Finance & Administration Committee Meeting
November 17, 2020
4:00 p.m.

1. HTL Advantage Report – Matt Herbison
2. Rezoning Request Discussion – Director Fisher & Attorney Witherington
3. City Property Discussion – North Main, East Pleasant, Valley
4. Charter Discussion – Director Fisher, Attorney Witherington, Dept Heads
5. Salary Study Discussion – Chief Lindsey

HTL ADVANTAGE
TENNESSEE

OCT 21, **2020**

TVA COMPETITIVE COMMUNITY AUDIT

VISIONFIRST ADVISORS
STRATEGY | ACTION | RESULTS

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INTRODUCTION/ **OVERVIEW**

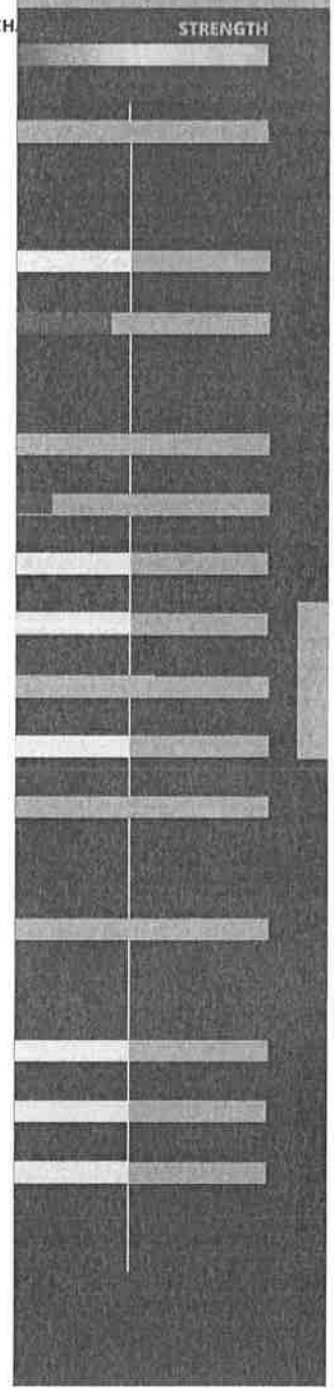
VisionFirst Advisors, an economic development and site selection firm, was retained by the Tennessee Valley Authority's (TVA) Economic Development division to facilitate an assessment and provide recommendations which can enhance the economic development efforts in the HTL Advantage tri-county region of Tennessee.

VisionFirst approached the assessment as if it was conducting a site search for a competitive project. The report on the following pages contains key recommendations that reflect that perspective and provides with opportunities to increase its community competitiveness.

While success is not guaranteed, marketing and active business development will greatly increase the chances of the HTL region generating a more robust project pipeline along with the ability to secure new investment and jobs. As such, strategies to enhance the community's position are outlined as well as suggestions for economy building and job creation.

ENCHMARKING
NAPSHOT

benchmarking snapshot looks at **established clusters** and bases rankings
a variety of factors such as best practices of successful community programs, industry
ut, commonalities in assets, etc. The ranking seeks to highlight **where the HTL region**
a competitive advantage as well **as where opportunities exist to improve the**
mmunity's competitive stance.



Business Climate

Workforce:

– Availability

– Capability

Product:

– Sites

– Buildings

Active Business Retention & Expansion Program

Financial and Other Incentives

Organization Structure Supports Objectives

Plan of Work and Effective Program Management

Adequate Funding

Leadership Engagement & Support:

– Board / Business Leadership / Elected Officials

Active Marketing & Communications:

– Internal Audiences

– External Audiences

Education System

	HTL INDIVIDUAL COUNTIES						
	HAYWOOD	TIPTON	LAUDERDALE	HTL 3-COUNTY REGION	45-MINUTE DRIVE-TIME	TENN.	USA
Population	17,779	61,446	26,297	105,522	1,312,930	6,651,089	322,903,030
Civilian Labor Force	8,238	29,545	10,225	48,008	638,435	3,239,353	162,248,196
Labor Participation Rate (Civilian population 16 & Over)	58.1%	61.9%	48.8%	57.9%	62.3%	61.1%	63.2%
Prime-Age Labor Force Part. Rate (Civilian population 25-54)	76.9%	79.5%	60.2%	74.1%	79.3%	79.4%	81.8%
Unemployment Rate August 2020 (Seasonally adjusted)	11.6%	8.9%	11.2%	9.8%	**13.0%	10.0%	10.5%
Pre-COVID Unemployment Rate August 2019 (Seasonally adjusted)	4.4%	4.2%	5.3%	4.4%	**4.1%	3.5%	3.7%
Veterans (Age 18-64)	5.5%	9.4%	5.0%	7.7%	5.3%	5.6%	4.7%
Median Age	40.4	37.5	38.2	38.2	36.9	38.7	37.9
Total Employment	5,716	13,317	7,563	26,596	671,807	-	-
*Population Annual Growth	-0.9%	0.1%	-0.8%	-0.3%	**0.1%	0.8%	0.7%
Mean Commute Time (Min.)	23.9	32.7	25.2	29.6	23.3	25.0	26.6
Annual Average Wage	$39,848	$36,336	$38,574	$38,600	$53,074	$50,429	$57,624
Cost of Living Index	84.4	81.5	81.3	81.9	82.4	89.4	100.0
Educational Attainment (Age 25-64 w/H.S. Diploma or Higher)	84.6%	88.8%	79.7%	85.8%	88.8%	89.1%	88.8%
Educational Attainment (Age 25-64 w/Assoc Degree or Higher)	17.2%	25.9%	14.8%	21.6%	35.3%	36.1%	42%
Poverty Level (of all people)	19.6%	13.9%	22.3%	16.8%	19.9%	16.1%	14.1%
Union Membership (Private)	3.4%	3.6%	4.5%	3.8%	3.6%	3.1%	6.2%
Union Membership (Mfg)	5.7%	7.9%	4.8%	6.3%	7.9%	5.7%	8.4%

* Population Annual Growth -estimates are total net total projections, including: 1)immigration or emigration and 2) deaths or births in the region
** Aggregated for all counties within a 45-minute drive-time.

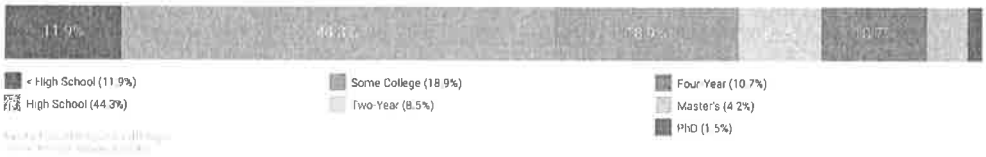
Using Chmura's JobsEQ data analysis tool to compare and identify unique assets and opportunities reveals limited competitive advantages within the borders of the HTL tri-county region. However, looking regionally, several data points including regional labor draw and available workforce, transportation corridors and regional education institutions tell a more compelling and competitive story.

MARKETING + MESSAGING REDEFINED //

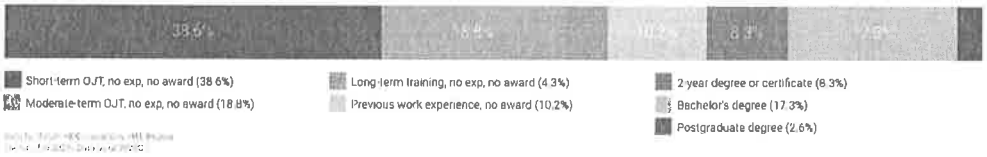
Data points to consider as HTL refines its message/marketing efforts include:

- Labor force participation rates (including prime-age) for each county as well as the tri-county area combined are lagging compared to the state and national average. HTL should work with education and workforce officials to reengage the portions of the population who are not actively seeking employment especially as COVID-related unemployment support expires. The goal should be to meet or exceed state and national rates. However, a 45-minute drive-time results in participation rates which almost mirror, if not exceeding, the state and national average.
- Educational attainment levels for high school diplomas are lower in two of the three counties (Haywood and Lauderdale), but a regional perspective raise the percentage to that equal with the nation. A more concerning number would be the educational attainment levels for associate degrees or higher – drastically lagging in each county and regional perspective. HTL should utilize testimonials from area employers and employees on the quality of the workforce. These testimonials should be featured on the website, social media and handouts when presenting the available sites to prospects and should reflect a regional perspective. Quantifying certificate holders would offer an additional selling point beyond traditional degree awards.
- HTL's Labor Force Educational Attainment vs Education and Training Requirements show approximately 38% of the current jobs in the tri-county region require a two-year certificate/degree or higher, compared to only 25% of the population having a two-year certificate/degree or higher. If the tri-county region wants to expand and attract higher skilled jobs, HTL must facilitate discussions to align education partners to develop a pipeline of skilled workers to meet current and future workforce needs. This will require collecting real-time data from surrounding community colleges and technical schools, as certifications are not tracked in public or private databases.

Educational Attainment :



Education and Training Requirements :



- The cost of living along with the lower average wage, compared to the region and state, provides opportunities for employers who are looking to pay more than the county average wage ($38,800 or median $15.24/hr wage). ***Note*** *- Under most State laws or regulations, wages include bonuses, stock options, severance pay, profit distributions, cash value of meals and lodging, tips and other gratuities, and, in some States, employer contributions to certain deferred compensation plans such as 401(k) plans.*
- The higher commute time demonstrates a willingness to travel for a job offering potential for regional employers. In order to retain and regain significant numbers of its young people, who have most likely left in search of opportunity, the region should develop and expand its economic base. A best practice to accomplish this is by highlighting the available workforce to perspective companies. The combined migration leaving the HTL Advantage counties should be included in HTL's workforce story. That translates to 22,283 people of working age available to companies willing to locate into the region.
- Union membership rates in the county and region are favorable to bring manufacturers to the tri-county region.
- Total employment for the tri-county region has increased 0.9% in the past year, while wages have increased 3.0%. This aligns to a 45-minute drive-time employment which has increased 1.0%, and outpaces the regional wages increase of 1.9%.

INDUSTRY SNAPSHOT TOP FIVE (2020Q1)

A cluster is a geographic concentration of interrelated industries or occupations.

***Chart reads » Industry Snapshot -** percent of employment in the area specified – employment percentage of all industries/total in sector | average annual wage | 5-year historic change | 10-year projected forecast Source: JobsEQ® 2020Q1

HTL 3-COUNTY COMBINED REGION	Perc / Total Sector Employ	Avg Ann Wages	5-YEAR HISTORIC	10-YEAR FORECAST	45-MINUTE DRIVE TIME	Perc / Total Sector Employ	Avg Ann Wages	5-YEAR HISTORIC	10-YEAR FORECAST
Manufacturing	18.2% 4,831	$48,851	4.2%	-1.2%	Health Care & Social Assistance	14.9% 100,060	$55,232	1.5%	0.9%
Retail Trade	11.4% 3,042	$24,930	0.1%	-0.8%	Transportation & Warehousing	10.4% 69,978	$67,985	3.1%	-0.2%
Educational Services	9.3% 2,485	$35,735	-0.3%	-1.1%	Retail Trade	9.7% 65,278	$35,453	-0.2%	-0.8%
Health Care & Social Assistance	8.3% 2,480	$36,019	0.1%	0.6%	*Admin & Support & Waste Management & Remediation Services	9.3% 62,656	$37,460	-1.3%	-0.1%
Public Administration	8.3% 2,215	$37,534	1.2%	-0.5%	Manufacturing	8.3% 55,760	$65,835	-0.1%	-1.1%
Total Employment	**26,598**	**$38,800**	**1.4%**	**-0.4%**	**Total Employment**	**671,80**	**$53,074**	**1.0%**	**-0.1%**

*Employment data are derived from the Quarterly Census of Employment and Wages, provided by the Bureau of Labor Statistics and imputed where necessary. Data are updated through 2019Q3 with preliminary estimates updated to 2020Q1. Forecast employment growth uses national projections adapted for regional growth patterns. *The Administrative and Support and Waste Management and Remediation Services sector comprises establishments performing routine support activities for the day-to-day operations of other organizations. These essential activities are often undertaken in-house by establishments in many sectors of the economy.*

The **largest sector in the HTL tri-county area** is Manufacturing, employing 4,831 workers. The next-largest sectors in the region are Retail Trade (3,042 workers) and Educational Services (2,485). Within **the HTL 45-minute drive-time**, the largest sector is Health Care and Social Assistance, employing 100,060 workers. The next-largest sectors in the region are Transportation and Warehousing (69,978 workers) and Retail Trade (65,278). *High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average.* The sectors with the **largest LQs in the tri-county** are Utilities (LQ = 3.34), Agriculture, Forestry, Fishing and Hunting (3.03) and Manufacturing (2.21). The sectors with the largest LQs in the **region** are Transportation and Warehousing (LQ = 2.26), Administrative and Support and Waste Management and Remediation Services (1.46) and Wholesale Trade (1.26).

