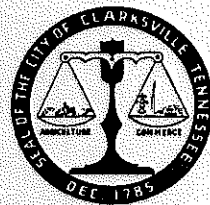


*A VIEW TOWARD THE YEAR 2000*

**CITY of  
CLARKSVILLE**

**A Progress Report on the Recommendations  
of the Clarksville 20/20 Commission**

**February 11, 1993**





News Release  
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## Clarksville Quick To Implement 20/20 Commission Recommendations

Only two years since the Clarksville 20/20 Commission released its report suggesting a wide variety of community improvements, significant progress has already been made toward implementing its recommendations.

The 20/20 Commission was appointed by Mayor Don Trotter with the goal of establishing a long-range plan to aid city government in providing efficient, quality services while enhancing the quality of life in Clarksville. Specifically, commission members were to chart a course for the community's progress over a 30-year period, 1990-2020.

The 52-page report was released on February 7, 1991 after a year of study focusing on nine broad subjects:

- 1) Environmental Enhancement, Cultural and Historic Preservation;
- 2) Education, Vocational-Industrial Training, Adult Literacy;
- 3) Government Structure, Criminal Justice System, Public Safety;
- 4) Financial Planning and Budgeting;
- 5) Industrial and Economic Development, Community Planning, Recreation;
- 6) Medical Facilities, Medical Staff, Public Health Services;
- 7) Transportation and Telecommunications;
- 8) Housing and Human Services; and,
- 9) Environmental Management and Utilities.

"I said at the time that we who are responsible for carrying out these recommendations and putting them into action would not allow the findings of this commission to sit around gathering dust on a bookshelf," said Mayor Trotter. "It is very gratifying to see evidence that the recommendations are being taken seriously and are being used as tools for the betterment of Clarksville.

"That so much progress has been made in just two years is almost beyond belief. This is certainly great news," the mayor added.

What follows is a partial list of recommendations and actions taken in each of the nine subject areas.

AREA 1: Environmental Enhancement, Cultural and Historic Preservation

RECOMMENDATION: Appoint a commission to supervise planning and implementation of city/county-wide river preservation.

ACTION: The River District Commission is adequately supervising all river preservation activities. In addition, the U-S Corps of Engineers is working to control further erosion of the riverbank in the area of McGregor Park. Numerous private businesses are becoming involved in the preservation and enhancement of the River District theme as the River District Commission embarks on the ambitious Phase II of its Master Plan for the area.

RECOMMENDATION: Provide a city coordinator to expand the city's Adopt-A-Street program.

ACTION: Jim Durrett, Director of Streets, is the coordinator for the Adopt-A-Street program. With 25 city streets now adopted, this program of street maintenance by community volunteers has nearly doubled in the past two years. (1991: 13 streets adopted; 1993: 25 streets adopted.)

RECOMMENDATION: Enforce current regulations regarding abandoned automobiles and overgrown lots.

ACTION: The city's Building and Codes Department routinely enforces current regulations regarding abandoned autos and overgrown lots.

RECOMMENDATION: Coordinate city projects with Tree Board.

ACTION: The Chamber of Commerce and River District Commission are two groups that are coordinating certain projects with the Tree Board.

RECOMMENDATION: City support for current (flower planting) programs.

ACTION: The city supports flower bed maintenance provided by various clubs by annually supplying \$1,200 worth of flowers, mulch, water, and grass cutting where needed or requested.

RECOMMENDATION: Enactment of a comprehensive billboard and sign program.

ACTION: Such an ordinance (Ord. 45-1992-93) which recognizes the legitimate need for businesses to advertise responsibly while controlling clutter was passed by the city council on January 22, 1993.

RECOMMENDATION: Construct sidewalks and/or obtain sidewalk easements for all new streets.

ACTION: All new subdivision streets are required to have 50 feet of right-of-way which leaves ample room for the construction of sidewalks or bikeways.

RECOMMENDATION: Develop comprehensive public transportation system and bikeways.

ACTION: The Clarksville Transit System is providing adequate public transportation at the present time.

