



# STRATEGIC PLAN FY 2015-2016

## Update on Activities

### Columbia City Council

#### July 26, 2016

\*Updates, Progress and Changes since 3/22/16 Retreat with Lyle Sumek

TOP PRIORITIES	STATUS	DETAILS	LEAD
1) City Tourism Market Plan	In Progress	Vendor selected by City Council at the July 14, 2016 meeting. Funds from FY 2016-2017 hotel-motel tax will finance plan. The marketing team plans a tentative visit to the city on August 8, 2016.	Tony Massey
2) Hotel/Motel Revenue Guidelines	Complete	City Council has agreed to the proposed use of these funds.	Tony Massey/Patti Amorello
3) West 7th Street Project	In Progress	The City Council approved an agreement with TDOT for grant funding for the project and an amendment of the professional services agreement with engineering and design firm Ragan Smith for Phase 2 of the project at the August 13, 2015 meeting. Additional project funds totaling \$449,951 were provided by TDOT for the project and presented for approval at the January 14, 2016 City Council meeting. Preliminary Design and NEPA review on-going. Construction is planned following Mule Day in 2017.	Paul Keltner
4) Presidential Park Development	In Progress	Ongoing discussions with county officials regarding West 7th and N. High properties as well as additional alternatives explored for the project.	Tony Massey
5) Employee Compensation Policy and Funding	Complete	Employee Compensation and Funding was included in the FY 2016-2017 budget at the June 9, 2016 City Council meeting.	Tony Massey/Connie Etzkin
6) Ridley Park Soccer Fields	In Progress	Engineering and design firm has been selected, contract approved, the design phase underway at this time.	Mack Reagan
7) Bi-Annual Paving Program	In Progress	The City Council approved a list of streets and a contract for paving at the June 9, 2016 meeting. The City budgeted \$900,000 for paving for FY 2016-2017, which included a \$100,000 increase above the amount initially planned to include more street improvements than originally proposed.	Glenn Harper
8) City Retail Strategy	In Progress	City officials have met with developers. City staff has developed promotional literature targeted at the retail industry and a growing inventory of "hot properties" for retail prospects.	Tony Massey
9) Sports Council Development	Complete	The Columbia Sports Council was established at the April 14, 2016 City Council meeting, and election of members to the Council took place at the May 12 meeting.	Tony Massey
10) Employee Pension Reform and Funding	Ongoing	The City Council approved a change to the provider for supplemental insurance for retirees covered by Medicare to Aetna for estimated savings of \$8,000 annually on October 1, 2015. Retiree and Post Employment Benefits plan was modified to allow the investment of up to 60% of the funds in stocks and/or equities. Overall quarterly performance was up, totaling 2.2% for the Pension Plan and 2.26% for the Insurance Trust, the last twelve months lower at 2.05% and 1.74%, respectively. There is an ongoing review of the plan by the Trustee's.	Tony Massey
11) Riverwalk Extension/Parking for Farmers Market	Complete	Project completed.	Ken Donaldson
12) Vacant Building Ordinance Development		City Attorney has determined that state law precludes this.	Tim Tisher
13) Solid Waste Collection: Evaluation Report	Complete	Evaluation completed and implemented.	Ken Donaldson
14) Transportation Master Plan	In Progress	The Transportation Master Plan is one of three elements in the City's Comp Plan overhaul. The City Council selected Volkert to revise the Transportation Plan in addition to land-use and parks master planning revisions.	Paul Keltner
15) Sports Tournaments Attraction Strategy	In Progress	Mid-State Classic was held on Tuesday, March 8, 2016 at Ridley Park. Further action to be determined by the newly established Columbia Sports Council.	Mack Reagan

