+ grant recipient nonprofits of the Village**
- **The 600+ org members of The Village**
- **The 900+ community leader members of The Village**

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

- The “Community Safety” budget line of the Metro City budget is currently the only funding line for the work of this office, and it is the only funding source dedicated to “Community Safety”. It is vital this is maintained, even if utilized by other part of Metro Government, as our expenditures in this domain are woefully under resourced. All major reputable law enforcement agencies and policing think tanks are aligned that Law Enforcement empirically is not part of government which prevents crime, they are the agencies which respond to it. A reduction in violence only comes from services that prevent the pre-conditions of crime, and the most effective ones target those most likely to engaged in or victims of violence, I.e. Violence Interruption, Group Violence Intervention. In addition to funding, the political will and coordination need to be in place to make these programs successful.

Staff Name: Tiara Thomas

Staff Title: Community Outreach Liaison and Participatory Budgeting Coordinator

Personal Email & Phone:

Hire Date: August 2022

Description of Role:

This position plays a crucial role in facilitating effective relationships between the Mayor's Office and the community, fostering community engagement through various programs and initiatives, and coordinating and implementing the Metro Nashville participatory budgeting process.

Responsibilities:

Community Outreach:

- Build strong relationships and collaborate with community organizations, local leaders, businesses, and residents to foster community involvement and ensure representation.
- Expand PR campaigns that connect residents to services and resources.
- Design and Manage the Know Your Nashville Ambassador Program as an effort to engage residents ages 18-25 with local government.
- Develop and implement comprehensive community outreach strategies to engage diverse stakeholders and residents on various office initiatives, such as the Burrus Hall Project and 60th Metro Anniversary.
- Organize and facilitate community meetings, workshops, and events to promote dialogue and gather input on various initiatives.
- Coordinate volunteer recruitment efforts and oversee volunteer engagement in community outreach activities.

Participatory Budgeting:

- Design, plan, and implement participatory budgeting processes in collaboration with council members and relevant stakeholders.
- Monitor and evaluate the impact of participatory budgeting initiatives and provide reports to management and stakeholders on the use of American Rescue Plan Funding.
- Educate community members on the concept of participatory budgeting, its benefits, and the decision-making process through community meetings, public presentations, and online marketing.
- Provide technical support and guidance to community members for idea collection and voting through community workshops.
- Develop the budget delegation process and design tools to facilitate the budget delegation process, ensuring transparency and accessibility.

Communication:

- Prepare clear digital materials, including graphics and newsletters to communicate project updates and outcomes to the community and relevant stakeholders.
- Collaborate with the communications team to develop strategies for promoting community engagement initiatives.
- Maintain accurate records, databases, and documentation related to community outreach activities and participatory budgeting initiatives.

Key Priority projects/initiatives – with timeline, expected outcomes:

Participatory Budgeting:

The timeline and expected outcomes of this project is as followed:

- **January 2023:** Approval of funding by the Metro Council (completed)
- **February to May:** Guidelines Development and adoption. (completed)
- **February to June 1:** Idea collection (completed)
- **June to August:** Ballot development and adoption (in progress)
- **October to November:** Public Voting
- **December:** Vote counting
- **January 2024:** Implementation of voted projects.

The expected outcome of this project is as followed:

In the conclusion of this project, a ballot consisting of 35 project idea proposals, with an effort to have 1 project idea proposal per Metro Council District that best reflect the efforts towards equity and engagement will be produced. Also, the full implementation of the winning projects is expected by 2026 as overseen by the participatory budgeting team.

Key partnerships/relationships/grants with outcomes and timelines:

To implement Participatory Budgeting, I regularly work with the following agencies as they are active participants in the process, during the proposal development they provide training and feedback. I Coordinate with metro departments review grantees, review of scope of work and a budget for all proposed grants and programs. (the goal is that any proposal that ends up in the ballot needs to be implementable)

- Metro Legal
- Metro Finance
- Metro Planning
- NDOT
- MNPS
- Parks
- Libraries
- Metro Arts
- Metro Storm water
- General Services
- NES
- other agencies.
- During the implementation they are given the scope and budget they help create and are tasked with completing the project in an expedited manner.
- I coordinate with Tennessee State University for use of space for meetings as well as catering for meetings.

