



Mayor Cooper's Commitment Tracker

3-year Update: Released October 2022

"Three years ago, I began tracking my administration's progress on 51 commitments I made to you as part of my policy platform. Transparency and accountability are the foundation of effective government, so this Commitment Tracker serves as our progress report to you."

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Introduction

Marking three years in office, Mayor John Cooper released the latest update to his administration's Commitment Tracker. Mayor Cooper published the Commitment Tracker on Nashville.gov on his 100th day in office and has updated the progress of each commitment periodically over the past three years.

The document tracks progress on 51 commitments made by Mayor Cooper during the 2019 mayoral campaign that serve as the foundation for his agenda as Mayor.

Entering his fourth year in office, he has met or is in progress of meeting 47 out of his 51 commitments. 35 of those commitments have been met, and 13 are in progress. The remaining four commitments took on new directions or are not yet in progress, all of which is documented below.

"When I ran for Mayor, I campaigned with a 47-page policy platform, so residents knew exactly where I stood on the most important issues facing Nashville, and what I planned to do on each one if elected," said Mayor Cooper. "Transparency and accountability are at the heart of any effective, responsible government, and by publishing my commitments and keeping the public apprised of our progress, I hope to establish a new standard for how Nashvillians can evaluate how their elected officials are serving them. I'm proud of the progress we've made as a city – moving forward on key issues despite facing multiple crises – and recognize the important work ahead to make Nashville a city that works for everyone."

The following is a summary of all 51 commitments and their current status, followed by a more detail breakdown of each with additional data and context.

Good Governance

1) Tourism Revenue: Commitment Met

Commitment: *"Obtain additional revenue from tourism and development." (Policy Platform, page 8)*

Summary: Mayor Cooper has secured over \$100 million in redirected revenue from tourism via the Convention Center Authority and the tourism promotion fund.

2022 Update: Mayor Cooper secured a Payment in Lieu of Taxes (PILOT) from the Convention Center Authority and redirected revenues from the tourism promotion fund into the General Fund (instead of to the Nashville Convention & Visitors Corp). Given the impact of the pandemic on tourism revenues, Metro did not pursue additional contributions in Fiscal Year 2022 (FY22) from the Convention Center Authority nor the NCVC.

Revenue from Convention Center Authority:

Fiscal Year 2020

- FY20 PILOT: \$12.6M
- FY20 MOU: \$10M in FY20 recommended budget under previous administration plus \$5M additional negotiated in spring 2020

Fiscal Year 2021

- FY21 PILOT: \$16.9M
- FY21 MOU: \$35M

Fiscal Year 2022

- FY22 PILOT: MCC's updated appraised value adjusted the PILOT to \$14.3M
- FY22 MOU: none

Fiscal Year 2023

- FY22 PILOT: \$14.3M
- FY22 MOU: \$10.3M for downtown security

Revenues redirected from the tourism promotion fund into the General Fund (instead of to NCVC):

Fiscal Year 2020 -

- FY20 budget: \$3.764M for debt service
- FY20 corrective action plan: \$3.6M additional

Fiscal Year 2021

- \$1.13M for debt service, which was based on a proportional decline to forecasted revenues

Fiscal Year 2022

- \$1.13M for debt service, held flat despite a slight increase in our overall projection

2) Music City Center: Commitment Met

Initial Commitment: *"The Music City Center does not pay property taxes; perhaps it should before we raise residents' property taxes." (Policy Platform, page 10)*

2022 Update: Mayor Cooper secured an annual Payment in Lieu of Taxes (PILOT) from the Convention Center Authority in 2020. The annual payment is \$14.3 million in the current Fiscal Year 2023 budget. The payment allows Metro to fund services for residents.

3) Blue Ribbon Commission: Commitment Met

Initial Commitment: *"I will provide robust support for the Blue Ribbon Commission to identify savings and revenue opportunities." (Policy Platform, page 13)*

Summary: Mayor Cooper created an Office of Performance Management, which currently tracks 200 metrics that measure service levels, operating performance and cost monitoring and management.

2022 Update: The Blue Ribbon Commission set the stage for the redirected tourism revenue noted above. While its tenure expired, in the Blue Ribbon Commission's place today is the Mayor's Office of Performance Management, which currently tracks 200 metrics that measure service levels, operating performance and cost monitoring & management.

Previous Update: The BRC has sunset. Mayor Cooper created the Office of Performance Management to work on process and efficiency improvements across Metro Government. OPM has implemented a system for tracking Metro's operational performance on a monthly basis, which has helped to closely monitor services' demands and outcomes. Mayor Cooper's commitment to transparency and accountability through the OPM allows for better informed decision-making based on data. OPM's mission is to actively work with departments to find opportunities to optimize the use of Metro's resources.

Office of Performance Management is currently tracking over 250 metrics that measure service levels, operating performance, and cost monitoring & management.

4) Better Deals, No Park Giveaways: Commitment Met

Initial Commitment: *"Bad deals and park giveaways will end when I become mayor." (Policy Platform, page 16)*

Summary: Mayor Cooper oversaw the largest economic development announcement (Oracle) in Nashville's history without paying job grants, issuing debt, or giving away public land.

2022 Update: Mayor Cooper has not given away or sold any park land during his tenure. He has instead pivoted the city's investment focus towards small businesses, which is further detailed below.

Previous Update: Oracle is bringing 8,500 jobs to Nashville in a deal that represents the best possible financial arrangement for residents and taxpayers. The deal does not burden the city with any additional debt and does not require any funds from Metro's operating budget. There are no job grants or bonds required as part of the deal. Oracle will make a \$175 million investment in public infrastructure including a riverfront park, pump station, pedestrian bridge, street widenings, and utility improvements. Per the Economic Impact Plan, half of Oracle's future property taxes will go to reimbursing the company for its upfront infrastructure investment, without any interest payments. The remaining half of the property tax revenue from the project can fund investments throughout the city such as affordable housing and neighborhood infrastructure.

Early in his term, Mayor Cooper renegotiated the soccer stadium deal to eliminate financial risk to taxpayers by removing the rent guarantee on the stadium (savings of up to \$35 million over the next decade). The soccer ownership group agreed to pay for infrastructure work that would have cost taxpayers at least \$19 million. In addition to saving up to \$54 million, the result is a more unified, successful Fairgrounds, by providing additional space between the soccer stadium and the historic speedway.

5) Overtime Events: Commitment Met

Initial Commitment: *"MNPD spent more than \$4 million on special events overtime through the end of April 2019 ... Private events need to begin paying for their own costs." (Policy Platform, page 11)*

Summary: Special events increasingly pay for their own costs, including police overtime. Events like the Music City Grand Prix operate without relying on a Metro subsidy.

2022 Update: Events like the Music City Marathon now take on more of their own costs, and the Music City Grand Prix does not rely on a Metro government contribution.

- All event permit applicants receive specific information that Metro Government departments do not provide logistics assistance or labor to assist with their event.
- All event permit applicants also receive specific information that if they do not operate their event within the approved event plans, and Metro assistance is required to provide traffic control, security, clean-up, etc., the event organizers will be invoiced for the services provided by Metro departments.
- Effective in 2022, for all event permit requests with a footprint or parade route that impacts parking meters, the applicant is required to pay the meter bagging fee for the time frame that the meters will not be available.

Previous Update: The Mayor's Office has worked with MNPD on solutions to police overtime spent on private events. Events have increasingly paid for their own

overtime costs. For example, the Music City Grand Prix in 2021 covered their own costs for police, fire, and public works.

The Central Business Improvement District voted to increase tax on retail transactions in downtown from 9.5% to 9.75%. The increased revenue (estimate of \$2.4 million annually) creates a funding stream for the Nashville Downtown Partnership to improve the city's safety and cleanliness.

6) Financial Management: Commitment Met

Initial Commitment: *"I am running for mayor to provide sound financial management...and get our city's finances back on track." (Policy Platform, page 14)*

Summary: Upon taking office, Mayor Cooper and the Finance Dept began the work of achieving financial stability and setting the course for a sustainable financial future. That mission has been accomplished despite many unforeseen challenges.

2022 Update: Under Mayor Cooper's tenure, Nashville has enjoyed three structurally balanced budgets, increased cash and fund balances from crisis levels below policy minimums to sustainable and nearing GFOA recommended practice. Increased water/sewer rates have moved Metro Water Services into a stable position. OPEB reform reduced city liability by approx. \$1.1B. Metro's pension is "well-funded at more than 90% for the last several years and Metro's actuarial strategy is sound" per Study & Formulating committee.

Previous Update: Upon taking office, Mayor Cooper and the Finance Department began the work of achieving financial stability and setting the course for a sustainable financial future. That mission has been accomplished despite many unforeseen challenges.

The work of the Finance Department began with avoiding a threatened takeover by the State Comptroller and was followed with a mid-year budget correction for FY20.

In response to Metro's \$42 million budget shortfall in FY20, the Mayor's Office submitted a balanced budget and corrective action plan that was approved by the state comptroller's office. Part of the budget solution was updating Metro Water Services' PILOT, which resulted in an additional \$10 million annually.

The administration balanced the impacts of the March 2020 tornado with insurance, FEMA/TEMA, and the Convention Center Authority FY20 MOU increase of \$5M. The administration actively managed to get through the COVID-19 impact on the FY20 budget by implementing hiring & travel freezes, spending reductions; MNPS hiring freeze, savings; capital spending ramp-down and pause. The FY21 budget included \$64M in new revenues, over \$50M of cost savings, and a necessary \$1.06 property tax rate increase that maintained essential services. The FY21 budget was the first budget since FY13 that did not propose depleting fund balances.

Metro Government has since had two back-to-back balanced budgets which improved major metrics for liquidity, operations, and long-term obligations. Metro achieved this improvement on its own through revenue increases and spending alignment with its priorities as a growing city. This established the foundation for

long term stability. Federal pandemic relief funding has further boosted Metro's financial outlook to sustainable. All of this is reflected in recent financial ratings and investor confidence – some debt issues have priced at AAA rates with Metro's AA rating – a strong sign of investor enthusiasm.

Like most other cities, Metro will always face threats to its financial future due to a multitude of factors including disasters beyond its control. Right now, Metro is in a good position to withstand harm from those threats.

7) Ethics Code: In Progress

Initial Commitment: *The mayor wants to "develop an enforceable ethics code that would apply to all Metro departments and employees." (Policy Platform page 19)*

Summary: Metro has implemented revised orientation procedures for all new employees, explicitly addressing ethics requirements and standards of conduct applicable to Metro employees.