RECOMMENDATION: The city/county should employ a part-time or full-time environmentalist/forester for on-going consultation and recommendations.

ACTION: The Tennessee Division of Forestry is active in the Tree Board and provides free consultation and assistance on a regular basis.

RECOMMENDATION: Establish and fund the position of central planner, coordinator and administrator for community arts programs and plan for facilities that would support an art gallery, an amphitheatre in the RiverWalk area and a stage for performance of dance, music, theatre and associated performance arts.

ACTION: While funds do not exist in the government's budget for creating staff positions in community arts programs at the present time, the city is proceeding with plans for an amphitheatre and stage as part of Phase II of the River District Commission's Master Plan. It should also be noted that a Main Street Coordinator has been hired who may have some responsibilities in this area.

RECOMMENDATION: Appoint a joint city/county historic zoning commission...with responsibility for inventorying the national registry, properties, districts, as well as developing guidelines for the development and maintenance of historic Clarksville.

ACTION: A Historic Zoning Commission has been appointed.

#### AREA 2: Education, Vocational-Industrial Training, Adult Literacy Education

RECOMMENDATION: Lower pupil/teacher ratio to a target of 15-18 students per teacher, decreasing the ratio by 10% each year until the target is achieved.

ACTION: The Clarksville-Montgomery County Board of Education agrees with this recommendation and is working toward this goal. However, funds and facilities needed for implementation are not available at this time. The pupil/teacher ratio has been lowered in some schools with money made available through the

governor's Better Schools Program. With continued support for this program we will be able to meet this goal.

**RECOMMENDATION:** Increase parental and community involvement.

**ACTION:** Parents are involved in a variety of ways: the Adopt-A-School program has helped deliver a close working relationship with the business community. Many of the school system's employees work in the schools as volunteers. There are schools that use parent volunteers for computer-assisted instruction, art instruction, tutoring, and clerical help, and in many other ways. During the summer there are extend contract activities offering enrichment and remedial programs for students county-wide. Programs include computers, science, music, art, math, reading and writing. The schools are also used by the Parks and Recreation Department to provide recreation programs such as karate, baton twirling, and golf, to name just a few. Our school officials know that positive attitudes and motivation to learn begin(s) at home. This is fostered in the classrooms by providing parenting classes through the PALS program at all elementary schools. Most schools are engaged in the On-Site Participatory Decision Making Process which empowers the faculty at the school level. And, every school has a representative who is invited to attend Parent Advisory Council meetings with the Director of Schools. The possibility of expanding their input is under consideration.

#### Vocational-Industrial Training, Adult Literacy

**RECOMMENDATION:** Work closer with schools in developing partnerships that provide educators knowledge of the real needs of business and industry.

**ACTION:** School officials are attempting to more actively involve the Chamber of Commerce in the Adopt-A-School program as a conduit and voice with their membership. It is hoped that this will provide more business and industry involvement.

**RECOMMENDATION:** Initiate on-the-job literacy programs for workers in corporations.

**ACTION:** School officials have discussed and hope to propose an adult high school based initially at the Vocational Center which could provide such training for post-secondary students, both academic and job skills.

**RECOMMENDATION:** Help customize training programs for current and new employees and then hiring those trained for the jobs.

**ACTION:** The first step toward merging Adult Basic Education and Vocational Programs for post-secondary students has been taken.

RECOMMENDATION: Development of a community/technical college or institute as a cooperative effort between APSU, Nashville Tech and the State Technical Institute in Dickson.

ACTION: We presently are involved with Nashville Tech in a program called Tech-Prep that allows students to integrate secondary and post-secondary studies. The success of this program will depend on continued funding and acceptance/promotion by the high schools.

AREA 3: Government Structure, Criminal Justice System, Public Safety

Government Structure

RECOMMENDATION: Clear employment procedures must be established and followed.

ACTION: Clearly defined employment procedures were developed and approved by the city council. These procedures are identified in Personnel Procedure 91-2, "New Employee Hiring and Orientation" dated June 6, 1992.