Key performance measurements/targets:

- For PB, digital and print advertisements were used to raise awareness and invite residents to submit ideas for the participatory budgeting process. Static ads on public transit were placed in both English and Spanish. Informational fliers were produced in English and in Spanish and distributed to local businesses and at community events. On the digital front, a digital ad campaign was run across numerous platforms which served 1,789,181 ads in English, Spanish

and Arabic, depending on the user's device settings. Those ads directed to a landing page – also available in English, Spanish and Arabic – which provided additional information about the Participatory Budgeting process and directed visitors to the portal where they could submit their ideas. The idea-submission portal was available in 80+ language translations.

- 1321 ideas were submitted by residents citywide.
- Transparent and Equitable proposal development process to evaluate ideas was created using a grading rubric.
- Reaching a ballot of 35 items for community members to vote on.
- Voting will happen in October and November

Key boards/commissions, community partners, task forces you work with or staff:

During this process I coordinate the outreach strategy and engagement opportunities. This requires extensive collaboration with community members and partners.

The following Community partners assist in expanding outreach for Participatory budgeting:

- Metro Council members
- N2N
- ConeXion Americas
- Hispanic Family Foundation
- NICE
- Urban League
- Nashville NPHC
- Colleges and Universities

Staff:

- 2023 Metro Nashville PB Budget Delegates
- Summer 2023 PB Interns
- Community Volunteers

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

- \$10 Million in funding approved by City Council for the 2023 city-wide cycle of PB
- \$2 Million in funding approved by City Council for a third cycle of PB in North Nashville and Bordeaux in 2024
- Funding for a second city-wide cycle of PB to be considered.

Other information:

Know Your Nashville:

The campaign targets young adult residents with the intent to inform this demographic on how to access valuable and age-relevant information, resources, and opportunities provided by the mayor's office and Metro Nashville Government. Also, the initiative seeks to foster new pathways for community engagement and growing constituent connection. As an expansion of this program the Know Your Nashville Ambassador Program was launched.

2022 Ambassador Program:

The ambassador program is an initiative to partner with students, 18-24, to increase connectivity and awareness about the “Know Your Nashville” campaign and local government. Ambassadors of this inaugural cohort will participate in focus groups, foster pathways for engagement, and grow constituent connection through media platforms and campus and community events. The Ambassadorship program is offered to student who attend Tennessee State University, Fisk University, Nashville State, Belmont University, and Vanderbilt University.

Incentives:

- 125 hours of community service
- Social Media Feature on Mayor’s Office social media
- Networking and Professional Development

The timeline and expected outcomes of this project is as followed:

Summer 2022: Project Designed

August 2022: Staff Hired to expand project.

September 2022: Begin recruitment for Ambassador Program

October 21, 2022: Recruit and Onboard 6 ambassadors

October 31, 2022: Launch Know Your Nashville Ambassador Program

December 16, 2022: Pilot program ends.

Through the 6 weeks, the following was achieved:

1. Research and Surveys conducted on the state of young residents’ connections to local government.
2. Focus groups hosted with young residents on various areas of interest, daily needs, and feedback on who local government can improve.
3. Weekly social media post focusing on government services and resources were shared by ambassadors.
4. The goal of 6 ambassadors was exceeded to total 10 ambassadors.
5. The pilot program was approved to continue and expand into 2023.

Spring 2023 Ambassador Program:

The 2023 ambassador program focused on the same mission from the pilot cycle. This cycle was expanded by focusing on one aspect of the data of the young resident surveys, employment, and career opportunities. Instead of a 6-week program, the second cycle ran from January-May of the Spring semester.

The timeline and expected outcomes of this project is as followed:

January 2023: second cycle begins.

March 2023: city-wide young entrepreneurs conference is hosted.

April 2023: Voter education and registration events planned with Mayor’s Youth Council

May 2023: Program concludes, and Ambassador celebration hosted.

