



CITY OF COLLEGEDALE

Fiscal Year **2023-2024**

Departmental Action Plans

PLANNING & COMMUNITY DEVELOPMENT

Planning | Development | Branding | Social Media

Staff Planner:	Jason Alin
Current Fiscal Year:	2022-2023
Current Budget:	\$436,782 *
Full-time Staff:	1
Part-time Staff:	0
Total Staff:	1

*includes City's \$100K contribution to CTF

3 Staff Highlights

- Hired Staff Planner in September 2022 to fill Planning Department vacancy.
- City approved its largest subdivision in 2022 – Chastain Subdivision off Edgmon Road.
- Staff has initiated SOP documents to assist in future training.
- File and records process to be updated throughout the year of 2023.
- Staff has attended trainings including...
 - Tennessee Vested Property Rights Symposium
 - Ariel Drone Part 107 license training to incorporate social media drone photography.

4 Department Highlights

- Planning to initiate a rewrite of the current Collegedale Zoning Ordinance. Rewrite will be out for bid at the end of March or early April. Estimated cost are between \$150–180,000.
 - Anticipated time to complete approximately 1 year.
 - Current zoning envisions big box stores and shopping malls.
 - Rewrite will focus on mixed use business models.
 - Focus on sustainable growth.
- Staff to reinitiate City wide Specific Plan (Master Plan).
 - Specific Plan to define the direction of growth for the City.
 - Specific Plan will encourage responsible growth in a sustainable manor.
 - Estimated draft for comment available early 2024.
- Reinstate social media presence city wide.
- Staff continues to review new development and subdivisions.

5 Action Items (Goals)

ACTION ITEM	STAFF INVOLVED	NEW/EXISTING ITEM	ANTICIPATED COMPLETION
Initiate Zoning Ordinance Rewrite	Jason and Wayon	New	April 2024
Complete and Update Strategic Plan	Jason and Wayon	Existing	Ongoing
Increase Social Media Presence	Jason Collaboration with Parks	Ongoing	Ongoing
Draft SOP Documents	Jason	New	December 2023
Initiate An Updated Record Keeping Process	Jason	New	Ongoing

PARKS & RECREATION

[Programs](#) | [Special Events](#) | [Outdoors](#) | [Social Media](#) | [Health](#)

Parks & Recreation Supervisor: Christina Clark

Current Fiscal Year: 2022-2023

Current Budget: \$155,444*

Full-time Staff: 2

Part-time Staff: 0

Total Staff: 2

*includes City's \$20K contribution to CRA

1 Staff Highlights

- Christina attended the NRPA Annual Conference in Phoenix
- Christina & Emma completed the Online TDOT Civil Rights Division Title VI Program training
- Christina & Emma attended webinars for Weed Wrangle
- Emma attended webinar for City Nature Challenge
- Christina & Emma attended the TRPA (Tennessee Recreation & Parks Association) Annual Conference
- Christina & Emma continued to make community partnerships, now over 30 connections.
- Christina was asked to be on the UTC Advisory Board
- Christina & Emma set up a booth at the SAU Volunteer Expo
- Christina was interviewed many times for news stories for air time and in print
- Christina & Emma set up a booth at the Greenbriar Cove Health Fair
- Christina attended the Ooltewah/Collegedale Chamber Meetings
- Christina & Emma attended Coffee with Mrs. H at Wolftever Creek Elementary
- Christina & Emma volunteered at the WCES Winter Snow Ball
- Christina continued the PARAB
- Christina & Emma completed Safety Training

2 ▶ **Department Highlights**

Key activities in 2022 include:

- **Chicken Dance-A-Thon**
- **Outdoor Classroom**
- **Pickleball Clinics**
- **Community Garden meetings**
- **Clean Up Days**
- **Culinary Classroom for Kids**
- **Bicycle Classes/Rides for Kids**
- **Paddleboarding for Kids and Adults**
- **Pop Up Rec in the Park**
- **Crocs & Pops on the Greenway**
- **Line Dancing Class**
- **Field Trips for Flex & Fun Senior Group**
- **Fishing 101 for Kids**
- **Pop Pilates for Adults**
- **Greenway Walking Group**
- **Badminton Clinic**
- **Board Game Club**
- **Happy Hookers Yarn Club**
- **Flex & Fun Group for Seniors**

Key activities in 2022 include:

- **Jedi Training**
- **Uke'N Be My Valentine**
- **Wildlife Explorers**
- **Weed Wrangle**
- **Swing Dance Class**
- **Salsa Dance Class**
- **Nerf Wars**
- **City Nature Challenge**
- **Creek Clean Up**
- **Preschool Playtime**
- **Pop Up Chalk**
- **Fairytales Fall Ball**
- **Scarecrow Contest**
- **Tunes on the Track**
- **Wizard School**
- **Escape Room with Library**
- **Christmas in Collegedale**
- **Galentine's Day Disco**
- **Tea with Bea**

3 Action Items (Goals)

ACTION ITEM	STAFF INVOLVED	NEW/EXISTING ITEM	ANTICIPATED COMPLETION
Hire new Program Specialist	Christina	New	ASAP
Update Pickleball Court Signage	Christina	Existing	June 23
Update Website to Wix	Christina	Existing	September 23
Increase Social Media Reach, Views, Likes and Shares	Christina	Existing	Ongoing
Maintain CPRP Certification	Christina	Existing	March 23
Sandbox Upgrade	Christina & PW Eric	Existing	Ongoing
Bike Ramps at Thatcher Switch	Christina & PW Staff	New	Once Road is Repaired
Complete Upgrade to Thatcher Switch with BCHP Grant	Christina	New	Ongoing
Community Mural	Christina & PW Staff	New	Ongoing
Basketball Gym Usage with School Department	Christina	New	Ongoing
City 5k	Christina & Staff	New	Ongoing
Accessible Merry-Go-Round at Imagination Station	Christina	New	Ongoing

BUILDING & CODES DEPARTMENT

Building Inspection | Codes Enforcement

Director:	Andrew Morkert
Current Fiscal Year:	2022-2023
Current Budget:	\$909,421
Full-time Staff:	5
Part-time Staff:	3
Total Staff:	7

1 Staff Highlights

- **August 12-23, 2022** - Britney Hutto attended MTAS Administrative Professionals Boot Camp
- **September 1-2, 2022** - John Gamble attended Appalachian Codes Conference in Pigeon Forge, TN
- **October 9-12, 2022** - Andrew Morkert attended the International Association of Electrical Inspectors Southern Section Meeting in Savannah, GA
- **October 18-20, 2022** - Andrew Morkert and Jeremy Greenleaf attended the American Association of Code Enforcement (AACE) Annual Educational Conference in Atlanta, GA
- **January 5, 2022** - Signed Britney up for Permit Tech Study Online Course
- **February 21, 2023** - Hired Sam Jenkins to replace John Gamble as Building & Codes Assistant

2 Department Highlights

- **September 2022** Copy room relocation project complete
- **October 2022** Christy Blackwell broke collar bone at home and Steven Ledbetter and Dana Swain have been covering in her absence
- **October 2022** Order was placed for 2023 Ford F-150
- **December 2022** Brazos electronic citation device was received, activated, and is being used for Code Enforcement
- **December 2022** City Hall exterior painting work complete
- **January 2023** City Hall interior painting work complete
- **February 2023** 5070 Ooltewah Ringgold Road building bid specs put together and project advertised for bid (bids due March 6, 2023)
- **February 2023** Worked with Amazon Prime Business Account Rep, Jordan Green, to establish invoice billing
- **February 2023** Jeremy Greenleaf put together Code Enforcement Handbook for Building & Codes Department

3 Action Items (Goals)

ACTION ITEM	STAFF INVOLVED	NEW/EXISTING ITEM	ANTICIPATED COMPLETION
Train replacement for John Gamble	Andrew Morkert John Gamble Sam Jenkins	Existing	April 2023
Britney to obtain Permit Tech certification	Britney Hutto	Existing	May 2023
Install vinyl siding and related components at EDC exterior where not presently covered with vinyl	Andrew Morkert John Gamble	Existing	May 2023
Purchase Ford 2023 F150 for Building & Codes Department	Andrew Morkert	Existing	In Process
Transition from EnerGov (permitting, inspecting & code enforcement software) to iWorQ	Andrew Morkert, John Gamble, Jeremy Greenleaf, Sean McMahon Britney Hutto, Jason Allin, & Sam Jenkins	New	August 2023
City Hall and Library parking lot lighting retrofit	Andrew Morkert John Gamble	New	August 2023
City Hall & Library parking lot light poles and flag poles painting	Andrew Morkert John Gamble	New	September 2023