2022 Update: The Public Integrity Task Force, commissioned by Mayor Cooper on October 22, 2019, submitted their final report May 28, 2020. The Public Integrity Task Force recommended the clarification of existing rules pertaining to ethics and conflicts of interest. The Task Force further recommended annual training on ethics and conflicts of interest for all Metro employees, elected officials, managers, and board and committee members.

Following reports of gaps in ethics training, the administration – through the Metro Human Relations Department -- has now implemented revised orientation procedures for all new employees, explicitly addressing ethics requirements and standards of conduct applicable to Metro employees. Similarly, the Metro Legal Department now oversees ethics and conflict of interest training for all new Board and Commission members. The ethics and standards of conduct course is now also available online. In Fiscal Year 2022, Metro Legal provided compliance training to over 500 Metro employees with purchasing and contracting authority and training for Metro boards and commissions.

On September 28, 2019, Mayor Cooper reaffirmed Executive Order No. 5, requiring financial and other disclosures by Metro employees and officials; and re-asserting the application of various ethics standards, conflicts of interest, and acceptance of gifts. After the Public Integrity Task Force submitted their report May 28, 2020, Mayor Cooper signed legislation adopted by the Metro Council which strengthened the requirements of the annual benefits disclosures (adding a requirement to sign disclosures under penalty of perjury) and additional legislation which substantially tightened regulations over lobbyist activities. (See, Ordinance Nos. BL2020-550 and BL2020-147, respectively).

8) Metro Inspector General: In Progress

Initial Commitment: *"Work with Metro Council to create an independent Metro Inspector General." (Policy Platform, page 19)*

Summary: The Metro Legal Director is currently formulating ethics and compliance recommendations and defining the scope for a potential Metro Inspector General.

2022 Update: The Public Integrity Task Force recommended the establishment of a new office of Inspector General for Metropolitan Government. The Task Force believes that an Inspector General could provide greater uniformity of training, compliance, and enforcement in the areas of ethics and public integrity. In May of 2021, Wallace W. Dietz was appointed Metro Legal Director. Because of Mr. Dietz's extensive professional experience in Compliance & Government Investigations (serving 35 years as a practicing attorney within these specialties), Mayor Cooper tasked Mr. Dietz with evaluating the Metropolitan Government's compliance record generally, as a precursor to establishing an Office of Inspector General. Mr. Dietz is currently formulating ethics and compliance recommendations, as well as coordinating with the Office of Internal Audit in identifying and preventing potential fraud and waste in Metro government. Mr. Dietz plans to have any legislative or staff initiatives ready for the Council prior to the introduction of the FY 2024 budget.

9) Performance Reviews: Commitment Met

Initial Commitment: *Conduct performance reviews of Metro departments and agencies to improve effectiveness and increase transparency of how tax dollars are spent. (Policy Platform, page 13)*

Summary: Mayor Cooper created the Office of Performance Management, which tracks performance of Metro departments and maintains public dashboards to increase accountability and transparency.

2022 Update: The Office of Performance Management tracks over 300 metrics and displays over 200 metrics on dashboards available to the public on nashville.gov. These dashboards exist to keep the public informed about key operating and financial metrics related to different areas of the Metro Government. These metrics, combined with additional performance justifications provided by all departments, informed Mayor Cooper's proposed budget. The Mayor's Office keeps working on drawing clear lines between the investments proposed, data-backed needs, and outcomes.

Previous Update: The Mayor's Office of Performance Management implemented a Metrics' monitoring system containing 2 years of historical data and is currently tracking every departments' operating performance on a monthly basis. This system is currently tracking over 250 operating metrics, and will continue to add metrics that relate to high-impact projects, constituent services and satisfaction measures, community partnership effectiveness, and expenditures tracking. OPM has a variety of active process improvement projects across Metro, working with different departments to identify opportunities to optimize resources and improve outcomes.

During FY21, OPM rolled out five dashboards that display live metrics regarding Public Safety and Justice, Neighborhoods and Community Engagement, Transportation Infrastructure and Sustainability, Service Level Monitoring, and Cost Monitoring. Through this effort, Nashvillians have access to information in a format

that is easy to understand, transparent, and that holds us accountable. Metro's areas of opportunity, operational challenges, and success stories will continue to be accessible and open to the public. OPM is continuously working to add and improve the existing dashboards and will soon release a dashboard focused on the Mayor's Transportation Plan progress.

10) Open Records: Commitment Met

Initial Commitment: *"Review Metro's current open records practices, to make sure that the public's work is being done in a lawful, transparent, and public way."* (Policy Platform, page 19)

2022 Update: Mayor Cooper requested thorough review of existing open records policies by the Public Integrity Task Force. Upon review, the Task Force submitted no recommendations for modifying current policies.

Education

11) Proportionate Funding: New Direction

Initial Commitment: *"As mayor, I will commit to directing over half of new revenue into our school system."* (Policy Platform, page 37)

Summary: Mayor Cooper has repeatedly directed the largest-ever increases in investment in Metro Schools, although directing over 50% of new city revenue has not been feasible due to growing needs in other core city functions.

2022 Update: Needs across Metro, including public safety and transportation, have made it unfeasible to direct over half of new revenue to the Metro Schools, but Mayor Cooper has repeatedly delivered unprecedented budget increases to support Nashville's public schools. The Fiscal Year 2023 operating budget delivered another record investment in schools, including more than \$50 million in salary increases for MNPS teachers and support staff. The FY23 budget also included funding for paid family leave for all MNPS employees.

Mayor Cooper has also led the largest capital investments ever, \$397 million, in public school facilities across the county. The FY22 Capital Spending Plan directed \$134 million to MNPS, fully funding Metro Schools' priority requests (\$85 million) for repairs and upkeep at more than 100 facilities citywide – projects like playground fixes, computer replacements and new buses.

Previous Update: The FY21 "crisis budget" prioritized maintaining services and stabilizing Metro's finances. Mayor Cooper's \$154 million FY20 Capital Spending Plan was equally split between General Government and Metro Nashville Public Schools. In the FY20 CSP, MNPS received 20% more capital funding than in the previous Capital Spending Plan.

In response to COVID-19, Mayor Cooper and the COVID-19 Financial Oversight Committee directed \$24 million in funding from the federal CARES Act to provide every public school student in Nashville-Davidson County with a laptop and, for students who need it, internet connectivity.

The FY21 Capital Spending Plan included a record \$191 million for education - the most in Nashville's history - to fund much-needed school construction, expansion and repairs to 45 schools across Davidson County. Included in the historic FY21 investment were funds to build the long-awaited new James Lawson High School in Bellevue, HVAC upgrades made even more critical by the pandemic and major funding toward two schools in Cane Ridge.

The FY22 operating budget included an \$84 million increase in funding to MNPS. The FY22 budget fully funded the school board's budget request for the first time in a generation.

12) Funding Formula Advocacy: Commitment Met

Initial Commitment: *"I will join the voices of those advocating at the state level for revisions to the Basic Education Program funding formula to better account for the needs of urban districts and secure more funding for our schools." (Policy Platform, page 37)*

Summary: Mayor Cooper advocated successfully for a mechanism in the new state education funding formula that allows for state funding to reflect the higher cost of operating a district in Nashville.

2022 Update: Mayor Cooper mobilized a Nashville delegation and, in a series of meetings with Governor Lee, pressed the state to meet the needs of Nashville students. Following advocacy from Nashville, the new state education funding formula provides a mechanism for capturing the true cost of educating an MNPS students. As the state moves into their rule-making process over the course of the next year, Cooper will continue to lobby the state for a definition of "student need" that reflects challenges our students face. Nashville lost its legal challenge to the state's BEP funding formula.

Previous Update: Mayor Cooper directed Metro Legal to support MNPS and Shelby County Schools in their effort to challenge the State of Tennessee's BEP funding formula. Successfully joined the suit in August 2020. Next court date set for October 2021.

13) MNPS Salaries: Commitment Met

Initial Commitment: *"As mayor, I am committed to finding mechanisms to not simply provide one-time raises for teachers but also finding a longer-term, sustainable vision for teacher salaries that provide the opportunity for more growth over time." (Policy Platform, page 38)... "Nashville should have the best paid teachers...in the region – after all, educators are the most important factor to providing our children with a world-class education." (Remarks on March 4, 2020)*

Summary: Mayor Cooper followed through on his vision for Nashville to have the best paid teachers in the region. Mayor Cooper's FY22 & FY23 budgets delivered unprecedented investments in MNPS employees.

2022 Update: Last year's budget delivered a historic increase in teacher pay, which made Nashville's teachers the best-paid in the state. It also delivered cost-of-living

adjustments (COLA) and step increases to all teachers and support staff, as well as providing all MNPS employees with a \$15/hour minimum wage. The FY23 budget made another investment with a 4.5% COLA and steps for all teachers and support staff. The FY23 budget also delivered paid family leave for all MNPS employees for the first time. In addition, it provided \$19.7 million to address the specific needs of MNPS' approximately 3,800 support staff, making this the second consecutive year in which MNPS has received an unprecedented funding increase.

Previous Update: The Cooper administration commissioned an expert teacher compensation study in 2019 and the results were released in May 2020. While the administration was not positioned to execute the strategy in the FY21 budget, Mayor Cooper remained committed to making MNPS teachers the highest paid in the state when revenues rebounded.

Mayor Cooper's FY22 budget proposal included an historic \$81 million investment in our schools and made Nashville's teachers the best paid teachers in the state. Under the plan, every employee received a step increase and every teacher in the district received a salary increase, with an average increase of nearly \$7,000, based on years of experience and degrees.

Dr. Battle, teachers, and union leader hailed this historic investment in Nashville's schools. "Throughout my career at MNPS, I've never seen such a strong commitment and support from a mayor for our public schools and the teaching profession," said Director of Schools Dr. Adrienne Battle said. "Mayor Cooper's proposed record investment will allow the district to retain and recruit great teachers who want to make a difference in the lives and academic success of students and who simply want their compensation to reflect the value they bring to our city and the residents who call Nashville home."

"Thanks to Mayor Cooper's historic investment in our schools, educators have finally been heard," said Nashville Education Association President Amanda Kail.

Affordable Housing

14) Barnes Fund: Commitment Met

Initial Commitment: *"The Barnes Fund needs a dependable source of funding and I will work with the community to create one." (Policy Platform, page 32)*

Summary: Mayor Cooper designated the Music City Center's payment in lieu of taxes (PILOT of \$14.3 million in Fiscal Year 2023) as a dedicated funding stream for the Barnes Fund.

2022 Update: Mayor Cooper committed to link the Music City Center's payment in lieu of taxes (\$14.3 in FY 2023) as committed funding to the Barnes Fund. That legislation is going through the Metro Council.

