

# *PERFORMANCE REPORT 2015 – 2016*

Mayor and City Council



Columbia, Tennessee  
August 2016



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# **Columbia Vision 2030**

**Columbia 2030 is a *HISTORIC COMMUNITY*  
with *NATURAL BEAUTY* and the *REGIONAL*  
*HUB FOR SOUTH CENTRAL TENNESSEE.***

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**Columbia 2030 has an *ACTIVE DOWNTOWN*,  
a choice of *LIVABLE NEIGHBORHOODS*, and  
a *GROWING ECONOMY.***

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**Columbia 2030 has tremendous  
*COMMUNITY SPIRIT*,  
and is a **GREAT PLACE TO LIVE!****

## **Columbia's City Government: Our Mission**

THE MISSION OF THE CITY GOVERNMENT IS TO OPERATE A

***LOW COST GOVERNMENT***

PROVIDING

***MUNICIPAL SERVICES***

THAT ARE

***RESPONSIVE TO THE CUSTOMERS.***

# **City of Columbia Goals 2021**

## **Growing City Economy**

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**Financially Responsible City Providing  
Excellent Services**

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**More Attractive, Livable City**

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**Upgraded Streets, Improved Transportation System**

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**Fantastic Downtown**

# City of Columbia Policy Agenda 2015 – 2016 Targets for Action

## TOP PRIORITY

- √→City Tourism Market Plan
- ★Hotel/Motel Revenue Guidelines
  - ★→West 7<sup>th</sup> Street Project
- √→Presidential Park Development
- Employee Compensation Policy and Funding
  - ★→Ridley Park Soccer Fields
  - ★→Bi-Annual Paving Program

## HIGH PRIORITY

- Mall Redevelopment/TIF
  - Jack-n-Jill Building
- Corporate Communications Position and Plan
  - ★→Zoning Violations
  - Trailer Parks
- ★Sports Commission: Development
  - Citywide Lighting

= Completed      √ = In Progress      → = Significant Progress

**MODERATE PRIORITY**

**→City Beautification Plan and Organization**

= Completed    √ = In Progress    → = Significant Progress

# City of Columbia Management Agenda 2015 – 2016 Targets for Action

## TOP PRIORITY

★Solid Waste Collection: Evaluation Report

√→Transportation Master Plan

★→Sports Tournaments Attraction Strategy

★Website: Upgrade

√→Parks and Recreation Master Plan

## HIGH PRIORITY

→Capital Equipment Replacement Plan and Funding

√→Comprehensive Plan: Update

√→EPA Administrative Consent Order: Implementation

★Disk Golf Development

= Completed      √ = In Progress      → = Significant Progress

# City of Columbia

## Management in Progress 2015 – 2016

- ★ 1. Maury Alliance: Performance Report
- ★ 2. IDB Annual Performance Report
- ★ 3. Assistant City Manager: Hiring
- 4. NIMS Training Plan
- 5. Basic Emergency Operations Plan Update: Training, Exercise
- 6. Automatic Mutual Aid with Maury County: Guidelines
- ★ 7. Health Insurance: Annual Review, Modifications
- ★ 8. Fire Standards Operating Guidelines: Development
- 9. Supervisory Training: Leadership
- 10. City – Maury County Strategy
- ★ 11. CDBG: East Columbia Neighborhood Revitalization Plan Presentation
- ★ 12. Sewer Capacity Initial Report
- ★ 13. Arts Council: Annual Report
- 14. HOME Grant: Rehabilitating Homes (9)
- 15. NSP: Single Family Homes (3)
- 16. Hydraulic Investigation and Plan Development (for Flood prone Aras)
- ★ 17. Riverwalk Litigation: Resolution

= Completed      √ = In Progress      → = Significant Progress



## City of Columbia Major Projects 2015 – 2016

- ★ 1. Wastewater Pump Station Telemetry
- ★ 2. SCADA System: Upgrade
- 3. Woodland and 9<sup>th</sup> to 10<sup>th</sup> Street Storm Sewer Reconstruction: Phase 2
- ★ 4. Sewer Rehabilitation Projects (3)
- ★ 5. Farmers Market: Parking Lot
- ★ 6. Fairview Park: Fence Replacement
- ★ 7. Ridley Park: Parking Lot
- 8. Gateway Improvements for Highway 31/Neapolis (TDOT Roadscape Grant)
- 9. Campbell Pike/Highland Intersection Improvements
- ★ 10. West 8<sup>th</sup> Street and Garden to High School Sidewalk Replacement
- 11. North Point Industrial Park/Highway 31 Project (TDOT)
- ★ 12. Bear Creek and Patterson to Lasea Intersection Alignment Project (TDOT)
- 13. I-65/Bear Creek Pike Interchange: Advocacy, Design/Construction (TDOT)

= Completed      √ = In Progress      → = Significant Progress

<b>GOAL 1</b>	<b>GROWING CITY ECONOMY</b>
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ACHIEVEMENTS 2015 – 2016	MEANS TO RESIDENTS
<p>1. <b><u>Sports Council Formed:</u></b> Elected Officers, Working Group</p>	<p>+ Low unemployment rate: 4%</p>
<p>2. <b><u>Arts District Created:</u></b> Zoning Overlay, Property Values Up, Columbia Arts Building, Artists (3), Moving to Columbia</p>	<p>+ Businesses investing in Columbia which grow the tax base – less burden on homeowners</p>
<p>3. <b><u>Arts Council Formed</u></b></p>	<p>+ Greater convenience with more opportunities to eat and shop in Columbia</p>
<p>4. <b><u>Marketing Firm:</u></b> Contract</p>	<p>+ More diverse local economy – less auto dependent</p>
<p>5. <b><u>Business Development/Expansion</u></b></p> <ul style="list-style-type: none"> <li>• Metal Stamping</li> <li>• Auto Dealerships (2)</li> <li>• Medical Necessities</li> <li>• Medical Offices</li> <li>• Whiskey Distillers</li> <li>• Sleep Solution</li> <li>• Muletown Rec</li> </ul>	<p>+ Expanding opportunities to enjoy sports – participate or watch</p> <p>+ Expanding arts and culture</p>
<p>6. <b><u>Historic Markers Program</u></b></p>	<p>+ More reasons to live or have a business in Columbia</p>
<p>7. <b><u>Softball Game</u></b></p>	
<p>8. <b><u>Quick Cash/Finance Regulations</u></b></p>	