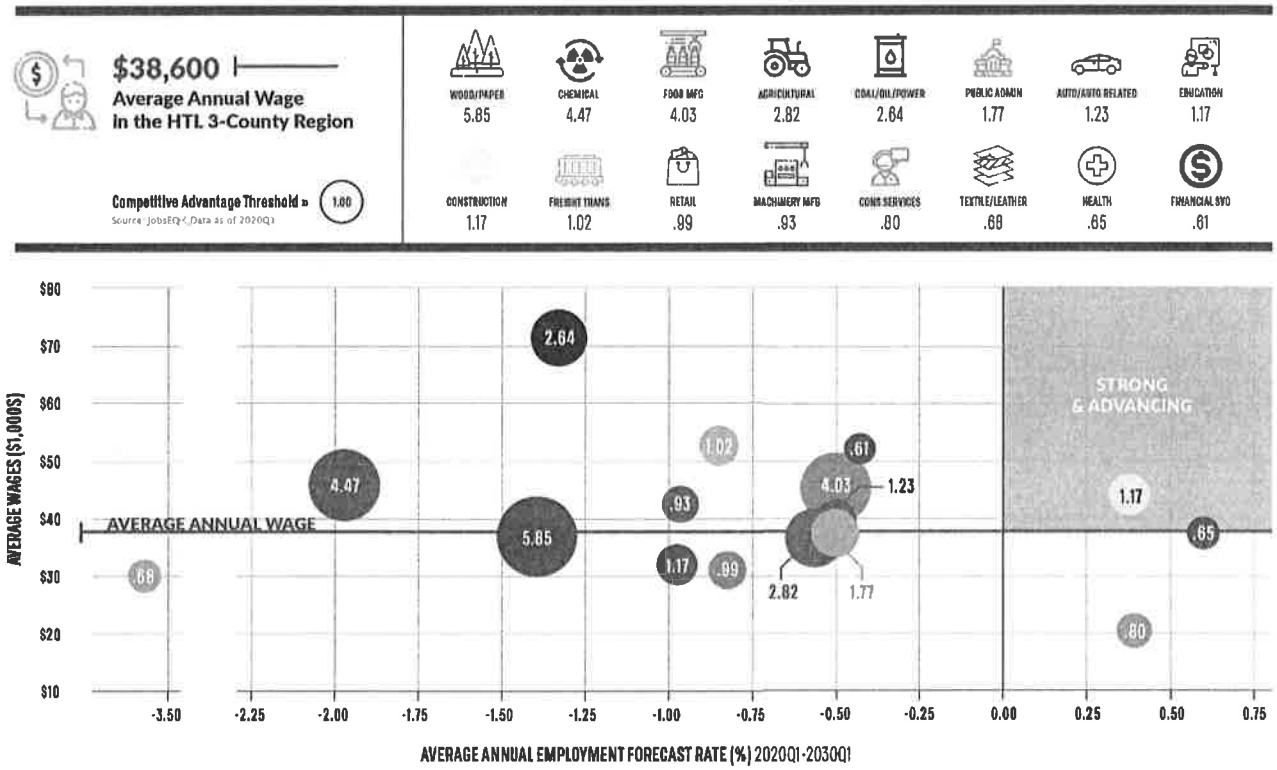
Sectors in the HTL tri-county area with the highest average wages per worker are Utilities ($72,548), Wholesale Trade ($59,959), and Management of Companies and Enterprises ($54,516). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Manufacturing (+903 jobs), Transportation and Warehousing (+578) and Administrative and Support and Waste Management and Remediation Services (+348). Sectors in the **HTL 45-minute drive-time with the highest average wages** per worker are Management of Companies and Enterprises ($143,902), Finance and Insurance ($113,057), and Utilities ($74,507). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Transportation and Warehousing (+9,772 jobs), Health Care and Social Assistance (+7,095) and Educational Services (+5,229).

Over the next 10 years, employment in the **HTL tri-county area** is projected to contract by 1,101 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +0.6% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+152 jobs), Accommodation and Food Services (+92) and Construction (+81). **HTL 45-minute drive-time** is projected to contract by 4,601 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +0.9% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+8,852 jobs), Accommodation and Food Services (+2,454) and Construction (+1,521).

INDUSTRY CLUSTERS in the HTL Tri-County Area

AVERAGE ANNUAL YEARLY FORECAST (2020Q1-2030Q1)

A cluster is a geographic concentration of interrelated industries or occupations. There are **22 industry clusters** defined by JobsEQ. Industry clusters can form and grow because of a region's competitive advantages – resources such as location, trained labor and education systems.



To identify and/or validate target industries, the region should consider three factors:

1) Industries projected to grow over the next 10 years by at least 0.8% annually, as that is the baseline expected growth for the state;

2) Industries that the region boasts a high location quotient (at least greater than 1.00 but ideally 1.25 or higher); and

3) Industries that have a higher than average annual wage of $38,600.

On a tri-county level, only one industry nearly met that criterion – **Construction.**
Industries are market-driven based on the growth of the economy, yet other opportunities exist in:

- **Food Processing -** High location quotient (LQ) – 4.03, high average annual wage and just a slight expected decline in the region. However, given the pandemic's impact on the food and beverage manufacturing industry – nearly 85% of manufacturers have seen a least some disruption to their supply chain. Despite the economic downturn, 25% of the manufacturers are upgrading and purchasing CRM software to improve operations and increasing warehousing space.
- *Industries in the region that are expected to decline slightly - but are still tangible*: **Auto/Auto Related, Agriculture, Chemical, Coal/Oil/Gas, Freight/Transportation** and **Wood/Paper**.

FIRST IMPRESSIONS

Communities experience difficulties seeing their surroundings as clients, guests, prospective industries and newcomers to the area see them. The information below outlines first impressions as perceived by a site selector.

Excitement and Full Support Moving Forward

The recent change in leadership brought excitement and a strong reaction from HTL's board members and supporters with confidence in HTL's momentum of forging partnerships and programs for the region.

Where board members often have limited involvement in an economic development organization's (EDO) everyday workings, HTL's board is heavily involved. Even with this involvement there is a disconnect concerning the overall vision moving forward and what defines the success of the organization. Defining the overall mission and developing processes to remain laser focused on that goal will go a long way to ensure the effectiveness of the effort.

While there is significant support for the President/CEO and the new direction, this positive feeling will change without a shared vision and tangible results. A clear path forward must be defined with realistic measures and metrics designed to highlight the return on investment from the EDO's efforts.

Capacity

With a limited staff and a relatively large geographic region to represent there are challenges as it pertains to capacity. The EDO's job is to represent the entire three county region but considering the fulltime demands of economic development the capacity of the team is being stretched.

The long-term solution as the region economy continues to grow and expand is to add additional staff members allowing HTL Advantage to compartmentalize responsibilities, be more responsive to partners and stakeholders while increasing efficiency in accomplishing the mission. With uncertainty in the marketplace, due to the pandemic, the EDO must leverage existing relationships throughout the region, collaborating to provide much needed support for the effort.

Hype around P2P Expo

The Inaugural Pathways 2 Possibilities (P2P) expo created an opportunity for residents, students, employees and industry leaders to engage, educate and experience the HTL region in a new light. HTL should be commended for this proactive regional approach.

During each stakeholder meeting, P2P was discussed as an eye-opening experience. The expo was designed to inspire youth (8th graders) to consider the a variety of pathyways as it pertained to their potential educational and career opportunities. Not only was this a home run with the kids, it served to energize the community as a whole.

Building on this engagement across county lines, HTL should consider additional events that reach beyond jurisdictional lines – in an effort to create a regional approach that highlights opportunities within the region.

PROVIDING EXPERIENCE • REDUCING & REVEALING RISKS • INCREASING PROJECT DEVELOPMENT

STAKEHOLDER INPUT

VisionFirst understands that stakeholders hold an abundance of knowledge about the community's efforts, initiatives and industries. As part of its county-wide review, VisionFirst spoke to stakeholders to gather their input on the current economic development efforts. The findings outlined below are a summary of the viewpoints expressed during the interviews and are not necessarily the expression of a single individual or VisionFirst Advisors. Fact or not, this feedback is the augmented perception of your key stakeholders and should be addressed moving forward.

Stakeholder comments about the HTL region:

When asked *"How do you define economic development?"* stakeholders responded:

- Quality of life is greater than last year
- Improving poverty
- Anyone that wants a Job can have one that supports a family
- Increasing human capital – giving residents the tools to succeed in education
- Expansion of existing Industry

Partner Support/Engagement

- Stakeholders believe in the new leadership
- There is real cooperation across jurisdiction lines
- Technical colleges are ready and willing to add customized training
- HTL has been investing in the region's chambers – Local Insights and Retail Lease Trac for each
- External communication is improving – but many are still uneducated on the HTL mission
- Pathways to Possibilities (P2P) was a huge success and well received across all sectors – 75 exhibits and 3,000 students attended

Infrastructure/Sites/Buildings

- Abundance of land; however, the majority is located in the one distressed and one at-risk county, according to Transparent Tennessee
- The 4,200-acre mega site has been through three governor administrations now, each with different priorities and little traction moving forward to address due diligence and the significant sewer challenges
- Challenges around infrastructure assistance

Quality of Life

- Lower cost of living
- Outdoor recreational activities
- Commercial and residential building are experiencing disparity
- Unless an employee is tied to the area, they will typically leave for other opportunities or better quality of life
- Recent increase of revenue due to COVID – as a result of residents not driving to larger markets to purchase groceries, etc.
- Access to local healthcare with recent hospital closures and threat of additional healthcare facilities closing in the future

Workforce and Education

- The region has a mobile workforce, willing to drive for hiring paying jobs – unfortunately many leave the region now for better opportunities
- Three school districts have expanded offering and partnerships – industrial certifications and dual enrollments
- Industry is struggling with competent technical workers
- Competing with the larger companies in Memphis for talent
- There needs to be a constant and continuous alignment between what industry needs and what educational institutions are providing
- With the inception of the TN Promise, there are increasingly more high school graduates and adults in program
- Need for increased education to students and parents around workforce opportunities in the area
- Challenge in context and narrative during the workforce pitch during projects – reality verses perception
- Lack of communication to external partners around workforce partnerships
- Turnover rates due to lack of attendance and inability to pass a drug test

What does success look like in three-, five- or 10-years?

- Reduction in unemployment rate
- Creating new career pathways
- New projects and career path (not just new jobs)
- Address the loss of population
- Reduce technical workforce skills' challenges
- Continuing to improve geographical location
- Address the declining industrial base
- Continuing to develop and purchase property
- Move educational opportunities forward
- Remain positive
- Identify and enroll more first generation college students

RECOMMEND • IMPLEMENT • EMULATE

KEY RECOMMENDATIONS//

To develop the key recommendations, VisionFirst considered current capacity of the team and the demands placed on a renewed organization. This includes challenges that fall within and outside of HTL's purview and determining what should be its primary focus moving forward.

While COVID-19 has had a drastic impact on the economic outlook of the nation, state and local communities, these recommendations are foundational in nature – meaning they can still begin implementation as the state, county and community reopen and recover. As the local leadership is aware, community redevelopment does not happen overnight, these recommendations are meant to demonstrate commitment to the local businesses and offer incremental, yet meaningful, changes.

Utilizing facts and trends drawn from the data as well as economic development best practices, a group of eight recommendations were identified for implementation. Understanding both the newness of the organization and the small staff size, the tactics are segmented by:

01 **IMPLEMENT** - HTL to own, coordinate and implement

02 **FACILITATE** - HTL to work in conjunction with partners to develop and implement.

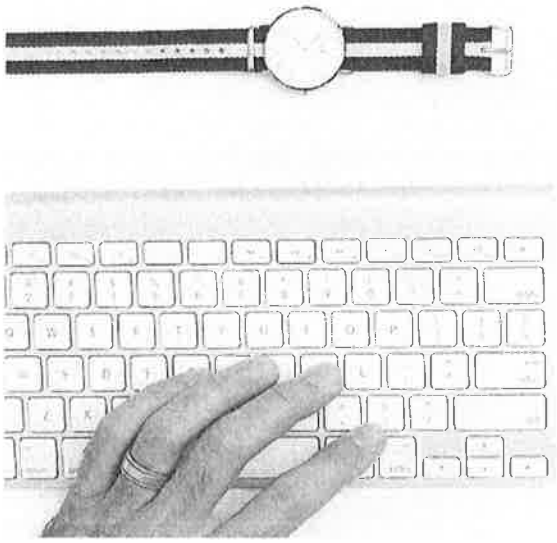
03 **ADVOCATE** - HTL to advocate to county, regional and state leaders to own and/or implement.

For the purpose of the plan, the timeframes are defined as:

- **Short-Term:** Six Months
- **Mid-Term:** Nine Months to One Year
- **Long-Term:** One Year to Two Years

KEY RECOMMENDATIONS INCLUDE:

01 **Develop a Strategic Plan & Program of Work**
01A **Identify Metrics for Success**
02 **Develop the Region's Elevator Pitch**
03 **Enhance Communication to External Business Development Audience**
04 **Develop a Business Retention & Expansion (BR&E) Program and Incorporate a Customer Relationship Management Tool for Alignment**
05 **Continue to Embrace Technology to Introduce/Highlight the Region and Available Product**
06 **Assemble and Prepare Your Delta-Team**
07 **Building a Talent Pipeline**
08 **Engage Young Professionals**



01 -

Develop a Strategic Plan and to Support Program of Work for HTL

» Implement
» Long-term

Recommendation:
Develop a strategic plan to enhance and support program of work to give the organization a clear mission and measurable goals.

With relatively new leadership and limited staff it is crucial for HTL to consider the development of an updated strategic plan to support their program of work. A strategic plan allows the organization to analyze its current situation, develop priorities and gives a clear vision to focus resources and time to achieve the organization's mission.

A strategic plan and program of work can provide a clear understanding of the organization's: **mission, goals, objectives, strategies, tactics** and **metrics**.

Long-term planning offers a clear vision moving forward and helps stakeholders and partners understand the importance of the organization to the region. For HTL the advantages to this process would be significant. From further defining the mission, goals and expected outcomes to implementing process efficiencies designed to maximize output. Development of a plan that starts with a long-term strategic vision has never been more important than today considering the uncertainty surrounding the marketplace.

A strategic plan and program of work allow the organization to be proactive, rather than reactive. With a clearly defined direction and understanding of HTL's role in different types of economic development growth (refer to graphic below), the organization would have a clear understanding of goals and objectives, guidelines for budget and resources, established boundaries that not only guide it, but protect and reward the organization and staff, even for the future leaders.

