



# PROGRESS REPORT 2009



**Year In Review** As promised, we are pleased to report on the status of Jefferson County's "Building a Better Future" Strategic Plan. Hundreds of volunteers have been involved in a wide variety of activities, and many of them have spent valuable time brainstorming and implementing projects for the six foundation strategies. A brief summary of their activities and successes are highlighted below. The Steering Committee particularly wants to express its gratitude to the Foundation Chairmen and their team members for their unselfish dedication to Jefferson County this past year. We sincerely appreciate our county's and cities' elected officials for their support as well as the many companies and citizens that made the commitment to be Action Partners. Last, but certainly not least, we want to thank the citizens of this great county for continuing to encourage all of our efforts during these tough economic times. We urge you to join a team or become an Action Partner, as we indeed make Jefferson County "the" place to live in East Tennessee.

**Bill Black, Chairman & Dale Gentry, Vice Chairman**

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## Economic Development

**The Economic Development Team had the following results from Action Partners:**

- Raised over \$2.5 million for Economic Development over a 5 year period.
- Formed EDOC Private/Public partnerships
- Recruited and closed relocation of BJS with over 100 jobs
- Supported the IDB in their efforts to adopt an incentive policy
- Tourism Marketing increased Regionally

## Education

**The Education team had the following results from Action Partners:**

- Partnered with Jefferson County P-16
- Sales Tax Increase was passed in August election to go towards Schools
- Held meeting with School Board Representative and Dr. Archie Bone

## Environment

**21 Action Partners initiated projects such as:**

- A guide to recycling
- A community energy fair
- Workshops on green building, conservation easements, and sustainable development
- Multiple commitments to reduce waste and improve energy efficiency
- A "green" festival
- Water quality sampling/analysis
- Best management practices for landscaping
- A number of recycling programs

## Infrastructure

**The Infrastructure Team had the following results from Action Partners:**

- Held a local Utility Meeting.
- Completed Sidewalks at Rush Strong School and along Old AJ Hwy
- Partnered with Environment Team to work on Green Infrastructure and Growth Readiness

## Leadership

**The Leadership Team had the following results from Action Partners:**

- Held Public Forums for the School Board Election in 2008
- Held Public Forums for the White Pine City Council Election in 2008
- Held Public Forums for the Senate and House Election in 2008

## Quality of Life

**The Quality of Life team had the following results from Action Partners:**

- Built a Walking Trail with Park Bench on Douglas Lake
- Provided space for Safe Harbor to have location in Jefferson County
- Kick-off Pajama & Book Drive

**For more information, please contact:**

**Lisa Spearman, Assistant Director at (865) 397-9642**

**Or email: [lspearman@jeffersoncountytennessee.com](mailto:lspearman@jeffersoncountytennessee.com)**

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## COUNTY PERSPECTIVES



*Building a Better Future is a Jefferson County example of the private / public sector working together toward a common goal. Residents from all fields and walks driving a program designed to advance the well-being of a community.*

**Alan Palmieri, County Mayor**

*As a resident of Jefferson County for over 40 years, the Building A Better Future program mobilized for the first time (in my memory) both the public and private sectors to join together with a shared vision for the future of Jefferson County. City and County legislative bodies joined with private and corporate business leaders to do more than just talk; they put their "money where their mouth was" and pledged significant dollars to fund a challenging initiative that will spur future economic development. Significant steps have been taken this first*



*year, but we've just scratched the surface and much remains to be done. I firmly believe that good things will happen as result of the strategic plan. But, we must have the courage to stay focused, honor our financial pledges and continue to work the plan despite current "economic storms" and "nay sayers".*

**Phil Kindred, County Commission Chairman**

*I am very excited about the possibilities that Building a Better Future holds for Jefferson County. This collaborative effort by citizens and officials throughout the county will hopefully set the stage for the development of our great community. I look forward to implementing the strategies set forth in this plan which will ensure a brighter future for all of Jefferson County.*

