

# PROGRESS REPORT 2011



***Year In Review** Building a Better Future has now been in existence for three years. In spite of a struggling economy, there has been significant progress made by all six of the Foundation teams, as you can read about below. Numerous volunteers deserve a pat on the back for their continuing devotion to make Jefferson County a better place in which to live. With increased revenue from a few new companies locating here and tourism increasing, the momentum created by our two new Chamber professionals will start showing even greater results this year and next. Big thanks go to our elected officials, private businesses, and Action Partners for the support they have shown as we continue our efforts to increase sources of income other than individual property taxes. The future is getting closer and we expect next year to yield even greater progress on all fronts.*

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

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## Economic Development

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

- Assisted American Book Company to locate to Jefferson City.
- Assisting company that plans to locate in the John Deere facility.
- Completed economic development website.
- Developed online property database for retail development.
- Developed a multi-media campaign for tourism.
- Recruited 887 anglers for fishing tournaments which includes the Bassmaster's Southern Open.
- Hosted 2 small business seminars and 1 existing industry breakfast.
- Met with 9 existing industries, 11 small businesses and provided support to 12 potential entrepreneurs.

## Education

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

- Developed a brochure along with the JCHS Digital Media class to promote the Jefferson County Community Scholarship.
- Working on securing additional funding for the scholarship program and other funding sources.
- Working on expanding the scholarship program to other two year institutions.
- The P-16 initiative continues to work on plans for gifted students and reading plans.
- Pursuing a 501c3 status for the Jefferson County Community Scholarship.

## Environment

**The Environment Team reported the following results from Action Partners:**

- Two action partners, Appalachian Electric Cooperative and Total Property Management worked together to donate labor and materials for a tree planting at the new Green House addition of the Jefferson Co. Nursing Home. Another action partner, Modern Woodsman, planted trees at the new Habitat House in Jefferson City.
- The work product of the "Growth Readiness Report" was used by the local planning assistance office in formulating the final version of Jefferson County's Land Use Plan.
- Supporting the effort to find locations within Jefferson County that will hopefully be selected for the installation of public charging stations for electric vehicles.

## Infrastructure

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

- Long term goal is to eliminate existing infrastructure gap in Jefferson County by 2028. Infrastructure projects in process includes schools, 911 building's, and recreation at Dandridge.
- Focusing on ways to identify digital technology needs and improve broadband coverage across the county.
- Focusing on water & sewer availability throughout Jefferson County as the most important component for good community health.

## Leadership

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

- Increasing leadership training opportunities for public officials to include BABF.
- Increasing governmental transparencies and encouraging citizen's involvement in governmental decision processes.
- Working with The Standard Banner to publish a series of informative articles; topics involving the government both local and federal, how to become involved with BABF and how to volunteer.
- Awarded a \$500 scholarship to a former Youth Leadership student.

## Quality of Life

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

- Second Annual Swim-a-thon was held and successfully raised funding to provide seed monies annually for event as well as benefit to Safe Harbor and Dandridge Food Pantry.
- Continue to work on using action partners to complete renovations as well as establish funding for service at the Safe Harbor Jefferson County location.
- Renovation of the Log School House.
- Completion and Presentation of the Library Strategic Plan to the County Commission and City Council.

**For more information, please contact:**

**Donna Yates at (865) 397-9642**

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

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## COUNTY PERSPECTIVES

*In an effort that was started over three years ago by the citizens and businesses of Jefferson County, Building A Better Future continues to drive many projects throughout our county. Many efforts are being made by the foundation teams to improve our county for a better and brighter future. Over the past year, many volunteers have contributed hundreds of hours to make this program very successful. I am confident that years from now, our county will see the benefits from the Building A Better Future program.*

**Alan Palmieri, County Mayor**

*It is truly amazing what can be accomplished when a group, having a defined course, embarks upon a journey to reach a goal and attacks it with excitement and focus. It sometimes takes a while to gain momentum, but with patience, we begin to see signs of positive change. That's exactly what seems to be happening with Jefferson County's Building a Better Future. With the implementation of some key people who have been given very specific tasks, we are beginning to witness progress in the direction of our goals. There's an excitement breaking out which will, hopefully, become contagious among the citizens of Jefferson County. Ultimately, this should become the standard by which we view our county; an extraordinary place with extraordinary people sharing common goals which accomplish good for all.*