RECOMMENDATION: All jobs are to be openly advertised and adequate screening procedures established to assure the city is hiring the best, most qualified candidate.

ACTION: Personnel Procedure 91-2 outlines the procedure for openly advertising job openings. A memorandum of understanding was developed with Job Services of Tennessee, and all new employees are hired through that system. The system and procedures are fair, impartial, and meet all guidelines for equal employment opportunity.

RECOMMENDATION: Formal termination procedures must also be established and the mayor should have the authority to hire and fire department heads.

ACTION: Formal termination procedures have been established and are defined in Personnel Procedure 91-5, "Discipline and Dismissal." The mayor presently does not totally possess the authority to hire department heads - no department head serves at the will of the mayor. He can, however, fire department heads (for cause.) According to the process established in Personnel Procedure 91-5, these individuals are entitled to due process as are other employees and they may appeal their termination to the city council.

RECOMMENDATION: Nepotism must be totally eliminated in city government, i.e., no immediate family members of the mayor, legislative council, or any person having hiring or supervisory responsibility over any prospective employee shall be employed by the city government.

**ACTION:** A nepotism policy was approved by the city council on Aug. 21, 1991 and is outlined in Personnel Policy 91-5. The language of the policy is identical to the 20/20 Commission's recommendation, except that the city policy permits the hiring of qualified, temporary summer employees who may be related to the mayor, council members, or supervisory personnel.

**RECOMMENDATION:** An equitable funding formula must be determined for joint agencies based on need of the service provided and the cost of the effective service delivery. Duplication of service delivery must be eliminated.

**ACTION:** Such a funding formula is expected to arise out of the budget discussions beginning in the Spring of 1993.

**RECOMMENDATION:** Local governments must structure efforts to gain sufficient influence on regional issues.

**ACTION:** Mayor Trotter has served in leadership positions in such regional organizations as the Greater Nashville Regional Council, Tennessee Development District Association, and Tennessee Municipal League. Clarksville's influence and presence is being felt not just regionally, but statewide.

**RECOMMENDATION:** That consideration be given to limiting the terms of office of elected officials.

**ACTION:** Term limits for the mayor and city council members are now in effect. Council members who took office Jan. 1, 1993 are limited to three consecutive terms, and council members and the mayor who take office Jan. 1, 1995 will likewise be limited to three consecutive terms.

#### Criminal Justice System

**RECOMMENDATION:** That a law enforcement committee be initiated, and that the city and county conduct in-service law enforcement training schools cooperatively.

**ACTION:** While a formal law enforcement committee has not been formed, there are several committees which interact periodically. The Clarksville Police Dept. is currently participating in a drive toward national accreditation. One of the standards to be met spells out just what the 20/20 Commission did, so it will eventually happen. Regarding cooperative law enforcement training, the city regularly invites other law enforcement agencies to participate in training activities.

**RECOMMENDATION:** That consideration be given to providing a physical facility

to accommodate present and projected training needs for law enforcement agencies in the city and county.

ACTION: We are currently looking for land on which to place a training facility. We have an architect who is working on drawing up plans for a physical facility, driving track, and firing range.

RECOMMENDATION: Remove the alarm monitoring function from the Criminal Justice Complex.

ACTION: This has been done as recommended.

RECOMMENDATION: That a formal education entry level plan be designed and implemented in stages over 10 years.

ACTION: While such a plan has not been initiated yet, the qualifications for entry level officers has risen over the last few years. The educational level has also risen.

RECOMMENDATION: Plan for the long-range future law enforcement personnel needs.

ACTION: The Clarksville Police Dept. is currently attempting to justify its law enforcement needs for the next five years.

RECOMMENDATION: Enhance local support for the court system, provide jury rooms for jurors to congregate and wait on calls, provide accommodations for witnesses, and provide better security for the courts.

ACTION: In April 1992, the local Circuit Court judges requested of county government the following changes relative to the courts:

- a) two jury waiting areas;
- b) two witness rooms;
- c) conference rooms for attorneys to consult with their clients;
- d) a more secure prisoner holding area;
- e) a grand jury meeting room.