3 Action Items (Goals) - *continued*

ACTION ITEM	STAFF INVOLVED	NEW/EXISTING ITEM	ANTICIPATED COMPLETION
Installation of Library pull down stairs for access to above ceiling HVAC equipment rooms	Andrew Morkert John Gamble	New	October 2023
Replace Public Works Admin Building lay-in fluorescent lights with LED lay-in lights	Andrew Morkert Eric Sines	New	November 2023
Scan project files to eliminate hard copy files	Andrew Morkert Britney Hutto	Existing	December 2023
Work on "Codes Corner" on social media to provide code of the month to educate public	Jeremy Greenleaf Sean McMahon	Existing	Ongoing
Install replacement countertop at City Hall (in phases)	Andrew Morkert, Kristi Wheeler, Steven Ledbetter, Sam Jenkins	New	February 2024

POLICE DEPARTMENT

Director:	Chief Jack Sapp
Current Fiscal Year:	2022-2023
Current Budget:	\$1,192,712
Full-time Officers:	26
Reserve/Part-time Officers:	15
Total Staff:	41

1 Staff Highlights

- **Agency new hires for the 2022-2023** year for full-time are Ofc. Al Hasting, Ofc. Andrew Carter, Ofc. Kayla McDaniel, Ofc. Will Marquez, Ofc. Derrick Saxe. Reserve Officer hires were: Ofc. Andrew Peterson and Ofc. Walt Lockridge

- **Agency Promotions for the 2022-2023** year are Sgt. Ben Parker, Cpl. Michael Hicks, and Cpl. Andrew Carter.

- **Other Notable Training/Certifications:**
 - Cpl. Hicks, Cpl. McNeal, and Ofc. Jones completed First Line Leadership School
 - Ofc. Jones completed Traffic Crash Investigations training
 - Cpl. Watson completed Instructor Development training
 - Sgt. Hennessee completed Glock Armorer Certification and PIO School
 - Det. O'Daniel and Ofc. Williams completed Hostage Crisis Negotiations Level 1 Certification
 - Sgt. Parker completed Drug Recognition Expert Certification
 - Det. O'Daniel completed Investigative Analysis Training
 - Cpl. Hicks completed Field Training Officer Training
 - Ofc. Shell completed Advanced Criminal Investigations, Advanced Traffic Stops, and Advanced Search & Seizure Training
 - Ofc. Mowery completed Advanced Roadside Impaired Driving Enforcement training
 - Sgt. Booth and Ofc. Jones completed drone training.

2 Department Highlights

- Agency has reviewed, revised, or created approximately 110 policies in preparation to begin the Tennessee Law Enforcement accreditation process.
- Participated in national Faith & Blue Weekend.
- Conducted a National Night out event for community outreach. Officers also participated in community outreach events with Southern Adventist University and other organizations.
- K-9 program was restarted with the creation of two K-9 teams who received certification from the United States Police Canine Association.
- Upgraded multiple technology platforms, including new body-worn cameras, in-car cameras, portable radios, in-car laptop computers, TASERs, Mobile CAD, handguns, and patrol vehicles.
- Patrol vehicle upfitting was removed from outside vendors and assigned to City mechanics to better ensure quality control and reduce the time needed for installation and repairs.
- DARE Program was revitalized in our schools and expansion is being discussed for the upcoming year.
- Quarter Master software was implemented to effectively track and manage department assets.

3 Action Items (Goals)

ACTION ITEM	STAFF INVOLVED	NEW/EXISTING ITEM	ANTICIPATED COMPLETION
Dept. Accreditation Enrollment	Admin	Existing	September 2023
Update Training Programs	Training	Existing	Ongoing
Community Outreach	All	Existing	Ongoing
Officer Wellness Program	Admin/Chaplains	Existing	Ongoing
CID Interview Room Technology	Admin/CID	New	Feb 2024

PUBLIC WORKS DEPARTMENT

Recycling | Sewers | Streets | Waste Collection

Director:	Eric Sines
Current Fiscal Year:	2022-2023
Current Budget:	\$8,025,253
Full-time Staff:	21
Part-time Staff:	0
Total Staff:	22

1 Staff Highlights

- Public Works has hired three new employees for laborer positions, and one sanitation driver this year and they have all been a great addition to the team.
- One of our new hires has gone through Chattanooga States CDL driving school and received his Class A CDL.
- The Public Works staff has received training from UTK TTAP program on work zone safety.
- Public Works has received title VI training.
- Staff Engineer Kris McAloon has been a great asset to Public Works with greenway project design and inspection, as well as ROW permitting.
- Jacky Jones retired, after 44 years of service to the City.
- Public Works Foreman and Director have attended TDEC Natural Disaster Workshop.

