# CITY OF COLLEGEDALE
# BOARD OF COMMISSIONERS
# COMMISSION WORKSHOP
# PACKET
# AUGUST 24, 2026 @ 04:30 PM

# CITY OF COLLEGEDALE
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# COMMISSION WORKSHOP AGENDA
# AUGUST 24, 2026 @ 04:30 PM

## I. Discussion Topics

### 1. 2026 Christmas Parade Discussion
City Manager Jon Holmes

**Attachment:** Christmas Parade Memo 2026 Parade Discussion.pdf

### 2. U.S. Flag Veterans Memorial Park Discussion
City Manager Jon Holmes

**Attachment:** MS Veterans Memorial Flag Discussion.pdf

### 3. Vacation Accrual for Key Managers Discussion
Human Resource and Risk Management Director Kristen Boyd

**Attachment:** Vacation Accrual Mgt Summary.pdf

## II. Commissioner's Reports

## III. City Management Report/or Follow Up

Collegedale
Tennessee

**To: Mayor Lloyd and Collegedale City Commissioners**
**From: Jon Holmes, City Manager**
**Date:** Tuesday, August 18, 2026
**RE:** Christmas Parade Considerations

Staff wanted to provide an assessment of the operational advantages and concerns associated with the proposed City Christmas Parade scheduled for the evening of Saturday, November 21.

From an event and community-engagement standpoint, there is some appeal for the city to host an evening Christmas parade.

From a public-safety and traffic-management standpoint, however, the proposed route itself and the evening start time creates several significant concerns that should be considered before the schedule and route are finalized, not the least of which is that the proposed plan will effectively shut down all traffic in the busiest part of the city.

**Traffic Impact and McKee Foods Operations**
The proposed 6:30 p.m. start time presents significant traffic concerns:

- The parade would begin approximately one hour after sunset, when normal Saturday evening traffic is still moving through the center of Collegedale.
- McKee Foods' evening operations would already be underway, including:
  - Semi-trucks entering and leaving company facilities.
  - Employees arriving for work.
  - Commercial traffic moving products into and out of the area.
- The parade route would affect five major intersections that control much of the traffic entering, leaving, and crossing Collegedale:
  - **Collegedale Parkway at University Drive:** Closed.
  - **Collegedale Parkway at Apison Pike:** Closed.
  - **Apison Pike at Little Debbie Parkway:** Partially restricted.
  - **Apison Pike at Ooltewah-Ringgold Road:** Completely closed in all directions.
  - **Apison Pike at Swinyar Drive:** Completely closed in all directions.
- Closing or restricting all five intersections at the same time would:
  - Severely limit access through the center of Collegedale.
  - Divert significant traffic onto surrounding arterial and secondary roadways.
  - Create a greater disruption to normal traffic flow than we experience during our annual Independence Day celebration.
  - Affect both everyday motorists and commercial traffic serving McKee Foods.

**Major Industry Concerns**
McKee Foods is particularly affected by the proposed route:

- The affected intersections are routinely used by McKee employees and commercial drivers.

- These roadways are an important part of the transportation network McKee relies upon to move its products.
- McKee has indicated that it does not plan to participate in the parade because it is presently scheduled for a Saturday.
- The McKee personnel who normally serve as my logistical points of contact for large City events do not appear to support the current traffic-control plan because of its impact on company operations.
- Connie Vaughn, McKee Foods' Government Relations Manager, is expected to meet with you in coming weeks regarding the proposed route.
- Reps from McKee have stated that the Saturday before Thanksgiving is the kick off for Mckee Christmas products shipping and is the busiest week of the year for them. They are unable to pull staff off of production to work on any other projects, including community projects in the week before the 21st.

**Impact on Local Businesses**

- Blocking a major roadway affects people who are NOT attending the parade
  - People may have difficulty arriving to their homes or businesses
  - Employees may have difficulty getting to or from work.
  - Visitors/delivery services being affected by detours.
  - Restrict customer access, deliveries, employee access, and normal business operations.

**Pedestrian Safety**

The nighttime setting creates additional pedestrian-safety concerns:

- The parade route extends nearly one mile.
- Spectator parking would be spread among multiple locations along and near the route.
- The proposed Christmas program at the Collegedale Commons would serve as the conclusion of the evening's activities, and following the parade, spectators would be expected to walk from parking areas throughout the corridor toward the Commons. Once the Christmas program concludes, those spectators would then have to walk back to their vehicles in darkness.
- As a result, the Police Department's responsibilities would continue well after the final parade participant clears the route.
- Officers would need to remain at intersections, pedestrian crossings, and other traffic-control points until crowds and vehicles had safely dispersed.
- Nighttime creates logistical challenges
  - Reduced visibility can create safety concerns for spectators, children, parade participants, and police officers.
  - Families with young children and/or older adults may not be able to attend a later event.
  - Would require additional lighting for the route, staging area, intersections, and pedestrians.

**Police Staffing and Emergency Response**

Staffing is one of the most significant concerns with the current proposal:

- The event would effectively require an **all-hands response** from the Police Department, and we don’t have enough hands.
- Officers would be needed to:
  - Staff intersections directly affected by the parade.
  - Manage arterial roadways receiving diverted traffic.
  - Assist with pedestrian crossings and spectator parking areas.
  - Manage traffic leaving the event after its conclusion.
- At the same time, the Department must maintain the ability to respond to emergency and non-emergency calls for service throughout the City.
- Even with most available personnel assigned to the event, we do not have sufficient staffing to:

    - Cover every affected intersection.
    - Provide adequate pedestrian safety at parking areas and crossing points.
    - Manage the anticipated traffic congestion.
    - Maintain an appropriate number of officers available for calls for service.
- The staffing challenge would become even greater after the parade when large numbers of pedestrians and vehicles begin leaving at approximately the same time.