By relocating some offices of county government, and by adding a few new walls to existing space, the judges' requests either have been, or are in the process of being taken care of. In addition, plans for the expansion of the Criminal Justice Complex will soon be discussed by a county committee. Preliminary plans call for three additional courtrooms to accommodate the relocation of Circuit Court from the Courthouse to the CJC. Such relocation is expected to provide better security.

Public Safety

RECOMMENDATION: That public involvement in emergency management problems be encouraged.

ACTION: Since the earthquake prediction of a few years ago, public involvement in Emergency Management activities has increased significantly. Citing an increase in concern for disaster preparedness, the local Emergency Management Office vows to continue to strive to keep the public informed, as well as involved, in these issues.

RECOMMENDATION: That a partnership be established between local governments and private industry in regard to pollution protection from manufacturing processes within the community.

ACTION: There is an excellent relationship between government and industry officials concerning manufacturing safeguards. Most of these industries welcome input from the general public and willingly strive to have a good relationship with the community.

RECOMMENDATION: Re-survey all facilities that could be used as shelters to handle a major disaster.

ACTION: Shelters are constantly being reviewed for suitability.

RECOMMENDATION: Provide continuous review and update of emergency operations plans and population protection plans.

ACTION: The Emergency Operations Plan is being updated at the present time.

AREA 4: Financial Planning and Budgeting

RECOMMENDATION: Use the Clarksville-Montgomery County Regional Planning Commission as the overall coordinating agency for planning and development of the city.

ACTION: The five year capital outlay budget is extensively used during the budget process. The Planning Commission is relied upon for coordinating budgetary estimates for projects on which federal, state and local governments jointly participate.

RECOMMENDATION: Adopt a policy such that only those projects contained in the approved capital budget will be funded.

ACTION: All capital expenditures are evaluated based upon their inclusion in the five year budget prepared by the Planning Commission.

**RECOMMENDATION:** Legislate by ordinance proper procedures that must be followed in the development and execution of the budget.

**ACTION:** We have changed the city charter to require only two readings to pass a budget based on the available funds concept instead of the estimated revenues concept. We have provided for the automatic continuation of operations in the event that a budget is not passed prior to July 1.

**RECOMMENDATION:** Require the development of a two-year operational and a five-year capital budget plan.

**ACTION:** In 1992-93 we attempted to estimate revenues in excess of one year, however there is still significant refinement needed in the process. For the 1993-94 budget preparation package, we anticipate requesting 1994-95 expenditure estimates as well. We will continue to use the capital budget prepared by the Planning Commission as our basic five-year capital budget.

**RECOMMENDATION:** Adopt a standard accounting procedure for use of all departments. All departments' general funds shall remain a part of the city's general fund system.

**ACTION:** The Department of Finance and Revenue has established a chart of accounts and has issued guidelines in the use of these accounts. We anticipate that within three to five years we will attempt to implement on-line access (inquiry only) with each department as budgeted funds permit. We have met some resistance in eliminating local special revenue funds, but we anticipate introducing an ordinance which would limit all special revenue funds to a maximum of one per department.

**RECOMMENDATION:** Establish a centralized purchasing office.

**ACTION:** The city hired a purchasing agent in October 1992 who is now in the process of drafting detailed purchasing procedures.

**RECOMMENDATION:** Adopt a standard system for comprehensive inventory management of all fixed and expendable assets.

**ACTION:** We have raised the inventory levels to assets of \$500 or more, and we have made adjustments to the system of adding and deleting from the inventory. We will be updating computer files to agree with audited information, and we will again address real property owned by the city which was acquired before 1980.

Area 5: Industrial and Economic Development, Community Planning, Recreation

Industrial and Economic Development

RECOMMENDATION: Appoint a steering committee consisting of industrial representatives and educators to develop a plan for offering a better level of technical education to constituents in this area.

ACTION: A five-member Industrial Training Center Advisory Commission was appointed in late 1991.

RECOMMENDATION: Clarksville and Montgomery County should take a more active leadership role and assert leadership initiative in thrusting itself into the planning and development that is going on in Middle Tennessee.

