



# Annual Report

**FISCAL YEAR 2018**

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## Financial

An audit of the financial records by Ingram, Overholt, and Bean, P.C. for Fiscal Year 2018 has been completed and filed with the State of Tennessee Comptroller's Office. It was a clean audit with no findings. Copies of the complete financial statements and auditors' report and notes are available on our website at <http://makeitinmcminn.org/about-us/reports-presentations>.

### Statement of Net Position Fiscal Year Ending June 30, 2018

<b>Assets and Deferred Outflows of Resources</b>		
Current Assets:		
Cash and Cash Equivalents	\$ 206,607	
Accounts Receivable	2,181	
Prepaid Expenses	3,757	
<b>Total Current Assets</b>		\$ 212,545
Capital Assets, net		19,548
Non-depreciable Property Held for Resale:		
Mt. Verd Industrial Park	1,344,093	
Athens/McMinn I-75 Industrial Park	1,877,170	
North Etowah Industrial Park	467,604	
<b>Total Non-Depreciable Property Held for Resale</b>		3,688,867
<b>Total Assets</b>		<b>3,920,960</b>
Deferred Outflows of Resources:		
Pension Changes in Expected and Actual Experience	17,975	
Pension Changes in Investment Earnings-Actual and Projected	704	
Pension Changes in Assumptions	1,179	
Pension Contributions Subsequent to the Measurement Date	14,994	
<b>Total Deferred Outflows of Resources</b>		<b>34,852</b>
<b>Liabilities, Deferred Inflows of Resources and Net Position:</b>		
Current Liabilities:		
Accounts Payable	1,277	
Accrued Liabilities	1,822	
<b>Total Current Liabilities</b>		<b>3,099</b>
<b>Other Liabilities:</b>		
Net Pension Liability	18,919	
Accrued Other Post-Employment Benefit Liability	9,716	
<b>Total Other Liabilities</b>		<b>28,635</b>
Deferred Inflows of Resources:		
Pension Changes in Expected and Actual Experience	8,222	
Pension changes in Investment Earnings - Actual and Projected	1,041	
Other Post-Employment Benefits - Changes in Assumption	349	
<b>Total Deferred Inflows of Resources</b>		<b>9,612</b>

Net Position:		
Investment in Capital Assets		19,548
Unrestricted		206,051
Restricted for Industrial Property for Resale/Improvements		3,688,867
<b>Total Net Position</b>		<b>\$ 3,914,466</b>

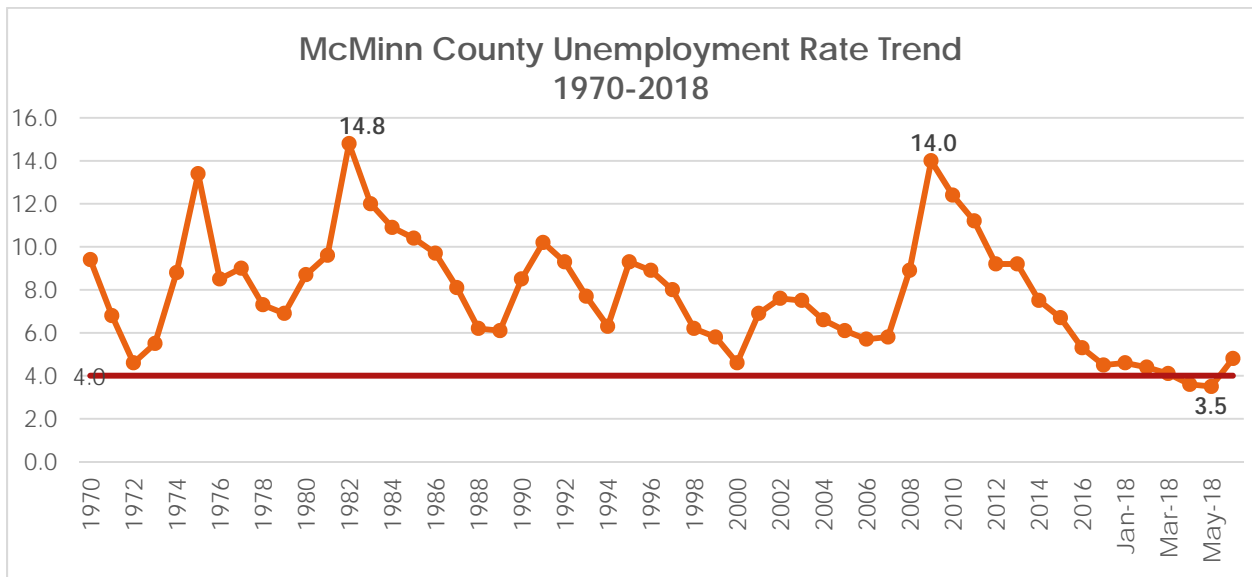
**Statement of Revenues, Expenses, and Change in Net Position**  
**Fiscal Year Ending June 30, 2018**