During the semester, the following was achieved:

1. 9/10 ambassadors returned for a second cycle.

2. Ambassadors hosted a focus group with the Mayor's Youth Council and the Mayor to discuss current needs of young residents and potential improvement projects.
3. A city-wide entrepreneurs conference, PINKpreneur, was hosted to connect young female residents to entrepreneurship and small business services within Nashville.
4. A total of 150 young female residents attended the 2-day conference.
5. Several voter registration drives were coordinated in collaboration with the Mayor's Youth Council for MNPS students.
6. The Ambassador Program has become anticipated by residents for a third cycle.

Key partnerships/relationships/grants with outcomes and timelines:

This project relied heavily on partnerships with Nashville Colleges and Universities to recruit ambassadors and perform outreach for Know Your Nashville for the duration of the program. Those Universities include:

- Tennessee State University
- Belmont University
- Fisk University

The PINKpreneur conference was planned and executed with the collaboration of:

- Meharry Medical College
- Small Business Administration
- Corner 2 Corner
- Grow with Google
- Amazon
- The Village
- Big Brothers, Big Sisters of Middle Tennessee

Key performance measurements/targets:

- For Know Your Nashville, the main goal was to implement a previously, non-existent program. This included printing marketing materials, tabling in various areas of the city to increase awareness of the campaign, and developing a long-term vision for the initiative.
- This main target of the Ambassador program was to provide an engagement method for young adult residents in Nashville. Initially, the recruitment goal was six ambassadors, but was exceeded with ten ambassadors.
- This program sought to access the top areas of interest to young adult residents and connect resources, services, and programming to those areas of interest.

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

Funding for this initiative to grow and provide programming and resources for young residents.

Additional Information:

The third cycle of the Ambassador Program is intended to begin in January 2023.

Staff Name: Ginny Blake

Staff Title: Deputy Communications Director

Personal Email & Phone:

Hire Date: 11/1/2022

Description of Role: The Deputy Communications Director formulates and executes strategic communications plans and messaging relating to Mayor's Office initiatives, projects and actions. The Deputy Communications Director reports to the Communications Director and works in close collaboration with senior policy advisors, office staff, and the Mayor. The Deputy Director coordinate media relations, edits and writes content for publication (*i.e.* spoken remarks, newsletters, letters, social media captions, press releases, and media advisories), and manages social media content. The work requires careful analysis, planning, creativity, leadership, and cooperation.

Key Priority projects/initiatives – with timeline, expected outcomes:

- Manage and update party social media, write content, and upload digital video and photos.
- Manage media presence
- Develop editorial content, seek concept and content clearance, and manage editorial calendar for publication
- Manage and develop public relations, communication, and implementation process improvements
- Engages in collaborative planning efforts with the communications team to design digital media outputs, products, and services that expand visibility, outreach, and engagement efforts
- Supports their team in identifying opportunities for high-impact digital engagement and advocacy campaigns through email, web, and social media on our advocacy, programmatic, and legislative work, and to generate email lists and social media audience growth.
- Ensures messages are accurately and professionally delivered through reviewing, editing, and approving the release of news stories, interviews, and feature articles to media resources and outlets
- Works closely with senior staff, affiliates, and the Metro departments to ensure unified programs, common long-term objectives, and cohesion in communications initiatives
- Assesses and monitors workload; identifies opportunities for improvement and implements changes

Key partnerships/relationships/grants with outcomes and timelines: The Deputy Communications Director serves as a point of contact for Metro Department PIOs. As such, they work closely with the other departments to not only accomplish the mayor's agenda, but disseminate important information to the public as well (ex: PSAs, breaking news, etc).