<b>GOAL 2</b>	<b>FINANCIALLY RESPONSIBLE CITY PROVIDING EXCELLENT SERVICES</b>
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ACHIEVEMENTS 2015 – 2016	MEANS TO RESIDENTS
1. <u>Hotel/Motel Revenue Guidelines</u>	+ City producing results that add value to residents’ lives
2. <u>Budget with No Tax Increase</u>	+ City acting as responsible financial stewards
3. <u>Website Upgrade</u>	+ City services delivered in a cost effective, efficient manner
4. <u>Health Care Clinic</u>	+ Professional workforce dedicated to excellent service to Columbia residents
5. <u>Mid Year Strategic Planning Workshop</u>	+ City leveraging resources through grants and partnerships
6. <u>Police Accreditation</u>	+ Easy access to City services and information
7. <u>Fire ISO “I” Rating</u>	+ City looking for ways to save dollars
8. <u>Bond Refinanced – \$ 1 million Savings</u>	

**OTHER ACHIEVEMENTS 2015 – 2016**

1. Retiree Healthcare Reform
2. Solid Waste Collection Report
3. Assistant City Manager: Hired
4. NIMS Training Plan: Developed
5. Health Insurance: Review
6. Fire Standards Operating Guidelines: Development
7. Wastewater Pump Station Telemetry
8. SCADA System Upgrade
9. Sewer Rehabilitation Projects: a) Royal Oaks  
b) Stevens Bottom  
c) West 1<sup>st</sup>
10. Fire Engine #5: ½ Funding

<b>GOAL 3</b>	<b>MORE ATTRACTIVE, LIVABLE CITY</b>
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ACHIEVEMENTS 2015 – 2016	MEANS TO RESIDENTS
1. <b><u>814 South Main:</u></b> Completed	+ Protection of property values
2. <b><u>Disk Golf Course:</u></b> Completed, Rotary Donation \$20,000, Top Quality Facility	+ More choices for your leisure time
3. <b><u>Housing Development</u></b>	+ City planning for and responsibly managing growth
4. <b><u>Connect Columbia</u></b>	+ More information available for residents
5. <b><u>City Video:</u></b> Welcoming New Residents	+ Protection from flooding through responsible storm water management
6. <b><u>Ridley Park Soccer Fields</u></b>	+ Opportunities to enjoy community events and to meet your neighbor
7. <b><u>Farmers Market Parking Lot</u></b>	
8. <b><u>Community Events and Festivals</u></b>	

**OTHER ACHIEVEMENTS 2015 – 2016**

1. Zoning Ordinance: Revision
2. NPDES Stormwater Ordinance: Update
3. CDBG: Stabilization Grant and East Columbia Neighborhood Revitalization Plan
4. Sewer Capacity Report
5. Fairview Park: Fence Replacement
6. Ridley Park: Parking Lot

<b>GOAL 4</b>	<b>UPGRADED STREETS, IMPROVED TRANSPORTATION SYSTEM</b>
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<b>ACHIEVEMENTS 2015 – 2016</b>	<b>MEANS TO RESIDENTS</b>
1. Bi-Annual Street Paving Program	+ Better quality City streets
2. West 7 <sup>th</sup> Street Grant	+ More attractive streets and corridors
	+ Greater sense of pride in Columbia
	+ Improving sidewalk quality and connectivity
	+ More predictable travel times form community destination to community destination

**OTHER ACHIEVEMENTS 2015 – 2016**

1. West 8<sup>th</sup> Street and Garden to High Street Sidewalk Replacement
2. Bear Creek and Patterson to Lease Intersection Alignment Project (TDOT)



<b>GOAL 5</b>	<b>FANTASTIC DOWNTOWN</b>
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<b>ACHIEVEMENTS 2015 – 2016</b>	<b>MEANS TO RESIDENTS</b>
<b>1. <u>Jack-n-Jill Building</u></b>	+ More reasons to go Downtown
<b>2. <u>New Businesses:</u></b>	+ Downtown becoming a regional destination
• Ice Cream Shop	+ Great events and festivals for residents to enjoy
• Mercantile Restaurant	+ Increasing opportunities to live Downtown
• Performing Arts	+ More places to eat and shop
• Southern Exposure	+ Easy access and convenient parking
• Unique Corner	
• Faded Farmhouse	
• Bleu	
• Oak and Lace	
• Matthews Building	
• Building Blocks	
• Columbia School for Performing Arts	
<b>3. <u>Downtown Momentum:</u> Day and Night, People Walking</b>	
<b>4. <u>Community Events/Festivals</u></b>	
<b>5. <u>Residential Condos (Second Floor)</u></b>	

**OTHER ACHIEVEMENTS 2015 – 2016**

1. Riverwalk Litigation: Resolution

**Departmental Successes**  
**City of Columbia**  
**2015 – 2016**

# DEPARTMENTAL SUCCESSES FY 2016

## Columbia, Tennessee

### August 2016

#### DEPARTMENT: City Manager's Office

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Agreement on Proposed Use of Hotel/Motel Revenue Guidelines

**Impacts:** Provides City Administration with guidance. Pending approval of specific procurement or contracting activities, projects and services where there appears to be broad agreement and support from the City Council may be explored and time used to better pursue initiatives that will be acceptable when presented for consideration.

**Success:** Employee Compensation Policy and Funding

**Impacts:** FY 2016-2017 budget with compensation funding included in the budget with an expectation that issues have been resolved for future years, or short and medium terms if not longer.

**Success:** Sports Council Development

**Impacts:** Columbia Sports Council (CSC) held first meeting in July to begin work at increasing the city's use of tournaments and sports facilities to promote an increase sports tourism in Columbia. CSC and staff are working on prospective agreements to present to the City Council that would see the size tournaments and numbers of teams increase over past tournaments. The anticipated impact of any such proposed agreement would have positive revenue and local economic impacts. Mid-State Classic was held March 2016 at Ridley Park, the second year of the event with plans to hold a 2017 event, the event being improved with a "large school" matchup that includes the Vols.