THREE TYPES OF ECONOMIC GROWTH:

Leaders are focused on increasing per capita income, workforce skills and providing businesses a tax climate with bottom-line advantages. Residents are looking for more diverse job opportunities with higher-paying jobs, an improvement in the talent pipeline and new industry but in a way that does not damage the natural assets and amenities in the region. The best way to achieve the balanced growth the region seeks is by approaching economic development through the lens of three platforms – **market**, **facilitated** and **competitive strategies**.

MARKET OPPORTUNITIES	FACILITATED STRATEGIES	COMPETITIVE
Follows an Existing Market	*Strategic Actions Taken to Increase Competitive Opportunities*	*Multiple Communities are Competing, High-Wage Jobs*
- Speed of Doing Business - Ease of Doing Business - Environment Conducive to Start-Ups	- Infrastructure - Business Formation Tourism - Education/Industry Alignment	- Target Industry Recruitment - Business Retention & Expansion - Business Drivers - Lead for Site Selectors, Corporate Real Estate, etc.

Role of HTL Advantage INCREASES

Role of Counties and Cities INCREASES

01A –

Identify Metrics for Success

» Implement
» Short-term

Recommendation:
Establish and communicate a series of metrics to internal and external audiences that clearly define measurements.

Often times, economic development organizations are judged by the number of project wins or announcements made during the course of a year. Those in economic development understand there is much more being done behind the scenes that is critical to the organization's ability to recruit successfully. The challenge is to identify measures that point to the effectiveness of the organization.

Even with the overwhelming support of HTL Advantage, many stakeholders don't fully understand how the organization is measuring its own success. Defining those factors that contribute to the overall health of the organization help paint a much more vivid picture of the actual effectiveness of its efforts.

Many factors will be essential to the success of the organization, but the following factors will also determine the long-term value to the region and should be shared with internal and external stakeholders:

Key Partner Awareness: It is important to make sure that key partners, such as TVA, Tennessee Department of Economic and Community Development and real estate developers in Memphis and Nashville are aware of what the market has to offer. Proactive activities with these partners can be measured by numbers, leads generated and actual projects generated.

Advocacy: HTL should serve as an advocate for business-friendly policies at the local and regional level. This should be measured by utilizing numbers related to outreach to local elected as well as staff.

Business Development Impressions: This is considered as unique opportunities for leads. While the organization is not be judged solely on jobs and investment, this metric highlights how many opportunities are being generated.

Original Lead Generation: As there are no guarantees given, the many external factors that play a role in the number, it is important to not set expectations too high. VisionFirst recommends this metric as a stretch goal that is aspirational in nature and not one that staff will be penalized for not meeting.

Marketing Effectiveness: Consider how many unique and new visits to the website, top visited pages on the site, downloads, bounce rates and search engine optimization referrals. If specific digital campaigns are launched, measure those separately.

It will be important to develop percentage metrics to go along with the measures that are realistic. The goal is to measure these elements along with the creation of jobs and investment to paint a clearer picture of how well the organization is representing the HTL region.

02 -

Develop the Region's Elevator Pitch

» Implement
» Short-term

Recommendation:
Market HTL Advantage beyond the tri-county region including additional data points from 45-minute drive-time.

Defining HTL's advantages and assets demonstrates the region is taking the first steps to differentiate itself from others. It is the basis for understanding how to position the region differently from other rural communities located adjacent to metro hubs competing for capital investment and jobs. Typical answers to the question, "What is your competitive advantage?" are: we have great people - they are hard-working, we have available land, distance to major markets, the quality of life here is good and low cost of living. Although the answers might be accurate, refining those answers will help develop your unique factors for marketing.

The best way to start shaping your region's story is asking three basic questions: "*what you do, why you do it and for whom it benefits*"? The Marketing and Positioning chart on page five is a condensed version of how to view the community and region for strengths and weaknesses from a data perspective. It is important to understand how a company or consultant will review the community as a business location long before the HTL region knows it is being vetted for a competitive economic development project.

HTL must look beyond its community lines. Companies do not see city or county boundaries, they are interested in commuting labor force, tax environment, speed to market and available buildings or sites. Most companies consider an average drive time rather than political boundaries when considering where to locate.

There are times when the community should utilize data at the county level and the regional level to offer a greater perspective, as noted on page six. Understanding how to position regional and HTL assets as part of the sales story will provide the region a more holistic story to be told. VisionFirst knows the data does not tell the whole story, that is why we rely on the local economic development professionals during a site search to provide context and narrative. This context combined with answering the three basic questions from how they add value to the client will help shape your sales story.

Unfortunately sometimes you don't get the chance to initally tell your story. Both companies and site selection consultants will have completed significant due diligence on a region long before any Request for Information (RFI) or formal site visits occur. This process makes it difficult to gain a better understanding of how to assist in the location of a business.

That is why it is so important, when given the opportunity, to learn as much as a possible about the project from company officials, site selection consultants, or TVA and TNECD project managers. Using your sales pitch and including discovery questions, such as *what is driving this project, who is the decision-maker, what is the biggest cost to making the product...etc.* a sales pitch can be tailored to your client. This includes examples of how HTL's strategic assets can be optimized giving the community a competitive advantage.

03 –

Enhance Communication Efforts to External Business Development Audience

» Implement
» Short- to Mid-term

Recommendation:
1) Continue to refine and build out the business development advantages of the HTL website. Provide relevant data, sites, testimonials and programs of the region to encourage better positioning of the HTL region.
2) Develop and implement a formal marketing and communications program for business formation opportunities.
Take it to Another Level – *Layered mapping in both PDF and KMZ formats are practical marketing tools that allow your audience to stay focused on a specific conversation at hand. Consider using the APWA color guide to highlight current and proposed utility infrastructure. Drone videos and photography are an effective marketing tool. Enhance drone site footage to create 360°, interactive drone photos for virtual site tours to engage prospective clients. Kuula Pro offers an inexpensive platform for virtual site tours.*

Local economic development efforts being handled at the tri-county level poses challenges for marketing and positioning the region to business decision-makers, and further poses a threat as a majority of the focus will often begin at state, metro or predetermined geographic regions. When conducting a desktop search for HTL's tri-county economic development, a prospect sees a focus on three counties: Haywood, Tipton and Lauderdale (HTL). In addition, HTL's website has information on the TVA and state's sites and buildings databases. HTL would benefit from taking significant steps to increase location benefits and emphasize competitive advantages for target industries from a search engine optimization (SEO) standpoint, as compared to relying on the audience to download PDFs or interpret data into their own narrative. This ultimately increases HTL's online presence to provide a clearer direction for potential prospects to learn more about the region.

Utilizing the HTL Advantage website and including utilities and state partnerships, HTL should streamline and enhance the information presented to homepage visitors. Community and economic development websites most valued by site selectors and business decision makers have a few things in common.

- They understand their audiences and speak to them in their own language.
- They are heavy on facts in bulleted format and light on filler.
- They provide relevant data in formats that users can download and manipulate themselves.
- They are fast, easy to find and easy to use.
- They have the right content, organized in a way that makes sense.
- They are current, visually attractive and regularly updated utilizing photos and infographics to highlight key pieces of information.
- The organization's contact information is clear and accessible.

Using these elements, HTL should build-out and realign information under the site selection and regional data section of its website.

Showcase maps: The homepage should showcase maps, rather than being forced to scroll down to understand the regional location advantages, or download a PDF, have a location map at the top of the page – featuring logistical advantages and clearly define what makes the region unique and how it is welcoming to business. The same recommendation would be made for the transportation page, highlighting maps at the beginning. Merging the transportation page and its information with the maps page would be beneficial.

Regional Data: Various stats and percentages are highlighted throughout the website. While these are important numbers, there is no reference point and leaves the audience open for interpretation. Highlight strong numbers/percentages as compared to the state or nation emphasis. The Distribution of Labor page is another page that lacks data source references and is unclear on the geographical region represented. Unfortunately, providing only a chart results in the user interpreting the data and crafting their own narrative – which may or may not be to HTL's advantage.

03 –

Enhance Communication Efforts to External Business Development Audience (continued)

» Implement
» Short- to Mid-term

Recommendation:
1) Continue to refine and build out the business development advantages of the HTL website. Provide relevant data, sites, testimonials and programs of the region to encourage better positioning of the HTL region.
2) Develop and implement a formal marketing and communications program for business formation opportunities.

Target Industries & Data: HTL's target industries should include links on the icons (homepage) to drive the user to the target industry pages. Noting existing employers is always a best practice, however, using phrases like "available and skilled workforce" will often fall on deaf ears. Consider enhancing strengths from a regional perspective (not just the tri-county region) on the Regional Data page - noting high labor force participation rates, lower wages and high commute times. Sourcing information and defining the geographic area is also recommended. The Target Industry page would benefit from hosting information on available sites/buildings targeted to each industry within the community as well. Relying on the user to download information such as an automotive flyer is an added step that might cause the client to leave the site. Instead, consider incorporating the flyer and information into the HTL website to increase search optimization (SEO) keywords. Once you uncover how your target audience is searching for content, you begin to uncover trends and insight around strategic SEO.

Workforce Development & Talent Pipeline: HTL's website offers workforce or talent pipeline data specific to the tri-county region – however, highlighting competitive regional workforce statistics and case studies that tell the workforce story and how employers industry have partnered with educational institutions for customized training would be a vast improvement to the site.

Major Employers: Although a good start to showcasing large industries, the page would benefit from combining it with the Distribution of Labor page. Use both pages to highlight the concentration of labor and a list of top employers who are benefiting from that labor.

Financial Resources & Incentives: Currently listed as "coming soon". Incentives (financial and other) will likely be awarded on the county and state level and will typically be one of the top-visited pages on the HTL website.

Buildings and Sites + **Memphis Regional Megasite**: In addition to enhancing these pages on the website, HTL should implement a **formal marketing program** with focused outreach to target industries for business recruitment; to existing industries to encourage business expansion; and promote the area for business formation. With a formal marketing plan, the information can be recycled for the website. This necessary strategy is to ensure the message is not only being delivered but received – which can be tracked using a system similar to Constant Contact or Mail Chimp. Reassessing and identifying unique attributes of the site will identify opportunities best suited for today's recruitment projects, increasing the region's competitiveness.

The plan should specifically address the niche marketing of sites, including sales and promotional tools focused on the benefits of locating HTL's targeted industries. Each outreach should focus on a select group of site selectors or companies that focus exclusively on a particular target industry. HTL should focus on its value to the prospect instead of selling property. Communicating unique competitive advantages of the region, including key messaging and benefits of business growth. Utilizing tools such as maps, digital presentations, interactive drone footage, etc. will properly present your product offerings.

Tell the HTL Story: Include testimonials from business owners of all sizes on why they choose to live and work in the HTL region. Feature the professionals that are passionate about the region and the type of industry thriving in the region. Use the sidebars or callout boxes, with infographics and stats, on the pages to convey more visual interest rather than having people scroll for content.

04 –

Expand Business Retention & Expansion (BR&E) Program + Use Customer Relationship Management (CRM) Tool for Alignment

» Implement
» Mid- to Long-term

Recommendation:
Coordinate with economic development partners to develop best practices for data collection and analysis to predict opportunities and warnings. Use HTL's CRM system to monitor the progress of new and existing workforce programs, skill gaps and labor force trends.

Not only is manufacturing the largest sector in the HTL Region, employing 4,831 workers or 18.2% of the workforce, but the manufacturing base expands to 55,760 employees within a 45-minute drive-time. Coupled with 69,978 employed in the transportation and warehousing sector emphasizes a major need for a BR&E program to help understand the current and future needs around these two industry sectors.

HTL Advantage has taken steps towards outreach to industries and organized Pathways to Possibilities (P2P) which was a huge success and well received across all sectors. Building on the momentum, HTL should facilitate and advocate to implement industry roundtables (plant managers and HR staff) and meet regularly with key industry team members.

A customer relationship management (CRM) tool is more important than ever to economic development organizations (EDOs). This program greatly enhances your efforts by gaining industry trends and market knowledge used in business development or more importantly, retaining existing businesses. Understanding and tracking industry needs and challenges are paramount in determining an effective and intuitive partnership with existing industries in the region.

By using HTL's CRM with their BR&E outreach program, the community leaders will have an advanced warning about potential problems that could lead to business layoffs, closures and provide an opportunity to enact proactive intervention to retain employers in the community. Not only does the BR&E indicate warning signs, but it also helps leaders identify new opportunities for companies and support them in expanding new job creation.

BR&E typically involves five key steps:

01 Developing a reputable relationship with business owners in the community;

02 Periodically collecting data into a CRM system on the business and industry trends (through surveying the companies and facilitating industry roundtables with the plant manager and HR representatives);

03 Analyzing the data to predict future trends;

04 Assisting the business with innovative solutions in order to avoid down-sizing or closures;

05 Exploring opportunities to grow business in the community (i.e. including education partners in the roundtable discussions).

Continually expanding the CRM system with community contacts, site location consultants and regional businesses offer tremendous value to your organizations.

Ultimately, HTL Advantage should keep track of **key contacts**, **overall assistance provided to area businesses** – community projects, financial assistance, networking/marketing, property improvements, workforce collaboration, workshops. Details on **competitive projects** - desired property, jobs & investment, incentives, workforce requirements, etc.

05 –

Continue to Embrace Technology to Introduce/ Highlight the Region and Available Product

» Implement
» Mid- to Long-term

Recommendation:
Invest in and utilize videos, in-office and portable tablets for presentations.