Key performance measurements/targets: See above

Key boards/commissions, community partners, task forces you work with or staff: 2nd Avenue
Communications Team

**Department budget priorities connected with your work – currently in place or to be considered in
future budgets:** NA

Other information:

Staff Name: Kristin Wilson

Staff Title: Chief of Operations & Performance

Personal Email & Phone:

Hire Date: 10/1/2019

Description of Role:

- My informal description is that I help the Mayor of Nashville/Davidson County manage the 50+ departments and offices that make up Metro government. It is a portfolio of direct reporting departments/offices, departments/offices that report through a Board or Commission and departments/offices that report into separate elected official(s).
- Across these, I support urgent issues, proactive strategic planning and implementation (including and often enabling collaboration across departments and offices), and facilitate resourcing need assessments/prioritization/ recommendations for the Mayor's proposed operating budget, 4% authorizations, and capital spending plans. This has also included cost reductions when needed, e.g., temporary spending freezes in 2020 and harvesting savings opportunities from automation in the Courts and better aligning funding sources where opportunities exist, e.g., increasing development services fees and related staffing/technology needs across 5 departments; working with the Convention Center Authority on support for tourism-impacting resource needs; etc.
- Further, I oversee a few key operational functions, such as the Office of Performance Management, hubNashville, and at various times, some policy roles such as the Sr Advisor on Transportation & Infrastructure, Sustainability, etc. For those policy roles that do not report to me, I have frequent collaboration as well.
- I have maintained relationships with the COO's of Memphis (in transition), Chattanooga and Knoxville for purposes of best practice and data sharing and, particularly in emergencies such as the coronavirus pandemic, coordination as needed (e.g., early supply chain issues).
- Finally, I've been the primary point in the office for emergency management needs and concerns.

Key Priority projects/initiatives – with timeline, expected outcomes:

Priority projects/initiatives	Timeline	Expected Outcomes
Annual capital spending plan recommendation	Fall-winter	Mayor's priority setting; filing of Mayor's proposed Capital Spending Plan, work with Council and departments on final version
Annual operating budget recommendation	Winter-spring	Mayor's budget priority memo; Department/office meetings to review requests with Finance and OPM; filing of Mayor's proposed operating budget, work with Council and departments on final version
Funding request(s) of Convention Center Authority (CCA)	Spring	Identify needs within State law; work with CCA Board and staff on free cash flow availability; attend CCA board meetings and facilitate requests and updates
Operational initiatives: <i>see below for examples</i>	Year-round / varies by initiative	Varies by initiative, but generally seeks expansion of a program, improvement in performance and/or resolution of a key issue
Emergency operations – capacity support	As needed	Lead Mayor's Office support and engagement as needed in emergency operations, following National Incident Management System model

See Steve Lopez memo for OPM projects/initiatives

Operational initiative select examples:

- Creation of Nashville Department of Transportation: supporting Mayor's Senior Advisor on Transportation & Infrastructure to evaluate and develop new department, ranging from structured execution path, and supporting key areas of organization design, significant capability development in overall process/documentation, technical and capital projects, recruitment of new leadership, etc.
- Development Services improvement project: facilitated best practices review of staffing, process, productivity and technology for 5 departments (Codes, Planning, Fire Marshal, MWS Development Services, NDOT Development Services) that resulted in staffing increases, fee increases, a new technology fund to support the Community Development & Regulation project, and department-specific improvements in training, performance metrics and management
- Homelessness: though initiative still in roll-out phases, brought in national experts on homelessness for performance reviews, developed a new Office of Homeless Services, supported/sponsored the Mayor's adoption of "Housing First" approach and \$50M ARPA housing plan which increases focus on helping the most vulnerable, chronic homeless with evidence-based solutions
- Downtown initiatives: working with Senior Advisor (Ben Eagles) and Nightlife Director, facilitate ongoing coordination across MNPd, MNFD, Beer Board, NDOT, Public Health, DEC and Hub to

identify key issues and trends, develop and implement policy solutions, and ensure collaboration around outreach and enforcement