<b>Operating Support and Revenue:</b>		
Athens Utilities Board		\$ 61,000
City of Athens		35,000
City of Etowah		5,000
Etowah Utilities Board		20,000
McMinn County		65,000
General Membership		27,400
Partners for Progress		22,500
Grants:		
AMMP		500
TVA		7,250
<b>Total Operating Support and Revenues</b>		<b>\$ 243,650</b>
<b>Operating Expenses:</b>		
Communications		\$ 2,719
Salaries		128,229
Payroll Taxes/Fringe Benefits		18,688
Business Insurance		4,833
Office Supplies and Printing		4,480
Marketing		3,318
Retirement		14,994
Dues and Subscriptions		3,646
Website		3,134
Professional Fees		7,612
Salute to Industry		7,220
Meetings		2,423
TVA Grant		4,769
Travel and Business Development		10,171
Auto and Local Travel		3,713
Depreciation		1,976
Miscellaneous		1,964
<b>Total Operating Expenses</b>		<b>\$ 223,889</b>
Operating Income		\$ 19,761
<b>Non-Operating Revenue (Expense)</b>		
Interest Earned		\$ 268
<b>Change in Net Position</b>		<b>\$ 20,029</b>
Net Position – Beginning of Year		3,911,473
Prior Period Adjustment (Note 10 of Audit)		(17,036)
Net Position – Beginning of Year – Restated		3,894,437
<b>Net Position – End of Year</b>		<b>3,914,466</b>

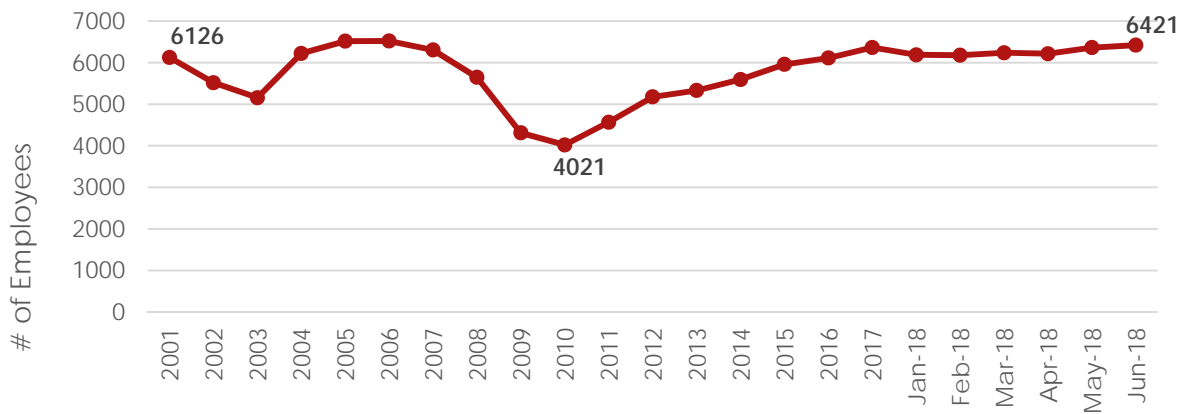
## Achievements & Activities

McMinn County's economy continued to perform well in Fiscal Year 2018, with consistent record low unemployment. A strong and healthy unemployment is measured at 4.0% or below. In May 2018, we saw a record 3.5% unemployment rate.