Often times, speakers get so wrapped up in delivering their presentation, they forget the needs of the audience. Providing an agenda at the beginning will allow your audience a clear outline of what to expect and help the presenter understand what data or amenity is most critical during this presentation. HTL would benefit from the ***Ask, Answer (Repeat)*** approach. This ensures HTL is always delivering relevant information and not regurgitating information the company or site consultant typically has on hand.

HTL's geographic territory is vast and poses a threat when attempting to highlight the array of amenities during a site visit or prospect tour – due to time restraints. Now with COVID-19 accelerating the organization's need for the adaptation of technology to virtual showcase assets virtually. It is critical for HTL to continue expanding technology and resources.

Poor slides and data can spoil a presentation. Never has it been easier for organizations to project an image to prospects and clients that best illustrates its assets, resources and vision for growth. Through the creative use of technology, an understanding of data and a clear articulation of the region's business benefits, HTL can position and communicate the region's value proposition to each of its key audiences locally, regionally, domestically and globally.

An investment in interactive drone videos/photography would enhance and allow HTL to virtually promote assets in the region – while providing an upscale approach to highlighting the region. As mentioned in Recommendation Three, drone videos and photography are an effective marketing tool. Enhancing drone site footage to create 360°, interactive drone photos for virtual site tours to engage prospective clients. Kuula and RoundMe offer hosting and are inexpensive platforms for virtual site tours.

Google Tour Builder (beta version) is a free, web-based storytelling platform that allows users to quickly and easily create virtual tours using 2D, 3D, street view images – along with map pins and site outlines. Each location allows the user to incorporate story text, photos or videos. This short video highlights how different groups (education, families and businesses) are using google tours. Each tour can be customized and shared for collaboration with end-users – via phone, tablet or laptop.

Take it to Another Level

- *PowerPoint templates are an inexpensive and cost-effective solution to updating your presentation with a cohesive look. Creativemarket.com offers inexpensive (sometimes free), professional templates - typically under $20.*
- *Google Earth offers web, mobile and Pro for desktop platforms. This free tool can be used to create customized maps, easily measure distance and area, view land ownership information, import GPS data and view elevation changes. Google Earth on the web announced their "creation tools" or Google's Tour Builder in 2019 - offering a free platform for product visits highlighting and narrating around the amenities, sites or buildings in the region.*

06 –

Assemble & Prepare Your Delta Team

» Implement & Facilitate
» Short-term

Recommendation:
Identify, educate and continue to refine the use of a delta-team to meet the needs of prospects.

A core principle of business development VisionFirst will always highlight is the importance of a collaborative team approach. EDOs must stop thinking of their team as only paid and appointed staff and look beyond those within the office walls. The team should extend to those individuals and groups in the community that can provide value to the competitiveness of the HTL region.

The extended team should allow the prospect to see a united community equipped to overcome any challenge to the company's location. They understand that the company is not looking at potential locations as a three to the five-year proposition but rather a long-term future of the company. They need to understand the community will be with them well beyond the location announcement. Nothing demonstrates this more effectively to a prospect than engaged business and elected leadership. VisionFirst refers to this as the "delta-team."

This delta team consists of individuals and resources throughout the community. To be successful in this approach the effort must be well choreographed. It's not enough to just be a part of the team. Every player must fully understand his or her role. Not everyone needs to be in front of the prospect, but every team player can provide value. That means significant time and effort must be placed on working with the delta team to demonstrate the importance of confidentiality when engaging with prospects, their role and expected outcomes. If all the above is well defined and accepted by the participants, then recruitment efforts will be bolstered. VisionFirst's recommendation is to begin the process of defining your extended team immediately.

Organization/Individual involvement:

- Board Members
- Educational and Workforce Partners
- Elected Officials
- Existing Industries
- Board Members
- State Project Managers
- Utility Project Managers (TVA)
- Utilities

07 -

Building the Talent Pipeline

» Facilitate & Advocate
» Mid-term

Recommendation:
Identity, educate and continue to refine the use of a delta-team to meet the needs of prospects.

Educational attainment and training play an important role in evaluating a community or region. Regions must demonstrate not only an existing workforce but a talent pipeline that can sustain their business. In running models for industry, companies are often looking for 25-50 applicants for every one position hired. In a more rural region, such as HTL's region, providing supporting data on career ladders, case studies and willing education partners are critical in demonstrating the region has the required workforce and will be competitive for projects.

A recent report by The Aspen Institute notes the steepest decline in the labor force participation rate has taken place among individuals with no form of post-secondary attainment and particularly in rural regions. Today's historically low unemployment rates are hiding the fact that millions of prime-working age Americans are no longer in the labor force – a rate that has been declining for decades and has drastically increased due to COVID-19. In the HTL region, 14.4% of the population have a bachelor's degree or higher, which trails the national average by 18.5% (32.9% nationally) However, having 22.9% with some college no degree, compared to 21.0% nationally highlights a significant upskilling opportunity for the region's talent pipeline. Aligning programs, including e-learning, that support adult workers who aspire to obtain some form of a degree or credential could push this number over the national average – ultimately making the region more attractive for expansion and attraction projects.

Given the fact that a portion of the HTL's workforce is without higher education credentials, partnerships and advocacy should begin today. Together, local leaders must find ways to increase awareness and opportunities for those in the K-12 system and beyond to ensure that labor is transitioning with the jobs available and those that wish to be recruited. The community must implement strategies that change the trajectory of the workforce.

Understanding that HTL is not the lead organization as it relates to workforce development, VisionFirst has outlined a series of recommendations the organization can implement, facilitate or advocate for on behalf of economic development activities and for the region overall.

- Organize a strategy session between K-12, post-secondary and industry partners to devise a plan on how to work together to increase talent availability; ensure key metrics are identified during the discussion.
- Continue to increase coordination with workforce and education partners by implementing quarterly roundtable discussions to monitor progress and keep the lines of communication open.
- Develop a workforce committee under the board of directors and appoint a board member as chair. Make workforce a key agenda item for each board meeting as part of the strategic discussion.
- Deploy an annual workforce quality survey for existing industries; analyze results and monitor common response trends.
- Develop a talent focused annual report that highlights the current state of talent, educational partnership progress, industry involvement, future challenges, etc.

08 –

Engage Young Professionals

» Facilitate
» Mid- to Long-term

Recommendation:
Develop and facilitate a young professional's roundtable to engage the population with HTL's activities and advocacy issues.

The HTL is fortunate to have a number of young professionals who grew up in the community, returned home to advance careers or start families. With a median age of 38.2, stakeholder interviews only reflected young leaders who have demonstrated their passion for supporting the community. Harnessing this passion could enable HTL Advantage to achieve more in its community development, economic development and business advocacy efforts.

Millennials and the new Generation Z are known as the "entrepreneurial generations." Studies suggest that 70 percent would like to own their own business and nearly 20 percent already do. Providing high paying jobs may prove difficult in the HTL region but providing opportunities and a culture for young professionals to create their own jobs, while investing in a place for networking with like-minded individuals may prove as an incentive to stay in the community.

Over the mid to long-term, HTL should consider the development of a young professionals' roundtable to not only provide immediate networking opportunities but also develop these professionals into engaged volunteers, leaders and advocates on a regional level for the community.

HTL could help kick-off the organization with the hopes of the organization becoming self-led with programming and activities. A great example to consider is Access Tallahassee which is a program that connects young professionals with the tools and resources to become the next generation of leaders.

MEET OUR TEAM

VISIONFIRST ADVISORS
STRATEGY | ACTION | RESULTS

Strategy starts with a vision first.

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ORLANDO, FLORIDA

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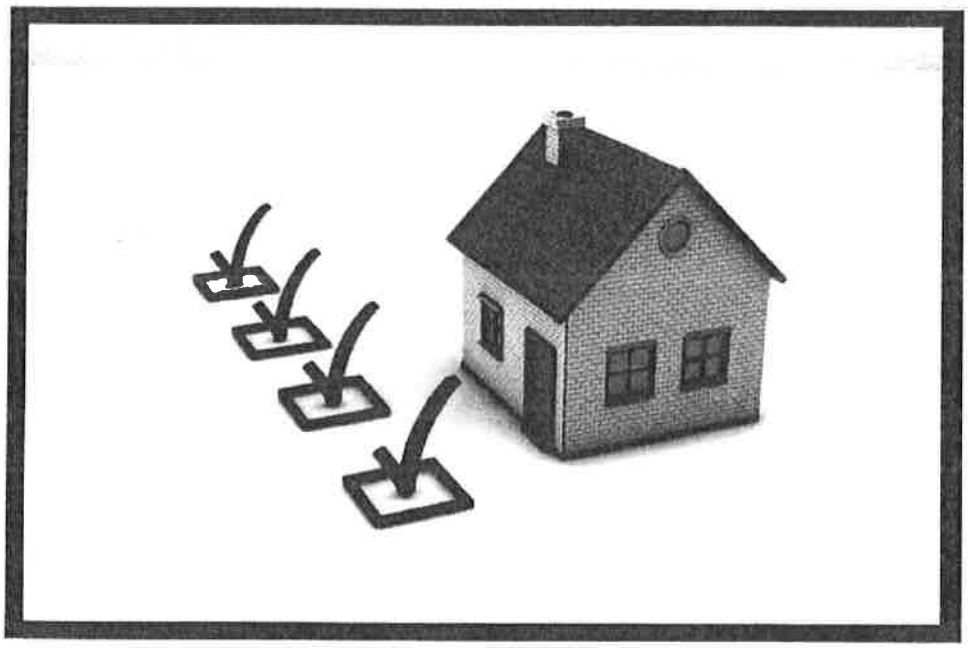
VISIONFIRSTADVISORS.COM

PLANNING COMMISSION MEETING

November 3, 2020
12:00 PM NOON
VIRTUAL MEETING



AGENDA FOR THE MEETING OF THE
COVINGTON MUNICIPAL-REGIONAL PLANNING COMMISSION
November 3, 2020
12:00 PM

I. CALL TO ORDER – ESTABLISHMENT OF A QUORUM

II. APPROVAL OF THE PREVIOUS MINUTES

III. NEW BUSINESS

A. Industrial Development Board of the City of Covington Rezoning Request

B. Lance Scroggins Rezoning Request

C. Timothy Magill Rezoning Request

IV. OLD BUSINESS

V. OTHER BUSINESS

VI. ADJOURNMENT

Next Meeting: December 1, 2020

The Covington Municipal – Regional Planning Commission met virtually on October 6, 2020 at 12:00 p.m. with the following members present: Vice-Chairman Joe Auger, Commissioners: Sue Rose, Alice Fisher, Sammy Beasley, Danny Wallace, Sara Carter. Also present were Code Compliance/Building Official Lessie Fisher, Planner Will Radford, Code Compliance Technician Phyllis Mayfield, Bryan Drayne, and Ryan Tucker.

Meeting was called to order by Vice-Chairman Joe Auger.

Motion was made by Alice Fisher and seconded by Sue Rose that the minutes of the preceding meetings on July 7, 2020 and July 21, 2020 be approved with one correction. On the July 7, 2020 minutes the addition of, "Motion Passed" after Motion was made by Joe Auger and seconded by Sammy Beasley to table until August meeting.
Voting Aye: Fisher, Rose, Wallace, Beasley, Carter, Auger.
Motion passed.

There was no Planning Commission meeting held in August.

Request for rezoning the parcel in R-2 to R-3 was presented by Bryan Drayne and Ryan Tucker in order to renovate an existing multi-family dwelling located at 705 Hill Avenue.

Planner Will Radford presented his recommendation for denial of the rezoning request. Mr. Radford referenced the Land Use and Transportation Plan map and policies. While the area is designated "High Density Residential" on the Development Plan Map, other policies in the Land Use and Transportation Plan factor more heavily against the rezoning request. Hill Avenue has served as a clear district boundary in recent history between the two residential districts. The Land Use Plan in 2010 stated that demand for High Density Residential was currently met.

Motion was made by Danny Wallace and seconded by Sammy Beasley to approve the rezoning request. There was significant discussion.
Vice-Chair Auger called the vote as, Voting Aye: Wallace, Beasley. Voting Nay: Fisher, Carter, Rose.
Motion failed.

Mr. Bryan Drayne was informed he may submit his request for rezoning directly to the Board of Mayor and Alderman. Planner Radford made note that a majority vote would be required for the approval of the rezoning.

There being no further business, the meeting adjourned at 12:45 p.m.

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MEMORANDUM

TO: **The Covington Municipal-Regional Planning Commission**

FROM: **Will Radford, AICP**

DATE: **October 26, 2020**

SUBJECT: **Staff Recommendations for the November meeting of the Municipal-Regional Planning Commission.**

A. Industrial Development Board of the City of Covington Rezoning Request

Background

A rezoning request has been submitted by the Industrial Development Board of the City of Covington to rezone 65 acres on U.S. Highway 51 North next to rail road right of way and south of Charles Smith Lane from B-2 (Highway-Oriented Business) District to M-1 (Industrial Park) District. The property can be further identified as Parcel 17.03 on Tipton County Tax Map 018. The property does not appear to be located in a federally identified flood hazard area.

Analysis

The property has adjacent M-1 district to the north and a portion of the property is currently zoned M-1.

The property's location between U.S. Highway 51 North and railroad right of way makes the property conducive to industrial development.

The property is designated "Industrial Park" property on the Covington Future Land Use Map/Development Plan.

The following is stated in the Covington Land Use and Transportation Plan:

Chapter 2. Background for Planning. "Major Events Affecting Development":

Industrial recruiting has become the standard for many other communities of Covington's size and capabilities. Covington's relationship with a few local industries stretches 30 years or more. There is a need for Industrial Park expansion due to the crowding Industrial Parks in the City.