- Codes Property Standards review: facilitated a multi-agency supportive review of Codes, including Planning/Housing, Office of Diversity, Equity & Inclusion (DEI), Law, Finance, hubNashville to develop an equity-based, proactive approach to property standards education & enforcement. Resulting report posted here: <https://www.nashville.gov/departments/codes/property-standards/code-enforcement> and initiatives funded in FY24 budget/in implementation phases
- Behavioral health and substance abuse expansion: supporting Mayor's Health policy lead initiatives and transitioning to ongoing, sponsored / supported development of and expansions of Partners in Care, REACH (non-LE model), BHWAC and opioid steering committee recommendations
- Master Space Planning across General Services, Public Property/Finance, ITS: sponsored project to bring in best practices, design a master space plan for urgent and subsequent overall Metro central operating needs, facilitating implementation of phase 1 and further development of future phases
- "Crisis" project support for issues such as emergency towing of abandoned property (reassigned primary right-of-way abandoned property role to NDOT, determined a new regulatory approach using Emergency regulatory authorizations, etc.); supported Waste Services vendor bankruptcy-related issues, management and recovery; facilitated new approach to performance-based contracting in Procurement for A&E contracts (now in process of expansion to other domains); worked closely with Law and Finance through FY20/FY21 "financial crisis" and referendum responses

Other information:

- Lead Mayor's Cabinet meetings / Monday 8:15am
- Lead monthly All Department + Elected Office Head meetings

Staff Name: Steve Lopez
Staff Title: Director of Performance Management (Interim)
Personal Email & Phone:
Hire Date: 1/1/2022

Description of Role:

Oversees the day to day oversight and management of The Mayor's Office of Performance Management ("OPM"). Responsible for executing the OPM's mission of promoting data-driven decision making across the Metro organization, facilitating continuous improvement, ensuring operational efficiency and effectiveness throughout all Metro departments, bolstering transparency and accountability through performance reporting, and achieving results.

Performance Management Key Services:

- Oversee the development of the Mayor's Capital Spending Plan
- Provide budget support and analysis for the Mayor and Senior Leadership Team
- Assist internal stakeholders achieve performance optimization by analyzing operating data/metrics and business processes
- Conduct department performance reviews of key performance indicators (KPIs)
- Ensure monthly update of department Performance Metrics Catalog
- Maintain Metro's KPI Library
- Oversee/coordinate development of internal/external data dashboards (Tableau)
- Monitor capital project performance; update Neighborhood Improvement Tracker tool
- Publish quarterly capital report
- Oversee annual update of department Operations Overviews
- Conduct/track continuous improvement/process improvement engagements with internal stakeholder departments/agencies
- Provide financial insight and analysis on department operations and special projects
- Facilitate strategic planning guidance & support as needed for Metro departments
- Assist departments with collecting, visualizing and analyzing department operational data and performance metrics.

Examples of Our Work:

- **Covid Productivity Monitoring.** Tracked and analyzed impact of Metro's work from home program as a result of Covid 19.
- **Farmer's Market Business Planning.** Worked with FM leadership to analyze rental rates, identify operational efficiencies and increase profitability.
- **Municipal Auditorium Analysis.** Worked with MA leadership to review and restructure third-party contracts and increase profitability.
- **NDOT Strategic Planning.** Led and facilitated strategic planning working sessions with department leadership team.
- **Metrics Catalog.** Worked with all Metro departments/agencies to identify performance metrics; developed a system and process for updating charts/visualizations for over 300 performance metrics.
- **Budget Equity Tool.** Worked with Metro's Department of Equity and Inclusion to develop a budget equity tool which was implemented for the FY23 Metro budget process.

- **Homelessness Data Collection and Strategy.** Worked with third party consultant to provide technical and analytical support for the development of Metro's official homelessness strategy.
- **Customer/resident surveys**-leveraged the capabilities of HubNashville to collect residents' feedback for various Metro departments using QR Codes.