Previous Update: Due to budget constraints requiring a partial impoundment of funds, part of the fall 2019 Barnes Fund grant round was delayed. This difficult decision was made in order to plug the city's \$42 million budget gap and prevent

state supervision of the city's finances. Mayor Cooper committed to making the Barnes Fund whole by refunding this impoundment. Mayor Cooper kept his word by directing \$5 million from a state grant to make the Barnes Fund completely whole from the impoundment.

In the challenging FY21 budget, Mayor Cooper prioritized Barnes funding with a \$10 million allocation. \$5 million was used to make the previous awards whole with the remaining \$5 million used in an RFP to fund new awards. The donation of \$250,000 to the Barnes Fund by the Regions Foundation shows how philanthropic efforts are a crucial piece of addressing affordable housing. The administration successfully increased the affordability period for all Barnes Fund projects from 20 years to 30 years, a 50% increase in long-term housing affordability provided by the Barnes Fund.

In the FY22 budget, Mayor Cooper directed a 25% increase for the Barnes Fund, bringing the annual operating allocation to \$12.5 million. He also committed \$10 million in American Rescue Plan funds to the Barnes Fund. While these increases do not fully address the challenge of a dependable funding source, they are invaluable infusions of capital that reflect the urgency of affordable housing creation and preservation.

15) 10-Year Affordable Housing: Commitment Met

Initial Commitment: *"I will facilitate the creation of a real ten-year plan to preserve and create a meaningful number of affordable housing units at an appropriate price with measurable results."* (Policy Platform page 4)

Summary: Mayor Cooper created a Division of Housing, which is developing a Unified Housing Strategy to guide the creation and preservation of affordable housing throughout Davidson County.

2022 Update: The Division of Housing has kicked off the first phase of data analysis to inform the Unified Housing Strategy. Housing has procured the Reinvestment Fund to conduct a market value analysis and economic development impact study, which will be a deep dive into our local housing market and commercial corridor activity.

In keeping with the Affordable Housing Task Force Report on the number of units needed within 10 years, the Unified Housing Strategy will direct how the city addresses Nashville's housing needs over the next decade. Unlike a static 10-year plan, the UHS will instead be a dynamic, living strategy that is revisited annually to adjust based on the housing market and other factors.

Previous Update: In planning. Mayor Cooper remains committed to the value of a 10-year goal for our city as a tool to coordinate all affordable housing partners. As we have worked in response to the housing crises brought on by the tornado and COVID-19, there are several efforts we are piloting and scaling. The tornado recovery included a new program to acquire affordable rental units to preserve them for 20 years. The results of these response efforts will help inform our 10-year plan. Working through United Way and multiple community partners, Metro coordinated

distribution of \$10 million to prevent evictions and create housing stability throughout the county. The systems put in place in coordination with United Way are crucial to our long-term anti-displacement strategy. With the support of the Mayor's Office, Metro Action Commission (MAC) distributed \$23 million in rent and utility assistance using federal relief dollars. Metro has allocated an additional \$3 million in rent and utility assistance for MAC to distribute. MDHA has also distributed \$3.1 million in rent and mortgage stabilization funds.

In the FY22 budget, Mayor Cooper allocated \$500,000 to contract with national experts to assist in the creation of the 10-year plan. The FY22 budget also created two new positions to work on affordable housing.

16) Housing Incentives: In Progress

Initial Commitment: *Cooper wants to include affordable housing "as part of every development Metro incentivizes."* (Policy Platform page 19)

Summary: Metro's new Director of Housing will be at the table for all future Metro development projects, including the ongoing East Bank planning process.

2022 Update: By institutionalizing the city's housing capacity within the new Division of Housing, Mayor Cooper has ensured both leadership continuity for housing expertise and that a housing expert is at the table for all future Metro development projects.

Previous Updates: Development incentives are being reviewed at every level to ensure that taxpayers are receiving the highest value possible. Mayor Cooper remains committed to creating models for meaningful investment in affordable housing in partnership with development incentives. Mayor Cooper has stated that "the remaining [fifty percent of] property tax revenue from the Oracle project can fund investments throughout the city. Creating and preserving affordable housing will be my top priority with those funds.

17) Tax Increment Financing: Commitment Met

Initial Commitment: *"I will also explore ways to use tax increment financing for affordable housing with the end goal of putting workers closer to jobs. As mayor, I will define a strategy for when and how to use TIF on affordable housing projects."* (Policy Platform, page 32)

Summary: Mayor Cooper implemented new tax incentives to create affordable housing -- the Mixed-Income PILOT, and supports Metro Council's work to define TIF policies.

2022 Update: Although not utilizing tax increment financing (TIF), Mayor Cooper's administration has developed and implemented a mixed-income housing payment in lieu of taxes (PILOT), which is incentivizing developers to include affordable housing as part of their projects that would not otherwise offer units at rates lower than the market. The administration is committed to working with Councilmember Allen's TIF committee to define policies. The committee's report is expected in May 2023.

Previous Updates: Mayor Cooper is reviewing all policy options and is dedicated to solutions that are efficient and effective in addressing our affordable housing needs. Mayor Cooper has directed the new MDHA director, Dr. Troy White, to examine how to best structure and utilize TIF deals to incentivize and finance affordable housing.

18) Revolving Loan Fund: Commitment Met

Initial Commitment: *"Establish a revolving loan fund for affordable housing, seeded with an initial \$10 million from Metro."* (Policy Platform, page 33)

Summary: Mayor Cooper and Metro Council directed \$20M in federal funds to create the Catalyst Fund, which will generate returns that will be reinvested into new housing development.

2022 Update: Mayor Cooper doubled his original commitment by directing \$20M of American Rescue Plan (ARP) funds to seed a sustainable funding source for affordable housing. The RFP for this tool, the Catalyst Fund, is now live and the city will select a best-in-class fund manager to leverage these funds in service or preserving and creating much needed units. The selected manager will determine the ideal structure.

Previous Update: In this lending environment, our affordable housing nonprofits are able to access loans through CITE at a near 0% rate. The highest value of Metro funds at this time is through grants that provide equity to nonprofits. This equity allows nonprofits to access additional low-cost debt and develop projects in high impact areas.

Mayor Cooper committed \$10 million in American Rescue Plan funds to seed a Catalyst Fund. While the terms and structure are still being determined to best reflect the market conditions and needs of developers, the revolving nature of this fund will create a sustainable funding source while also providing a mechanism by which partners can invest in this invaluable work.

19) Housing Division: Commitment Met

Initial Commitment: *"We need to bring real expertise to housing policy and get it out from under the political purview of the Mayor's Office."* (Policy Platform, page 33)

Summary: For the first time, Metro has a dedicated Division of Housing – a professional office embedded within the Planning Department. Metro's expanded housing staff is implementing new policy tools.

2022 Update: Mayor Cooper launched Metro's first housing division outside of the Mayor's Office. By creating the Division of Housing, bringing on a seasoned veteran and growing the team, Metro is now able to bring staff continuity and essential capacity to increase housing security for Nashvillians.

Previous Update: The Mayor's Office hired an additional staffer to work for the Barnes Fund. This increased capacity has helped maximize all the tools currently available and explore the creation of an external office or division that best meets

the needs of the city. Mayor Cooper is dedicated to operational efficiency and wants housing policy to live wherever it can provide the most value to the city.

Mayor Cooper brought together a task force of experts and practitioners to help direct the needs of the community to address this work. In response to their recommendations, Mayor Cooper created 2 new positions in the Planning department in the FY22 budget. These new roles, including a Director of Housing, both increase the city's expertise and capacity, and institutionalize this important work ensuring operational continuity across administrations.

20) MDHA Function: Commitment Met

Initial Commitment: *"I want the Metro Development and Housing Agency to focus on the housing part of its mission, rather than just the development aspect." (Policy Platform, page 33)*

Summary: Mayor Cooper, in partnership with Dr. White, refocused MDHA on creating new affordable and mixed-income housing units by increasing the Agency's capacity to deliver on the transformation of Cayce Place, as well as Napier Place and Sudekum Apartments, among other projects.

2022 Update: With the addition of a new executive director, Dr. Troy D. White, Mayor Cooper has urged MDHA to double down on its housing focus. During Dr. White's tenure, MDHA has increased the pace of its efforts to redevelop its legacy properties, including through ARP funding to support the Cayce Transformation. MDHA has also added additional affordable units at its properties, not just a one-for-one replacement.

Previous Update: Mayor Cooper appointed Paulette Coleman, founding chair of Nashville Organized for Action and Hope's affordable housing task force, to the MDHA Board of Commissioners. Her appointment along with former Nashville Mayor Bill Purcell, a passionate advocate for affordable housing, represented a determined effort to reshape the board and focus its efforts on housing. Mayor Cooper worked closely with Chair Purcell and the MDHA Board to find a new MDHA Executive Director who brings a collaborative, innovative perspective to leveraging HUD funds in service of affordable housing. Mayor Cooper is proud to have Dr. White join MDHA as the new director. Dr. White will review ways to increase operational efficiency, complete the invaluable work of redeveloping its legacy properties, and maximize the impact of all available tools and funds.

Metro is partnering with MDHA for renewed focus on helping our most vulnerable - the unhoused. With \$10 million of HUD grants for evidence-based rapid rehousing, and with community partners, we housed more than 400 homeless in permanent solutions since the pandemic began. The increased operational coordination between MDHA, the Mayor's Office, and MHID has been crucial in surpassing the goal of housing 400 households through Rapid Rehousing. The goal was met 6 months ahead of schedule and the team is now working toward housing 600 households.

Transportation

21) Transportation Planning: Commitment Met

Initial Commitment: *"As mayor, I am committed to developing a people-first transportation plan that is focused on helping you get to where you work and where you live in a timely, safe, and cost-effective manner. I will present a fiscally responsible [transportation] plan within my first year in office."* (Policy Platform, page 6)

Summary: Mayor Cooper delivered on his commitment to produce a new people-first transportation plan within his first year of office. The plan is now being implemented by Metro and the Nashville Department of Transportation & Multimodal Infrastructure.

2022 Update: Mayor Cooper delivered on his commitment to produce a new people-first transportation plan within his first year of office. Categories for a first phase (totaling approx. \$1.6B) of proposed investment reflect our communities' and the region's stated priorities: Mass transit, neighborhood infrastructure (sidewalks, bikeways, greenways), a "state of good repair" for roads and bridges, traffic operations and signals, and safety/Vision Zero. Projects within the plan are being advanced via individual, opportunistic funding strategies, while more comprehensive, dedicated funding streams—via the IMPROVE Act's authorizing mechanism for referendums, or other available legal framework—can be pursued in a future year once America's economy recovers from the pandemic-induced downturn.