**Marty Mills, County Commission Chairman**

*Fortunately, I have been involved with Building a Better Future for Jefferson County since its inception. My involvement with this project as an elected official is one of my highlights of public service. Great strides have been made to enhance our future in Jefferson County due to the commitment and involvement of a number of people. We developed a plan as a community and we implemented that plan. We are nurturing the process of creating a better future for our communities. I cannot imagine where we would be today without this undertaking of public and private folk partnering together to enhance the lives of our citizens. I am proud of what has already been accomplished and I am confident the best days for Jefferson County are in our future. I encourage all to get involved and together let's build a better future for Jefferson County. Thanks to everyone who has given so graciously of their time and talents.*

**Mark Potts, Mayor Jefferson City**

*Entering our fourth year actualizing the strategies of the Building a Better Future plan, accomplishments are becoming increasingly apparent and "tangible". From new recruitment in business and tourism, to growth in education scholarship programs, to the implementation of a number of quality of life initiatives, the hard work of all our Foundation teams is paying dividends. In short, the 'vision' of building a better future for Jefferson County is becoming a 'reality.' The tireless efforts of all the individuals and entities involved in bringing the strategic plan to life and maintaining its momentum are both encouraging and greatly appreciated. On behalf of the Chamber Board, "Thank you!" As we celebrate, we must also remember the journey is not over. By building on our successes and keeping a steadfast eye on the strategic action steps ahead, we can continue to realize tremendous community development and economic opportunities to enhance quality of life in Jefferson County. If we remain proactive and committed to the BBF process, the outlook for our future is brighter than ever.*

**Chris Campbell, Chairman of the Chamber Board**

*Serving as a member of the Economic Development Oversight Committee I have witnessed how all of the foundation teams working together are making a difference in each of our cities and county. Over the past 24 months the Economic Development Oversight Committee has worked with the Chamber to create an aggressive economic and tourism campaign. The campaign has been successful to this point and I am confident it will continue to enhance our opportunities in Jefferson County, which I feel with a little patience, Jefferson County will start reaping the benefits of this process.*

**George Gantte, 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**

*By working together, we can realize our goals of making Jefferson County a better place to live, work, and play. Thus, making our theme "Building a Better Future" a reality.*

**Stanley Wilder, Mayor White Pine**

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## FOUNDATION TEAMS

### STEERING COMMITTEE

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

**Dale Gentry, Vice Chairman**

Howard Benson	Tana Benson	Bill Black	Becky Burks
John Cagle	Don Cason	Chris Campbell	Ross Cunningham
Terry Dockery	Max Fultz	George Gantte	Dale Gentry
Charles Guinn	Darrell Helton	Mike Hicks	Jimmy Hodge
Jim Hutchins	Peggy Hypes	Mike Keane	Tom Kirkpatrick
Henry Luke	Eli Matijevich	Bob McCray	Marty Mills
Aurora Moldovanyi	Jay Moser	David Nester	Alan Palmieri
Anne Potts	Mark Potts	Axel Ringe	Doris Sharp
Alyson Susong	Stanley Wilder	Greg Williams	Carol Wolfenbarger

### ECONOMIC DEVELOPMENT

**George Gantte, Chairman (865-397-2845)**

**Jay Moser, Vice Chairman**

David Bunch/Jack Bryan	Max Fultz
Darrell Helton	Marty Mills
Mark Potts	Greg Williams

### EDUCATION

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

**John Cagle, Vice Chairman**

Will Brummett	Linda Clark
Sarah Hodge	Samuel Hollingshead
Peggy Hypes	Susie Jamagin
David Lockhart	Robbie Pinkerton
Ernie Walker	Nancy Weber

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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
Gayle Page	Axel Ringe

**INFRASTRUCTURE**

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

Rodney Davis	Terry Dockery
Karen Everett	Robert Jacks
Brad Maul	Axel Ringe
Pat Whaley	