ACTION: This is being done through such groups as the Greater Nashville Regional Council, Tennessee Development District Association, Tennessee County Services Association, and Tennessee Municipal League.

RECOMMENDATION: Continued expansion of the industrial park.

ACTION: A committee of the Industrial Development Board is looking at possibilities and negotiating with some landowners.

RECOMMENDATION: Strong, continued support of our local Industrial Board and Chamber of Commerce, with an emphasis on a close working relationship between those two organizations.

ACTION: Governmental support for both organizations is and will continue to be strong. Our working relationship with both bodies is excellent.

Recreation and Tourism

RECOMMENDATION: That the Tourism Commission broaden its base of involvement to include representatives from the Recreation Department and that it coordinate its activities with the Chamber of Commerce and Industrial Development Board.

ACTION: Recreation Dept. representatives are included in Tourist Commission activities now. They work together on such projects as Tennessee Senior Games, TVA Superchallenge, and Riverfest.

RECOMMENDATION: Identify a major portion of the downtown area for a large city park conducive to bicycling, jogging, and other recreational activities.

ACTION: The Recreation Department and River District Commission are working to establish a "greenbelt" area through the inner-city. The greenbelt would not be a single park, but the connection of four major parks to downtown Clarksville

via the RiverWalk. The RiverWalk is conducive to walking and jogging, but not bicycling (at present.) The Recreation Dept. is working with the Regional Planning Commission and Tennessee Dept. of Conservation to secure funding for bikeways.

#### Land Utilization

RECOMMENDATION: Creation of a storm water utility district.

ACTION: The city has contracted with a consulting firm to develop a storm water master plan which could utilize some or all of the recommendations from the 20/20 report. This process is being coordinated by the City Engineer.

RECOMMENDATION: Develop a Master Land Use Plan for North Clarksville.

ACTION: This area is experiencing a major part of the growth in Clarksville. Because of this demand, many zoning changes are requested and recommendations are made to the city council. All residential subdivisions are reviewed through the Planning Commission to insure compliance with development rules and regulations and to coordinate the proposed developments with governmental agencies supplying services.

RECOMMENDATION: A study be forthcoming implemented by government and community leaders on the feasibility of installing a Geographic Information System (GIS) in Clarksville.

ACTION: The city is currently investigating the feasibility of establishing a GIS as a joint effort with other governmental agencies. On January 7, 1993, a GIS demonstration was provided for the mayor and various city and county officials interested in utilizing the system.

#### AREA 6: Medical Facilities, Medical Staff, Public Health Services

The subcommittee dealing with these issues came up with five general recommendations concerning such matters as funding, eldercare services, acute care services, health care professionals, and the publication of a report on a comprehensive planning project at Clarksville Memorial Hospital. Because the recommendations were less specific than those of other subject areas, i.e., "Add X number of physicians to staff," or, "Spend X amount of dollars on indigent care," it is difficult to list what actions are being taken. What has happened since the 20/20 Commission's report came out two years ago is the release of the Executive Summary of the hospital's strategic plan, which details

the way Clarksville Memorial Hospital plans to address the issues raised during the commission's study of health and medical concerns. This report presents an assessment of the hospital's current position, recommended strategic direction, and a summary of goals and objectives for a five-year period. Among the actions taken so far:

- \* 15 physicians have been added to the hospital staff;
- \* various sites for potential satellite offices have been assessed;
- \* discussions are underway regarding expanding the Doctors' Building;
- \* improvements are continuing to be made in the Emergency Department;
- \* Maternal and Child Health Services will be developed as a "Center of Excellence;"
- \* Oncology Services will be integrated into the comprehensive program; and,
- \* direct contracting with Fort Campbell and selected area employers is being developed.

Quoting from a status report on the strategic plan, "Significant progress is taking place in the implementation of the strategic plan. Emphasis continues to be placed on physician recruitment and image enhancement. Attention will continue to focus on specific facility issues such as the distribution of in-patient beds, the renovation of the psychiatric unit, and the expansion of the medical office building."