Chapter 6. The Development Plan. INDUSTRIAL

B. *Objective - Provide appropriate standards and guidelines for new industrial development and for expansion of existing industrial uses.*

Policies

1. *All industrial developments shall be designed in compliance with appropriate site development standards, as adopted by the City of Covington.*

2. *Industrial uses should locate near transportation facilities that offer the access required by the industry. Such uses should not be allowed to create demands which exceed the capacity of the existing and future transportation network without a plan for improving such transportation facilities.*

3. *To the extent feasible, landscaping or other screening shall be provided to reduce the conflict and soften the impact between industrial uses and other land uses.*

4. *All industrial developments shall be required to provide an adequate number of paved off-street parking spaces.*

5. *The City shall require industrial developments to be designed to minimize any negative impacts on adjoining residential developments and to enhance the aesthetics of such developments.*

Staff finds the rezoning request consistent with policies stated above, most notably #2.

Utilities should be in place to support industrial development.

Recommendation

Staff recommends in favor of the rezoning request due to the adjacent M-1 zoning and the location near transportation facilities that will support industrial development. Industrial Development at this site should have minimal impact on surrounding non-industrial uses.

B. Lance Scroggins Rezoning Request

Background

A rezoning request has been submitted by Lance Scroggins to rezone property near 116 Haynie Street from R-2 (Medium Density Residential) to R-3 (High Density Residential) District. The property can be further identified as Parcel 16.01 on Tipton County Tax Map 041B, Group C. The property does not appear to be located in a federally identified flood hazard area.

Analysis

The property has a total of approximate .34 acres or 14,800 Square feet.

The nearest R-3 zoning to this property is to the north side of Hill Avenue. The property on all adjacent sides is zoned R-2.

Hill Avenue currently serves a set district boundary with the entirety of the area north of Hill Avenue being R-3 and the entire area south of Hill Avenue being R-2. This rezoning could be considered a "spot-zone" if considered to be inconsistent with The Land Use Plan or if other areas south of Hill Avenue would not be considered practical for a R-3 rezoning request.

The Covington Land Use and Transportation Plan states:

Chapter 5, Existing Land Use analysis:

"Demand for new mobile home parks and multi-family complexes have been extremely low".

Chapter 6: Major Assumptions, Factors, and Trends:

9. Existing multi-family complexes meet the demand for these type of developments

Chapter 6: Development Goals

3. High density development and redevelopment of substandard, dilapidated, or vacant lots should be permitted only in locations which are compatible with surrounding residential densities.

7. The City should encourage high density residential developments along major traffic corridors which have access to retail businesses, pedestrian amenities, schools, and parks.

1. The City shall discourage new residential developments in those areas where infrastructure is unavailable or inadequate to support such development.

2. The City shall rezone property for residential development, especially high-density residential development, only when appropriate infrastructure is available and adequate to handle the desired density, including water lines capable of providing adequate pressure for fire-fighting.

The property is designated "High Density Residential" on the Covington Future Land Use Map/Development Plan.

This section of Haynie is not designated as a Collector Street on the Covington Major Road Plan.

The infrastructure in the area should be considered adequate to support High Density Residential Development before considering approving the rezoning request.

Recommendation

Staff recommends denial of the rezoning request. While the area is designated "High Density Residential" on the Future Land Use Map/Development Plan, other policies in the Land Use and Transportation plan factor more heavily against the rezoning request. Hill Avenue has served as a clear district boundary in recent history between the two residential districts. The Land Use Plan in 2010 stated that demand for High Density Residential was currently met.

C. Timothy Magill Rezoning Request

Background

A rezoning request has been submitted by Timothy Magill to rezone property near 224 Simonton Street from R-2 (Medium Density Residential) to R-3 (High Density Residential) District. The property can be further identified as

Parcel 25.00 on Tipton County Tax Map 041B, Group D. The property does not appear to be located in a federally identified flood hazard area.

Analysis

The property has a total of approximate .3 acres or 13,400 Square feet.

The nearest R-3 zoning to this property is to the north side of Hill Avenue. The property on all adjacent sides is zoned R-2.

Hill Avenue currently serves a set district boundary with the entirety of the area north of Hill Avenue being R-3 and the entire area south of Hill Avenue being R-2. This rezoning could be considered a "spot-zone" if considered to be inconsistent with The Land Use Plan or if other areas south of Hill Avenue would not be considered practical for a R-3 rezoning request.

The Covington Land Use and Transportation Plan states:

Chapter 5, Existing Land Use analysis:

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2. The City shall rezone property for residential development, especially high-density residential development, only when appropriate infrastructure is available and adequate to handle the desired density, including water lines capable of providing adequate pressure for fire-fighting.

The property is designated "High Density Residential" on the Covington Future Land Use Map/Development Plan.

This section of Simonton is designated as a Collector Street on the Covington Major Road Plan.

The infrastructure in the area should be considered adequate to support High Density Residential Development before considering approving the rezoning request.

Recommendation

Staff recommends denial of the rezoning request. While the area is designated "High Density Residential" on the Future Land Use Map/Development Plan, other policies in the Land Use and Transportation plan factor more heavily against the rezoning request. Hill Avenue has served as a clear district boundary in recent history between the two residential districts. The Land Use Plan in 2010 stated that demand for High Density Residential was currently met.

APPLICATION TO AMEND THE ZONING MAP AND/OR ZONING ORDINANCE OF THE CITY OF COVINGTON

Location of Property:

A. Legal Description (Please Attach)
B. Street Address: Hwy 51 N
C. Area in Acres: 65 Map# _____ Parcel# _____
D. Map of Property (Please attach a scaled drawing)

Applicant:

Name: Industrial Development Board of The Town of Covington
Address: P.O. Box 683 Covington TN 38019
Phone: 901-476-9727 Alt Phone: _____
Email: _____

Legal Owners:

Name: Industrial Development Board of The Town of Covington
Address P.O. Box 683 Covington TN 38019
Phone: 901-476 9727 Alt Phone: _____
Email: _____

Present Zoning Classification: B-2 & M-1
Proposed Zoning Classification: M-1
Zoning of Surrounding Properties: North M-1, East M-1, South B-2, West FAR

_____ Text Amendment Chapter _____ Section _____
The requested amendment as stated on a separate sheet is made a part of this application.
✓ Official Zoning Map Amendment

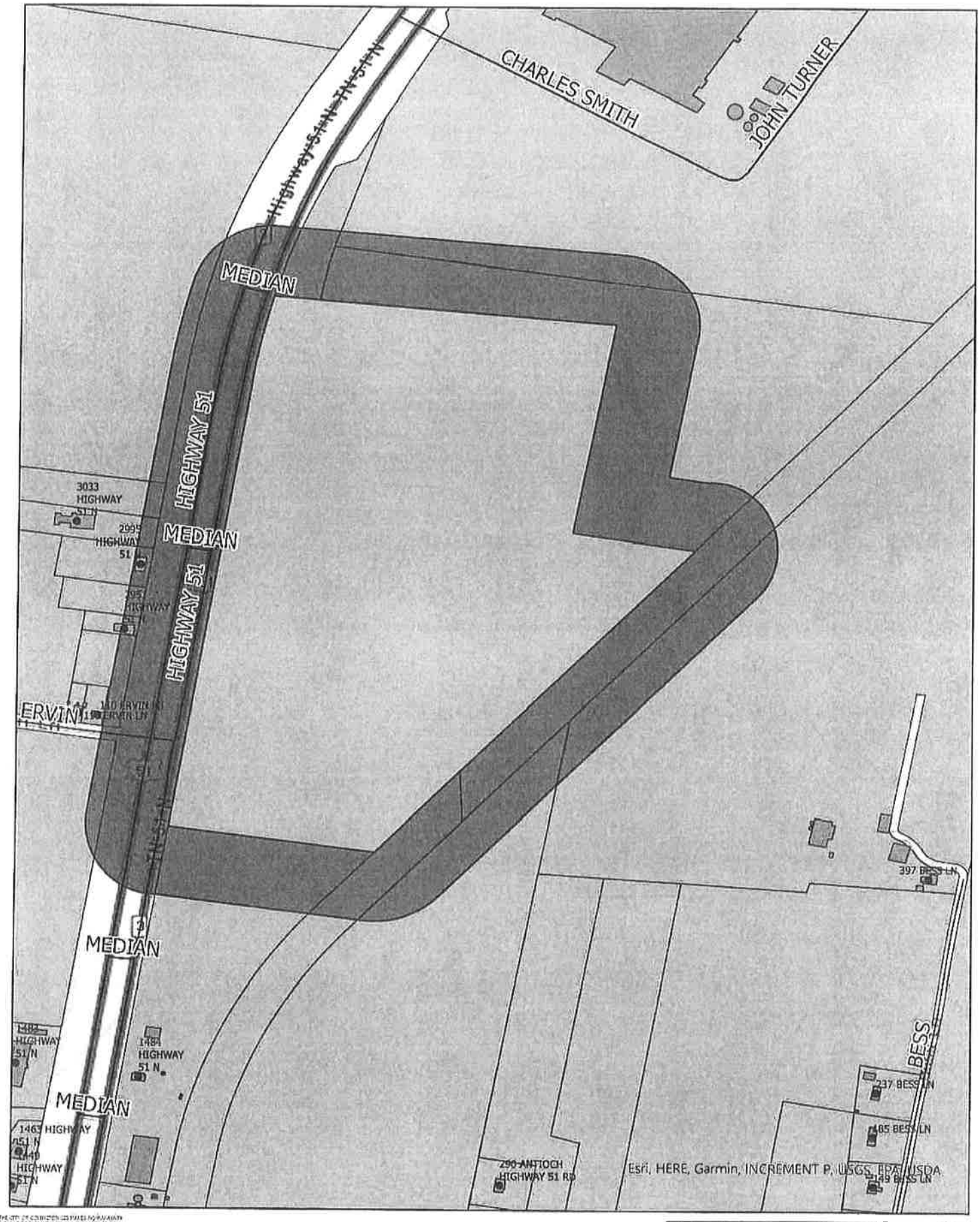
Provide description of intended use of property and a reason for request:
Use is proposed to be Industrial in Nature
Request is to provide for additional Industrial Park parcel.

I hereby certify that the statements on this application and any maps, drawings or other accompanying data submitted with this application are true and correct.
Signature _____ **Date** 10/22/20

Date of Meeting: 11-3-2020 Time: 12:00 pm
Meeting Location: Covington City Hall, 200 W. Washington Ave., Covington, TN
Someone must be present at meeting to represent this application.

Granted _____ Denied _____

Application Fee: _____ Check # _____ Cash _____ Credit Card _____
Date Paid _____ Accepted By _____



Feet
0 115 230 460 690 920

PREPARED BY:
CITY OF COVINGTON GIS
DATED: 10-21-20

SOUTHALL HWY 51 NORTH
300 FT. RADIUS

PC 11-3-2020 Timothy Magill

PC 11-3-2020 Lance Scoggins

PC 10-6-2020 Bryan Brayne

0 250 500 1,000 1,500 2,000 Feet

R-3 Zone City/High Density Residential District

R-2 Zone City/Medium Density Residential District

COVINGTON R-2 AND R-3 RE-ZONING INFORMATION

Prepared By: COVINGTON GIS

Dated 10/9/20

N

APPLICATION TO AMEND THE ZONING MAP AND/OR ZONING ORDINANCE OF THE CITY OF COVINGTON

Location of Property:

A. Legal Description (Please Attach)
B. Street Address: 116 Haynie St. "A" "B" "C" (triplex)
C. Area in Acres:_____ Map# 041B Parcel# 016.01
D. Map of Property (Please attach a scaled drawing)

Applicant:

Name: Lance Scoggins
Address: 2230 Atoka Idaville Rd., Atoka, TN 38004
Phone: 901-598-4376 Alt Phone:_____
Email: lance.scoggins@yahoo.com

Legal Owners:

Name: Lance Scoggins
Address 2230 Atoka Idaville Rd., Atoka, TN 38004
Phone: 901-598-4376 Alt Phone:_____
Email: lance.scoggins@yahoo.com

Present Zoning Classification: R2
Proposed Zoning Classification: R3
Zoning of Surrounding Properties: R2/R3
_____Text Amendment Chapter_____ Section_____
The requested amendment as stated on a separate sheet is made a part of this application.
_____Official Zoning Map Amendment

Provide description of intended use of property and a reason for request:
Intended to be used as (3) individual dwellings under (1) roof, as originally built. Renovations & repairs will be extensive & professionally made.