The Transportation Plan was submitted by the Mayor to Council, and it was endorsed by a vote with 39 votes in favor. Mayor Cooper proposed, and the Council approved in March 2021, \$121 million in the capital spending plan to dedicated to implementing the plan.

22) Transportation Public Engagement: Commitment Met

Initial Commitment: *"I will start by listening to the residents of this city. I commit to creating and publishing a public engagement plan for transportation planning."* (Policy Platform, page 28)

Summary: As part of developing a people-first transportation plan, Mayor Cooper's Office of Transportation and Infrastructure held 11 public listening Sessions throughout Davidson County in 2020. Community engagement is an integral part of NDOT and Metro Planning's transportation initiatives.

2022 Update: Public Engagement was a significant portion of the work done to complete the transportation plan. During the first and second quarters of 2020, Mayor Cooper's Office of Transportation and Infrastructure held 11 public listening Sessions throughout Davidson County, along with targeted discussions with key stakeholders and all 40 Metro Councilmembers.

Ongoing engagement has continued around the development of the East Bank, a comprehensive study of traffic and transit downtown (Connect Downtown), the development of the Vision Zero plans, WalkNBike and individual transportation projects & initiatives.

23) Bus Connectivity: In Progress

Initial Commitment: *"Connect neighborhoods through bus system improvements, and invest in infrastructure like sidewalks to improve pedestrian safety." (Policy Platform, page 6)*

Summary: A major transportation priority for Metro Nashville is improving neighborhood transit connectivity, and improving pedestrian and bicycle access to transit stops. Work to make these connections is ongoing.

2022 Update: NDOT recently completed the update to the WalkNBike 2022 sidewalk and bikeway master plan. The plan identifies three-year project lists to guide the department's work. A major element of sidewalk prioritization is proximity to transit. NDOT recently completed work on the Vision Zero Implementation Plan which also prioritizes safety enhancements near transit.

In April 2022, WeGo implemented service changes that included the implementation of a new crosstown Route 79 connecting north Dickerson Pike, Skyline, and Madison. These changes also included the extension of the Route 17 to the new Hillsboro Transit Center, providing direct access from 12th Avenue South to Green Hills. Additionally, the Route 77 Thompson/Wedgewood was extended to 26th Avenue North & Clarksville Pike, which is the location of the future Ernest 'Rip' Patton North Nashville Transit Center. These improvements provide greater connectivity between neighborhoods without the need for a downtown transfer.

Previous Update: WeGo completed their Better Bus scenario plan for a full network redesign of Nashville's bus system and presented the proposal to a community Advisory Committee of key stakeholders including the MTA/RTA Boards of Directors. Better Bus is outlined in detail and proposed for \$180 million in capital investment, and \$29.5 million in annual operating investment, in Mayor Cooper's transportation plan.

The Metro Nashville Transportation Plan identified \$16.4 million to add passenger waiting shelters at 68 bus stops, and expand/improve 25 additional stops that currently have shelters in need of expansion. The March 2021 Metro Capital Spending Plan Awarded MTA with \$1.25 million toward Stop/Shelter Upgrades and \$750,000 to begin planning for additional neighborhood transit centers.

24) Traffic Planning: In Progress

Initial Commitment: *Fix problem intersections, utilize smart traffic signals to better control traffic, widen turning lanes on key routes, and limit construction lane closures. (Policy Platform, page 25)*

Summary: Work is underway to launch Metro's first Traffic Management Center (TMC). Light operations of the TMC are anticipated to begin in summer of 2023.

2022 Update: NDOT is completing the design of Metro's centralized Traffic Management Center (TMC). The department has received \$3,655,000 in federal funding to cover the cost of implementing the TMC along with 3 years funding to cover the management, operations, and maintenance of the TMC. The Traffic Management Center is anticipated to begin light operations in summer of 2023.

NDOT has a new process to reduce the amount of unpermitted street closures in the Metro right-of-way and recently released a policy update to prevent unnecessary and long sidewalk closures.

Previous Update: Metro Public Works has completed a comprehensive Traffic Management System Evaluation, resulting in a recommended \$15 million level of investment in Mayor Cooper's transportation plan. It's estimated this amount would support rewirings and vehicle detection upgrades at major intersections, staffing and buildout of a Metro Traffic Operations Center, signal retimings, communications/fiber technology infrastructure, and testing for connected/autonomous vehicles.

NDOT is completing the design of Metro's centralized Traffic Management Center (TMC). The department has requested \$3,655,000 in Federal funding to cover the cost of implementing the TMC along with 3 years funding to cover the management, operations, and maintenance of the TMC. Coupled with the TMC project, NDOT is at various stages of implementing advanced arterial traffic management systems along four (4) major corridors in Nashville. Design plans are being completed for two (2) of the corridors including Gallatin Pike and Nolensville Pike. These two projects will include the installation of fiber optic communication cable, advanced vehicle detection systems at 100 signalized intersections, and arterial traffic sensors & monitoring infrastructure for nearly 25 miles of roadway. NDOT will be using a portion of the \$15 million from the previous year's capital spending plan for the construction.

NDOT is procuring engineering services for the design of the two (2) remaining corridors which will include enhanced transit & traffic management operations for the Charlotte Pike and the West End Ave. corridors, respectively. The project scopes will include fiber optic communication cable, advanced vehicle detection systems at 60 signalized intersections, and arterial traffic sensors & monitoring infrastructure for 8 miles of roadway.

NDOT has a new process to reduce the amount of unpermitted street closures in the Metro right-of-way. NDOT has included in the lane closure permit application a "step-by-step" process to change from a lane closure to a street closure. This process will track and document lane closures that require street closures.

25) Bus Stops: Commitment Met

Initial Commitment: *"Let's stop placing bus stops in ditches and instead create covered, well-lit stops where people can wait safely and comfortably." (Policy Platform, page 25)*

Summary: With funding provided through the 2021 Capital Spending Plan and discretionary grant awards, WeGo has improved 32 transit stops with passenger amenities, with many more improvements planned for the next year.

2022 Update: The Metro Transit Authority was awarded \$1.25 million toward bus stop upgrades in the Capital Spending Plan approved in February 2021 and an additional \$3 million in the capital spending plan approved in November 2021. Through the North Nashville Participatory Budgeting Process, an additional \$300,000 was awarded for stop improvement projects specifically in this neighborhood. Metro Transit Authority used these funds to leverage an additional \$1.2 million in State IMPROVE Act Competitive Grant Funds, bringing the “to-date” project total to \$5.75 million.

As a result of this funding, WeGo Public Transit has completed 32 stop upgrade/new shelter projects with associated site and accessibility improvements in 13 different Council Districts. These projects included new or expanded sidewalk connections, shelters, benches, trash cans and solar lights. 36 additional locations are currently in development and expected to be completed by end of 2023. These sites are being advanced in coordination with NDOT and building on improvements delivered through NDOT’s sidewalk, bikeway, and Vision Zero efforts.

On July 21st, Mayor Cooper will be joined WeGo and Council Member Toombs to celebrate completion of the 250th passenger shelter at 600 Revels Drive in Bordeaux. This is one of the sites selected during the North Nashville Participatory Budgeting Process. The number of sheltered bus stops in the system has more than doubled over the past 7 years. Today, over 77% of all average daily passenger boardings take place at a sheltered bus stops.

Additionally, WeGo is advancing neighborhood transit centers to reduce travel time and expand connections without the need for making a trip downtown. The first of these centers opened on March 31, 2022 in Green Hills. The Hillsboro Transit Center connects the Route 7 Hillsboro and Route 17 12th Avenue South. WeGo is also nearing groundbreaking for the Ernest ‘Rip’ Patton North Nashville Transit Center which will connect up to six WeGo routes at 26th Avenue North and Clarksville Pike.

Previous Update: WeGo's Better Bus proposal, now integrated into Mayor Cooper's transportation plan, calls for new bus shelters at 68 locations based on boarding activity, and an additional 25 sites in need of bus-shelter expansion. Better Bus also identifies locations for up to ten Neighborhood Transit Centers that would provide shelter from the elements including climate-controlled waiting opportunities in some cases, along with transfer opportunities to/from first- and last-mile mobility services and proposed new crosstown routes.

The Metro Nashville Transportation Plan identified \$16.4 million to add passenger waiting shelters at 68 bus stops, and expand/improve 25 additional stops that currently have shelters in need of expansion. The March 2021 Metro Capital Spending Plan awarded MTA with \$1.25 million toward Stop/Shelter Upgrades and \$750,000 to begin planning for additional neighborhood transit centers. WeGo Public Transit is targeting 12 - 18 sites for new shelters with these funds, with the

final quantity depending on site complexity/cost. To date, 2 of these sites have been completed; 2 more have had site work completed and are scheduled for shelter installation within the next 30 days; 3 more have had design task orders assigned to outside engineering firms and are currently in design; 1 has been scoped internally, been reviewed and signed off by NDOT and is awaiting contractor quotes; 7 are being scoped internally; and 2 more complicated sites are awaiting design proposals. The last of the 18 sites requires fairly complicated site work and is being held until more detailed cost estimation is received on sites in progress. Beyond the CSP funded sites, during the past year, WeGo Public Transit completed upgrades to 18 stops in the Nolensville Pike corridor with accompanying integrated bicycle and pedestrian facilities, and is currently working with NDOT and the Fair Board on station improvements at the Fairgrounds Stations (inbound and outbound) along Nolensville Pike. With respect to transit centers, construction is under way at the Hillsboro Transit Center, with substantial completion anticipated by the end of the calendar year. Finally, public engagement and design are under way for the North Nashville Transit Center, with demolition of existing structures on site and completion of final design scheduled for the 1st quarter of 2022.

26) Bus Access: In Progress

Initial Commitment: *"Only 12.9% of Davidson County households live within a half mile of high-frequency bus service at rush hour. I'm committed to increasing that to 25% and also bringing the percentage of households living within a 1/2 mile of all-day frequent service up from 9% to 12.9%." (Policy Platform, page 25)*

Summary: Investments in the frequent transit network have improved service and reduced travel times on many of Nashville's busiest corridors.

2022 Update: 23% of Davidson County Households are within half a mile of frequent transit. Once targeted Better Bus improvements are made, this figure will increase to 27%. This number includes both "trunk" and "branch" bus service.