**Darrell Helton, Mayor Jefferson City**



*Through the efforts of everyone involved in the Jefferson County Building a Better Future plan, Jefferson County is headed in the right direction. The county is already seeing results from the efforts of six foundation teams. The many volunteers serving on the foundation teams are doing a great job and the collaboration between the private and public sectors to support economic*

*development is encouraging. I hope more citizens of Jefferson County will get involved to help reach the goals outlined in the strategic plan.*

**Max Fultz, Bush Brothers & Company**

*From the first meeting I attended on behalf of the citizens of Dandridge, I have been impressed with the idea of Building a Better Future for Jefferson County. Over the past two years, many individuals have given of their time and abilities to serve on different committees to help build the foundation teams that are now out in the County helping build a better future for each of us who live in this beautiful county. It isn't one person, nor is it one town or city, it's everyone working together as one, toward the same goal: to make our county a much better place to live, work, and raise our families. As a citizen, I would like to thank each and everyone who has given of themselves to ensure the quality of life in Jefferson County improves and that our county prospers for many years to come.*

**George Gante, Mayor Dandridge**

*Through the combined efforts of numerous residents of the county, a viable blueprint for future positive growth within the county has been developed. Having been approved, in general by our county commissioners as a viable tool for a proactive rather than reactive approach for the betterment of the county, it's now incumbent by all concerned that the efforts to date do not languish. To date, the efforts of the various foundations has been positive and reflect a viable effort to make the "Plan" work.*

**Mike Keane, Mayor Baneberry**

*As we have worked together to form a strategic plan to move Jefferson County forward, it has been a pleasure for me to work with the many volunteers that have donated their time and effort to see our goals accomplished. While our motto of Jefferson County Building A Better Future is fresh on our minds, I hope we will continue to support our economic development direction.*

**Stanley Wilder, Mayor White Pine**

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## FOUNDATION TEAMS

### STEERING COMMITTEE

**Bill Black, Chairman (865 397-8263)**

**Dale Gentry, Vice Chairman**

Amie Lambert	Alan Palmieri	Anne Marie Potts	Annette Loy
Becky Burks	Carol Wolfenbarger	Charles Guinn	Dal Shealy
Dale Chrisman	Darrell Helton	David Lockhart	Don Cason
Doris Sharp	Dr. Bob McCray	Ed Franklin	Ed Stiner
Eli Matijevich	George Gantte	James Hodge	Jim Davis
Jean Ann Warsham	Jim Hutchins	Joe Bill Sloan	Jonathan Rhea
Lisa Spearman	Mark Potts	Marty Mills	Max Fultz
Melanie Hodge	Mike Arrington	Mike Hicks	Mike Keane
Peggy Hypes	Murrel Jarnigan	Phil Kindred	Prega Gouwden
Robert Garrett	Rebecca Pewitt	Sandy Smith	Ross Cunningham
Sonny Strange	Stan Veltkamp		
Stanley Wilder	Terry Dockery		

### ECONOMIC DEVELOPMENT

**Joe Bill Sloan, Chairman (865-471-3327)**

**Phil Kindred, Vice Chairman**

Mike Long	Darrell Helton
George Gantte	Debra London
Jay Moser	Jim Ethier
Bill Underwood	Max Fultz

### EDUCATION

**James Hodge, Co-Chairman (865-932-9389)**

**David Lockhart, Co-Chairman**

Peggy Hypes	Will Brummett
Sarah Hodge	John Cagle
Ernie Walker	Susie Jarnagin
Samuel Hollingshead	Sharon Teats
Robbie Pinkerton	Nancy Weber
Len Pilkington	

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## FOUNDATION TEAMS

### ENVIRONMENT

**Becky Burks, Chairman (865-335-1346)**  
**Tom Kirkpatrick, Vice Chairman**

Mitch Cain	Zane Foraker
Susan Karr	Jeff Munson
Shannon Miller	Gayle Page
Scott Schroeder	Axel Ringe
Judy Keane	