#### AREA 7: Transportation and Telecommunications

##### Transportation

RECOMMENDATION: Develop a new Clarksville Urban Area Transportation Plan.

ACTION: The Regional Planning Commission staff is working in cooperation with the Tennessee Department of Transportation in developing an updated planning model for Clarksville. This model will help determine the transportation high-ways demand projected over the next 15-20 years. Given the existing street network and projected demands, future street improvements or new street needs can be determined. The schedule calls for a newly revised Transportation Plan by September 30, 1994.

RECOMMENDATION: Periodic updates for the Transportation Plan described above.

ACTION: Constant minor revisions and updates are done as needed to properly and efficiently implement the plan.

Telecommunications

RECOMMENDATION: Encourage the implementation of expanded area telephone switching for the Clarksville trade area by South Central Bell at the earliest possible date.

ACTION: South Central Bell has implemented a new telephone service option in Clarksville called RegionServ which features low monthly service rates, expanded local calling within a 40-mile radius and the added control of per-call charges. Another new service is the Integrated Services Digital Network (ISDN) which offers advanced telecom services for the home and/or small business. Basically, this allows you to talk and transmit data over one ISDN telephone line at the same time.

RECOMMENDATION: Designate an agency within Clarksville-Montgomery County as the radio frequency manager for the city and county.

ACTION: This is handled by the Emergency Management Office located in the Courthouse.

RECOMMENDATION: Review emergency communications plans for the city for the purpose of improving service where possible.

ACTION: This is done by the Emergency Management Office on a routine basis.

AREA 8: Housing and Human Services

RECOMMENDATION: Encourage private enterprise to develop the needed facilities for elderly housing through assistance that can be provided through local government agencies assisting the elderly.

ACTION: Approximately \$858,000 is available in 1993 Community Development Block Grant funds to carry out affordable and supportive housing activities which include, but are not limited to elderly residents. The Regional Planning Commission has assisted other non-profit agencies in the community apply for funds for which the City of Clarksville is not eligible. Coordination in this regard is made through the Community Services Organization or through the agency's close working relationship with non-profit providers. The city is working closely with the newly-formed Community Development Partnership of Clarksville. This group is comprised of representatives of local government, financial lenders, APSU, and the Clarksville Reinvestment Coalition, a minority-based interest group. Notice of future program and fund availability will be channeled through this group to allow for improved public awareness of possible forms of assistance. The organi-

zation has been able to sponsor first-time homebuyer's education classes and is exploring other avenues of promoting affordable housing for elderly and low income residents.

RECOMMENDATION: Seek out governmental programs currently available through the Department of Housing and Urban Development. Assist through public/private cooperation the development of these facilities.

ACTION: THDA HOUSE funds and home mortgage funds are available and committed during the year. HOUSE funds require a 50% match of local funds which are provided out of the city's CDBG program. HOME funds have been applied for and approved in the amount of \$750,000 channeled from HUD through THDA for 1993. These funds will be used to expand the city's rehabilitation program city-wide.

RECOMMENDATION: Make inner-city Clarksville the focal point for elderly family units.

ACTION: A 100-unit congregate care complex is under construction on Uffelmann Drive with plans to open in May 1993. This facility offers transportation, food service, recreational outlets, and weekly housekeeping. While this facility is not in the immediate downtown area, it is near Clarksville Memorial Hospital, and banking and shopping facilities are readily available to its occupants.

RECOMMENDATION: That a full-time office of community services be developed within city government to provide information and referrals, exploration and development of grants and the coordination of services for the area.

ACTION: With the exception of grant exploration and development, this is the job of every city employee who answers a telephone on a daily basis. Selected departments do maintain information concerning grants, primarily the Regional Planning Commission.

#### AREA 9: Environmental Management and Utilities

##### Environmental and Solid Waste Management

RECOMMENDATION: Designate a solid waste management specialist and develop guidelines for solid waste disposal for major businesses, industries, and educational facilities.