**LEADERSHIP**

**Tana Benson, Chairman**  
**(865-397-3696)**

Marla Black	Jim Hutchins
Amy Lane	Penny Murphy
Marge Stefaniak	

**QUALITY OF LIFE**

**Carol Wolfenbarger, Chairman**  
**(865-471-2500)**

**Aurora Moldovanyi, Vice Chairman**

Jim Hutchins	Rae Hutchins
Donna Koester	Jeremy Lawson
Barbara Shelton	Elaine Wedekind
Eva Zirkle	John Zirkle

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## ACTION PARTNERS

American Book Company	Appalachian Electric Cooperative
Appalachian Outreach	Aramark – Carson Newman College
BAE Systems Inc.	Boys & Girls Clubs of Dumplin Valley
Bush Brothers & Company	Carson-Newman College – Biology Dept.
Carson-Newman College – Provost	Cherokee Lake Users Association
Linda Clark	Dandridge Elementary School
Dandridge Memorial Library	Dandridge – Town of
Edward Jones	Eleventh Hour Garden Project
Fat Daddy's BBQ & Grill	First Presbyterian Church Jefferson City
Fox Feed Supply Inc.	Franklin Realty Inc.
Friends of the Jefferson City Library	Friends of the Parrot Wood Library
FUMC Women – Dandridge	Glenda Owens, Personal Trainer
H & R Block of Dandridge	Hope for Healing.Org
Humane Society of Jefferson County	Susie Jarnagin
Jefferson City – City of	Jefferson City Parks & Recreation Dept.
Jefferson City Public Library	Jefferson County Chamber of Commerce
Jefferson County Health Council	JCHS – Career Technical Education Department
Jefferson County Nursing Home	Jefferson County Public Library Board
Jefferson County Mayor & Mayor's office	Jefferson County P-16
Jefferson County Sanitation Department	Jefferson County School System
Jefferson Elementary School	Jefferson Family Physicians
Jefferson Heart Consultants, Dr. Spender Hinds	Jefferson Rural Clinic
June Jubilee	Martha's Lakeside Village Homeowners Assoc.
Maury Middle School	Modern Woodman of America
Mossy Creek Community Network	Parrott – Wood Memorial Library
Pat Whaley, State Farm Insurance	Piedmont Elementary School
Powell – Price Financial Group/Cate Insurance	Rescue 180

# PROGRESS REPORT 2011

## ACTION PARTNERS (Continued)

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River Glen/Bill Graves

Safe Harbor Child Advocacy Program

St. Mary's Jefferson Memorial Hospital

Talbott Elementary School

Tennessee Valley Authority

TN Valley Peds & Internal Medicine

White Pine Friends of the Library

White Pine School –Science and Energy Team

Rush Strong School

Salvage Unlimited

Strawberry Plains Community Alliance

Tall Cedar Farm

The Standard Banner

Total Property Management

White Pine Library

WJFC 1480 AM

# PROGRESS REPORT 2011

## STRATEGIC ACTION PLAN

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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. Jamagin & 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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## ECONOMIC DEVELOPMENT OVERSIGHT COMMITTEE SUPPORTERS

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APAC-Atlantic, Inc.	Appalachian Electric Cooperative
BB & T	Ball Corporation
Baneberry — City of	Baneberry Golf & Resort
Bush Brothers & Company	Carson-Newman College
Cate Insurance Agency	Citizens National Bank
Consumer Credit Union	Dandridge — Town of
Dandridge Merchant & Professional Association	Dandridge West End Storage
FSG Bank	Farm Credit Services
First Peoples Bank	First Tennessee Bank
H.B. Jarnagin & Co., Inc.	Jefferson City — City of
Jefferson City Storage	Jefferson-Cocke Gas Utility District
Jefferson County	Lakeway Animal Hospital
Max Fultz	Pat Whaley, State Farm Agent
Michael W. Phagan CPA	St. Mary's Jefferson Memorial Hospital
Tarr Chevrolet	Tennessee State Bank
Tennessee Valley Resources	The Standard Banner
White Pine — Town of	WJFC 1480 AM
William D. Nicholson III, PH.D.	