### INFRASTRUCTURE

**David Nester, Acting Chairman**  
**(865-470-2985)**

Rodney Davis	Terry Dockery
Karen Everett	Axel Ringe
Rex Kitts	Pat Whaley

### LEADERSHIP

**Dal Shealy, Chairman (865-475-3654)**  
**Nelson Collins, Vice Chairman**

Rosemary Collins	Tom Harmon
Donna Harmon	Jim Hutchins
Dale Schneitman	Harold Taylor
Mandy Schneitman	

### QUALITY OF LIFE

**Carol Wolfenbarger, Chairman**  
**(865-471-2500)**  
**Aurora Moldovanyi, Vice Chairman**

Jim Hutchins	Lee Turner
Rae Hutchins	John Zirkle
Jeremy Lawson	Eva Zirkle
Robin Smelcer	

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## ACTION PARTNERS

Appalachian Electric Cooperative	Appalachian Outreach
Aramark-Carson-Newman College	Bush Brothers & Company
Carson-Newman College-Biology Dept.	Cherokee Lake Users Association
City of Jefferson City	Dandridge Memorial Library
Eleventh Hour Garden Project	Friends of the Jefferson City Library
Friends of the Library Parrot Wood Library	FUMC Women-Dandridge
H & R Block of Dandridge	Jefferson City Parks & Recreation Dept.
Jefferson County Chamber of Commerce	Jefferson County Health Council
Jefferson County High School-Career Technical Education Department	
Jefferson County Nursing Home	Jefferson County Public Library Board
Jefferson County P-16	Jefferson County Sanitation Department
Jefferson County School System	Jefferson Elementary School
Jefferson Memorial Hospital/St. Mary's	Jefferson Rural Clinic
June Jubilee	Linda Clark
Martha's Lakeside Village Homeowners Assoc.	Maury Middle School
Mossy Creek Community Network	Parrott-Wood Memorial Library
Pat Whaley State Farm Insurance	Piedmont Elementary School
Provost Carson-Newman College	Rescue 180
Salvage Unlimited	Strawberry Plains Community Alliance
Susie Jarnagin	Tall Cedar Farm
Tennessee Valley Authority	TN Valley Peds & Internal Medicine
Total Property Management	White Pine Friends of the Library
White Pine Library	

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## SPONSORS

2006—2007 Adult Leadership Class	Angelo's at the Point
APAC-Atlantic, Inc.-Harrison Division	Appalachia Business Communications
Appalachian Electric Cooperative	BB&T Bank
Ball Corporation	Baneberry Golf & Resort
Bill Underwood	Bush Brothers & Company
Carson-Newman College	Cate Insurance Agency
Citizens National Bank	Citizen Tribune
City of Baneberry	City of Jefferson City
City of New Market	Consumer Credit Union
Comfort Inn	Community National Bank
Dandridge Merchant & Professional Assoc.	Dandridge West End Storage
Don Cason	East TN Zinc Mines
Evans Office Supply	Farm Credit Services
First Peoples Bank	First Tennessee Bank
Franklin Realty	FSG Bank
Gregg Media	H. B. Jarnagin & Co., Inc.
Jackson Real Estate	Jefferson City Storage
Jefferson Cocke Utility District	Jefferson County Government
Jefferson County Chamber of Commerce	Jefferson Memorial Hospital/Foundation
Knoxville TVA Employees Credit Union	Lakeway Animal Hospital
Larry Masters	Lisa Spearman
Lowland Credit Union	Max Fultz
Michael Phagan, CPA	Newport Plain Talk
Pat Whaley Insurance	Perkins Family Restaurant
Schrader Trucking Co., Inc.	Smoky's Steak & BBQ
The Happiness Shop	The Point Marina & Suites
The Standard Banner	Tennessee State Bank
Tennessee Valley Authority	Tennessee Valley Resources, Inc.
Town of Dandridge	Town of White Pine
Wal-Mart Supercenter	Walter Steffen
WJFC 1480 AM	

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## INVITATION TO BECOME AN ACTION PARTNER...