ACTION: Pete Reed is director of the local Bi-County Solid Waste Management System and is a Certified Manager of Landfill Operations. This agency follows all the guidelines for solid waste disposal for major businesses, industries, and educational facilities as set forth by the Environmental Protection Agency and

Tennessee Solid Waste Act of 1991.

RECOMMENDATION: Establish recycling centers where items can be collected and processed.

ACTION: Convenience centers are set up to accept certain recyclable materials. There are also various recycle payback centers in Clarksville.

RECOMMENDATION: Investigate the feasibility of a waste energy facility.

ACTION: A waste-to-energy feasibility study was conducted prior to Mr. Reed's employment as Bi-County director, and it was found not to be feasible at this time. More recent consideration of such a facility revealed that it would cost over \$100 per ton of waste.

RECOMMENDATION: Investigate the availability of additional acreage for landfill sites to be set aside for enlargement of the present landfill site.

ACTION: As of August 1992 the existing landfill still had over 11 years' of space available, more than current laws require. In spite of this favorable situation, additional landfill space is being sought.

#### Air and Noise Pollution Control

RECOMMENDATION: Protect the M-2 General Industrial zoning classification from encroaching residential and retail developments. Recognize the existence of M-2 districts as a necessary classification rather than as a nuisance.

ACTION: The Planning Commission recognizes the existence of M-2 districts as a necessary classification and has supported several zoning requests, including additions to the local Industrial Park.

RECOMMENDATION: Modify and/or develop the roadway system to reduce and avoid congested traffic flows for the projected increase in traffic volume.

ACTION: With the recent completion of the 101st Airborne Division Parkway a vital direct link was established between North Clarksville and St. Bethlehem. Other highway projects remain on the drawing board, such as the widening of Fort Campbell Boulevard, Jack Miller Boulevard Extension, I-840 Loop, North Parkway Western Extension, and the widening of Highway 79-West to Dover.

RECOMMENDATION: Promote the use of alternate modes of transportation.

ACTION: The Clarksville Transit System constantly advocates the use of its mass transit system over reliance on Single Occupant Vehicles.

### Water Pollution

RECOMMENDATION: Establish a comprehensive maintenance program to control water pollution from non-point sources.

ACTION: This is currently being studied and addressed by a storm water management committee. A storm water ordinance is being drafted and will be presented to the city council this year. Implementation of the first phase of this program should begin during the current year.

RECOMMENDATION: Pursue the upgrade and extension of sanitary systems to correct current problems and encourage all significant new developments to be sewerred in order to avoid future septic tank failures.

ACTION: The upgrade and extension of sanitary sewers is a current and active project. Approximately \$3 million has been included in the 1992-93 Gas and Water Department budget for these projects.

RECOMMENDATION: Expand the enforcement program that regulates the pre-treatment of industrial wastewater.

ACTION: The pre-treatment program for industrial wastewater is currently in force. This program has recently been audited and approved by the Tennessee Department of Conservation and Environment. The expansion of this program will depend on the amount of industrial growth.

RECOMMENDATION: Establish a street cleaning program to remove materials from streets before they are washed into the city's sewer system by rainfall.

ACTION: This is being addressed by the Clarksville Street Department. The storm water control ordinance will address erosion and the tracking of mud from construction sites onto the streets, both of which adversely effect the problems associated with street cleaning.

### Water Supply

RECOMMENDATION: Install a new trunk along the North Parkway and to the Industrial Park area.

ACTION: The first phase of the trunk line along the North Parkway has been tentatively scheduled for the latter part of this year.

RECOMMENDATION: Replace deteriorated and under-sized lines.

ACTION: This is an on-going project. Several sections of the system have been replaced this year. This will continue on a priority basis.

RECOMMENDATION: Add storage reservoirs to provide up to 48 hours' storage with adequate residual pressure.

ACTION: The most recent storage project involved the completion of a 1.5 million gallon water tank in the Sango area in 1992. This brings the total storage volume to approximately 140% of our present daily needs. Major additional storage will probably involve a large reservoir in the St. Bethlehem area, which should begin in 2-3 years.

RECOMMENDATION: Expand the water plant to 30 million gallons per day capacity.