**Success:** Created the City of Columbia Arts District

**Impacts:** Offers the opportunity for growth and development of new "arts and creative" enterprises industries Artists and businesses already begun investing and relocating to the district, the new cultural district generating more interest than any other single project in- and outside of the Columbia City limits in the arts for Maury and surrounding counties.

**Success:** 2<sup>nd</sup> Annual BBQ Cookoff

**Impacts:** Positive impact in the local economy, bring visitors and tourists to act as a marketing opportunity for Columbia, showcase a historically underutilized asset, i.e., Riverwalk Park, and generate more business in downtown, helping the city make the case for special events and festivals and the .

**Success:** Hired Assistant City Manager

**Impacts:** Filled vacancy and hired Thad Jablonski; position to continue existing and new projects with the position taking on some of the same but also new functions.

**Success:** Meriwether Lewis Arts & Craft Fair Relocates to Columbia

**Impacts:** The event in October is anticipated to draw ~5,000-10,000 visitors, anticipated to have a positive economic impact on the Downtown area in particular and citywide in general given hotel occupancy, restaurant/food sales and other goods and services needed to support event vendors and Columbia visitors.

**Success:** Website Upgrade and improvements

**Impacts:** The new city website has been met with excitement and widespread acknowledgement of citizens and businesses, and has served to complement the city's new communications and outreach program.  
In terms of new programming, interesting and informative context, news and updates that was too difficult to maintain on previous site encompasses a growing body of news and information targeting citizens, businesses, artists, and prospective residents and businesses among others. The website is also now connected to the city's social media presence. Also new as of 10/2015 so that the programs work in tandem to promote and portray a positive perception of Columbia and the high level of activity across a range of public and positive activities underway and looking ahead.

**Success:** Improved Communications and Media Outreach

**Impacts:** Growing recognition, featured in USA Today and state and regional coverage by a range of media and other organizations that promote industry, history/arts/culture, and general info or municipal government updates and practices. Social media news and updates have also received public recognition. Facebook page, among other social media platforms, show impressive growth and interest with Facebook growing to nearly 10,000 followers since starting page in October 2015.

**Success:** 2016 Historic Preservation Grant, i.e., Jack-n-Jill Building

**Impacts:** The city was awarded a grant that will offset \$30,000 in window renovations that preserve the character of the 1820s era building and help offset the cost of stabilization given that many of the issues with the structure’s integrity follow from moisture getting inside the building through windows and front façade. Not having worked with the Tennessee Historic Commission, this grant is an opportunity to open a pipeline for funding future projects.

**Success:** Maury Alliance: Performance Report

**Impacts:** The Alliance now provides quarterly Performance Reports to the City Council.

**Success:** IDB Annual Performance Report

**Impacts:** The IDB now provides an Annual Report to the City Council.

**Success:** Riverwalk Litigation: Resolution

**Impacts:** The Judge entertained and signed a motion for an Agreed Order of Compromise and Dismissal. The case is now concluded.

**Success:** City Council and Planning Commission City Trolley Tour

**Impacts:** The City Council and Planning Commission conducted a Trolley Tour of the City on October 6, 2016, providing an opportunity for members of both bodies to learn more about ongoing project and exchange ideas with staff during the process. The city has discussed a similar tour again next year.

**Success:** Arts Builds Communities (ABC) Grant

**Impacts:** To receive \$2,500 in funds to finance approximately half of a city-commissioned mural. This would be the city’s first work of public art and would be prominently located at the gateway to the arts district.

**Success:** Hired a new Parks & Recreation Director, Mack Reagan

**Impacts:** Mack brings knowledge of municipal parks and recreation from cities across Middle and West TN, also having worked in a municipal Parks Department before working for the state.

# DEPARTMENTAL SUCCESSES FY 2016

## Columbia, Tennessee

### August 2016

#### DEPARTMENT: City Recorder's Office

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Receive, receipt and deposit all City revenues to the proper funds and line item revenue accounts.

**Impacts:** City revenues allow the City to provide services to the Citizens.

**Success:** Provide monthly reports listing the status of all revenues, by listing the estimated, current, year to date and unrealized balances.

**Impacts:** The monthly reports show the status of each of the projected revenues.

**Success:** Administer the State of TN Property Tax Relief Program for the City property owners who qualify.

**Impacts:** Provides the applicable tax relief for qualified property owners.

**Success:** Administer the City of Columbia Property Tax Relief Program for City property owners who qualify. The tax relief is up to \$75.00 after the State Property Tax Relief is applied.

**Impacts:** Provides applicable tax relief to qualified property owners.

**Success:** Administer City of Columbia Garbage fee relief program to eligible property owners or renters of property. Applications are renewable each year.

**Impacts:** \$14.00 per month Garbage fee relief for eligible property owners or renters of property.

**Success:** Debit and credit card system installed for all City Revenues.

**Impacts:** Allows people to use this method to pay all City Revenues.

**Success:** Clerks attended seminars regarding Business Tax, City Court Clerk and other required programs.

**Impacts:** Provides information to administer the required rules and regulations.

**Success:** Provide City Revenue information to auditors for annual audit.

**Impacts:** Audit for City Revenues fund.

**Success:** New tax bills were generated with more information for the taxpayer. County Services printed and mailed the 2015 property tax bills.

**Impacts:** Tax bills have information about State of Tennessee & City of Columbia Tax Relief and information on the City Recorder's Office accepting debit and credit cards.

**Success:** Receipt all building & inspection permits, yard sale permits, animal registration, alarm permits, transient vendor permits, temporary vending permits, cab companies and drivers, renew beer privilege tax and liquor by the drink.

**Impacts:** Provide revenue for the City.

**Success:** Prepare and mailed Notice of Suits for 2014 property and personal property taxes before turning over to attorney Tim Tisher who filed the 2014 delinquent taxes with the Maury County Clerk & Master.