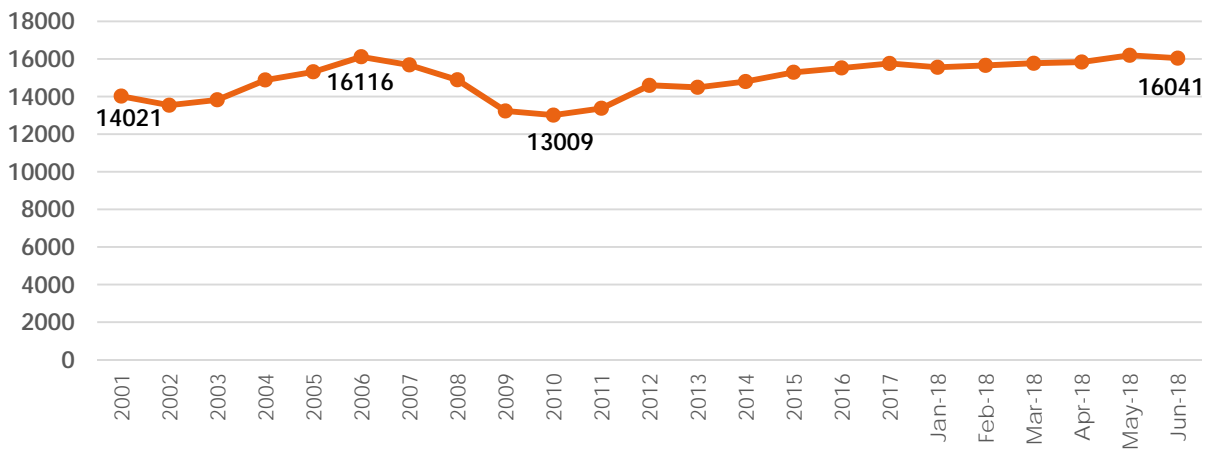
Manufacturing private sector employment decreased 0.79% with a net decrease of 51 jobs between July 2017 and June 2018. We continue to see employers struggling to find qualified workers to fill vacant skilled positions, and believe the decreased employment trend in manufacturing is due to vacant positions remaining unfilled. Even with the slight decrease, manufacturing employment in McMinn County is at the highest level since 2001. Employment in all private sectors realized a 2.4% increase, or 382 new jobs, between July 2017 and June 2018. Average manufacturing wages have increased 3.9% to \$1,188 per week from 2017 with wages in all private sectors seeing a 0.6% increase to \$835 weekly. The tables below provide a snapshot of historical unemployment, employment and weekly wage data in McMinn County.



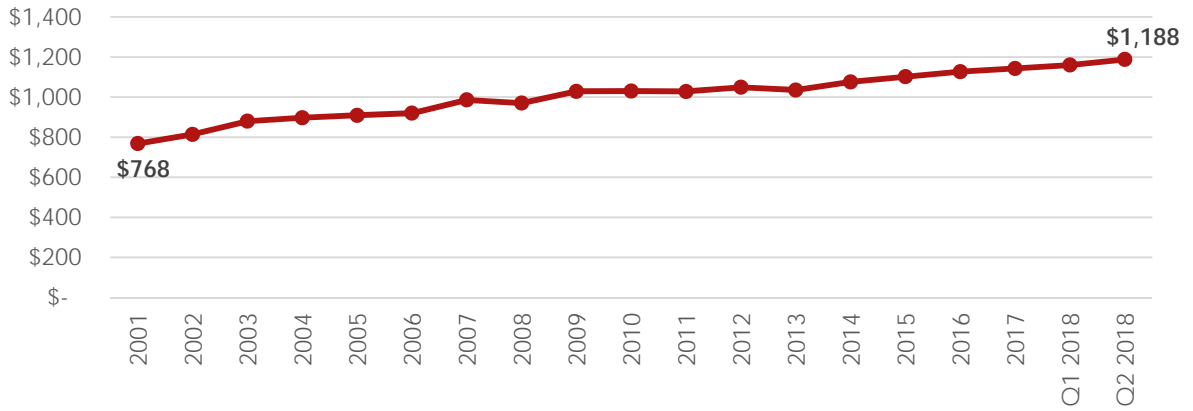
2001-2018 McMinn County Change in Employment Trend  
MANUFACTURING, Private