2 Department Highlights

- This year the Sewer department has been focusing on completing sewer mainline cleaning/camera work and manhole lining. We have cleaned/TV - 7,945ft of basin 1, and have lined 117 manholes about 15% of all manholes.
- The Collegedale Sewer system did not experience any sanitary sewer overflows.
- The fleet maintenance department has been upfitting the police vehicles with after-market equipment, and keeping the Police and Public Works fleet maintained, however there is a need for an additional automotive technician.
- Public Works has purchased a commercial paint sprayer and has been completing exterior painting projects around the City, as well as pressure washing City Buildings and other City infrastructure.
- Public Works responded to our first the train derailment in the City, providing traffic control devices, and logistics assistance for FD, PD, and emergence spill response teams.
- Public Works completed its largest striping project to date, striping almost 10 miles of City streets with high visibility thermoplastic.
- Public Works completed one greenway extension project from the Veterans park parking to the greenway, and a sidewalk extension from Apison Pike up Little Debbie Parkway to both apartment complexes.

3 Action Items (Goals)

ACTION ITEM	STAFF INVOLVED	NEW/EXISTING ITEM	ANTICIPATED COMPLETION
Hire New Automotive Technician	PW Director, Foreman, Head Mechanic	New	45 days
Sidewalk extension along Edgmon Road	PW Director, Staff Engineer	New	60-90 days
Edgmon Road Shoulder Stabilization and Road repair	PW Director, Foreman, Staff Engineer	New	60-90 days
Full Depth Reclamation of Swinyar Drive	PW Director, Foreman	New	45 days
2023 Paving, Tallant Rd, Sherry Ln, Swinyar Dr, Pump Station Dr.	PW Director	Existing	90 days
Additional Parking for Dog park, Greenway and EDC	PW Director, Foreman, Staff Engineer	New	60-90 days

MUNICIPAL AIRPORT

Director:	Ryan Byford
Current Fiscal Year:	2022-2023
Current Budget:	\$ 753,873
Full-time Staff:	2
Part-time Staff:	4
Total Staff:	6

1 Staff Highlights

- Ryan Byford succeeded Chris Swain as Director of Airport Operations.
- Hired Yvette Wulff to fill Desk Clerk position.

2 Department Highlights

- Negotiations in-process with land owners regarding easement acquisitions. Tree trimming anticipated to begin by summertime.
- TDOT Pavement Resurfacing
- Airport Clean-Up Initiatives
- Launched Airport Advisory Board & Collegedale Aviators Club.
- Repair and Upgrade of Automated Weather Observation Station near completion. This will provide current weather conditions to pilots on a discrete frequency which improves safety.
- Underground Storage Tank (UST) removal in early stages.

3 Action Items (Goals)

ACTION ITEM	STAFF INVOLVED	NEW/EXISTING ITEM	ANTICIPATED COMPLETION
Obstruction/Easement Clearing	Airport Staff	Existing	4 - 6 months
Beacon Tower Upgrade	Airport Staff	New	6 months
McDonald Terrace Taxiway	Airport Staff	Existing	3 months
Hangar Roof Repairs	Airport Staff	New	6 months
Solar Runway Lights	Airport Staff	Existing	3 - 6 months
Install Additional Security Camera	External	New	30 days
Pressure Wash Commercial Hangars	Public Works	New	90 days
Painting (Fuel Tanks & Windsock Pole)	Airport Staff	New	90 days
Community Outreach	Airport Staff/Parks and Rec	New	April/September

ADMINISTRATION

Director:	CM Wayon Hines
Current Fiscal Year:	2022-2023
Current Budget:	\$790,158
Other Gen Gov Budget:	\$3,413,949
Total Staff:	12

1 Staff & Department Highlights

- **Two CMFO's, Michelle Toro & Ashlynn Boyd**
- **No audit findings three years in a row**
- **Kristen Boyd completed her MBA**
- **Hired a planner**
- **Staff Engineer continues to excel**
- **Parks & Rec added the annual Christmas event**

3 Action Items (Goals)

ACTION ITEM	STAFF INVOLVED	NEW/EXISTING ITEM	ANTICIPATED COMPLETION
IT Upgrade	Admin	Existing	Ongoing
Park System Parking Lot	Admin / Eng. / PW	Existing	January 2024
Legislative Initiatives	Coalition	Existing	Ongoing
Legislative Appropriations	Admin / AP / PW / PD	Existing	Ongoing
Employee Manual Revision	Admin	New	September 2023
Collegedale Tomorrow Foundation	Admin	Existing	Ongoing
Little Debbie Park	Admin	Existing	September 2023