**Impacts:** Provide revenue for the City.

**Success:** Clerks attended the 2016 County & City Tax Sale at Maury County Courthouse for 2013 delinquent taxes.

**Impacts:** Clerks can answer questions and provide information on assessments on property.

**Success:** Send Ordinances passed by the Columbia City Council every July to MTAS to have the Municipal Code updated.

**Impacts:** Keep Municipal Code updated.



# DEPARTMENTAL SUCCESSES FY 2016

## Columbia, Tennessee

### August 2016

#### DEPARTMENT: Development Services

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Completed design of 9<sup>th</sup> and Main Street drainage structure replacement and submitted CDBG funding application

**Impacts:** Transportation and Storm Sewer

**Success:** Completion of Carter Street parking lot

**Impacts:** Riverwalk Park and Farmers Market

**Success:** Removed 15 blighted structures and processing 8 more houses plus an apartment complex

**Impacts:** Safety, Neighborhood redevelopment opportunities

**Success:** Started Connect Columbia process of updating Land Comprehensive , Transportation, and Parks Plan

**Impacts:** Community direction, health, and road improvements.

**Success:** Added new property maintenance personnel without an increase in budget

**Impacts:** Doubled number of items corrected hence reducing the disinvestment.

**Success:** Creation of the Arts District overlay

**Impacts:** Enhanced cultural opportunities, neighborhood redevelopment

# DEPARTMENTAL SUCCESSES FY 2016

## Columbia, Tennessee

### August 2016

#### DEPARTMENT: Emergency Management

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Operation and Utilization of the Emergency Operations Safe Space (EOSS) Facility.

**Impacts:** Previously, Columbia/Maury County did not have an adequate emergency operations center. That deficiency severely hampered the ability to coordinate rescue and recovery efforts during and following any major emergency or disaster. Also, Columbia/Maury County did not have any recognized short-term shelters for citizens to seek refuge in during times of severe weather or other forms of crisis. Public and responder safety were compromised because of these deficiencies. Completion of this project addresses these short-comings with no direct impact to the City of Columbia Budget. During calendar year 2015, twelve training classes and thirty-six meetings were hosted in the EOSS. Additionally, the operations center was partially activated thirty-six times.

**Success:** All state and federally mandated emergency management/homeland security reports have been completed and submitted.

**Impacts:** Timely and accurate submittal of reports and participation in mandated programs is required to continue to receive grant funding.

**Success:** The Office of Emergency Management continues to remain in the Federal Emergency Management Agency / Tennessee Emergency Management Agency Emergency Management Performance Grant Program.

**Impacts:** The Program provides funding to a limited number of emergency management agencies across the nation that are able to meet and maintain stringent performance standards. The funding is used to enhance current objectives and programs with no impact to the City of Columbia Budget.

**Success:** The City of Columbia and Maury County, Mt. Pleasant, and Spring Hill continue to remain as designated StormReady Communities by the National Weather Service.

**Impacts:** Earning StormReady recognition indicates that communities have done everything possible to improve emergency first responder and citizen preparedness in the event of a natural disaster. These improvements continue to be coordinated by Emergency Management and involve all four entities working together and supporting the project. StormReady communities are better prepared to save lives from the onslaught of severe weather through advanced planning, education, and awareness. No community is storm proof, but preparing for them can definitely save lives. This continues to be accomplished with no impact to the City of Columbia Budget.

**Success:** Continued utilization of an early warning/notification system.

**Impacts:** Disasters and major emergencies cause avoidable and unnecessary death and property damage that can be significantly reduced with effective early warnings. This system enhances public safety with no impact to the City of Columbia Budget

**Success:** Receipt of grant funds totaling \$71,506.90

**Impacts:** These funds will be utilized primarily to expand and enhance existing hazardous operations teams' response capabilities both locally and district-wide through:

- Chemical, biological, radiological, and nuclear, (CBRN) response equipment and supplies
- Improvised explosive device (IED) response equipment and supplies

Hazardous operations teams provide specialized rescue and response services to the citizens and visitors of our local communities and also our Homeland Security District, thereby vastly increasing public safety. The safety of city personnel is also vastly increased because of the specialized equipment and training that these teams possess and utilize with no direct impact to the City of Columbia Budget.

**Success:** Application of grant funds totaling over \$61,850.00

**Impacts:** Enhance the services and capabilities of the Maury County/City of Columbia Office of Emergency Management.

**Success:** Recovery of costs for responses to hazardous operations incidents. Over \$32,000.00 was recovered during calendar year 2015.

**Impacts:** These funds are used to reimburse all Hazardous Operations Team (Haz-Ops Team) partner agencies for their labor and material costs. These partner agencies include Columbia Fire and Police Departments. The funds are also utilized to sustain and enhance the Haz-Ops Team. No line item currently exists within the City of Columbia Budget for direct support of the Haz-Ops Team. Recovering these costs allows the Haz-Ops Team to continue to provide specialized services to our local communities with no direct impact to the City of Columbia Budget.

**Success:** Hosted and conducted 43 exercises including monthly communications exercises, table-top exercises, and multi-agency full-scale exercises.

**Impacts:** Since disasters and major emergencies cannot be prevented, planning is one of the most important ways to limit their effects. Plans must be exercised to ensure their applicability and adequacy. Exercising plans improves the safety of our citizens and the safety of responders. These exercises were conducted with no impact to the budget.

**Success:** Increased disaster awareness and preparedness training and education.

**Impacts:** Since disasters cannot be prevented, awareness and preparedness training and education are required to reduce their effects and save lives. Emergency Management has implemented numerous programs to disseminate preparedness information. These include

- Dissemination of written preparedness information to local households and businesses
- Routine visits and presentations to schools, businesses, and civic groups
- Routine media releases
- Development and maintenance of a web-site
- Development of written handout materials for local, district, and state-wide dissemination

This is accomplished with no direct impact to the City of Columbia Budget.

**Success:** Continued implementation of Mass Gatherings Permitting Process

**Impacts:** Special events and mass gatherings have the potential to vastly overwhelm local resources and place our citizens, visitors, and staff at great risk. The City of Columbia and Maury County have both adopted extensive legislation regarding mass gatherings and special events. This legislation requires event organizers to coordinate with local agencies and also requires that adequate safety plans be developed before large events can occur. This has the potential to reduce injuries, save lives, and reduce the impact to our communities caused by special events. During calendar year 2015, forty-five mass gatherings permits were processed.