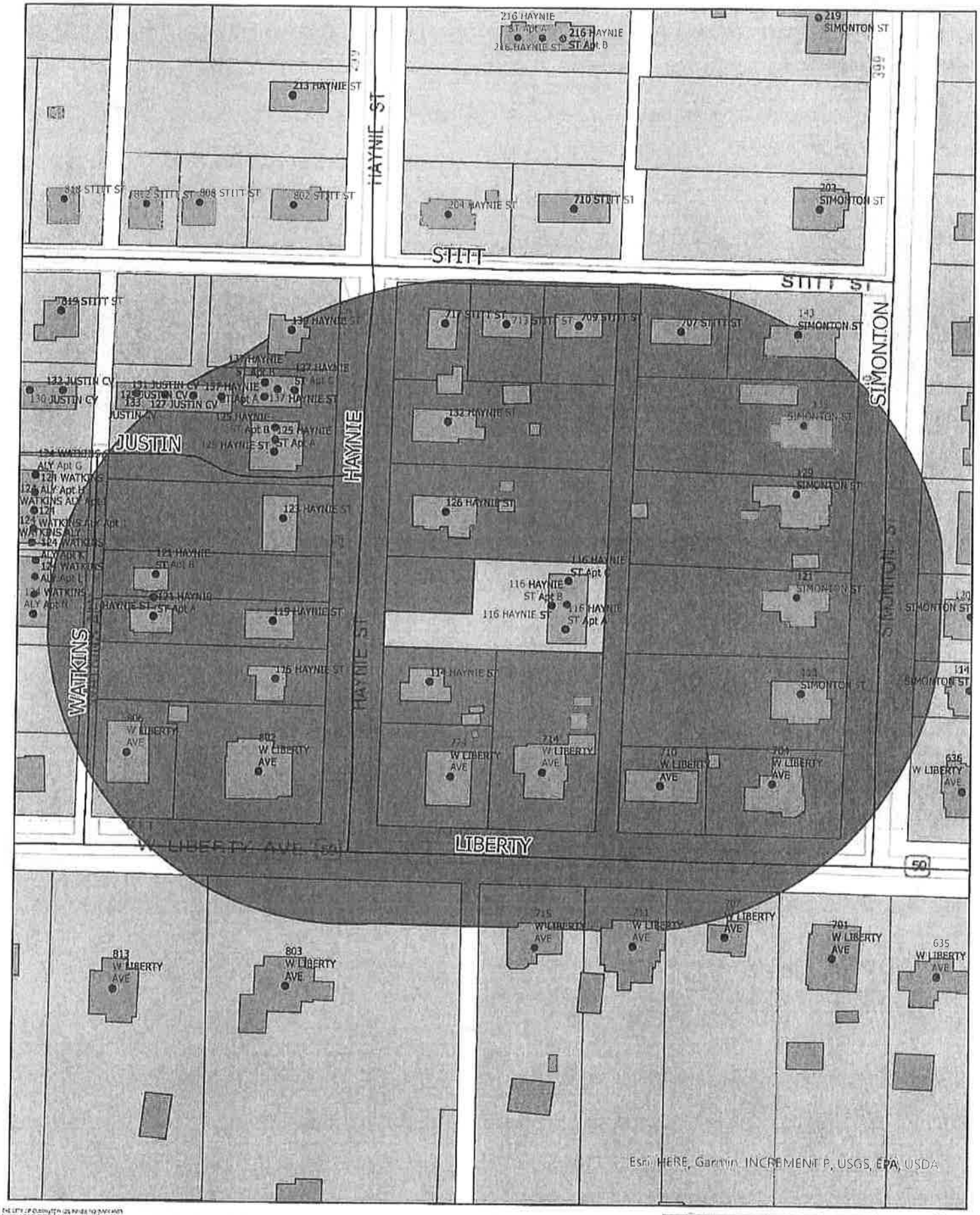
I hereby certify that the statements on this application and any maps, drawings or other accompanying data submitted with this application are true and correct.
Signature [signature] **Date** 10/14/2020

Date of Meeting:_____ Time:_____
Meeting Location: Covington City Hall, 200 W. Washington Ave., Covington, TN
Someone must be present at meeting to represent this application.

Granted_____ Denied_____

Application Fee: $200.00 Check # 3921 Cash_____ Credit Card_____
Date Paid 10-17-2020 Accepted By tmayfield

Revised March 2013
Planning Comm-appli to amend the zoning-2.doc



Feet
0 28.5 57 114 171 228

PREPARED BY:
CITY OF COVINGTON GIS
DATED: 10-21-20

116 HAYNIE STREET
300 FT. RADIUS

APPLICATION TO AMEND THE ZONING MAP AND/OR ZONING ORDINANCE OF THE CITY OF COVINGTON

Location of Property:

A. Legal Description (Please Attach)
B. Street Address: 224 Simonton Ave Covington, TN 38019
C. Area in Acres:_____ Map#_____ Parcel#_____
D. Map of Property (Please attach a scaled drawing)

Applicant:

Name: Timothy Magill
Address: 121 Holywood Cv Munford, TN 38058
Phone: 901-614-9550 Alt Phone:
Email: timothymagill@gmail.com

Legal Owners:

Name: Amanda Properties, LLC
Address 9436 Springridge Texas Line Rd Keithville, La 71047
Phone: 901-614-9550 Alt Phone: 318-518-2920
Email: timothymagill@gmail.com

Present Zoning Classification: R2
Proposed Zoning Classification: R3
Zoning of Surrounding Properties:
_____Text Amendment Chapter_____ Section_____
The requested amendment as stated on a separate sheet is made a part of this application.
_____Official Zoning Map Amendment

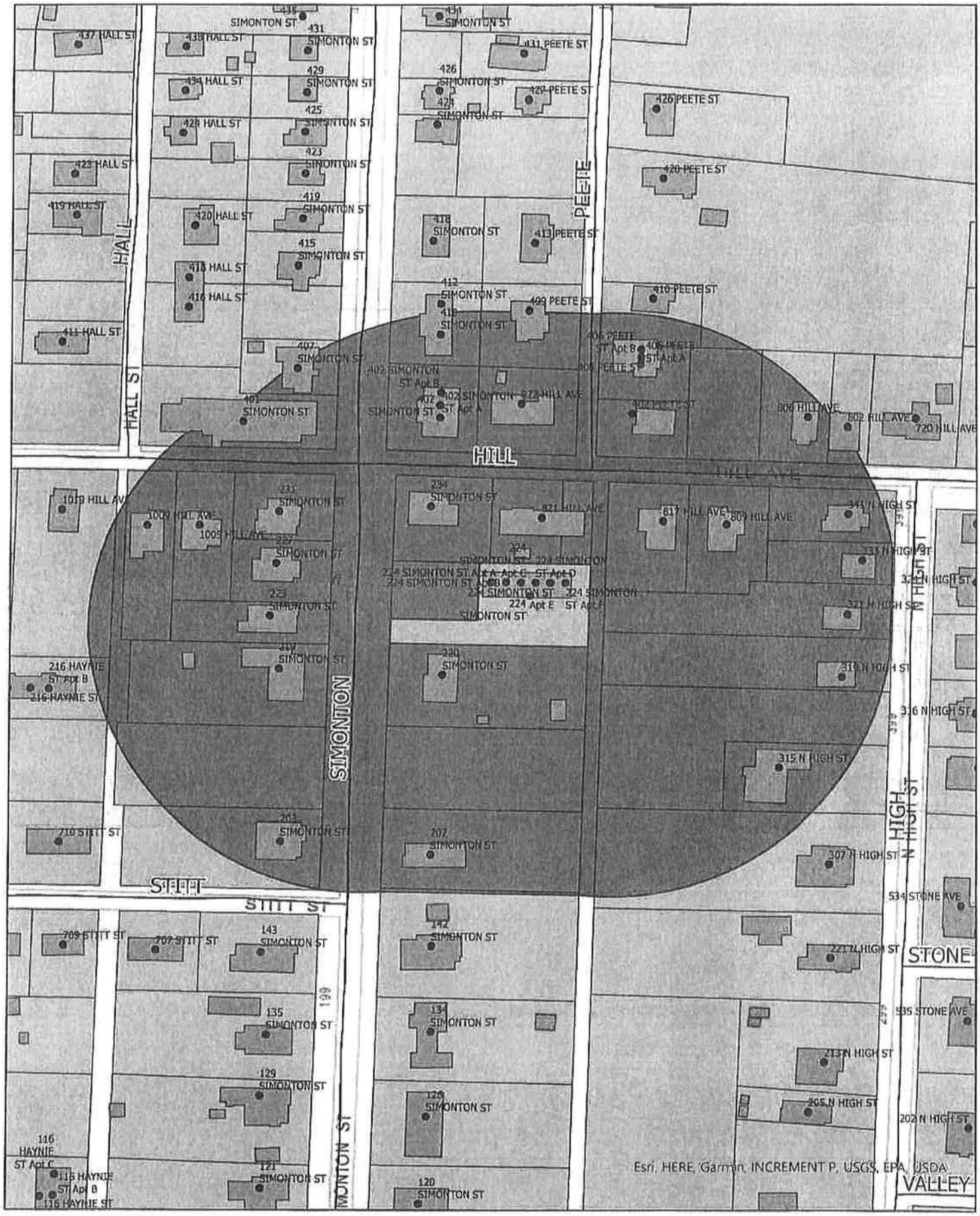
Provide description of intended use of property and a reason for request:
This property has a multi-family structure on it & our plan is to rehab the structure & rent out the units.

I hereby certify that the statements on this application and any maps, drawings or other accompanying data submitted with this application are true and correct.
Signature [signature] **Date** 10/20/2020

Date of Meeting:_____ Time:_____
Meeting Location: Covington City Hall, 200 W. Washington Ave., Covington, TN
Someone must be present at meeting to represent this application.

Granted_____ Denied_____

Application Fee:_____ Check #_____ Cash_____ Credit Card_____
Date Paid_____ Accepted By_____



PREPARED BY:
CITY OF COVINGTON GIS
DATED: 10-21-20

224 SIMONTON STREET
300 FT. RADIUS

0 32 64 128 192 256 Feet

MEMORANDUM FOR RECORD

TO: Covington Municipal-Regional Planning Commission.

RE: Performance Bonds and Letters of Credit

The following is a list of performance bonds and letters of credit held by the Covington Municipal-Regional Planning Commission. Sixty (60) days before the expiration date, the Department of Code Compliance staff, will request the developer to renew the financial instrument. If the performance bond or letter is not renewed within two weeks of notice then staff will recommend that the Covington Municipal-Regional Planning Commission "call the bond "or submit a draft on the letter of credit.

Developer	Renewal Date	Expiration Date
Deena, LLC 80 Deena Cove Covington, TN 38019	July 9, 2021 Irrevocable Letter of Credit $17,000.00	September 3, 2021
Tipton Investment Properties, LLC Hidden Ridge Subdivision Street Covington, TN 38019	April 30, 2021 Irrevocable Letter of Credit $33,000.00	June 30, 2021

APPLICATION TO AMEND THE ZONING MAP AND/OR ZONING ORDINANCE OF THE CITY OF COVINGTON

Location of Property:

A. Legal Description (Please Attach)
B. Street Address: 701 and 705 Hill Ave.
C. Area in Acres: _____ Map# 0250 Parcel# 002.01
D. Map of Property (Please attach a scaled drawing)

Applicant:

Name: Bryan Drayne
Address: 426 Saint Nick Dr. Memphis, TN 38117
Phone: 901-246-9996 Alt Phone: _____
Email: bdinvestments@hotmail.com

Legal Owners:

Name: Bryan Drayne
Address 426 Saint Nick Dr. Memphis TN 38117
Phone: 901-246-9996 Alt Phone: _____
Email: bdinvestments@hotmail.com

Present Zoning Classification: R-2
Proposed Zoning Classification: R-3
Zoning of Surrounding Properties: East, West, South R-2 North R-3 (across street)

_____ Text Amendment Chapter _____ Section _____
The requested amendment as stated on a separate sheet is made a part of this application.
__✓__ Official Zoning Map Amendment

Provide description of intended use of property and a reason for request:
Update the property to current code and rent out the units.

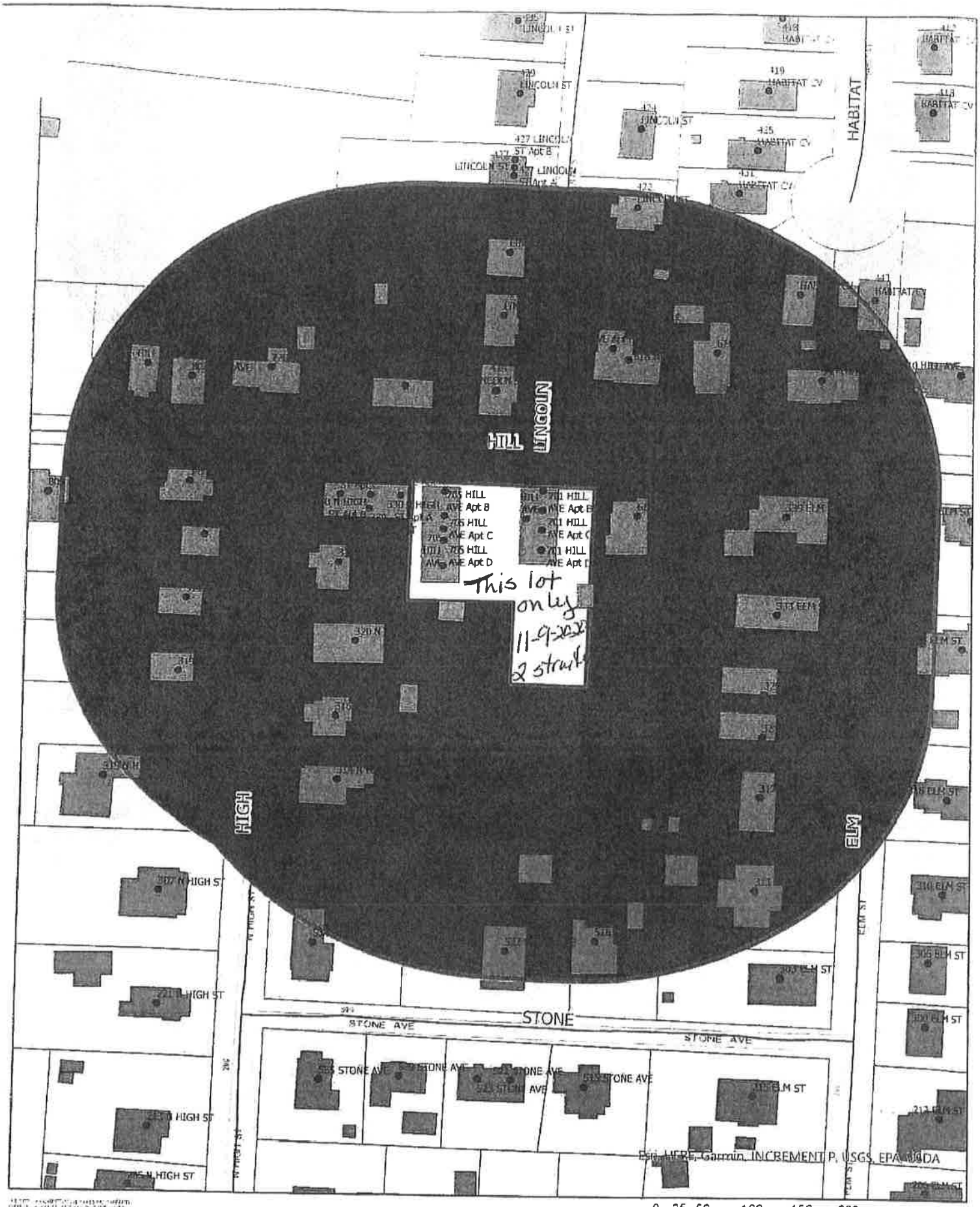
I hereby certify that the statements on this application and any maps, drawings or other accompanying data submitted with this application are true and correct.
Signature [signature] **Date** 9-4-20

Date of Meeting: _____ Time: _____
Meeting Location: Covington City Hall, 200 W. Washington Ave., Covington, TN
Someone must be present at meeting to represent this application.