Key Priority projects/initiatives – with timeline, expected outcomes:

Project/Initiative	Expected Outcome	Estimated Delivery Date
FY23 Performance Report	Mayor's annual performance report; increase transparency	Q1-Q2'24
FY24 Capital Report	Status report on Metro's active capital projects	Q1-Q2'24
Neighborhood Improvement Tracker update	Update GIS map/capital dashboard of capital projects through June 30, 2023	Q1-Q2'24
ClearGov software implementation	Streamline Metro's capital planning (Capital Improvement Budget/Capital Spending Plan) process; increase transparency	Q4'24
KPI department refresh	Updated metrics/Tableau visualizations; data-driven decision making	Q4'24
Executive dashboard	Enhanced data analytics; data-driven decision making	Q3'25
Office of Performance Management Dashboard re-design (Nashville.gov)	Enhanced data analytics; data-driven decision making; increase transparency	Q2'25
Oracle Primavera software implementation	Enhance Metro's capital project reporting capabilities	Q4'25

Key partnerships/relationships/grants with outcomes and timelines:

All Metro department/agency directors and their senior leadership teams; various organization-wide performance management/continuous improvement/strategic planning projects and programs.

Key performance measurements/targets:

Key Performance Indicator (KPI)	Target
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KPI Library Refresh Project	100%
Pct. of Departments achieving KPI targets	90%
Pct. of KPIs that have benchmark comparisons	50%
Cost Savings (Hard) from Process Improvements	\$500,000
Cost Savings (Soft) from Process Improvements	\$1,000,000

Key boards/commissions, community partners, task forces you work with or staff:

- IT Data Governance Committee
- Community Asset and Land Use (CAL) Project Team

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

- Increased payroll costs (salaries and benefits) associated with right-sizing department personnel.

Other information:

- In FY22, the Mayor's Office of Performance Management was fully staffed at 5 FTEs (1 Director and 4 Performance Managers). In FY23, OPM's employee roster experienced attrition; 1 Director and 3 Performance Managers left Metro for other opportunities. In Q4'23, Steve Lopez was promoted to Interim Director of OPM; prior Mr. Lopez served as OPM's Capital Performance Manager.
- Work underway for OPM 2.0, which can be further shaped and aligned with future priorities:
 - Using Tableau to visualize department performance data and build-out Metro's internal performance dashboard system.
 - Coordinating with Metro departments to fine-tune and build-out department performance metrics/KPIs that should be used for internal management purposes.
 - Implementing ClearGov to streamline Metro's capital planning process by seamlessly integrating the Capital Improvement Budget (CIB) and Capital Spending Plan (CSP) business processes.

Staff Name: Jennifer Rasmussen-Sagan

Staff Title: Chief of Staff

Personal Email & Phone:

Hire Date: June 2020

Description of Role: Manage all day-to-day operations for the Mayor's office. This includes hiring of employees, managing staff projects and timelines, building working groups appropriately, working with key members of the community of large-scale projects and planning large scale events including State of Metro, Swearing In, etc.

Key Priority projects/initiatives – with timeline, expected outcomes:

Key partnerships/relationships/grants with outcomes and timelines:

Key performance measurements/targets: N/a

Key boards/commissions, community partners, task forces you work with or staff:

- Weekly Staff Meeting
- Bi-weekly senior team meetings
- Weekly communications meeting
- Weekly Department Heads Meeting
- Hospital Authority Board
- All Boards and Commissions appointees
- Various internal meetings as appropriate

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

Other information: N/a

Staff Name: Sam Wilcox

Staff Title: Deputy Mayor

Personal Email & Phone:

Hire Date: March 1, 2022

Description of Role: Executive sponsor for Mayor's Office initiatives involving major capital projects. Coordinate with departments and community stake holders to execute on various community development projects. Manage policy, communications, strategy and economic development teams.

Key Priority projects/initiatives – with timeline, expected outcomes: See project specific memos for details.

Key partnerships/relationships/grants with outcomes and timelines: See project specific memos for details.

Key performance measurements/targets: N/a

Key boards/commissions, community partners, task forces you work with or staff:

- Bi-weekly senior team meetings
- Weekly communications meeting
- Weekly Department Heads Meeting (Hosted by Kristin Wilson)
- Bi-monthly check in with TPAC
- Monthly check in with MDHA
- East Bank Metro Monthly coordination meeting with Metro Department Heads (Hosted by East Bank Team)
- Monthly Sports Authority Meeting
- Monthly Parks Board Meeting (as needed)

Department budget priorities connected with your work – currently in place or to be considered in future budgets:

- See project specific memos for details.

Other information: N/a