In April 2022, WeGo service increased to 107% of pre-pandemic service levels based on hours with span and frequency improvements on 6 additional routes; frequency improvements on another 6 routes; expansion of "Access on Demand" service hours to 8pm; a route extension of the 17 - 12th Avenue South bus to serve the Hillsboro Transit Center; and the creation of a new crosstown route - 79 Skyline Connector connecting the Dickerson Pike corridor at the Dickerson Pike Walmart and connecting to Madison/Gallatin Pike via Skyline Medical Center and Due West Avenue, with an additional extension north on Dickerson Pike to serve Hunters Lane High School and emerging affordable housing complexes along Dickerson Pike.

In October of 2022, WeGo is implementing new WeGo Link zones in South Nashville and Goodlettsville that provide a direct connection to the frequent transit network through the Uber app. In April of 2023, WeGo plans to extend service hours across the frequent transit network to 1:15am.

Previous Update: Under WeGo's proposed Better Bus network redesign, now integrated into Mayor Cooper's transportation plan, access to opportunity via transit

would expand exponentially in some neighborhoods. The impact of these Better Bus improvements would be to expand the numbers of opportunities to which Nashvillians would have access by taking transit, in a reasonable amount of time: jobs, education, recreation, medical care, and shopping. Charts and graphics illustrating the transformational impact of the Better Bus proposal is outlined in Mayor Cooper's transportation plan.

On October 3, 2021, WeGo Public Transit will restore service levels to 100% of pre-pandemic service with a refocusing of service hours toward those services most in demand by Nashvillians as prioritized in the Better Bus Plan. October improvements will include: (1) extending service hours on the busiest routes so the last trip departs at 12:15am on weekdays and Saturdays and 11:15pm on Sundays; frequency improvements during off-peak and weekend hours on 20 routes. In addition, ""WeGo Link"" first mile/last mile connections in Antioch are in beta testing now.

27) Transportation Incentives: In Progress

Initial Commitment: *"Moving forward, the Nashville Connector Transportation Demand Management (TDM) program should have sustained support and all corporations that receive any sort of incentive funding from the city should be required to have strong TDM plans in place."* (Policy Platform, page 26)

Summary: NDOT anticipates re-launching a comprehensive TDM program in the coming months. Three staff members are currently being hired to manage the program.

2022 Update: NDOT's TDM program is moving forward with renewed effort thanks to the CMAQ grant funds from TDOT. NDOT is in the process of hiring three TDM related positions in the coming months, and staff will coordinate with Connect Downtown and WeGo to determine program next steps.

Previous Update: The Mobility Subcommittee of Mayor Cooper's Sustainability Advisory Committee submitted a series of progressive policy recommendations for TDM that would be new for Nashville, including working with Metro Council to pass an ordinance requiring TDM planning for businesses moving into the urban core and along transit corridors. Other Subcommittee recommendations include enacting parking policy reforms to more accurately reflect the true cost of driving and reduce the demand for trips, as well as working with Metro Council and Planning to establish neighborhood-specific mode-shift goals (e.g. downtown, midtown, Metro Center) for employers and major trip-generators to work toward. These TDM recommendations are key to achieving Nashville's greenhouse gas emissions reductions goals and are thus included in a sustainability-focused feature section of Mayor Cooper's transportation plan.

The prevalence of downtown office employees working from home since March 2020 has temporarily turned the program's focus from engaging employers to developing the Vision Zero Action Plan. The TDM program team has led stakeholder engagement while managing consultants who are working to complete the CMAQ-funded action plan by the end of 2021. Outcomes from the action plan will help

NDOT prioritize investments that will make commute options more attractive to employees when they return to work full time. This will also assist with development review by providing tools for Metro staff to encourage safe access to jobs and businesses in Downtown.

28) Traffic Calming: In Progress

Initial Commitment: *"Calming traffic in pedestrian-heavy areas using actual physical measures such as reduced lane widths, speed tables, raised crosswalks, roundabouts, curb extensions, and better lighting are reasonable cost solutions and best practices that we must implement."* (Policy Platform, page 27)

2022 Update: NDOT has completed 23 neighborhood projects since July 2020 and has 7 projects pending installation, with a remaining 58 in progress. NDOT currently opens the Traffic Calming application period twice a year and chooses around 25 projects during each selection period for a total of 50 projects per year.

Previous Update: In October 2019, Mayor Cooper redirected \$17.5 million from the stalled SoBro-Gulch pedestrian bridge project. Funds were diverted immediately to neighborhood infrastructure projects, including \$1.5 million for traffic calming resulting in twenty five projects.

In 2020, during the Phase 1 and 2 ""Safer At Home"" orders related to the COVID-19 pandemic, the Mayor's Office and the Metro Division of Transportation launched a Slow Streets program in several Nashville neighborhoods. This initiative reinforces that streets should be safe and comfortable for all users—pedestrians, cyclists, transit users, automobile drivers.

The FY21 Capital Spending Plan dedicated over \$4 million to traffic calming. 25 new projects were announced August 2021 with neighborhood meetings initiated immediately afterward. NDOT is collecting safety and speed data to prioritize the next 25 projects to be announced in November 2021.

29) Department of Transportation: Commitment Met

Initial Commitment: *Create a Metro Nashville Department of Transportation.* (Policy Platform, page 27)

Summary: The Nashville Department of Transportation & Multimodal Infrastructure has now entered its second year and has made great progress toward developing a safer more efficient transportation network across Nashville.

2022 Update: NDOT began its second year on July 1, 2022. Highlights of NDOT's first year include:

- Repairing **36,852** potholes on Metro roads
- Collecting **622** tons of litter from the right-of-way
- Organizing **273** neighborhood clean-ups with 4,331 volunteers participating
- Repairing or replacing **33** bridges and culverts
- Issuing **42,505** right-of-way permits

- Building **4.8** miles of bikeways, with **3.86** additional miles currently under construction
- Building **7.1** miles of sidewalks, with **3.4** additional miles currently under construction
- Delivering sidewalks around **26% cheaper** and **58% faster** than in previous years, at the direction of Mayor Cooper
- Paving **163.3** lane miles of Nashville roadways
- Selecting **49** Neighborhood Traffic Calming projects to slow traffic on local streets
- Receiving approximately **\$36.5** million in grants and partnership funding to spend on transportation-related projects
- Hiring **41** new fiscal year 2022 positions

Previous Update: Mayor Cooper's transportation plan included a detailed vision for the new Department of Transportation, including much-needed operational increases to support innovative project delivery and applications for competitive grant funding.

The Nashville Department of Transportation and Multimodal Infrastructure was launched July 21, 2021.

30) WeGo Funding: Commitment Met

Initial Commitment: *"WeGo needs more funding, not less, to ensure that it is accessible, fast, frequent, and reliable. ... Let's actually listen to the requests of those who use public transportation by having buses run more frequently and extend the hours buses operate." (Policy Platform, page 25)*

Summary: Investments in "Better Bus" have enabled WeGo to expand service hours, improve frequency, and provide new services.

2022 Update: In December 2020, The Metropolitan Council adopted the Metro Nashville Transportation Plan. Among dozens of other elements in the \$1.6 billion capital/\$35.2 million additional annual operating expense plan was the "Better Bus" service expansion program of WeGo Public Transit.

With operating budget increases in FY2021-22 and FY2022-23, approximately 18% of the \$35.2 million annual funding (in 2020 \$) for service expansion has been appropriated into the MTA's baseline budget. In the FY2022-23 Operating Budget, the overall appropriation of \$61,610,900 included \$3.9 million to fund full year operation of the first phase of Better Bus that increased transit service hours by 7% during 2022. It also included partial year funding that will increase service by another 8% in 2023. This increase in 2023 will include expanded WeGo Link Zones in South Nashville, Goodlettsville, and Hermitage. Expanded hours of service until 1:15am on frequent transit network routes, improved frequency on the Route 7 Hillsboro and Route 8 8th Avenue South, service span expansion for Access on Demand until midnight, and improved frequency and span on crosstown service for Route 75 Midtown and Route 77 Thompson-Wedgewood.

Funding in the FY2021-22 Metro Operating Budget enabled the MTA Board to adopt “Fare Capping” with the implementation of the QuickTicket contactless fare payment system in late 2021. With fare capping, QuickTicket account holders are automatically upgraded to the most cost-effective fare product for their use. This is an important equity tool, as it will enable low-income riders to take advantage of the deeper discounts that come with products like monthly passes without the upfront cash outlay that would be required for a traditional monthly pass.

Previous Update: Despite declines in major revenue streams that support WeGo operations due to COVID-19 -- from both sales taxes and fare-boxes aboard MTA buses -- the Mayor's administration made creative use of \$22.5 million in CARES Act funding for FY21 so that WeGo could maintain continuity of local bus service, a critical mode of transportation for frontline/essential workers. Mayor Cooper committed to restoring this operational need for WeGo in FY22. Nearest-term service improvements in future fiscal years would follow the Better Bus network-redesign proposal, which has been informed by robust engagement of current bus riders including on-board surveys, beginning with extended span-of-service (buses running later in the evenings and more frequently on weekends).

Metro's FY22 Operating Budget fully restored WeGo Public Transit's operating support to pre-pandemic levels, with an increase to account for inflation. With the financial stability of the agency restored through this action, the Board of Directors of the Metropolitan Transit Authority approved a budget to initiate Better Bus Service Improvements with Federal Recovery Act Funding, initiating a 7% service hour increase during FY2021-22 to begin implementation of the Better Bus service recommendations as described above.

Public Safety

31) Body Cameras: Commitment Met

Initial Commitment: *“Body cams are important. It's important for people to realize that it is a very expensive undertaking. We need to do body cameras but we need to get them done right. So have a test period that evaluates the technology and the process. ... The cost makes you have to make sure that the pilot program works and is successful.”* (WKRN, 7/9/19)

Summary: The MNPD has fully deployed body-worn cameras across the entire police department. Mayor Cooper reduced the cost of supporting body-worn cameras from an estimated cost of more than \$30 million to an actual cost of less than \$3 million.

Previous Update: Upon entering office, Mayor Cooper immediately prioritized the full and thoughtful deployment of body-worn cameras. Nashville reached out to the US Department of Justice and engaged the nation's leading experts to craft policy and review deployment plans. By doing so, Mayor Cooper reduced the cost of supporting body-worn cameras from an estimated cost of more than \$30 million to an actual cost of less than \$3 million.