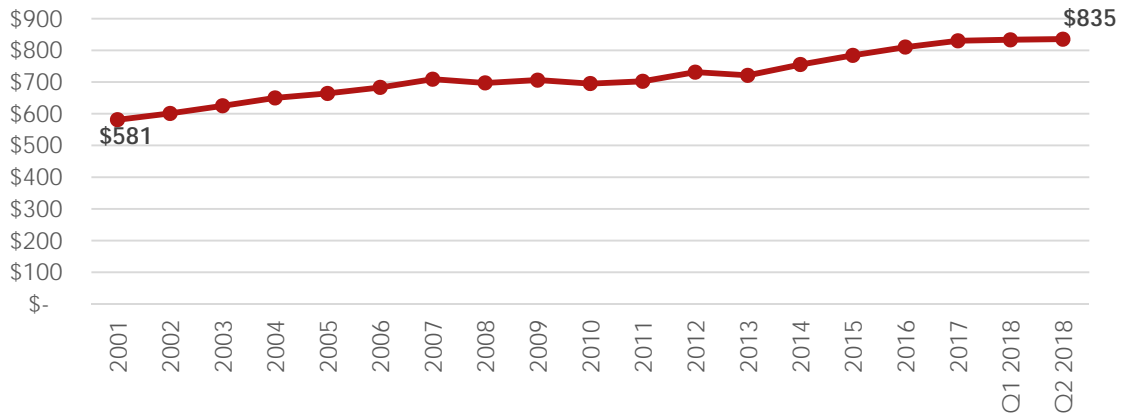
2001-2018 McMinn County Employment Trend  
 ALL Establishments, Private



McMinn County Change in Average Weekly Wages,  
MANUFACTURING, 2001-2018



McMinn County Change in Average Weekly Wages  
ALL Industries, 2001-2018



## Business Recruitment, Expansion, & Retention

Requests for information from industrial prospects were up in Fiscal Year 2018. The Development Authority had opportunity to submit proposals on 63 prospective industrial businesses, up 1.5% from Fiscal Year 2017. Staff submitted proposals on only 39 of the 63 prospects due to an increase in prospects looking for existing buildings that did not fit our inventory. The supply of existing building inventory is down nationwide, and prospects are having to rethink their requirements to focus on Greenfield sites, which will be discussed under the Product Development section of this report. With the uncertainty of tariff legislation, we have also seen foreign direct investment slow until trade agreements with major foreign markets are settled.



The Development Authority sold 2.73 acres to Roy Rogers for the expansion of the NDX Rogers, formerly Rogers Dental Lab, building and parking area.



**Food City** opened the downtown Athens store in October 2017. The 54,000 square foot store and fueling center brought with it 180 new jobs and a total investment of \$12,015,000. The development was the first Tax Increment Financing (TIF) deal that was approved in McMinn County.

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*"We feel so welcome here," Food City President and Chief Executive Officer CEO Steve Smith said, pointing out the nickname of Athens is "The Friendly City." "You live up to that. You're letting us know what a good business decision this will be."*

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Food City Ribbon Cutting. Photo Credit: The Daily Post-Athenian



Fairfield Inn opening in Athens in May 2018. Development Authority staff worked with the Daly family of Daly Hotel Management in 2014 to find land suitable for the hotel.