**Parade Termination and Disassembly Area**

The proposed endpoint also remains unresolved:

- The current plan assumes that the parade participants could use the **Collegedale Community Church parking lot** as the location where floats and parade participants would disassemble.
- The City does not currently have confirmed permission from the church to use its private property.
- I have been advised that the church is presently **not inclined to allow use of its parking lot**, although that decision could change.
- Even if permission is granted, the location would require a coordinated plan for:
    - Floats entering and leaving the property.
    - Parade participants disassembling.
    - Support vehicles accessing the property.
    - Participants and spectators safely leaving the area.
- We currently do not have sufficient personnel to adequately staff both the parade route and a comprehensive traffic and exit operation at the church.

The concern is not the parade itself, but whether the **proposed route, the 6:30 p.m. start time, parking arrangement, staffing requirements, and termination point** can be safely supported without creating an unreasonable impact on public safety, traffic, emergency response, and McKee Foods operations.

**Misc. Concerns**

- Moving the parade before Thanksgiving may feel premature
    - This could diminish the traditional connection between the parade and the beginning of the Christmas season.
    - Moves the community's traditional Christmas celebrations to a time when many are still focused on Thanksgiving.
- Scheduling was completed a year in advance
    - There are other surrounding entities that already hold events on this date.
    - City staff with planned vacations
    - Hired event characters
    - Parade participants and attendees

**Recommended Considerations Before Finalizing the Route**

I recommend that the City continue evaluating the event before the current route is finalized. Consideration should be given to:

- A safer route that does not overburden or outstretch City resources.
- Reducing the number of major intersections that must be completely closed.
- Maintaining reasonable routes for emergency vehicles through the City.
- Developing a clearly communicated spectator parking plan.
- Establishing safe pedestrian routes.
- Confirming an appropriate parade termination and disassembly location before plans are finalized.
- Developing an adequate traffic and exit plan for the termination area.
- Coordinating directly with McKee Foods regarding access for its employees, commercial drivers, and trucking operations.

- Ensuring that sufficient police personnel remain available to respond to calls for service during the event.

**Overall Assessment**
A Christmas parade should be an event the community can enjoy while still allowing citizens, businesses, and emergency first responders to maintain reasonable access through the City.
Under the current proposal, I believe there are several significant operational issues that should be resolved.

Collegedale
Tennessee

**To: Mayor Lloyd and Collegedale City Commissioners**
**From: Jon Holmes, City Manager**
**Date: 8/20/2026**
**RE:** Flag sizes for Veterans Memorial Park

**Background:**
It has been recommended that the City fly the smaller American flag at the Veterans Memorial Park the majority of the time, and reserve flying the largest America flag on special occasions.

**Associated Documentation:**

None

**Discussion:**

The local veterans groups have expressed concern about flying the largest American flag all the time, and recommended flying one of the smaller (but still large) America flags the majority of the time. This concerns about the large flag were based on the impact flying the large flag has on the flag pole, the hoisting equipment and cables and that the largest flag hangs very low when it is flown at half-mast.

There is interest in still flying the largest flag on special occasions. Some of those dates/special days would be:

Flag Day – June 14th each year
Independence Day – July 4th each year
Note: we would probably keep the largest flag up between Flag Day, June 14th and Independence Day, July 4th and take it down afterwards.

Veterans Day – Nov. 11th each year

**Conclusion and/or Recommendations:**
Commission Direction

Collegedale
Tennessee

**To: Mayor Lloyd and Collegedale City Commissioners**
**From: Kristen Boyd, Director of HR & Risk Management**
**Date: 08/20/2026**
**RE: Key Manager Vacation Accruals**

**Background:**
Commissioner Johnson opened a discussion at the previous commission meeting on updating vacation accrual for key management staff as a recruitment and retention tool.

**Discussion:**
The current vacation accrual schedule for all employees is as follows:

| Years of Service | Hours Earned per Month | Total Hours Earned Per year |
|---|---|---|
| **Hire Date** | 8 hours | 96 hours |
| **2nd Anniversary** | 10 hours | 120 hours |
| **6th Anniversary** | 12 hours | 144 hours |
| **10th Anniversary** | 16 hours | 192 hours |
| **20th Anniversary** | 20 hours | 240 hours |

We are proposing a revised vacation accrual schedule for key management positions to help us stay competitive in recruiting and retaining experienced leaders. When recruiting managers from other organizations, candidates may already have higher vacation accrual rates, and this can be an important factor when considering a move. These positions also carry a higher level of responsibility and often require availability during evenings and other off-hours. When they do take time off, their responsibilities generally remain with the position, which can result in additional work waiting for them when they return. We have looked at several ways to address this and believe the proposed accrual schedule below is a reasonable approach that recognizes the demands of these positions and helps us remain competitive in attracting and retaining strong leaders.

Collegedale
Tennessee

| Years of Service | Hours Earned per Month | Total Hours Earned Per year |
|---|---|---|
| **Hire Date** | 12 hours | 144 hours |
| **2nd Anniversary** | 14 hours | 168 hours |
| **6th Anniversary** | 16 hours | 192 hours |
| **10th Anniversary** | 18 hours | 216 hours |
| **20th Anniversary** | 20 hours | 240 hours |

**Conclusion:**
If the Commission is supportive of the proposed accrual schedule, we will bring it back for a vote at the next Commission meeting.