Granted _____ Denied _____

Application Fee: _____ Check # _____ Cash _____ Credit Card _____
Date Paid _____ Accepted By _____

Revised March 2013
Planning Comm-appli to amend the zoning-2.doc



PREPARED BY:
CITY OF COVINGTON GIS
DATED: 9/9/20

701-705 Hill Avenue
300 Ft. Radius

0 25 50 100 150 200
Feet

N

Document: Tenn. Code Ann. § 13-7-208

le Unannotated - Free Public Access

More

< Previous

Next >

Tenn. Code Ann. § 13-7-208

Copy Citation

Current through the 2020 Regular and Second Extraordinary Sessions

TN - Tennessee Code Annotated **Title 13 Public Planning And Housing** **Chapter 7 Zoning** **Part 2 Municipal Zoning**

13-7-208. Enforcement of ordinances — Remedies — Applicability of provisions.

(a)

(1) The chief legislative body may provide for the enforcement of any ordinance enacted under this part and part 3 of this chapter. A violation of any such ordinance is a Class C misdemeanor.

(2) In case any building or structure is or is proposed to be erected, constructed, reconstructed, altered, converted or maintained, or any building, structure or land is or is proposed to be used in violation of any ordinance enacted under this part and part 3 of this chapter, the building commissioner, municipal counsel or other appropriate authority of the municipality, or any adjacent or neighboring property owner who would be specially damaged by such violation, may, in addition to other remedies, institute injunction, mandamus or other appropriate action or proceeding to prevent such unlawful erection, construction, reconstruction, alteration, conversion, maintenance or use, or to correct or abate such violation, or to prevent the occupancy of the building, structure or land.

(b)

(1) In the event that a zoning change occurs in any land area where such land area was not previously covered by any zoning restrictions of any governmental agency of this state or its political subdivisions, or where such land area is covered by zoning restrictions of a governmental agency of this state or its political subdivisions, and such zoning restrictions differ from zoning restrictions imposed after the zoning change, then any industrial, commercial or business establishment in operation, permitted to operate under zoning regulations or exceptions thereto prior to the zoning change shall be allowed to continue in operation and be permitted; provided, that no change in the use of the land is undertaken by such industry or business.

(2) When the use permitted to continue to expand, or to be rebuilt pursuant to any subsection of this section is an off-premises sign, such use shall not preclude any new or additional conforming use or structure on the property on which the sign structure is located or on any adjacent property under the same ownership; provided, however, that any such new or additional use or structure does not result in any violations of the applicable zoning restrictions other than those nonconformities associated with the off-premises sign as allowed under this subdivision (b)(2).

(c) Industrial, commercial, or other business establishments in operation and permitted to operate under zoning regulations or exceptions thereto in effect immediately preceding a change in zoning shall be allowed to expand operations and construct additional facilities which involve an actual continuance and expansion of the activities of the industry or business which were permitted and being conducted prior to the change in zoning; provided, that there is a reasonable amount of space for such expansion on the property owned by such industry or business situated within the area which is affected by the change in zoning, so as to avoid nuisances to adjoining landowners. No building permit or like permission for construction or landscaping shall be denied to an industry or business seeking to expand and continue activities conducted by that industry or business which were permitted prior to the change in zoning; provided, that there is a reasonable amount of space for such expansion on the property owned by such industry or business situated within the area which is affected by the change in zoning, so as to avoid nuisances to adjoining landowners.

(d)

(1) Industrial, commercial, or other business establishments in operation and permitted to operate under zoning regulations or exceptions thereto immediately preceding a change in zoning shall be allowed to destroy present facilities and reconstruct new facilities necessary to the conduct of such industry or business subsequent to the zoning change; provided, that no destruction and rebuilding shall occur which shall act to change the use classification of the land as classified under any zoning regulations or exceptions thereto in effect immediately prior to or subsequent to a change in the zoning of the land area on which such industry or business is located. No building permit or like permission for demolition, construction or landscaping shall be denied to an industry or business seeking to destroy and reconstruct facilities necessary to the continued conduct of the activities of that industry or business, where such conduct was permitted prior to a change in zoning; provided, that there is a reasonable amount of space for such expansion on the property owned by such industry or business situated within the area which is affected by the change in zoning, so as to avoid nuisances to adjoining landowners.

(2)

(A) Multifamily residential establishments, whether used as owner-occupied property or rental property, which were permitted to operate under zoning regulations or exceptions thereto immediately preceding a change in zoning shall be allowed to reconstruct new facilities necessary to the conduct of such multifamily residential establishment subsequent to the zoning change, in the event of damage, whether partial or complete, by involuntary fire or wind damage or other natural disaster.

(B) If any such new facilities exceed the original height, density, setback, or square-footage of the original facilities in existence immediately prior to the damage, then the new facilities shall constitute a change in the use of the land, and any protections provided hereunder shall be forfeited.

(C) If any such new facilities do not exceed the original height, density, setback, or square-footage of the original facilities in existence immediately prior to the damage, then the new facilities shall constitute a continuation of the use of the land immediately prior to the damage, and any protections provided hereunder shall not be forfeited.

(D) Whenever any ordinance enacted under authority of this chapter establishes stricter terms regarding the amount of partial damage that may be allowed without forfeiture of these protections, then any such ordinance shall govern.

(E) New facilities shall comply with all architectural design standards required under current zoning regulations and be consistent with the architectural context of the immediate and adjacent block faces.

(e) Subsections (b)-(d) apply only to land owned and in use by such affected business, and do not operate to permit expansion of an existing industry or business through the acquisition of additional land.

(f) Subsections (b)-(e) do not apply to any municipality defined as a premiere type tourist resort according to § 67-6-103(a)(3)(B).

(g) Except as provided in subsection (*l*), subsections (b)-(d) shall not apply if an industrial, commercial, or other business establishment ceases to operate for a period of thirty (30) continuous months and the industrial, commercial, or other business use of the property did not conform with the land use classification as denoted in the existing zoning regulations for the zoning district in which it is located. Anytime after the thirty-month cessation, any use proposed to be established on the site, including any existing or proposed on-site sign, must conform to the provisions of the existing zoning regulations. For the purposes of this subsection (g), the thirty-month period of continuous ceased operation shall be tolled by:

(1) The period in which an industrial, commercial, or other business establishment is party to any action in a court of competent jurisdiction regarding the use of the property until such time that a final settlement, order, decree, or judgment has been rendered;

(2) Any period in which a facility is being constructed, reconstructed, renovated, or refurbished, provided that all necessary building permits were obtained within thirty (30) months of cessation of continuous use;

(3) The filing of an application for a building permit for the alteration, renovation or reconstruction of a structure which is nonconforming or of a structure in which or out of which a nonconforming industrial, commercial or other business use operates or is located; or

(4) The reactivation of the nonconforming use any time prior to the end of the thirty-month period; provided, however, that the restrictions of this subsection (g) and subsection (l) shall only apply if the property owner intentionally and voluntarily abandons the nonconforming use of the property. In any contested matter on the use of such property, the government has the burden of proving an overt act of abandonment in such matter.

(h) Subsections (b)-(d) shall apply to an off-site sign which, for the purposes of this subsection (h), means any sign that advertises or gives direction to any business, product, service, attraction, or any other purpose or interest, other than the industrial, commercial or other business establishment located on the site where the sign is located; provided, however, that any expansion shall be limited as follows:

(1) Any off-site sign smaller than a standard 8-sheet poster which, for the purposes of this subsection (h), means an off-site sign with overall dimensions of at least five feet four inches (5′ 4″) to six feet two inches (6′ 2″) in height and eleven feet four inches (11′ 4″) to twelve feet two inches (12′ 2″) in width shall not be expanded to a size greater than a standard 8-sheet poster;

(2) Any standard 8-sheet poster shall not be expanded to a size greater than a 30-sheet poster which, for the purposes of this subsection (h), means an off-site sign with overall dimensions of twelve feet three inches (12′ 3″) in height and twenty-four feet six inches (24′ 6″) in width;

(3) Any standard 30-sheet poster shall not be expanded to a size greater than any standard bulletin which, for the purposes of this subsection (h), means any off-site sign with overall dimensions of ten feet (10′) to fourteen feet (14′) in height and thirty-six feet (36′) to forty-eight feet (48′) in width;

(4) Any standard bulletin shall not be expanded to a size greater than any super bulletin which, for the purposes of this subsection (h), means any off-site sign with overall dimensions of sixteen feet (16′) to twenty feet (20′) in height and sixty feet (60′) in width;

(5) Any super bulletin shall not be expanded;

(6) Any off-site sign with a height larger than standard 8-sheet poster height or width larger than standard 8-sheet poster width but not meeting the definition of a standard 8-sheet poster,

a standard 30-sheet poster, a standard bulletin, or a standard super bulletin shall not be expanded by more than one hundred percent (100%) of its surface area; or

(7) Any operation, rebuilding, or expansion of an off-site sign that has been in existence for ten (10) years or more shall not be denied solely on the basis that the original permit for the sign does not exist to prove that it was a lawful use when constructed.

(i) Notwithstanding subsection (d), any structure rebuilt on the site must conform to the existing zoning regulations as to setbacks, height, bulk, or requirements as to the physical location of a structure upon the site, provided that this subsection (i) shall not apply to off-site signs.

(j) Subsections (g), (h) and (i) do not apply to any home rule municipality; provided, however, that subject to the approval of the local legislative body, a home rule municipality may opt into these subsections.

(k) Notwithstanding subsections (a)-(i), subsection (g) shall not apply to any industrial establishment location where twenty-five percent (25%) or more of the gross annual sales from such location are derived from sales to or contracts with local, state or federal governments or as a subcontractor to contracts with local, state or federal governments, or to any industrial establishment location where seventy-five percent (75%) or more of the gross annual sales from the location are made to agriculture or construction businesses.

(l)

(1) As used in this subsection (*l*):

(A) "Block" means a unit of land bounded by streets or by a combination of streets and public land, railroad rights-of-way, waterways or any other barrier to the continuity of development; and

(B) "Motor vehicle business establishment" means a business establishment that sells operable motor vehicles and all the motor vehicles have been previously titled, excluding any franchised retail motor vehicle dealership located on property that is principally used for the marketing and display of new motor vehicles, whether by sale, rental, lease or other commercial or financial means that is primarily housed in a structure and characterized by a mixture of the following secondary supporting uses:

(i) An inventory of new or used motor vehicles in operating condition for sale or lease either on the same parcel or at a location affiliated with a franchised retail motor vehicle dealership; and

(ii) On-site facilities for the repair and service of motor vehicles previously sold, rented or leased by the retail motor vehicle dealership.

(2) In any municipality having a metropolitan form of government and a population of over five hundred thousand (500,000), according to the 2000 federal census or any subsequent federal census, any nonconforming motor vehicle business establishment may be terminated after notice and a hearing before the board of zoning appeals upon a finding that all of the following have been established in the record before the board of zoning appeals:

(A) Another motor vehicle business establishment is located within the one thousand feet (1,000') of the nonconforming motor vehicle business establishment, in the same block as the nonconforming motor vehicle business establishment, or in the block across a public street or road from the block in which the nonconforming motor vehicle business establishment is located;

(B) The parcel on which the nonconforming motor vehicle business establishment is located has less than two hundred fifty feet (250') of frontage on any public street or road, excluding any portion of the frontage not owned or leased by the licensed operator of the nonconforming motor vehicle business establishment; and

(C) At least ten percent (10%) of the inventory of the nonconforming motor vehicle business establishment at any point in time consists of motor vehicles titled pursuant to title 55, chapter 3, part 2, including, but not limited to, vehicles with salvage titles, flood titles, rebuilt titles, or

nonrepairable vehicle certificates. The operator of the nonconforming motor vehicle business establishment shall make the titles for all of the vehicles located on the premises of the nonconforming motor vehicle business establishment immediately available upon request of a local zoning inspection official, or produce the original titles at the office of the local zoning inspection official within three (3) business days of the request by the local zoning inspection official. The failure of the nonconforming motor vehicle business establishment to make the titles for the vehicles located on the premises of the nonconforming motor vehicle business establishment available to the local zoning inspection official in accordance with this subsection (*l*) shall create a rebuttable presumption that at least ten percent (10%) of the inventory of the nonconforming motor vehicle business establishment consists of the motor vehicles titled pursuant to title 55, chapter 3, part 2.

(3) All other industrial, commercial or other business establishments in any municipality with a metropolitan form of government and a population of over five hundred thousand (500,000), according to the 2000 federal census or any subsequent federal census, shall be entitled to operate pursuant to subsection (g).