MNPD started piloting cameras in early 2020. As fiscal conditions improved, Nashville commenced full deployment beginning with West Precinct in August 2020 along with the East Precinct and the Special Response Tactical Unit in September 2020. MNPD finished deploying body-worn cameras to 1,367 employees in October 2021. The department also equipped 756 patrol cars with three in-car cameras. Park Police have also been equipped with body worn & in-car cameras. Since deployment, body-worn camera footage has been quickly released to the public in several high-profile incidents. Footage has also been shared with the District Attorney's Office, the Community Oversight Board, and the Tennessee Bureau of Investigation.

32) Officer Staffing: In Progress

Initial Commitment: *"Nashville needs all of the approximately 1,500 police positions funded."* (Policy Platform, page 41) *"I will fill the 100+ officer vacancies in the police department."* (mailer)

Summary: The police department is on track to run eight classes of trainees through the Police Academy in 2023, which will result in the biggest increase in staffing in the history of the police department.

2022 Update: In addition to other investments in recruitment and retention of officers, Mayor Cooper has increased investment in new police vehicles (over 400 full-sized SUVs) and new technology intended to reduce use of force (such as procuring and deploying a new generation of Tasers). The Mayor's Office and MNPD are also working to address rank-and-file requests to provide greater flexibility around patrol cars by piloting a take-home vehicle program and to reduce mandatory overtime by making a major effort to increase the size of the force and to deploy officers in ways that will reduce the need for overtime. Metro Human Resources is conducting a pay study to ensure that MNPD officers continue to enjoy competitive salaries and benefits. The department and the Mayor's Office are also working with the US Department of Justice Knowledge Lab to develop new ways to recruit, retain, and diversify the department.

Previous Update: As of December 23, 2019, MNPD had 110 officer vacancies. In September 2020, the number of unfilled positions had fallen to approximately 70 officers. As of September 2021, there were 140 officer vacancies; notably Mayor Cooper added 48 funded officer positions to MNPD's budget. Mayor's Office worked with Human Resources to analyze and implement a market-based compensation adjustment for select roles where retention was a challenge. Despite a severe and unexpected recession, Metro was able to give patrol officers a pay increase in FY21.

Chief Drake added significant new resources to the department's recruiting efforts, roughly doubling the size of the recruiting team. Mayor Cooper also worked with Chief Drake and the Metro Council to do more to retain our existing officers. Mayor Cooper's FY22 budget delivered a 2% cost of living increase, payment on delayed increments, two step increases, a 4% open range increase, and additional pay increases for 23 categories of first responders. An additional day off was also added for officers and Metro employees.

33) 911 Staffing: Commitment Met

Initial Commitment: *"Fully staff our E-911 call center."* (mailer)

Summary: Over the course of the past three years, DEC has added staff and reduced the vacancy rate from 22 percent to 4 percent, far below the 30 percent national vacancy rate.

2022 Update: Over the course of the past three years, DEC continuously welcomed new staff members, reducing the vacancy rate from 22% to 4%, at a time when emergency communications centers nationally experienced vacancy rates exceeding 30%. These efforts reduced average call answer times for 9-1-1 calls from 12.9 seconds in 2019 to 3.3 seconds in 2022. To ensure similar performance specific to non-emergency call handling in 2023, DEC is adding 40 new positions as funded by Mayor Cooper's budget in June 2022.

Previous Update: When Mayor Cooper took office, 22% of positions at Nashville's 911 call center were unfilled. Nashville was not alone in facing the challenge of staffing emergency communications. Other cities had similar rates of vacancy. Since then, Nashville's Department of Emergency Communications has reduced the vacancy rate to approximately 2% -- one of the lowest vacancy rates in the country, according to accreditation experts.

Mayor Cooper met with representatives from SEIU Local 205, and staff from the Mayor's Office worked with Human Resources to better understand the unique resource challenges at the Emergency Communications Center.

Metro hired a new DEC Director, Stephen Martini. Entry-level workers in Department of Emergency Communications received a pay adjustment.

As of September 11, 2020, there were zero vacancies in the Department of Emergency Communications. All 191 FTE were filled.

34) Police Goals: In Progress

Initial Commitment: *"After consulting with residents and with policy leadership, I will ask the police chief to set specific goals for reducing crime, reducing unnecessary uses of force, and improving public levels of satisfaction with the police."* (Policy Platform, page 41)

Summary: MNPD has created a use of force dashboard and a website showing progress on Policing Policy Commission recommendations.

2022 Update: Metro Nashville Police Department has created a webpage that shows progress on all Policing Policy Commission recommendations [www.nashville.gov/departments/police/news-and-reports/policing-project-commission-response].

Previous Update: The Mayor's Office has improved trust and accountability in three very visible ways: first, beginning the roll out body-worn cameras; second, facilitating access by the COB to relevant records; third, by creating a Policing Policy Commission.

In 2020, Mayor Cooper convened a 41-person Policing Policy Commission to suggest ways for the MNPD to reduce use of force and enhance community safety. The group produced a report that called for Nashville to put partnerships and community engagement at the center of its policing efforts. It also recommended that the department commit to increasing diversity. Chief Drake embraced these recommendations. The department is reporting on its progress on a regular basis. It is also in the process of developing a detailed action plan, in consultation with Nashville residents across the city.

35) Police Survey: Commitment Not Yet Met

Initial Commitment: *"My administration will reinstitute the practice of conducting an annual survey to measure public levels of trust in the police."* (Policy Platform page 41)

2022 Update: Metro Nashville is exploring the possibility of doing a community survey that gauges public satisfaction with a variety of Metro departments, including MNPD.

Previous Update: Planning, in coordination with National Policing Institute

36) Police Training: Commitment Met

Initial Commitment: *"We need implicit bias and de-escalation training that goes above-and-beyond the standards required by the State of Tennessee."* (Policy Platform page 42)

Summary: The MNPD has implemented training requirements that provide nearly three times the amount of training stipulated by state law.

2022 Update: Under Chief Drake, the MNPD has strengthened its training requirements. The State of Tennessee requires that officers receive 496 hours of training before becoming a probationary law enforcement officer. The MNPD requires 1,196 hours of training, exceeding state requirements in every category, including training in force and de-escalation and verbal defense and influence, fair and impartial policing, and diversity and inclusion. To ensure transparency, the MNPD also created a detailed dashboard [www.nashville.gov/departments/police/data-dashboard/use-force] that presents information on use of force incidents across a variety of indicators, including race, gender, years of officer service, officer involvement by level of resistance, and officer injuries by highest force of application. Between 2017 and 2020, the department's use of force fell from 320 incidents a year to 200 incidents. (Note: In response to a request from the Community Oversight Board, the police department moved to include "soft empty hand control" in its definition of use of force. As a result, the dashboard shows an increase for the most recent year.)

37) Gun Violence: Commitment Met

Initial Commitment: *"In consultation with our police department, I will also direct our department to identify proven, evidence-based programs to target our most serious challenges, such as gun violence."* (Policy Platform, page 43)

Summary: The MNPD has created TITANS teams to investigate every shooting, in conjunction with Central Homicide. Metro is implementing a violence interruption pilot and a group violence intervention to focus on the groups most involved with gun violence.

2022 Update: Chief Drake has emphasized precision policing, changing shift deployments to focus on areas with the greatest needs. Chief Drake has staffed a re-created central homicide division with 28 detectives and their supervisors working to bring the most serious offenders to justice.

In addition, Metro hired its first safety coordinator and set up a \$2 million Community Safety Partnership Fund, to support nonprofits working to reduce violence. Nashville is also piloting a \$1 million Cure Violence pilot in North Nashville.

The MNPD's Office of Alternative Policing Strategy, together with the Office of Family Safety, is developing a juvenile diversion program. Nashville is also launching a group violence intervention, with support from Everytown for Gun Safety and the John Jay College of Criminal Justice National Network of Safe Neighborhoods. With leadership from the Mayor's Office, the city is also addressing Nashville's mental health needs. The city is piloting a co-response pilot in two precincts, which sends clinicians out with police officers to respond to people in crisis. In May, Metro expanded the pilot to Central Precinct. It will expand to South Precinct in November.

Previous Update: Under Mayor Cooper, Nashville has invested in public safety, creating a ninth precinct and adding 48 positions to the MNPD. The police department has also focused on gun violence. Research shows that a small number of people in a small number of places account for a large percentage of gun violence in most cities. Nashville's response recognizes this reality. Chief Drake has emphasized precision policing, changing shift deployments to focus on areas with the greatest needs. he has reconstituted the central homicide unit and flooded crime scenes with investigators.

Nashville has also invested in community. Metro hired its first safety coordinator and set up a \$2 million Community Safety Partnership Fund to support nonprofits working to reduce violence. Nashville is also piloting a \$1 million Cure Violence program in North Nashville. The MNPD's Office of Alternative Policing Strategy, together with the Office of Family Safety, is developing a juvenile diversion program. Nashville is also launching a group violence intervention, with support from Everytown for Gun Safety and the John Jay College of Criminal Justice National Network of Safe Neighborhoods.

With leadership from the Mayor's Office, the city is also addressing Nashville's mental health needs. The city is piloting a co-response pilot in two precincts, which sends clinicians out with police officers to respond to people in crisis. The Mayor's

Office has also launched a \$3 million effort to address behavioral health, addiction needs, and the opioid crisis.

38) Public Safety Advisory Group: New Direction

Initial Commitment: *Create a public safety subcabinet that brings together representatives for MNPD, Sheriff, District Attorney, Public Defender, the Division of Youth Services, Community Oversight Board, Office of Family Safety, probation and parole, and representatives from non-profit and faith-based groups. (Policy Platform, page 42)*

Summary: The Mayor's Office is working with criminal justice stakeholders to develop dashboards related to performance and to create a more comprehensive, shared sense of public safety challenges.

2022 Update: The Mayor's Office meets regularly with public safety entities through the Criminal Justice Planning Advisory Commission. The mayor hosts this meeting on a regular basis. The Mayor's Office is also working with criminal justice stakeholders to develop dashboards related to performance and to create a more comprehensive, shared sense of public safety challenges.

39) Police-Resident Meetings: Commitment Not Yet Met

Initial Commitment: *"I pledge to attend police-resident meetings in every precinct each year as Mayor." (campaign mailer)*

Summary: The Mayor is scheduling visits to all eight precincts over the course of the next 12 months.

2022 Update: The COVID-19 pandemic limited the ability of Mayor Cooper to attend police-resident meetings; however, the Mayor participated in numerous roll call events and participated in three Police Citizenship Academy meetings across the county in the past year, with another scheduled for November 2022.

Previous Update: Mayor Cooper visited police precincts and held monthly Mayor's Night Out in his first 6 months. MNO events have been disrupted because of COVID-19.