# DEPARTMENTAL SUCCESSES FY 2016

## Columbia, Tennessee

### August 2016

#### DEPARTMENT: Finance Department

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

*Comments: Many of the functions performed by the Finance Department serve to provide assistance to other departments (accounts payable, payroll, purchasing, etc.). As such, many of the "Successes" are routine events that happen weekly, monthly or annually and may not be perceived to provide "benefits" to the average citizen.*

**Success:** Successfully issued 2 separate Refunding Bond issues to refund two Wastewater debt issues and one General Fund debt issue. The interest rates on the 2015 and 2016 bonds were 1.39% and 2.25%, respectively.

**Impacts:** By refunding the debt at a substantially lower interest rate, over \$1 million in interest savings will be realized over the duration of the bonds.

**Success:** Revised City purchasing ordinance to increase limits required for formal bidding.

**Impacts:** Previous limits had not been increased since the purchasing ordinance was adopted. By increasing to more current rates, the purchasing process for items under \$25,000 has been streamlined.

**Success:** Requested proposals for financial advisor services

**Impacts:** Interviewed several firms and selected financial advisor to provide counsel to City for debt transactions.

**Success:** Assisted with preparation of the annual budget (spreadsheets, schedules & budget document itself). Provided salary & benefit numbers for incorporation within the budget.

**Impacts:** The budget document itself, together with clear communication between the Management Team and City Council during the budget process assists the Council in prioritizing available funds and addressing revenue needs.

**Success:** Processed accounts payable checks throughout the year in a timely manner.

**Impacts:** Maintaining current balances with vendors ensures that departments will be able to get “what they need when they need it” in order to function.

**Success:** Provided assistance to departments with Purchasing function (requests for proposals or bids, specification review, bid openings, proposal/bid reviews, agenda items for most purchases, issuance of purchase orders)

**Impacts:** Maximizing limited available resources and responsible commitment/expenditure of taxpayer dollars. Compliance with purchasing regulations ensures consistent treatment throughout the City.

**Success:** Provided payroll for city employees throughout the year.

**Impacts:** Paying employees timely and accurately is something that employees expect for performing their respective job functions for the City.

**Success:** Assistant Finance Director coordinated sale of several parcels of unused City property as well as surplus machinery & equipment listed on GovDeals. Requested bids and sold unused buildings at Pillow Drive and South Main Street.

**Impacts:** Eliminated the need to pay for the recurring maintenance of unused real estate, collected funds for surplus/obsolete items and removed them from City inventory. Proceeds will be used to renovate other City-owned property.

**Success:** Prepared grant billings for most grants received by the City.

**Impacts:** Maintained compliance with grant requirements,

**Success:** Received Certificate of Achievement for Excellence in Financial Reporting from Government Finance Officers Association for 16<sup>th</sup> consecutive year.

**Impacts:** Demonstrates that the City maintains a high level of professionalism in financial reporting....lends credibility with citizens/City Council.

**Success:** Requested proposals for financial advisor services

**Impacts:** Interviewed several firms and selected financial advisor to provide counsel to City for debt transactions.

# DEPARTMENTAL SUCCESSES FY 2016

## Columbia, Tennessee

### August 2016

#### DEPARTMENT: Columbia Fire Department

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** LED energy efficient upgrades to Station 1. Windows were replaced, a new HVAC unit was installed, new sensor panels installed. This was in partnership with the CPWS/TVA energy audit.

**Impacts:** These upgrades will decrease costs and conserve energy.

**Success:** Replaced front bay doors at Station 1. This is a 2-phase project. Rear doors will be replaced by the end of 2016

**Impacts:** Insulated doors will provide more efficient climate control, will lower maintenance costs and provides safety features due to less glass in the doors.

**Success:** Improved our Firehouse software by upgrading to a more modern software which will be cloud based.

**Impacts:** Allows access to Firehouse while working in the field and provides better security to information stored in the Firehouse database.

**Success:** Completed repair and upgrade to front parking lot at Station 1

**Impacts:** Removed spoil and substrate of the affected area. Install new substrate and concrete. Diminishes pooling water, improves safety for visitors and prevents damage to apparatus from unstable and uneven concrete.

**Success:** Completed repair and upgrade to dumpster pad in rear parking lot at Station 1

**Impacts:** Removed substrate of the old dumpster pad. Installed new substrate and concrete. Provides long term use of dumpster without rust damage from soil and grass, reducing cost to replace dumpster.

**Success:** Purchased new coats for all personnel.

**Impacts:** Provides warmth while serving as raincoats on medical calls. Provides safety by having better visibility due to reflective lettering on coats.

**Success:** Updated the LXR training program.

**Impacts:** Improves personnel knowledge to better prepare for State Commission Certification and provides the Training Division with professional quality test banks for required State In-Service Training.

**Success:** All air packs in CFD fleet underwent hydrostatic testing.

**Impacts:** This is part of ongoing requirement for SCBA under OSHA guidelines.

**Success:** Continued to be pro-active in Community Risk Reduction in partnership with CPWS, Maury County Now, Channel 13 and local radio stations utilizing “Don’t Text and Drive”, “Public Water Safety”, “Kitchen Safety” and “Child Safety Seat Certification” to educate residents.

**Impacts:** Emphasizes kitchen safety, the dangers of texting and driving, how to be safe around water and how to properly install a child safety seat. The Don’t Text and Drive exercise is used in public schools and involves area students, driving home the importance of focusing on driving. The Child Safety Seat program is used to teach parents/grandparents how to properly install a child seat to provide maximum safety.

**Success:** The Columbia Fire Department operates under the direction of Maury Regional Medical Center to provide emergency medical response for the City of Columbia. Each year the State of Tennessee audits this program to ensure the program meets quality standards set by the State of Tennessee.

**Impacts:** Formed an ALS committee, in partnership with Maury Regional Medical Center, to review and improve CFD programs and the Advanced ALS program.

**Success:** Replaced Car1, Car 6 and surplused 3 vehicles.

**Impacts:** Replacing older vehicles allows us to have more modern response vehicles and lowers repair costs throughout the department.

**Success:** Partnered with the Wellness Committee and Lowe’s of Columbia to purchase sledgehammers, jump boxes, jump ropes, videos, kettle bells, medic balls and spin bicycles.