(m)

(1) If any land area becomes subject to land use restrictions imposed pursuant to a redevelopment plan undertaken by any governmental agency of this state or of its political subdivisions pursuant to chapter 20, part 2 or part 7 of this title, or if the land area is subject to land use restrictions that are amended by any governmental agency of this state or of its political subdivisions pursuant to chapter 20, part 2 or part 7 of this title, and if the land use restrictions differ from the land use restrictions contained in the amended land use restrictions, then any industrial, commercial, or other business establishment in operation and permitted to operate prior to the initial adoption of the land use restrictions or an amendment thereto, shall be allowed to continue in operation and shall be permitted; provided, that no change in the use of the land is undertaken by the industrial, commercial, or business establishment.

(2) Immediately preceding an initial adoption of the land use restrictions or an amendment of the restrictions, industrial, commercial, and other business establishments in operation and permitted to operate under land use restrictions imposed pursuant to a redevelopment plan undertaken by any governmental agency of this state or of its political subdivisions pursuant to chapter 20, part 2 or part 7 of this title, shall be allowed to replace facilities necessary to conduct the industry or business if the facilities are acquired by a governmental entity pursuant to the power of eminent domain, or under threat of the exercise of the power of eminent domain, or replace facilities required to be relocated as the result of the acquisition of property by a governmental entity pursuant to the power of eminent domain, or under threat of the exercise of the power of eminent domain, or to rebuild facilities if they are damaged by unplanned casualty or act of God; provided, that:

(A) The replacement facilities shall not be larger in size than the facilities in existence prior to the acquisition, relocation, or damage caused by unplanned casualty or act of God;

(B) The construction of the replacement facilities shall commence within thirty (30) months of the date of the taking or acquisition under threat of the exercise of the power of eminent domain or the date of the damage caused by unplanned casualty or act of God; and

(C) There is a reasonable amount of space for the replacement facilities on the property owned by the industry or business situated within the area that is affected by the adoption of the land use restrictions or an amendment of the restrictions, so as to avoid nuisances to adjoining landowners.

(3) Subdivision (m)(2) applies only to land owned and in use by the affected industrial, commercial, or other business establishment prior to acquisition or relocation resulting from the exercise of the power of eminent domain, or the threat of the exercise of the power of eminent domain, or the damage to facilities caused by unplanned casualty or act of God, and does not

operate to permit the replacement of facilities necessary to the conduct of the industry or business through the acquisition of additional land.

(4) Subdivisions (m)(2) and (3) apply only to any acquisition or relocation of facilities within an area subject to land use restrictions imposed pursuant to a redevelopment plan undertaken on or after July 1, 2015, by any governmental agency of this state or of its political subdivisions pursuant to chapter 20, part 2 or part 7 of this title, or to damage to facilities caused by casualty or act of God occurring on or after July 1, 2015, regardless of the redevelopment plan's date of enactment.

History

Acts 1935, ch. 44, § 6; C. Supp. 1950, § 3407.6; Acts 1973, ch. 279, § 1; T.C.A. (orig. ed.), § 13-708; Acts 1988, ch. 539, § 1; 1989, ch. 591, § 113; 2004, ch. 730, § 1; 2004, ch. 775, § 1; 2007, ch. 141, §§ 1, 2; 2008, ch. 1091, § 1; 2010, ch. 936, § 1; 2015, ch. 474, §§ 1, 2; 2018, ch. 940, §§ 1, 2.

TENNESSEE CODE ANNOTATED
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‹ Previous Next ›

State of Tennessee Comptroller of the Treasury

Real Estate Assessment Data

Home | About | New Search | Return to List

County Number: 084 County Name: TIPTON Tax Year: 2020

Property Owner and Mailing Address

Jan 1 Owner:
JACKSON LIVING LLC
1804 WILLIAMSON CT STE 107
BRENTWOOD, TN 37027

Current Owner:
DRAYNE BRYAN
426 SAINT NICK DR
MEMPHIS, TN 38117

Date Utilities Terminated
Lessee
Folio

701-A T 3-23-2009
-B T 3-22-2011
-C T ?
-D T 1-25-1993

705-A T 1-9-2007
-B T 2-8-2010
-C T 5-30-1986
-D T 10-12-1995

Property Location

Address: HILL AVE 705 701 705

Map: 025O **Grp:** E **Ctrl Map:** 041B **Parcel:** 002.01 **PI:** **S/I:** 000

Value Information

Reappraisal Year: 2020

Land Mkt Value:	$19,500
Improvement Value:	$94,000
Total Market Appraisal:	$113,500
Assessment %:	40
Assessment:	$45,400

General Information

Class:	08 - COMMERCIAL		
City #:	171	**City:**	COVINGTON
SSD1:	000	**SSD2:**	000
District:	01	**Mkt Area:**	C80
# Bldgs:	2	**# Mobile Homes:**	0
Utilities - Water / Sewer:	01 - PUBLIC / PUBLIC	**Utilities - Electricity:**	01 - PUBLIC
Utilities - Gas / Gas Type:	01 - PUBLIC - NATURAL GAS	**Zoning:**	

Subdivision Data

Subdivision:

Plat Bk: **Plat Pg:** **Block:** **Lot:**

Additional Description

Building Information

Building # 1

Improvement Type:	04 - TOWNHOUSE	**Stories:**	1
Living/Business Sq. Ft.:	3,038		
Foundation:	02 - CONTINUOUS FOOTING	**Floor System:**	01 - SLAB ON GRADE
Exterior Wall:	11 - COMMON BRICK	**Structural Frame:**	00 - NONE
Roof Framing:	02 - GABLE/HIP	**Roof Cover/Deck:**	03 - COMPOSITION SHINGLE
Cabinet/Millwork:	02 - BELOW AVERAGE	**Floor Finish:**	11 - CARPET COMBINATION

Interior Finish:	07 - DRYWALL	**Paint/Decor:**	02 - BELOW AVERAGE
Heat and A/C:	07 - HEAT & COOLING SPLIT	**Plumbing Fixtures:**	12
Bath Tile:	00 - NONE	**Electrical:**	03 - AVERAGE
Shape:	01 - RECTANGULAR DESIGN	**Quality:**	01 - AVERAGE
Act Yr Built:	1977	**Condition:**	A - AVERAGE

Building Areas:

Area: BAS **Sq Ft:** 3,038

Building # 2

Improvement Type:	04 - TOWNHOUSE	**Stories:**	1
Living/Business Sq. Ft.:	2,356		
Foundation:	02 - CONTINUOUS FOOTING	**Floor System:**	01 - SLAB ON GRADE
Exterior Wall:	11 - COMMON BRICK	**Structural Frame:**	00 - NONE
Roof Framing:	02 - GABLE/HIP	**Roof Cover/Deck:**	03 - COMPOSITION SHINGLE
Cabinet/Millwork:	02 - BELOW AVERAGE	**Floor Finish:**	11 - CARPET COMBINATION
Interior Finish:	07 - DRYWALL	**Paint/Decor:**	02 - BELOW AVERAGE
Heat and A/C:	07 - HEAT & COOLING SPLIT	**Plumbing Fixtures:**	9
Bath Tile:	00 - NONE	**Electrical:**	03 - AVERAGE
Shape:	01 - RECTANGULAR DESIGN	**Quality:**	01 - AVERAGE
Act Yr Built:	1977	**Condition:**	A - AVERAGE

Building Areas:

Area: BAS **Sq Ft:** 2,356

Extra Features

Sale Information

Sale Date	Price	Book	Page	Vac/Imp	Type Instrument	Qualification
06/25/2020	$2,000	1853	355	IMPROVED	WD	L
06/18/2020		1853	353		DC	
05/20/2020		1844	216		QC	
04/30/2020		1841	970		QC	
08/30/2017	$78,000	1733	116	IMPROVED	WD	P
06/11/2012	$200,000	1554	310	IMPROVED	WD	P
05/02/2012	$0	1550	17			
12/20/2001	$0	983	158			
08/10/1970	$0	307	245			

Land Information

Deed Acres: 0.00 **Calc Acres:** 0.00 **Total Land Units:** 1.00

Land Type: 01 - RESIDENTIAL **Soil Class:** **Units:** 1.00

New Search Return to List View GIS Map for this Parcel

Glossary of Terms How to Search Fact Sheet

Division of Property Assessments Home Page Comptroller of the Treasury Home Page State of Tennessee Home Page

	Non Certified	Patrol	Sergeant	Lieutenant	Longevity?
Munford PD	$19.50	$20.50 - $24.00	$21.50 - $26.00	$21.50- $26.00	after 5 yrs $10/mo
Atoka PD		$20.64	$25.12	$25.64	after 1 yr $75/yr
Ripley PD		$16.66 - $20.45	$20.45 - $21.93	$20.45 - $23.39	.12/hr every 5 yrs
Millington PD		$18.75 - $27.19	$21.57 - $31.27	$24.79 - $35.95	No
TC Sheriff's Office	$20.13	$22.36	$25.46	$28.48	After 3 yrs. $300 a year + $100 each yr up to 24 yrs. Max $2400 a yr
	After 3% Increase				
Covington	$ 17.33	$19.65 - $22.25	$23.52 - $23.93	$26.47 - $26.68	None

Rank	Name	Present Pay w/3%	Add. Raise	New Hr. Rate	Increase
Community Policing Lt	McGarity, Larry	$27.09	8%	$29.26	$2.17
Patrol Lt	Baugues, James	$26.47		$28.59	$2.12
Admin. Lt	Ginn, Tony	$26.47		$28.59	$2.12
Lt	McCurry, Rodney	$26.47		$28.59	$2.12
Sgt	Templeton, Greg	$24.13	10%	$26.54	$2.41
Sgt	Nelson, William	$24.13		$26.54	$2.41
Sgt	Guarian, Rushell	$23.52		$25.87	$2.35
Sgt	Maclin, Sarah	$23.52		$25.87	$2.35
Sgt	Lightsey, Jonathan	$23.52		$25.87	$2.35
Ofc	Smith, Lee	$22.26	12%	$24.93	$2.67
Ofc	Campbell, Billy	$20.60		$23.07	$2.47
Ofc	Stanifer, Benjamin	$19.88		$22.27	$2.39
Ofc	Taylor, Jermale	$19.81		$22.19	$2.38
Ofc	Bean, Ryan	$19.81		$22.19	$2.38
Ofc	Daniel, Dylan	$19.81		$22.19	$2.38
Ofc	Templeton, Scott	$19.81		$22.19	$2.38
Ofc	Hutcheson, Colton	$19.81		$22.19	$2.38
Ofc	Norton, Jeffery	$19.81		$22.19	$2.38
Ofc	Lam, Leon	$19.66		$22.02	$2.36
Ofc	VanVleet, Alex	$19.66		$22.02	$2.36
Ofc	Johnathan Gyles	$19.66		$22.02	$2.36

Ofc	Deandre McBee	$19.66		$22.02	$2.36
Ofc	Robertson, James	$20.60		$23.07	$2.47
Non - Cert. Ofc	Chad Bohnert	$17.19	17.00%	$20.11	$2.92
Non - Cert. Ofc	Seaton Thorne	$17.19		$20.11	$2.92
Non - Cert. Ofc	Jordan Isbell	$17.19		$20.11	$2.92
Ofc	bucann	$19.66		$22.02	$2.36
Ofc		$19.66		$22.02	$2.36
Ofc		$19.66		$22.02	$2.36
Ofc		$19.66		$22.02	$2.36
Ofc		$19.66		$22.02	$2.36
K9	Perry, James	$21.03		$23.55	$2.52
Det	Hall, Mario	$23.23		$25.09	$1.86
Det	Dowell, Dewayne	$21.20		$22.90	$1.70
Det	Doss, Tony	$23.23		$25.09	$1.86
Part-Time Officers					
Ofc	Naccarato, Joseph	$18.50		18.5	

Per Hr. Increase	$82.61
Total Hrs. Per Yr.	2080
Total Per Year	$171,820.69
3 Officers Cost	$165,000.00
Defferance	$6,820.69

Salary Study 11/12/20

Take Home Cars	Basic HC for Employee	HC for Employee + 1	HC for Family	Additional Comments
yes	City pays 100%	$300/mo	$400/mo	
yes	$10.20/ weekly	$185-$205/2 weeks	$380-$420/2 wk	2-3% cost of living/yr
yes	$34.25/weekly	$78.75/wk	$105/wk	
limited/high ranking officers	$38.14-$52.88 v	$220.92-$235.64/2 weeks	$237.97-$252.47/2 weeks	raises are performance based $3500 bonus if post cert when hired/24 mo contract
yes				
Lt and Above Detectives	$15.09 to $34.4	$44.49 - $118.75 - Emp. Ch $51.42 - $170.03 - Emp. Sp	$64.71 - $209.03	$3000.00 Hiring Bones if Certified

Contact

Mary 901-837-5969
Debbie 901-837-5300
Judy 731 635-4000

John 901-873-5701

Chief Daughtry

	Pay	Annual Hrs	Gross Pay	Elimination of 3 Positions	Elimination of 2 Positions	Elimination of 1 Position
Police - Beginning Pay (Including 3%)	19.66	2080	$ 40,892.80			
Total Salary for 3 Officers				$ 122,678.40	$ 81,785.60	$ 40,892.80
Finge Benefits				$ 47,900.00	$ 31,079.00	$ 15,539.26
Total Salary for Officers including Benefits				$ 170,578.40	$ 112,864.60	$ 56,432.06
Per 36 Officers				$ 4,738.29	$ 3,135.13	$ 1,567.56
Per Hour				$ 2.28	$ 1.51	$ 0.75
Budget Adjustment				$ 170,578.40	$ 112,864.60	$ 56,432.06