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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.jeffersoncountytennessee.com](http://www.jeffersoncountytennessee.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."**

Date: \_\_\_\_\_

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  
 Donna Yates Email: [dyates@jeffersoncountytennessee.com](mailto:dyates@jeffersoncountytennessee.com)  
[www.jeffersoncountytennessee.com](http://www.jeffersoncountytennessee.com)

# PROGRESS REPORT 2011

## MAY 19, 2011 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 third year of implementation was 2010. 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*

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2014</u>
Tax Assessments	250.4	264.8	255.1	281.1	272.7	318.8			
Annual % Increase		5.8	(3.7)	10.2	(3.0)	16.9			
Average Annual Increase beginning in 2005		5.8	0.9	4.1	2.2	5.5			
Benchmark								4.0	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, 2009 corrected for actual data. ***The Jefferson County tax assessment was revalued in 2010 on a 5-year cycle. The Assessment for 2009 & 2010 was impacted by the recession & revaluation.***

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## MAY 19, 2011 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>2010</u>	<u>2011</u>	<u>2012</u>	<u>2014</u>
Local Sales Tax	6.1	6.75	7.06	7.49	8.06	8.26			
Annual % Increase		10.7	4.6	6.0	7.6	2.5			
Benchmark								6.0	8.0

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

**March 2011 collections were up 10.5% from March 2010. A new ½¢ local sales tax became effective Oct. 1, 2008 with 9 months collections included in fiscal 2009.**

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>2010</u>	<u>2011</u>	<u>2012</u>
Net Job Change	285	516	608	235	(1343)	(123)		
Population	48,032	49,375	50,570	51,482	51,831	52,068		
Net New Working Age	357	392	847	754	796	150		
Difference	(72)	124	(239)	(519)	(2139)	(273)		
Benchmark								0

<http://www.bls.gov/cew/data.htm> for net job change

US Census---% working age residents (ages 17-64) average was 63.1% from 2005-2009.

**The recession caused the drop in 2009. There was improvement in the difference in 2010 because job loss & population change both declined.**

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## MAY 19, 2011 KEY BENCHMARK REVIEW (Continued)

**B. Change in earnings per job – increase each year at the Tennessee average or higher.**  
***Jefferson County and Tennessee Average Earnings per Job 2nd quarter each year***

	<u>2004</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>Each year begin 2012</u>
Jefferson County	30,950	30,073	30,554	32,058	30,763	31,936		
Tennessee	34,925	35,879	37,564	39,082	39,996	40,242		
Jefferson % Increase		(2.8)	1.6	4.9	(4.0)	3.8		
Tennessee % Increase		2.7	4.7	4.0	2.3	0.6		
Difference		(5.5)	(3.1)	0.9	(6.3)	3.2		
Benchmark								0 or higher

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

***Jefferson County annual change in earnings per job exceeded Tennessee in 2007 & 2009, but declined in other years.***

**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>2010</u>	<u>2028</u>
Jefferson County Total Funding per Student \$	6,669	6,976	7,311	7,456	7,565	
Tennessee Total Funding per Student \$	7,469	7,794	8,345	8,518	8,773	
Difference \$	(800)	(818)	(1,034)	(1,062)	(1,208)	
Benchmark						0 or higher

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

***The 2010 Jefferson County School System funding per student gap with Tennessee has increased 51% since 2006.***

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## MAY 19, 2011 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>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Jefferson County composite ACT score	<u>20.1</u>	<u>20.6</u>	<u>20.1</u>	<u>20.5</u>	<u>19.9</u>	<u>20.0</u>	<u>20.1</u>		
Number tested	251	266	255	269	281	272	220		

Source: Jefferson County School System

***The Jefferson County composite ACT score increased slightly in 2009-2010, however there was a decrease in students tested. A decrease in the number of students taking the test usually leads to higher results.***

- 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	2005-2009 Average	2010	2020
Jefferson	12.8	13.7	13.5		
U.S.	24.4	27.0	27.5		
Difference	(11.6)	(13.3)	(14.0)		
Benchmark					0 or higher

<http://www.census.gov>

***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