Relationships with site selection consultants and service providers are key to industrial recruitment. Staff maintained and enhanced close relations with the Tennessee Department of Economic Development (TNECD), Tennessee Valley Authority (TVA) Economic Development, and regional economic development organizations – Southeastern Industrial Development Association (SEIDA) and Greater Chattanooga Economic Partnership (GCEP). Staff met with site consultants, developers, and individual companies to promote McMinn County, and our available industrial properties. Staff attended the following conferences and events where industrial site location consultants and/or companies were present to network, strengthen relationships, and to further promote McMinn County. These events also offered professional development opportunities to help strengthen McMinn County's competitiveness.

- Chattanooga Chamber Annual Meeting
- Chicago Site Consultants Meetings with Greater Chattanooga Economic Partnership
- Greater Chattanooga Economic Partnership quarterly meetings
- International Economic Development Council Annual Meeting
- Japanese American Society of Tennessee Annual Meeting (Denso CEO Kenichiro Ito speaker)
- Tennessee Economic Development Council Day on the Hill
- Tennessee Economic Development Council Spring Conference
- Tennessee Economic Development Council Fall Conference
- TVA Economic Development Forum
- TVA Rural Leadership Institute
- Governor's Conference on Economic Development
- Presented our industrial products and workforce story at the TVA Target Market Showcase
- Rural Development Conference
- Southern Economic Development Council Annual Conference
- Southern Economic Development Council Board Planning Retreat
- Southern Economic Development Council Meet the Consultants
- Speaker at River Counties Association of Realtors General Membership Meeting
- TNECD Assistant Commissioner Amy New Regional Round Table (host community)

Executive Director Price served as Tennessee's Director on the Southern Economic Development Council (SEDC) Board to further shape economic development programs throughout the south, and develop deeper relationships with key players in the industry. SEDC is the oldest and largest regional economic development organization in North America. Economic development representatives from seventeen states - Alabama, Arkansas, Florida, Georgia, Kansas, Kentucky, Louisiana, Maryland, Mississippi, Missouri, North Carolina, Oklahoma, South Carolina, Tennessee, Texas, Virginia, West Virginia, and the District of Columbia – make up the organization.

Price also served on the Tennessee Economic Development Council (TEDC) Board of Directors. TEDC is a statewide, non-profit organization created to unite the efforts of its members to further industrial development in the State of Tennessee. TEDC promotes cooperation and understanding among the individual members of the council and the varied interests they represent.

Staff continued with their annual visitation with existing industries to strengthen relationships, and to understand the needs of our local industries. These visits are instrumental for our retention and

expansion programs, and have proved valuable in being able to attract new investment in our local industries. Existing industries will continue to be the driving force for economic growth in our community. An employment and wage survey of existing industries in McMinn and Monroe counties was conducted in partnership with the Monroe County Economic Development Agency.

## **DENSO** Crafting the Core

During the fiscal year, **Denso Manufacturing of Athens Tennessee (DMAT)** announced an expansion while also celebrating their 20<sup>th</sup> year anniversary in McMinn County. This \$190 million investment will create 320 new jobs across production, facility operations, engineering, administration and other skilled-trade positions. Athens will debut one new production line for Gasoline Direct Injection (GDI) injectors, as well as one low pressure fuel pump, and two high pressure fuel pump production lines serving automakers across North America. This is the largest capital investment announced at the Athens facility since they located here 20 years ago.

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*"The last 20 years have been exciting and challenging. We will continue growing and meeting those challenges," said DENSO Manufacturing Athens Tennessee (DMAT) President Ken Nagasaki. "We thank our associates and their families, the DENSO group of companies in North America and Japan, our customers, and this community for supporting us."*

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DMAT 20<sup>th</sup> Year Celebration. Photo Credit: The Daily Post-Athenian.