16)	Website: Upgrade	Complete	The new website went live in May 2016, which has received numerous positive comments noting the high level of improvement over the city's former website. While the project is complete, the site will continue to be improved, materials added and better maintained than the previous website.	Rick Harrison
17)	Parks and Recreation Master Plan	In Progress	The Parks Master Plan is one of three elements in the City's Comp Plan overhaul. The City Council selected Volkert to revise the Park Master Plan in addition to land-use and transportation planning revisions.	Mack Reagan
<b>HIGH PRIORITIES</b>		<b>STATUS</b>	<b>DETAILS</b>	<b>LEAD</b>
1)	Mall Redevelopment/TIF	In Progress	The City has been in contact with the Mall owner throughout 2015. No further action was taken until after the proposal to relocate county offices at the mall was brought to an end. Further action needs to be determined.	Tony Massey
2)	Jack-n-Jill Building	In Progress	Presentation was made to the City Council Study Session by architect George Nuber on April 14, 2016 regarding the Jack-n-Jill Building's condition, which was not in as poor shape as initially expected. Plans are under development to stabilize the building and funds budgeted in FY 2016-2017 budget. The city was also awarded a grant that will offset \$30,000 in window renovations that preserve the character of the 1820s era building.	Tony Massey
3)	Corporate Communications Position and Plan	In Progress	The City has created a social media presence across all major social media platforms, including Facebook, Twitter, Google Businesses/Plus, LinkedIn, Tumblr, Pinterest, and Instagram. The City's main Facebook page, established in October 2015, has nearly 10,000 "Likes" at this time, a doubling since March.	Thad Jablonski
4)	Zoning Violations	Position Vacant	Development Services is working toward filling the position modified to increase enforcement of zoning violations.	Paul Keltner
5)	Trailer Parks/Property Maintenance	Ongoing	Development Services continues to pursue property maintenance violations. The first half of the 2016 year 1370 violations have been addressed compared to 680 violations in 2015.	Paul Keltner
6)	Sports Council: Development	Complete	The Columbia Sports Council was established at the April 14, 2016 City Council meeting, and election of members to the Council took place at the May 12, 2016 meeting.	Mack Reagan
7)	Citywide Lighting	In Progress	The City and CPWS continue to work towards a plan to replace street lights with more efficient lighting. The results of an audit by CPWS is ongoing at this time.	Tony Massey
8)	Capital Equipment Replacement Plan and Funding	Complete	A schedule of equipment replacement was approved in the FY 2016-2017 budget.	Patti Amorello
9)	Comprehensive Plan: Update	In Progress	Following from the City Council approving a contract with Volkert Engineering at the February 11, 2016 meeting, work is underway on the Comp Plan Update.	Paul Keltner
10)	EPA Administrative Consent Order: Implementation	Ongoing	All seven (7) of the Management Operation & Maintenance Programs (MOM) set forth in the 2014 EPA Administrative Order on Consent have been completed, submitted and approved by the agency. The next phase includes preparation of the Capacity Assessment Report, Sewer System Evaluation, Survey Results Report, and the Wastewater Collection and Transmission System Remediation Plan. These will identify any capacity related deficiencies and document specific measures and schedules that will result in their remediation. Proposed corrective measures and schedules are to be no later than five (5) years from the effective date of the Order (which will be September 11, 2019)	Mark Williams
11)	Disk Golf Development	Complete	The Ambassador Disc Golf Group installed disc golf equipment donated by the Columbia Noon Rotary. A ribbon-cutting and kick-off" event took place on April 16, 2016. The course continues to bring visitors from the region and nearby states, exceeding expectations.	Mack Reagan
<b>MODERATE PRIORITY</b>		<b>STATUS</b>	<b>DETAILS</b>	<b>LEAD</b>
1)	City Beautification Plan and Organization	In Progress	Implementation is underway. Applications for Beatification Awards will go out Fall 2016.	Paul Keltner