**Impacts:** Reduces insurance claims, provides a healthier work force and less time loss injuries.



**Success:** Revised SOG's with SOG Committee to meet current needs.

**Impacts:** Establishes guidelines with current work practices and procedures.

**Success:** Promoted Kirk Marks to the position of Training Chief following the retirement of Jimmy Elliott.

**Impacts:** Increased training budget from \$10,000 to \$25,000. Provides opportunity for personnel to attend more training. Increase in specialized services provides a broader scope of emergency services for the community. Increases company training hours used in ISO evaluation.

**Success:** Updated training library at each station.

**Impacts:** Updates training materials to better prepare personnel for State commission certifications, as well as, day-to-day company training.

**Success:** Continued the smoke alarm installation program in homes located within the City of Columbia, with the help of the State of Tennessee.

**Impacts:** Knowing that in 6 out of every 10 house fires where a person dies, there is no working smoke alarm found within the residence, this program helps reduce the chance of having someone die in Columbia. The fire alarm notifies them of a potential threat of danger from fire.

**Success:** The Columbia Fire Department partnered with the Office of Emergency Management in its Hazardous Materials training at Mt. Pleasant Elementary School during our annual in-service.

**Impacts:** By partnering with multiple agencies we are building a stronger regional team that can be deployed at a moment's notice to all of Maury County and all contiguous counties.

**Success:** Partnered with the Office of Emergency Management and Maury County Volunteer Fire Department to deploy a team to flood stricken areas of South Carolina.

**Impacts:** Able to provide boats and specialized crews to assist residents from their flooded homes and deliver them to areas of safety.

**Success:** Added 5 hours per work to Part-Time Administrative Assistant

**Impacts:** Allows Administrative Division to have a person in the office at all times during business hours, relieves Full Time Administrative Assistant during her absence, supports Suppression and Investigations divisions by providing flow of information and increases proficiency of data entry for Prevention and Code Enforcement.

**Success:** Generator maintenance for all 5 stations.

**Impacts:** Ensures generators are in a state of readiness if emergency power is needed.

**Success:** Completed annual physicals for all CFD personnel

**Impacts:** Ensures work force is in good physical condition and finds any hidden health issues that may be unknown. Renewed in compliance with NFPA 1582 standards.

**Success:** Completed repair and upgrade to back entrance of Station 2.

**Impacts:** New rock was put in place for the back entrance to the shed on Station 2 property.

**Success:** Res-Q Jacks were purchased.

**Impacts:** Enables stabilization of an extrication scene and provides safer working conditions for personnel on scene.

**Success:** Thermal Imaging Camera (TIC) purchased for Station 4 with in-kind donation in memory of her husband in Ward 4.

**Impacts:** Allows life safety equipment in Ward 4 area.

**Success:** Brown Recluse Treatment – Station 4.

**Impacts:** Provides safer working and sleeping conditions for personnel without fear of bites from brown recluse spiders. Station 4 was infested with these spiders.

**Success:** Applied for and received the 2014 Life Safety Achievement Award.

**Impacts:** This award is recognition for reduced deaths and personnel safety during each year. It is awarded the year after statistics are provided.

**Success:** Established Social Media.

**Impacts:** Provides fast and updated information to the public regarding large incidents and activities on-going with Columbia Fire Department.

**Success:** Applied for and AFG grant to provide an industrial washer for turnout gear.

**Impacts:** Allows personnel to wash turnout gear in the stations and provide faster service than sending to a cleaner.

**Success:** Knox Box Upgrades.

**Impacts:** Ongoing program improvements. Replaces key boxes on fire apparatus and allows better modern access and security through wireless technology.

**Success:** Actively engaged with students during Fire Safety Prevention Week.

**Impacts:** Participation in this programs allows us to go to local elementary schools and speak with children regarding fire safety; emphasizing “Stop, Drop and Roll” techniques, training students on what dangers to look for in the home and giving them the knowledge needed to get out of a house fire safely. During the fall of 2015 we made contact with 2,268 students in grades K – 4 for the City of Columbia school district.

# DEPARTMENTAL SUCCESSES FY 2016

## Columbia, Tennessee

### August 2016

#### **DEPARTMENT: MIS Department**

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Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Windows 10 Training and Upgrade

**Impacts:** MIS staff received formal training in Microsoft's newest operating system, Windows 10. With the exception of workstations scheduled to be replaced in the FY 2016-2017 budget, all will be upgraded to Windows 10 free of charge by the cutoff date of July 29, 2016.

**Success:** MIS Replacement Schedule – Equipment replacement and installation of new PCs, laptops, and servers.

**Impacts:** Replaces aging hardware which is out-of-date and no longer under warranty. This provides the latest technology for city personnel.

**Success:** Timekeeping Software/Server Upgrade

**Impacts:** Replaced the old Windows Server 2003 machine with Windows Server 2012 and installed SQL Server 2014 so that the old Unitime system could be upgraded to Empower systems. The transition went smoothly with no interruption in payroll services.

**Success:** Redesign and Rollout of New ColumbiaTN.com Web Site

**Impacts:** CivicLive was selected as the vendor to redesign and host the city’s updated web site. It features a new graphic design that incorporates the newly adopted city logo and color scheme. The site was reorganized with the goal of finding almost any topic with no more than three “clicks”. It features a mega-menu system, site search bar, “I want to…” pull-down with the five most popular links (based on data from Google Analytics), news and event sections for items of current interest, a set of “slider” sections for video tours, popular civic links, “Apply For”, “Pay For”, and expanded “I Want To…” menus. The site auto-adjusts based on the screen size of the viewer’s device, and also accommodates up to nearly 100 languages using Google Translate. The new site incorporates and integrates city-related information sources with an emphasis on social media. Representatives from each department were trained in the CMS (Content Management System) to update pages for which they are responsible, to keep postings timely.

**Success:** Major Software Updates:  
Autodesk 2017, Barracuda Web Security Gateway, Firehouse cloud, KBOX appliance operating system, Local Government Corporation Zortec software, LXR Testing – software and server upgrade, Quartermaster, ValuePaymentSystems (credit/debit card processing and online tax payments), VMware 6.0, WSUS (Windows Software Update Services) to Server 2012.