Fiscal Year 2018 brought an oversupply of milk to the market and concerning news of milk producers losing contracts, with some having to sell off herds. Wal-Mart opened their own processing plant in Indiana, resulting in eliminated contracts with processors throughout the Southeast. Dean Foods, owner of **Mayfield Dairy Farms (Mayfield)**, had to make some tough decisions including the closure of seven processing plants in seven states, including the Braselton, Georgia plant. The Athens processing facility was spared the cuts, and grew during this time due to the Georgia closure. Mayfield announced in June 2018 an expansion with the creation of 50 new jobs.



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*"The volume we are gaining shows us that Dean Foods views our plant as a valuable part of our operations network" said Conn Comerford, Interim Plant Manager, Mayfield Dairy Farms. "This can be attributed to the talented people we have working here in Athens."*

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In August 2017, **Resolute Forest Products (RFP)** announced the permanent closure of their Number 3 and Number 5 paper machines. This announcement was the result of the declining demand in newsprint and the shift of RFP to their new tissue product line. The announcement from RFP stated that 222 jobs would be lost as a result of the machine closures. However, after some voluntary departures and retirements, less than 10 employees actually received layoff notices. In March 2018, the company announced their intent to construct a 310,000 square foot distribution center, expandable by 550,000 square feet, adjacent to their Calhoun Mill. The distribution center will be the main logistics center for RFP's distribution chain. The center will create approximately 30 new jobs.

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*"The recently-constructed tissue machine and converting operation in Calhoun has positioned Resolute as one of the fastest growing providers of quality tissue products in North America," stated Patrice Minguez, president of Resolute's Tissue Group, via a news release. "The addition of the on-site distribution center will support our continued growth in the tissue market."*

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Payment in Lieu of Tax agreements were finalized for E&E Manufacturing for their expansion announced in October 2016, and Resolute Forest Products for their expansion of the tissue line announced in June 2015.

The Development Authority continued to co-host the bi-annual Plant Manager's meetings with the Tennessee College of Applied Technology Athens (TCAT). Topics at the meetings included: United Way, updates on the proposed Center for Advanced Manufacturing and Innovation (CAMBI) and TCAT upgrades, legislative updates, Tennessee Department of Economic and Community Development incentives, TVA incentives, work ethics diploma, Pathways to Prosperity workforce warranty from TBR institutions, Job Fair, and group discussions. The September meeting included a profile of Adient.

Our annual Industry Awards Lunch was held on November 8, 2017 at Springbrook Golf and Country Club. The APEX Awards, which recognize industries and individuals in McMinn County for **A**daptability, **P**erformance, and **E**xcellence in their industry or profession, are a small way that we can highlight successes within our industries. Listed below are the Fiscal Year 2018 award winners and sponsors.

**US Army Sergeant Briar Daniel (TCAT)**  
**APEX CTE Student of the Year**  
Sponsor DENSO Manufacturing



**Tony Ellison, Thomas & Betts**  
**APEX Production Worker of the Year**  
Sponsor TCAT Athens

**Mack Bland, Thomas & Betts**  
**APEX Professional of the Year**  
Sponsor Tennessee Wesleyan University







**American Bedding, Co-Recipient  
E&E Manufacturing, Co-Recipient  
APEX Distinguished Service Award**

Sponsors:

Athens Area Chamber of Commerce  
Etowah Area Chamber of Commerce



**Erin Holbrook  
APEX Young Professional of the Year**  
Sponsor McMinn County Economic  
Development Authority





**Midlab, Co-Recipient**  
**Thomas & Betts, Co-Recipient**  
**APEX Innovator of the Year**  
Sponsor The Daily Post-Athenian



## Product Development

The Development Authority is focused on building an inventory of developable properties for present and future economic growth. The Development Authority is charged with exploring and evaluating new product opportunities to expand our industrial base for future opportunities. When companies are considering new locations, they are typically on a fast-track to get their product to market as quickly as possible. Companies want low cost, or free, land that has the due diligence and infrastructure completed to expedite the construction process. There is also a desire for prepared sites to lessen any unknown risks, lower costs, and accelerate the construction process. With more prepared Greenfield sites becoming available in the Southeast and East Tennessee regions, we must focus efforts on preparing sites to be competitive in today's market.