40) Officer Wellness: Commitment Met

Initial Commitment: *Promote officer safety and wellness, which is a pillar of President Obama's Task Force on 21st Century Policing. This includes providing officers with "technological support" and "full access to mental health resources."* (Policy Platform, page 43)

Summary: The MNPD regularly reviews its officer safety and wellness initiatives in order to value and retain officers and professional support staff.

2022 Update: MNPD received a grant from the DOJ's Office of Community Oriented Policing to expand a mental health counseling peer support program for police officers. The department is also reviewing recent recommendations issued by the Police Executive Research Forum (PERF) in their recent report, "Promising Strategies

for Strengthening Police Department Wellness Programs: Findings and Recommendations from the Officer Safety and Wellness Technical Assistance Project.

41) First Responder Resources: Commitment Met

Initial Commitment: *"Our police and firefighters work hard to keep our city safe, but they need more support from City Hall. John Cooper will deliver more resources to ensure proper staffing levels are met and better pay for our first responders who protect our families." (Campaign mailer, September 2019)*

Summary: Mayor Cooper has increased pay for first responders and delivered resources to increase staffing in Metro's most critical departments.

2022 Update: Mayor Cooper's Fiscal Year 2023 budget included funding for 157 additional emergency response personnel to meet the community safety needs of a growing city.

- 40 more 9-1-1 dispatchers to meet national standards for response times while handling half a million emergency calls per year.
- 46 more police officers to staff MNPD's new ninth precinct, which will break ground in Southeast Nashville in Spring 2023.
- 8 new positions for crime analysis, expanding the Evidence Processing Unit's capacity.
- 31 more firefighters, helping NFD progress toward the national standard of 5 firefighters per company.
- 36 additional EMS staff, including three new Medic Units with ambulances to handle an 18% increase in medical calls year-over-year.

Previous Update: Mayor Cooper's office meets regularly to highlight public safety needs and performance to make sure we are prioritizing resources where possible. In the challenging FY21 budget, Mayor Cooper protected public safety resourcing as much as possible, including creating a contingency for Public Health & Safety needs.

Mayor Cooper's FY22 budget also delivered a 2% cost of living increase, payment on delayed increments, two step increases, a 4% open range increase, and additional pay increases for 23 categories of first responders. An additional day off was also added for officers and Metro employees.

Chief Drake has also taken numerous steps to improve officers' quality of life beyond increasing their compensation. Those steps include expanding casual uniform options and moving from two-year position assignments to one-year assignments. Metro Nashville has also invested in new gear for officers including body-worn cameras, cell phones for every police officer, new SUVs, and new helicopters, all of which contribute to officer satisfaction.

Neighborhoods

42) Sidewalk Construction: Commitment Met

Initial Commitment: "We need to find ways to significantly lower our cost per linear foot of new sidewalk [construction]. We should bring some of the sidewalk project work in-house at Metro Public Works because we know sidewalks are going to be a stable long-term capital spending need." (Policy Platform, page 26). "I'm sending my Senior Transportation Advisor, Faye DiMassimo, to help launch the DoT. To solve a persistent frustration in Nashville, Faye and her team will improve sidewalk construction times by 50 percent and reduce costs by 20 percent within 12 months – as we work to build and repair 75 miles of sidewalks." (April 29, 2021 - State of Metro address)

Summary: Since Mayor Cooper's 2019 State of Metro Address, NDOT has shortened sidewalk construction delivery time by 62.3% and reduced cost by 33.3%

2022 Update: In last year's State of Metro address, Mayor Cooper announced a goal of delivering sidewalk projects 50% faster (construction times) and 20% cheaper. NDOT has exceeded these goals. Since this announcement, NDOT has shortened construction delivery time by 62.3% and reduced cost by 33.3% (\$365 to \$243 per linear foot).

Previous Update: Mayor Cooper announced key personnel changes and an internal review process to determine the best paths for realignment of the transportation functions at Public Works (now NDOT) and Planning. This process evaluated efficiency, effectiveness, and accountability. This review included Metro's current reliance on support from external consultants and engineering firms, versus full or part-time Metro employees, who are needed to build, operate, and maintain the transportation system, including sidewalks.

A value-engineering effort has resulted in a strategy to deliver, to date, four backlogged projects roughly a year ahead of schedule and at less than half the original estimated cost. A focused repair/accessibility initiative has delivered six sidewalk projects with another nine on the way. These projects are averaging a roughly 100-day lifespan from conception to construction and a cost less than \$200/foot – well below the \$706/foot historical average.

The WalkNBike Master Plan update is underway and will deliver a new prioritization strategy which ensures costs are part of the construction decision. The program will soon return to on-call contracting which will shorten procurement times while maintaining low-cost bids. NDOT and MWS technical staffs are working to streamline permit requirements to right-size stormwater infrastructure as part of sidewalk projects.

43) Stormwater Infrastructure: Commitment Met

Initial Commitment: *Invest in stormwater infrastructure.* (Policy Platform, page 6)

Summary: Collectively since October 2019, Metro Water Services and the Department of Transportation and Multimodal Infrastructure have completed 899 projects with stormwater management elements.

2022 Update: Water Services has undertaken 781 stormwater projects since October of 2019, while the Department of Transportation and Multimodal Infrastructure has completed 118 projects with stormwater management benefits. The total investment in Metro's stormwater infrastructure since October 2019 exceeds \$114 million. Metro Water Services continues investing in tree canopy restoration and buyouts to mitigate flood impacts.

Previous Update: Trees provide Water Services Stormwater Division with a 12:1 return-on-investment. Metro is ramping up tree-planting and is responsible for about 30% of trees planted through the Root Nashville campaign. Mayor Cooper signed a bill sponsored by CM Henderson requiring commercial and multi-family development to plant trees in tandem with new sidewalk projects built within what the NashvilleNext plan designates as a "Center." Mayor Cooper also signed Executive Order 5, establishing guidelines governing Metro's tree planting/maintenance, and designating the Urban Forestry staff within Water Services' stormwater division as lead coordinator on all tree-related activities. The Order also increases tree-planting requirements for Metro's capital projects, provides for the protection and replacement of trees on Metro properties, strengthens tree-related protocols around development services, and invests in the tracking and monitoring of tree care. As a result of this effort, Root Nashville estimates more than 14,139 trees have been planted since Mayor Cooper took office. The plantings have diverted more than 1,272,000 gallons of storm water runoff, a number that will continue to expand as the trees mature.

The Cooper administration has actively continued Metro Water Services FEMA buyout program. Twenty-eight homes have been purchased and returned to greenspace since the Mayor took office. In addition, there are more than 74 in some phase of the home buyout process. More than 75% of these purchases are funded by FEMA and TEMA or Army Corps of Engineers. Home Buyout is considered a state-of-the-art practice to reduce flooding and repetitive loss. Metro Water has been extensively involved in the updating of our Flood Insurance Rate Maps (FIRM). In 2020, 60 more maps were updated, giving Davidson County one of the most extensive Flood Map series in the nation and exceptional data in regard to floodplain management.

Metro updated the Stormwater Management Manual, becoming effective 11/18/2021. This is an important precursor to a Metrowide Stormwater Master Planning effort starting this year. In the summer of 2021, Metro went through ISO's community rating risk cycle. As a result of our rating, Metro sustained a 10% reduction in flood insurance premiums for all flood insurance policy holders in Davidson County.

In October 2019, Mayor Cooper redirected \$17.5 million from the stalled SoBro-Gulch pedestrian bridge project. Funds were diverted immediately to neighborhood infrastructure projects, including \$13.63 million for 52 separate culvert and bridge projects in 24 council districts around the county.

The FY21 Capital Spend plan included \$19.8 million for stormwater projects and over \$1.7 million in additional trees investments (Emerald Ash Borer: \$750,000; \$750,000 Parks 4% ; ROW trees \$220,000).

44) Neighborhood Speed Limit: Commitment Met

Initial Commitment: *Make 25 mph the default speed limit for neighborhood streets to ensure that residents are kept safe. (Policy Platform, page 27)*

Summary: Since the Mayor's Office announcement in October 2019, NDOT has changed signage and speed limits for all streets defined as local within the Urban Service District from 30 to 25 mph.

2022 Update: Since the Mayor's Office announcement in October 2019, and the subsequent Metro Ordinance supporting the speed limit reduction project, NDOT has successfully replaced all signage to reflect the 30 to 25 mph change on all streets defined as local within the Urban Service District. This work also included changing speed limit pavement markings where applicable. Additionally, as part of traffic calming projects, NDOT is installing new speed limit signage with updated limits.

Previous Update: In October 2019, the Mayor's Office announced the rollout of lower speed limits in neighborhood streets. The neighborhood speed limit reduction initiative affected neighborhood streets previously signed at 30 mph, reducing the posted speed limit to 25 mph.

Project was completed in July 2021 using in-house resources. This allowed the project to be delivered in a very short time frame, under budget at \$267,000 (original estimate was \$500,000).

45) Jefferson Street: In Progress

Initial Commitment: *"It needs to be this incredible path into the 21st century, and that's going to require a redevelopment plan. That's going to require infrastructure and that's requiring all of these separate [university] campuses connecting to this plan that in the future people are going to go, 'Wow, that is the greatest street in the South.'"*

Summary: A proposed Jefferson Street Multimodal Cap project, North Nashville/Bordeaux participatory budgeting, and the Burrus Hall small business incubator project are all projects benefiting the corridor.

2022 Update: NDOT is proposing planning, design, and construction of the Jefferson Street Multimodal Cap and Connector to reconnect a community divided by I-40 through federal grant programs. The cost of the project is estimated at \$120 million. Rep. Jim Cooper secured \$3 million for planning through Congress' Community Project Funding. (Two public forums had been held in 2021 and based on community feedback the project was placed on temporary hold.)

Mayor Cooper has proposed \$10 million to renovate Fisk University's Burrus Hall into an "innovation incubator facility" for small business.

Mayor Cooper has allocated \$4 million to the North Nashville and Bordeaux communities for participatory budgeting to date (and recently proposed \$20 million to expand participatory budgeting opportunities county-wide).

Previous Update: Mayor Cooper's transportation plan proposes a \$175 million investment in a bicycle/pedestrian-accessible, green-space Interstate cap at I-40/I-65 to help reconnect the bifurcated west and east sides of Historic North Nashville at Jefferson Street. This project was originally envisioned in the Nashville Civic Design Center's Plan of Nashville and received substantial community engagement through the 2016 USDOT Every Place Counts Challenge, and through the Greater Nashville Regional Council's 2020 Inner Loop Study. Additionally, Mayor Cooper created the Director of Development position within the Metro Planning Department to address Nashville's infrastructure challenges in historically underserved neighborhoods. Mark Sturtevant, former Director of Metro Public Works, filled this role.