MANAGEMENT IN-PROGRESS			
PROJECT	STATUS	DETAILS	LEAD
1) Maury Alliance: Performance Report	Complete	Executive Director provides the City Council quarterly reports by Maury Alliance.	Wil Evans
2) IDB Annual Performance Report	Complete	IDB Chairman provided the Council an annual report at the March 2016 City Council meeting.	Randy Wilmore
3) Assistant City Manager: Hiring	Complete	Hired Assistant City Manager Thad Jablonski in September 2015.	Tony Massey
4) NIMS Training Plan	In Progress	Personnel has identified employees requiring certifications and made a list for each department to advise each department of employees requiring NIMS certifications. Courses are available online and schedules have also been provided for traditional, in-person training. Working with the Emergency Services Director, Personnel sent out a memo to Department Heads and requested a timeline for completion.	Mark Blackwood/Connie Etzkin
5) Basic Emergency Operations Plan Update: Training, Exercise	In Progress	The Director of Emergency Services will meet with City Managers and Administrators from Columbia, Spring Hill and Mt. Pleasant, and the County Mayor to discuss plan.	Mark Blackwood
6) Automatic Mutual Aid with Maury County	To Be Determined	The City has a mutual aid agreement with the county at this time.	Chief Hemphill
7) Health Insurance: Annual Review, Modifications	Complete	The City presented the City Council with the FY 2016-2017 renewal for employee health insurance plans at the June 9, 2016 meeting. As approved, the city renewed with BlueRe at 7.5% below the FY 2015-2016 amount, resulting in a savings of \$28,934. The City also finalized implementation of the CareHere "Columbia Be Well" Clinic, which the City anticipates will operate to ensure more stable claims and rates for future years.	Connie Etzkin
8) Fire Standards Operating Guidelines: Development	In Progress	Project is underway.	Chief Hemphill
9) Supervisory Training: Leadership	Complete	Supervisory training was provided to department supervisors and key department staff by Palmer Solutions, approved by the City Council on October 8, 2015. The workshop was held on January 13, 2016.	Connie Etzkin
10) City - Maury County Strategy	Ongoing	Regular conversations with the City, County Mayor, and other county elected officials are ongoing and include a range of areas of mutual concern, including a 2016 CDBG for drainage at E. 9th and S. Main Street, which the County applied on the city's behalf.	Mayor Dickey/Tony Massey
11) CDBG: East Columbia Neighborhood Revitalization Plan Presentation	Complete	The rental assistance demonstration (RAD) program was recently approved by state and federal housing agencies, the underlying mechanism which led the Industrial Development Board to partner with Lawler Wood Housing Partners for a PILOT project. The RAD is a private-financing program designed to bring capital funding that will help CHA repair all of Columbia's 296 affordable housing units as well as develop and extend the life of CHA properties in Columbia.	Trent Ogilvie
12) Sewer Capacity Plan and Assessment Initial Report	Complete	The Capacity Assessment Plan (CAP) has been submitted and approved by the EPA.	Mark Williams
13) Arts Council District Creation	In Progress	Special zoning overlay establishing the City of Columbia Arts District was approved on second and final consideration on July 14, 2016. Staff implementation is ongoing, which includes promoting the district, plans to provide infrastructure improvements during FY 2016-2017 and public art to include a mural celebrating the 150 year Fire Services sequential, the latter as discussed and approved at the June 9 City Council meeting.	Thad Jablonski/Paul Keltner
14) HOME Grant: Rehabilitating Homes	In Progress	SCTDD has worked in partnership with City staff to identify the first phase of 5 homes for repairs, pending final approval by the State. The second phase will include 5 additional homes.	Johnny McClanahan/Lori Fisher