Please accept this invitation to become a supporter of the Action process and to join the growing list of organizations throughout Jefferson County that, as Action Partners, are working together to "Building a Better Future".

### What is an ACTION PARTNER?

Any organization, business, civic group, government entity, church, etc. that has volunteered to collaborate with other community members to make the Strategic Action Plan reality.

**Action Partners are the organizations responsible for making individual strategies real.**

Ways to participate include (but are not limited to):

1. Adopt and implement Strategies found in the Strategic Action Plan document.
2. Encourage other organizations to become Action Partners and promote Jefferson County Building a Better Future website ([www.jeffersoncountyfuture.com](http://www.jeffersoncountyfuture.com))

*(Foundation Teams and a staff member will be available for assistance.)*

**YES, please include us as an Action Partner of  
JEFFERSON COUNTY "BUILDING A BETTER FUTURE."**

Organization/ Business/Agency/ Club/ Church: \_\_\_\_\_

Representative: \_\_\_\_\_

Address: \_\_\_\_\_ City: \_\_\_\_\_ Zip \_\_\_\_\_

Phone Day: \_\_\_\_\_ Evening: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

Primary area of interest:

- |                                      |   |  |
|--------------------------------------|---|--|
| <input type="checkbox"/> Education   | <input type="checkbox"/> Economic Development | <input type="checkbox"/> Infrastructure  |
| <input type="checkbox"/> Environment | <input type="checkbox"/> Leadership           | <input type="checkbox"/> Quality of Life |

### **JEFFERSON COUNTY "BUILDING A BETTER FUTURE"**

532 Patriot Drive

Dandridge, TN 37725

(865) 397-9642 Phone (865) 397-0164 FAX

Lisa Spearman Email: [lspearman@jeffersoncountytennessee.com](mailto:lspearman@jeffersoncountytennessee.com)

[www.jeffersoncountyfuture.com](http://www.jeffersoncountyfuture.com)

# PROGRESS REPORT 2009

## APRIL 28, 2009 KEY BENCHMARK REVIEW

### Our Key Benchmarks....

The Key Benchmarks for Jefferson County will be the driving force for the “Building a Better Future” process and will be used to measure our progress annually. To achieve these Benchmarks, residents of Jefferson County will need to work together in unprecedented ways on the strategies in each of the six interdependent foundational areas:

- Economic/Business Development
- Education
- Quality of Life
- Infrastructure
- Environment
- Leadership--Private and Public

The Benchmarks below will provide us with a way to measure our success. Each year when we are successful, we can celebrate. Or, when we fall short of the Benchmarks, the Action Partners will review, revise and refocus their action steps to achieve the Benchmarks the following year. ***The first year of implementation was 2008. The data shown below is the latest data available.***

#### 1. Business Tax Base

- A. Total Business real and personal property tax assessed value. Increase the total business tax assessed value percentage to an annual increase of 4% by 2011 – 2012. Increasing to 9% by 2016-2017 and continually thereafter remain at 9% per year.

#### *Jefferson County Total Industrial, Commercial, & Public Utilities real and personal property tax assessments in million of dollars*

	2005	2006	2007	2008	2009	2012	2013	2014
Tax Assessments	250.4	264.8	255.1	277.2				
Annual % Increase		5.8	(3.7)	8.7				
Average Annual Increase beginning in 2005		5.8	0.9	3.5				
Benchmark						4.0	5.0	6.0

<http://www.comptroller1.state.tn.us/PAnew/>

For Jefferson County local tax assessments

<http://tn.gov/comptroller/pa/taxaggr.htm>

For Tennessee State Public Utilities Assessments, 2008 is estimated as same as 2007.

***The Jefferson County tax assessment will be revalued in 2010 on a 5-year cycle. The Assessment for 2009 & 2010 will be impacted by the Recession.***

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## APRIL 28, 2009 KEY BENCHMARK REVIEW (Continued)

- B. Sales tax revenue collected as a result of retail, tourism and visitor growth. Achieve an annual increase of 6% by 2011-2012 then to 9% by 2015-2016 and continually thereafter at 9% per year.