**Impacts:** Personnel have the most up-to-date software with the latest features, plus security updates and patches.

**Success:** Software Updates (Routine):  
7-Zip, Adobe Flash Player (ActiveX and Plugins), Adobe Acrobat Reader DC, Adobe Reader (legacy), Adobe Shockwave Player, AVL (Automatic Vehicle Location), BackupExec, Bitdefender AntiRansomWare, CAD (Computer-Aided Dispatch), CCleaner file utility, Cisco AnyConnect Secure Mobility VPN client, eAgent, EdgeWave, FileZilla FTP client, Google Chrome (Internet browser), GoToMeeting client, Java, MDIS, McAfee VirusScan & ePolicy Orchestrator, Microsoft Office 2016, Mozilla Firefox (Internet browser), NextGen (general ledger), Southern Software RMS (formerly PolicePak), TightVNC (remote management), TITAN (police), and VLC Media Player

**Impacts:** Personnel have the most up-to-date software with the latest features, plus security updates and patches.

**Success:** Implementation of Online Tax Payments

**Impacts:** The public can now access real property tax information online via a web portal, hosted by ValuePaymentSystems, and optionally make payment using credit or debit cards.

**Success:** Implementation of Credit/Debit Card Payments at Parks & Recreation

**Impacts:** Credit and debit cards can now be taken for most Parks & Recreation transactions, including ticket sales for the annual Mid-state Classic softball event.

**Success:** Expansion of Wireless Access

**Impacts:** Wi-Fi access points were added at the Rainey House in Woodland Park, and at Public Works.

**Success:** Installation of Environmental Monitoring Equipment in Key Equipment Locations

**Impacts:** MIS is now alerted proactively if temperature, humidity, or dew point exceeds accepted limits in locations with large concentrations of computer server and communications equipment.

# DEPARTMENTAL SUCCESSES FY 2016

## Columbia, Tennessee

### August 2016

#### DEPARTMENT: Parks and Recreation Department

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** BBQ Cook-off

**Impacts:** Economic tourism, first big event at Riverwalk, community sponsorship involvement, great local vendors.

**Success:** Mid State Classic

**Impacts:** Great city exposure, showing the city can handle large events, utilized over 500 volunteers for the event citywide, residents to see live college softball, economic impact, and portable press box.

**Success:** 5K Mule day Race

**Impacts:** Economic impact, fitness success.

**Success:** Meriwether Lewis

**Impacts:** Securing it for the City, coordination with Riverwalk, developing the identity of Riverwalk park.

**Success:** Disc Golf

**Impacts:** Installation of and partnership with Rotary, strong cultural, exposure of the park, zero taxpayer dollars for the course.

**Success:** Fairview Recreational Project

**Impacts:** Capital improvement on a fifty + year old facility, roofing and painting, active rental portfolio.

**Success:** Ridley Park Soccer expansion

**Impacts:** 7 million development and construction process of completing phase 3 of the Ridley Park along with purchasing Phase 2 upgrades, including permanent grandstands and press box, additional family restrooms.

**Success:** Employee's surveys and performance reviews.

**Impacts:** Opened up dialogue for issues good and bad, expectations and engaging employees with feedback.

**Success:** Splash Pad and shade structures.

**Impacts:** 50 to 75 people a day since opening, been requested to make larger, has been a positive addition to the Riverwalk, more shade needed.

**Success:** Strategic planning for individual parks.

**Impacts:** Developing and planning 25 years of use and development of parks purposes for future.

**Success:** Full time sports and fitness specialists.

**Impacts:** Specializing in staff positions for allowance to address the needs of residents directly.

**Success:** Holiday lights at Woodland and Fairview.

**Impacts:** Averaging 100-150 cars a night visiting the parks for the lights, great exposure and involvement in the community. Kiwanis, Fire Dept, Rotary involvement.

**Success:** Ridley park hosted 31 weekend tournaments.

**Impacts:** Great exposure to the city, huge economic impact, economic engine for the city.

**Success:** Hayride

**Impacts:** 525 people enjoyed the hayride, adult enjoyment and children involvement, big community buy in.



**Success:** Health report 100% swimming pool.

**Impacts:** Let's people know the pool is clean and safe for all.

**Success:** Woodland, Fairview, and Ridley playgrounds are CPSI safety compliant, Department now using engineered wood fiber surfacing for all parks.

**Impacts:** Softer impact, prevents more accidents from occurring, safer playing environment for kids.

**Success:** Increased attendance for all recreation centers and programs, program improvements, success and staff enjoyable at all programs, redefine position for sports and recreation in specialization, immense expansion on digital footprints and social media, programmatic engagement.

**Impacts:** Demand for our services and for what we do and what we can offer in the future.

**Success:** Sports Council

**Impacts:** Establishing a new sports council group for sports tourism.

**Success:** Hosted Boys & Girls Club during their facility renovations.

**Impacts:** Allowing them to keep their operation going during renovation and increased playground attendance.

**Success:** Top dressed 16 athletic fields.

**Impacts:** Applying sand over the top of the athletic surface to improve safety of athletes and reduction of injury, improving playability of our tournament fields.

**Success:** Concerts in the park.

**Impacts:** Define our offerings for the City, giving more opportunity to the musicians to perform, offering more cultural experience, expanding the participation for older residents.

**Success:** Completed LPRF grant application.

**Impacts:** Total was more than 500 pages of documentation, departmental endeavor, brought positive team building, the announcement will be in August 2016.

**Success:** Hosted Employee picnic.

**Impacts:** Well received, good feedback from several, more employees stayed around and enjoyed. Seemed very appreciated and engaging.

**Success:** Tree trimming.

**Impacts:** Preventative maintenance

**Success:** Digital footprints.

**Impacts:** More accurate records of locations and phone numbers along with virtual tour of our parks coming soon with more improvements.

**Success:** Credit card accessibility.

**Impacts:** Having the credit card accessibility was key for processing payments for the Mid State Classic.

**Success:** Parks and Recreation Dept. generated more funds from the dept. back into the City. (Over 100K)

**Impacts:** Huge contribution of the dept. programs directly to the City and encompassing the needs of the young and older citizens in our community.

# DEPARTMENTAL SUCCESSES FY 2016

## Columbia, Tennessee

### August 2016

#### DEPARTMENT: Personnel - HR

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Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Opened Near Site Clinic for City employees.