5)	NSP: Single Family Homes	In Progress	Phase 1 has been completed and 8 homes demolished. Phase 2 with 7 homes has been approved. <b>Phase 2 bid was awarded by the City Council at the July 14, 2016 meeting. Phase 3 demo work is awaiting final approval as the city attempts to include a dilapidated multi-family dwelling at 401 Armstrong near the Macedonia Rec. Center.</b>	Johnny McClanahan/Lori Fisher
6)	Hydraulic Investigation and Plan Development (for Flood prone Areas)	Needs Funding	The project requires a consulting firm to begin hydrologic models, designs and a plan for the Casey Valley Sunnyside area.	Glenn Harper
7)	Riverwalk Litigation: Resolution	Complete	<b>The Judge entertained and signed a motion for an <i>Agreed Order of Compromise and Dismissal</i>. The case is now concluded.</b>	Tim Tisher
<b>MAJOR PROJECTS</b>		<b>STATUS</b>	<b>DETAILS</b>	<b>LEAD</b>
1)	Wastewater Pump Station Telemetry	Complete	The project to upgrade the pump station telemetry system has been completed. The upgrade will reduce operating costs.	Mark Williams
2)	SCADA System: Upgrade	Complete	The project to upgrade the wastewater treatment plant Supervisory Control and Data Acquisition (SCADA) system has been completed. This project replaced system hardware and software dating back to the treatment plant expansion in 2002. Restoration of the system's reliability allows for more effective and accurate operation and recordkeeping.	Mark Williams
3)	Woodland and 9 <sup>th</sup> to 10 <sup>th</sup> Street Storm Sewer Reconstruction: Phase 2	Complete	Project complete.	Ken Donaldson
4)	Sewer Rehabilitation Projects	In Progress	Construction of the Royal Oaks, Stevens Bottom, West 1st rehabilitation project is in progress. Replacement of the antiquated Stevens Bottom pump station is also included. <b>The contractor requested a 30-day extension due to unavoidable delays. The project is in the final phase with punch list items being resolved. The work should be complete virtually any day.</b>	Mark Williams
5)	Farmers Market: Parking Lot	Complete	Parking Lot construction project complete.	Ken Donaldson
6)	Fairview Park: Fence Replacement	Complete	The City Council approved an agreement regarding the installation of the new fence at Fairview Park at the September 10, 2015 meeting. Project is complete.	Mack Reagan
7)	Ridley Park: Parking Lot	Complete	Approximately 300 spaces were added at Ripley Park in advance of the MidState Classic. The gravel lot will undergo further grading and paving as an element of the Soccer Fields Expansion Project at Ripley Park.	Mack Reagan
8)	Gateway Improvements for Highway 31/Neapolis (TDOT Roadscape Grant)	In Progress	Project funding was approved in December 2015. Preparations to start project are complete, awaiting <b>TDOT notice to proceed with construction, MPO adjustment for additional funding has been requested.</b>	Paul Keltner
9)	Campbell Pike/Highland Intersection Improvements	In Progress	<b>The project has been awarded to Sessions with construction to start fall 2016</b>	Paul Keltner
10)	West 8th Street and Garden to High Street Sidewalk Replacement	Complete	This project is complete.	Ken Donaldson
11)	North Point Industrial Park/Highway 31 Project (TDOT)	In Progress	State managed project currently in Right of Way process.	Glenn Harper
12)	Bear Creek and Patterson to Lasea Intersection Alignment Project (TDOT)	Complete	<b>Patterson Drive turn lanes construction is complete. TDOT road safety audit did not support the funding to correct the Y-intersections along Bear Creek Pike.</b>	Glenn Harper
13)	I-65/Bear Creek Pike Interchange: Advocacy, Design/Construction (TDOT)	In Progress	Project is in the preliminary design stage. The project has a tentative estimated start date of Spring 2019. City staff met with TDOT officials in January 2016 for a plan review and to discuss high priority streets projects that include state funding, in part and in whole.	Paul Keltner/Glenn Harper
<b>OTHER ITEMS FOR DISCUSSION</b>				
<ul style="list-style-type: none"> <li>The City Council and Planning Commission conducted a Trolley Tour of the City on October 6, 2016.</li> <li>On November 12, 2015, the City Council approved Ordinance 4039 regarding a new City program in brush/bulky waste/solid waste collection.</li> </ul>				

- On November 12, 2015, the City Council accepted the Tennessee Arts Commission grant for \$1,750 to provide for the City's participation fee in an economic impact study by Americans for the Arts. The project will run through the 2016 calendar year.
- The City Council hosted the City's Legislative Delegation at the December 3, 2015 study session, advocating transportation initiatives, funding and priorities for Columbia.
- The City Council took action at December 10, 2015 and January 14, 2016 meetings to refinance municipal debt and capture approximately \$1.1 million in savings on debt service.
- West 6<sup>th</sup> Street - Following from strategic planning discussions empathizing connectivity and walkability in the downtown district, the West 6th Streetscape project would improve a corridor connecting West 7th Street and Garden to the Riverwalk.
- The City Council approved a CDBG grant for \$315,000 to offset the cost of drainage and stormwater system improvements at East 9<sup>th</sup> Street and South Main Street. The County applying on the City's behalf, the County Commission adopted a resolution approving the grant application in February 2016. **The City should be informed of award status by September 2016.**
- TDOT Safety Improvements to W. 7th St./Public Square/E. 7th St./E. End St./Iron Bridge Rd. - TDOT performed a road safety audit along local route 970 from US-412 to Sowell Mill Pike. The project is partially located within the corporate limits of Columbia and extends out to the county. The estimated project cost is \$202,000 and **does not** require a match from the City of Columbia.
- Arts District Area Mural - Following from development of the Columbia Arts District, empathizing connectivity and walkability in the arts district and downtown, the City applied for Tennessee Arts Commission grant funds for an ABC grant to offset approximately 50% of the estimated cost of a mural near the gateway to the arts district.
- 2016 Historic Preservation Grant - The City was notified that a historic preservation grant has been awarded to the City for \$30,000 of the cost of improvements to the Jack-n-Jill Building windows, doors, and glass storefront facade to offset the cost to ensure that the building is preserved and protected against future water damage which in large part led to the building's current state of disrepair.