### *Jefferson County Local Sales Taxes collected in millions of dollars (year ending in June)*

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>
Local Sales Tax	6.1	6.75	7.06	7.49				
Annual % Increase		10.7	4.6	6.0				
Benchmark						6.0	7.0	8.0

<http://www.tennessee.gov/revenue/statistics> See archives

*The sales tax revenue has held up remarkably well so far during the recession. A new ½¢ local sales tax became effective Oct. 1, 2008.*

2. **Balanced Economic Development** -- Create a balanced economic development program that reverses the 30-year trend in our community. This will be accomplished by a combination of net new jobs created and earnings per job change.
- A. Change in jobs – increase the number of jobs annually equal to the approximate number of net new working age residents.

### *Jefferson County Annual Net Job Change ending of June of each year*

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2012</u>
Net Job Change	285	516	608	250		
Net New Working Age Residents	411	801	754	624		
Difference	(12)	(285)	(146)	(374)		
Benchmark						0

<http://www.bls.gov/cew/data.htm>

<http://factfinder.census.gov/servlet/ACSSAFFacts?>

For net job change

For data to calculate Net New working Age Residents (ages 15 to 64) U.S. Census Bureau for total Jefferson County population 2005-2008

*There is a substantial deficient in the difference above.*

# PROGRESS REPORT 2009

## APRIL 28, 2009 KEY BENCHMARK REVIEW (Continued)

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B. Change in earnings per job – increase each year at the Tennessee average or higher.

### *Jefferson County and Tennessee Average Earnings per Job*

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2012</u>
Jefferson County	30,950	30,073	30,554	32,058			
Tennessee	34,925	35,879	37,564	39,082			
Jefferson % Increase		(2.8)	1.6	4.9			
Tennessee % Increase		2.7	4.7	4.0			
Difference		(5.5)	(3.1)	0.9			
Benchmark							0 or higher

<http://www.bls.gov/cew/data.htm>

*Jefferson County annual change in earnings per job exceeded Tennessee in 2007*

3. Education

A. Total Funding – Reduce the total funding gap per student (ADA) between Jefferson County School System and the Tennessee average every year and to zero before 2028.

### *Funding Gap per Student*

	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2028</u>
Jefferson County Total Funding per Student	6,669	6,976	7,311		
Tennessee Total Funding per Student	7,469	7,794	8,345		
Difference	(800)	(818)	(1,034)		
Benchmark					0 or higher

<http://edu.reportcard.state.tn.us/pls/apex/f?p=200:1:1113072985847771::NO:::>

*The 2008 Jefferson County School System funding per student gap with Tennessee increased since 2006.*

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## APRIL 28, 2009 KEY BENCHMARK REVIEW (Continued)

- B. Academic Achievement – The ACT composite score and the percentage of graduates taking the test will increase each year for Jefferson County High School.

### *ACT Composite Scores*

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>
Jefferson County composite ACT score	20.1	20.6	20.1	20.5	19.9
Number tested	251	266	255	269	281

Source: Jefferson County School System

*The Jefferson County composite ACT score declined slightly in 2008, however, there was an increase in students tested. An increase in the number of students taking the test usually leads to lower results. This year, all juniors are required to take the ACT test.*

- C. Higher Education - The percentage of Jefferson County residents age 25 and older with a Bachelor's Degree or higher will be at the US average by 2020.

### *Percentage of Residents Age 25 & Older with a Bachelors Degree or Higher*

	2000	2005-2007 Average	2008	2009	2020
Jefferson	12.8	13.7			
U.S.	24.4	27.0			
Difference	(11.6)	(13.3)			
Benchmark					0 or higher

<http://factfinder.census.gov/servlet/ACSSAFFacts?>

*The increase in education achievement of Jefferson County residents will require the creation of higher paying jobs.*

4. Infrastructure  
See Infrastructure Foundation Team report
5. Environment  
See Environment Foundation Team report