ACTION: The water plant was expanded to 24 million gallons per day capacity in 1992. Due to the decision of two utility districts to build their own plant, our expansion of 30 MGD has been delayed for several years unless we experience major industrial growth.

#### Sanitary Sewers

RECOMMENDATION: Expand the sewer plant to sufficient capacity to adequately treat current needs.

ACTION: The expansion of the sewer plant to approximately 15 million gallons per day on daily flow and 30 million gallons per day on peak flow was completed in mid-1992. This represents a significant increase over previous capacity.

RECOMMENDATION: Prepare and initiate a comprehensive plan to rehabilitate existing equipment, lines, lift stations, etc.

ACTION: The city has established a rehabilitation program and crew to investigate and repair problems with sewer lines. This program has shown to be effective during 1992 and will need to continue.

RECOMMENDATION: Install trunk interceptor sewers along major drainage ways to accept flows and encourage initial sewer installations in new developments.

ACTION: Several projects are now underway to encourage developers to install sewers in their areas. The city council authorized a study in the North Clarks-ville area along Tiny Town Road where major residential growth is expected. The city council also approved approximately \$300,000 to be used for a trunk line in this area to allow developers to expand sewer systems into areas along this route.

### Storm Sewers

RECOMMENDATION: Establish a storm water drainage system to minimize the threat of major damage from flooding, erosion, or ponding.

ACTION: The city council approved \$100,000 to commence the initial study phases that may lead toward the development of a storm water authority. An advisory committee consisting of local engineers, developers, and other citizens is presently meeting with city staff and consultants to develop a comprehensive storm water drainage ordinance.

RECOMMENDATION: Identify flood plains for all drainage areas and develop necessary control plans.

ACTION: The Regional Planning Commission, in conjunction with the Street Department and City Engineer's Office, currently requires all new developments to identify flood plains along rivers, streams, and sinkhole areas. More detailed requirements will likely result from the storm water management study.

### Natural Gas

RECOMMENDATION: New trunk main from Pleasant View to Industrial Park area.

ACTION: A new 22.5 mile long 12" gas pipeline from Pleasant View to the Industrial Park area was completed November 15, 1992. This line increases our deliverability approximately four times over the previous rate of deliverability.

RECOMMENDATION: Miscellaneous system extensions into existing and developing areas.

ACTION: This is an on-going project. Since February 1991, there have been approximately 24 miles of gas main installed to serve new and existing areas. Our customer base is expanding at the rate of 750 new customers per year.

RECOMMENDATION: Replacement of any portions of the system that do not meet safety standards.

ACTION: This is an on-going procedure for any gas utility. We have located and repaired approximately 119 leaks within the past two years.

RECOMMENDATION: Obtain additional contract quantities, storage, or field gas to assure long-term sufficient supplies.

ACTION: We have negotiated a 23% increase in our contract deliverability from Tennessee Gas Pipeline. We continue to try to secure long-term fixed price firm gas supply.

Electric Utility

RECOMMENDATION: Update the Clarksville Department of Electricity long-range plan every two years to reflect the effects of emerging issues.

ACTION: CDE maintains a five-year plan that is updated annually. CDE periodically performs system load flow studies projected over 20 years to identify future requirements, however these studies are performed at longer intervals because of the difficulty in long-range forecasting.

RECOMMENDATION: CDE (should) implement a program to increase sales to commercial and industrial customers.

ACTION: CDE has a number of programs available to all commercial and industrial customers that provide information and assistance in the design of efficient and economical electrical systems. CDE has been successful in connecting commercial customers throughout its service area, but because the industrial park lies outside city limits, CDE does not expect to serve many new industrial customers.

RECOMMENDATION: That CDE and CEMC pursue an update of the consultant study on merging the two systems, and serious consideration be given to this merger if the benefits so justify.

ACTION: CDE continues to consider the implications of a merger with CEMC. Under the current power contract and rate schedule of TVA, there do not appear to be areas of significant savings. However, both utilities are prepared to initiate studies if conditions warrant.