In late 2021, NDOT prepared and submitted a INFRA grant request to the US DOT to fund design and construction of the Jefferson Street cap project. While not awarded funding in this round, NDOT has continued to advance the project and prepare for a future grant submittal. In September, NDOT started a community design process to engage the Jefferson Street area stakeholders and create a vision that will direct the future design of the cap.

46) Park Access: In Progress

Initial Commitment: *"I will commit to a goal of raising the percentage of Nashvillians who live within a 10-minute walk of a park from 37 to 50 percent."* (Policy Platform pages 45-46)

Summary: Mayor Cooper, Metro Parks, and the Trust for Public Land are reviewing a map of optimized park locations to achieve 50% 10-minute walk access for Nashvillians and developing strategies to execute potential park locations.

2022 Update: In February 2022, Mayor Cooper joined the Trust for Public Land's 10 Minute Walk Campaign, which aims to make parks accessible via a 10-minute walk to the entire city. The Trust for Public Land has developed a plan, which is currently undergoing review, that will support the Parks department in reaching this goal which includes a map of optimized park locations to achieve 50% 10-minute walk access for the city.

Previous Update: Mayor Cooper's 48-member Sustainability Advisory Committee (SAC) has submitted a substantial number of policy and investment recommendations related to increasing Nashville's Park Score by making incremental progress toward the Plan To Play goal of adding 4,000 additional acres to our park system by 2027 -- including consideration of a formalized Joint Use Agreement (JUA) between Metro Nashville Public Schools and Metro Parks.

47) Park Funding: In Progress

Initial Commitment: *"Our parks system is unusually dependent on a single source of funding compared to park systems in our peer cities. We need to find new ways to*

finance programs so residents can have greater access to these resources. Other cities have found new funding sources by creating citywide park improvement districts and by creating business improvement districts around parks, identifying sponsorship opportunities, and developing more robust public-private partnerships to support our parks." (Policy Platform page 46)

Summary: The Mayor's Office, Parks & Rec department, and Nashville Parks Foundation are researching best practices in leveraging public-private partnerships and philanthropic resources to fund park activities.

2022 Update: In progress. Mayor's Office is currently researching best practices in leveraging public-private partnerships and philanthropic resources to fund park and recreation system activities. This includes collaboration with the non-profit arms of the park system, greenways system, and individual parks. The Nashville Parks Foundation hosted its inaugural Picnic for the Parks Fundraiser, which sold out all 250 of its available tickets, on September 24, 2022.

In April 2022 Mayor Cooper announced a partnership agreement between Metro Parks Department and The Nashville Food Project to provide long term tenure for the organization's community garden programs at the Mill Ridge Park in Antioch. The new 5-year agreement would allow for the park to be used by The Nashville Food Project, a local non-profit dedicated to ensuring all people have access to the food they want and need, to develop and operate community gardens and education. This agreement also allows for the sale of produce to benefit The Nashville Food Project's program participants.

Previous Update: Assessing feasibility. One example of success: In June 2020, Metro accepted a \$465,000 in-kind grant from the Historic Capitol Corridor Foundation to renovate and add programming to Church Street Park. A revamped Church Street Park reopened in June 2021.

Another example of contributions from the private sector is the riverfront park and greenway that Oracle Corporation will create as part of their new site on the East Bank.

48) Park Feedback: Commitment Met

Initial Commitment: *"I will direct Parks to develop new ways to receive feedback, including working with neighborhood advisory groups to solicit input." (Policy Platform, page 46)*

Summary: Mayor Cooper initiated customer experience surveys on the Hub for park community centers and the greenway system in late 2021.

2022 Update: Mayor Cooper initiated customer experience surveys on the Hub for park community centers and the greenway system in late 2021.

Previous Update: Skilled and well-sustained Friends groups to the Metro Parks system -- such as Friends of Shelby Park, Friends of Warner Park, Friends of Fort Negley Park, and Friends of Mill Ridge Park-- have taken a proactive role in assisting

Metro Parks' staff with engaging and communicating to neighboring communities and park users.

Currently, Metro Parks and OPM are working on releasing the first version of a Customer Satisfaction survey pilot, where parks' users will be able to provide feedback regarding the quality of our services, facilities, staff, state of maintenance and good repair. These surveys will be rolled out for all Metro departments that serve the public directly after this pilot.

49) Parking Plan: Commitment Met

Initial Commitment: *"As for parking privatization, I will not as mayor be sending that [the 2019 plan to sell Metro parking infrastructure] to council." (Policy Platform, page 8)*

Summary: As promised, Mayor Cooper decided not to move forward with the previous parking privatization plan, instead opting to partner with a company to implement new digital machines without selling Metro's parking assets.

2022 Update: Mayor Cooper and NDOT are moving forward with Smart Parking stations in replacement of 1,700 parking meters downtown. Meters will be replaced with new digital machines, which will enable payment via cash, debit, or credit card beginning in first half of 2023.

Previous Update: As promised, Mayor Cooper decided not to move forward with the previous parking privatization plan and the procurement was subsequently nullified by the courts. Metro is pursuing a curb-space management plan to consider on-street parking as part of a comprehensive approach focusing on all uses and needs for curb access in increasingly urbanizing areas, from rideshare to micro-mobility to freight/delivery to transportainment.

Metro is actively working on a Smart Parking RFP, which is soliciting proposals from contractors to lead the installation, implementation, and ongoing management of a smart parking solution that includes modernized hardware and technology, automation, operational improvements, integrated enforcement solutions, and streamlined customer service. This RFP is specific to on-street metered parking, and requires Metro to maintain all rights and ownership to Metro's on-street metered parking assets, which will allow for integration into a comprehensive curb-space management plan.

50) Small Business Support: Commitment Met

Initial Commitment: *"Without programs that make it possible for small businesses to continue, we risk losing the foundation of what makes our city and neighborhoods unique. We should do more to target incentives to help entrepreneurs start and grow businesses here." (Policy Platform, page 23)*

Summary: Mayor Cooper dedicated at least \$6 million of the city's CARES Act funding towards small business support, and \$20 million of the City's ARP funds towards the Nashville Small Business Recovery fund. Mayor Cooper hired LaTanya

Channel as his Director of Economic Growth and Small Business Development in October 2022.

2022 Update: Mayor Cooper dedicated at least \$6 million of the city's CARES Act funding towards efforts that benefit small businesses, including grants for small and microbusinesses, grants for live music venues, Farmers Market vendor rent relief, etc.

Mayor Cooper has dedicated \$20 million of the City's ARP funds towards the Nashville Small Business Recovery fund over a 2 year period. The funding would support maintenance of small business operations and recruiting and retaining employment in Metro Nashville.

Mayor Cooper is also in the process of creating the City's first Economic Development Plan and market value analysis in partnership with HR&A Advisors, which will include strategies for leveraging small businesses for economic development.

Previous Update: In response to COVID-19, Mayor Cooper and the COVID-19 Financial Oversight Committee directed funding from the federal CARES Act to go towards small business relief and technical assistance. Mayor Cooper advocated for additional small business relief funding from the state. Funds distributed via Pathway Lending:

- \$3.2M for Small & Micro Business grants
- \$1M for Live music venues
- \$500K Farmers Market vendor rent relief
- \$2M for nonprofit arts organization
- Technical Assistance Grants awarded:
- Nashville Entrepreneur Center \$600K
- Nashville Business Incubation Center \$600K
- Nashville Chamber of Commerce \$100K

51) Green Infrastructure: Commitment Met

Initial Commitment: *Direct Metro Parks, Public Works and Water Services to work together to expand green infrastructure such as retention ponds and bioswales. (Policy Platform, page 46)*

Summary: Mayor Cooper enacted legislation protecting trees on public property, created a dedicated revenue stream for tree canopy restoration, and pursued solar panel installations and green roofs.

2022 Update: Mayor Cooper and Metro Council have moved legislation providing protections for trees on public property. Adopted legislation directs that trees on public property should be managed as an asset, with regular progress reports, and designates a review panel to consider all large-scale removal of trees on Metro property and oversee robust replacement standards (20% more trees than similar private projects).

Mayor Cooper has also created a dedicated revenue stream to support tree canopy restoration and maintenance on private properties, setting aside a percentage-equivalent of proceeds from Metro building permits, grading permits, and bond-funded construction revenues for the purpose of fully funding the Root Nashville campaign to plant 500,000 trees by 2050. Trees are a form of green infrastructure that can help to manage stormwater.

In 2021 Metro Water Services released a Low Impact Development volume as part of its Stormwater Management Manual, which details low impact development models and green infrastructure practices.

The Sustainability Advisory Committee, the Chief Sustainability and Resilience Officer, and relevant departments (Metro Water Services, Parks & Recreation, and NDOT) continue to evaluate opportunities for deploying green infrastructure within their operations and in the community.

Previous Update: Mayor Cooper's 48-member Sustainability Advisory Committee (SAC) submitted policy and investment recommendations related to preservation of natural resources, expansion of urban tree canopy, new standards for Green Streets, and improving support for biodiversity on Metro Parks-owned lands. These recommendations were published with Climate Action and Adaptation Plans to fulfill Metro's requirements under Mayor Cooper's renewed commitment to the Global Covenant of Mayors for Climate & Energy. The Global Covenant is the world's largest cooperative effort among mayors and city officials to reduce greenhouse gas emissions, track progress, and prepare for the impacts of climate change.

Metro Parks, Public Works (now NDOT), and Metro Water Services (MWS) have each made enormous strides implementing sustainable practices and deploying green infrastructure. MWS is currently installing three major solar panel installations, including 9,777 individual solar panels over 7 acres in large-scale photovoltaic solar facilities at MWS's Central, Whites Creek, and Omohundro treatment plants. The panels will generate 3.2 megawatts of power, achieving carbon emissions reductions equivalent to removing 600 vehicles from the road or the equivalent of powering 500 homes. The Stormwater division has implemented development incentives for the installation of green roofs and pervious pavement, and green infrastructure is now generally required on development projects. Metro Parks continues to work with MWS, NDOT and other Metro agencies for opportunities to expand green infrastructure. (Example: Kossie Garner, Sr. park)

Metro's Low Impact Development Manual (LID) for new development and redevelopment projects has increased water quality credits for green roofs by 50% (increasing their utilization), and green infrastructure waivers are no longer issued in combined-sewer areas of Nashville. MWS has also constructed a variety of green infrastructure projects alone and in conjunction with the Water Quality Improvement Project, including impermeable pavement removal, rain garden construction, and linear parks.