**Impacts:** Will provide easy access for employees seeking medical care, hopefully will reduce claims costs on our group medical insurance, will provide quicker more cost effective new hire drug screens and physicals.

**Success:** Initiated Performance Reviews for all departments

**Impacts:** Provided opportunity to provide feedback and set goals for the up-coming year. Gave opportunity for revisions and desire for some departments to create their own specific to their industry standards.

**Success:** Working with consultant received a decrease in stop loss renewal for up-coming plan year. Didn't raise employee rates for the third year in a row.

**Impacts:** Shopping the stop loss resulted in a \$28,000 savings to the City.

**Success:** Successfully converted retirees' insurance coverage A, B & D to a new carrier.

**Impacts:** We were able to provide a small savings to the City while at the same time providing a better benefit to the retirees and are assured that we will be able to enroll retirees in the Part D plan.

# DEPARTMENTAL SUCCESSES FY 2016

## Columbia, Tennessee

### August 2016

#### DEPARTMENT: Columbia Police Department

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Crime Rate

**Impacts:** Our crime rate for the calendar year of 2015 increased less than one half a percent indicating that our crime fighting strategies are continuing to be successfully in maintaining the 34% crime reduction that has been achieved over the previous seven years.

**Success:** On-site review by CALEA assessors.

**Impacts:** CPD has applied for accreditation through the Commission on Accreditation for Law Enforcement Agencies. Assessors from CALEA conducted an on-site audit in June and while we are waiting the official report of their findings, assessors stated that our procedures and practices were excellent and that they would be recommending approval to the full CALEA commission at the November conference.

**Success:** Hosting Stand Together Fellowship meetings

**Impacts:** Local pastors from all areas of the city have come together and formed a group titled Stand Together Fellowship for the purpose of improving race relations within the City. CPD has been hosting these meetings for the last 9 months. CPD staff, along with City and County officials are involved in the group discussions. The group is growing in participation and held their first World Café meeting in which members of the public were invited to participate in the discussions. A second World Café meeting is in the planning stages.

**Success:** Law Enforcement Training hosted at CPD

**Impacts:** Throughout the last year, CPD has used our new facility to host numerous law enforcement training classes. This has increased the training opportunities for our officers at a reduced cost. Law enforcement agencies from all other the country, including from as far away as Hawaii have attended some of the classes. This not only improves our networking in the law enforcement community but also benefits the downtown business when the attendees eat and shop at local business.

# DEPARTMENTAL SUCCESSES FY 2016

## Columbia, Tennessee

### August 2016

#### DEPARTMENT: Public Works

Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

##### **Success: Columbia Works**

- |  |                          |
|--|--------------------------|
| • Woodland and 10 <sup>th</sup> to 11 <sup>th</sup> Street | storm sewer upgrade      |
| • High Street and 8 <sup>th</sup> Street                   | sidewalk repair          |
| • 1216 Carmack   | storm sewer repair       |
| • Circle Drive and South Main                              | drainage repair          |
| • 105 Cayce Valley   | ditching                 |
| • Mayes Place and 6 <sup>th</sup> to cul de sac            | sidewalk replacement     |
| • 2721 Belle Meade   | storm sewer upgrade      |
| • Cemetery avenue  | storm sewer improvements |
| • 9 <sup>th</sup> and Galloway                             | storm sewer repair       |
| • Nicholas Long and James Campbell                         | storm sewer repair       |
| • 640 Newthood Road  | storm sewer improvements |
| • 6 <sup>th</sup> and Sunset                               | flood control            |

**Impacts:** The continuation of Columbia Works funding has provided the department with the ability address issues with adequate funding levels. Citizens feel they are getting something for their taxes.

**Success:** Ridley Park and Riverwalk parking lots construction

**Impacts:** Improved the enjoyment of the parks by providing convenient parking

**Success:** City Clinic  
Public Works was the general contractor remodeling the clinic for city employees

**Impacts:** Employees have a convenient and affordable place to receive basic medical care.

**Success:** Recycling

**Impacts:** 2786 of 15,000 customers are recycling

# DEPARTMENTAL SUCCESSES FY 2016

## Columbia, Tennessee

### August 2016

#### DEPARTMENT: Wastewater

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Please list your department's most important achievements that were completed during FY 2016 under "Success." Under "Impacts", please explain what the benefits to the city and to a resident were as a result of each achievement.

**Success:** Upgrade to the wastewater pump station telemetry system was completed in the 2<sup>nd</sup> quarter of FY2015-16. The analog telemetry circuit (provided by AT&T) used to monitor and control pump stations from a central location at the wastewater treatment plant had become obsolete and very costly to maintain.

**Impacts:** This project migrated the mode of data transmission utilized in the telemetry system to a VHF radio-based system. Operating costs will be substantially reduced given the fact that no third-party provider will be needed for data transmission service in the future.

**Success:** Upgrade and repair of the wastewater treatment plant's supervisory control and data acquisition (SCADA) system was completed in the 1<sup>st</sup> quarter of FY2015-16. The project had previously been placed on hold due to the level of funding necessary to accomplish the desired results.

**Impacts:** This project upgraded SCADA system hardware and software which dated back to the treatment plant expansion in 2002. Restoration of the system's reliability allows for more effective and accurate operation and recordkeeping.

**Success:** Construction of the sewer rehabilitation project to reduce or eliminate system overflows in the Royal Oaks and Stevens Bottom sub-basins, and to the West 1<sup>st</sup> Street area sewer was completed in the 4<sup>th</sup> quarter of FY2015-16.

**Impacts:** This project provides for the recovery of hydraulic capacity within the area by reducing inflow and infiltration (I & I) of groundwater. In addition, the antiquated Stevens Bottom pump station has been replaced.

**Success:** The collection system Pump Station Operations & Preventive Maintenance Program (PSOPMP), Gravity Line Preventive Maintenance Program (GLPMP), Continuing Sewer System Assessment Program (CSSAP), Infrastructure Rehabilitation Program (IRP), and Information Management System Program (IMS) related to the EPA Administrative Order on Consent have been submitted and approved by the agency.

**Impacts:** These programs were the remaining five (5) of the seven (7) Management Operation & Maintenance Programs (MOM) set forth in the 2014 EPA Administrative Order on Consent.