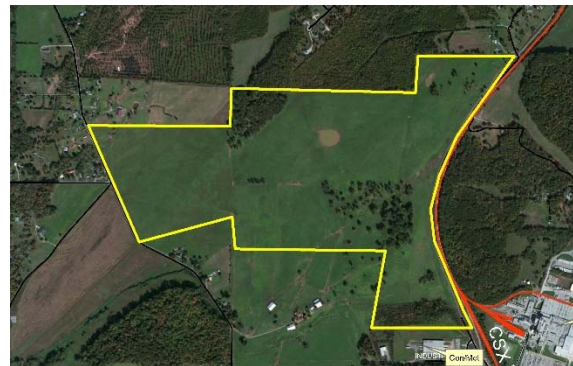
Most companies begin their initial search looking for an existing building. Demand for existing buildings is up and our supply of existing buildings in McMinn County is down. This frequently eliminates us from an initial search. Some communities are beginning to construct speculative buildings. Public owned and constructed speculative buildings have shown to be a risky investment for taxpayers. There is not a "cookie-cutter" approach to knowing the end-users building specifications. At this time, it is not recommended that McMinn County or the cities invest in speculative buildings. We believe that industrial site preparation should be the focus of the community. Before VanHool, a Belgium bus manufacturer, announced their decision to locate on a site in Morristown, TN, staff took key leaders to visit to graded pad-ready site that the company was choosing. The Mt. Verd Industrial Park was a finalist on this project. However, the

company decided to choose a site that was graded to eliminate risk, cost, and time. In Fiscal Year 2019, the Development Authority will work with McMinn County, the City of Athens, and Athens Utilities Board to focus on site preparation at the **Mt. Verd Industrial Park** to increase its marketability for future industrial prospects.



Sites that have gone through the Select TN Sites certification process are getting attention from site consultants and companies as sites that cut down on due diligence costs and time. In Fiscal Year 2018, the **North Etowah Industrial Park** 271-acre rail served site was re-certified through the Select TN Sites certification program. It also maintains certification through the CSX Select Sites program. The **75 Regional Commerce Park**, a 150-acre privately-owned industrial site in the north end of McMinn County was certified through the program. In addition, the **Athens/McMinn Interstate Industrial Park** site owned by the Development Authority, began the certification process. Austin Consulting visited the site and met with staff and community leaders as part of the certification process. Certification includes a lot of staff time and resources, but it gives us a deeper knowledge of the sites and allows us to market them more efficiently.

The **North Etowah Industrial Park** had been under a no cost option to purchase for several years with E.M. and Phyllis Armstrong. Mr. and Mrs. Armstrong were gracious to allow the Development Authority the opportunity to control and market the property for industrial purposes during this time. After a couple of extensions of the option agreement, we realized that we would lose the option if we did not exercise our right to purchase the property. In Fiscal Year 2018, an agreement was made between McMinn County, Etowah Utilities Board, and the City of Etowah to purchase the property using the Industrial Development Board of the County of McMinn (IDB). The public entities entered into a Memorandum of Understanding with the IDB, and the property was acquired. This site continues to be attractive for large industrial users requiring rail. We feel the site will also be desirable for future users of The CSX Appalachian Regional Port, located along Highway 411 in Murray County, Georgia, which is scheduled to open in the fall of 2018.



The **North Etowah Industrial Park** has been a finalist with some large industrial rail users over the past year. One of the short-falls the site has had with these prospective industries is the uncertainty of cost and time to construct a secondary industrial access road. The Tennessee Department of Transportation developed a preliminary design and cost estimate, but timing was still a factor due to construction design, right-of-way acquisition, utility relocations, and road construction. Most industries considering the site would need the road constructed in less than a 12-month time frame, so timing was not on our side. Staff applied for a Site Development Grant with the Tennessee Department of Economic and Community Development (TNECD) and was invited to Nashville to pitch the need for the grant. The Development Authority was awarded an **\$879,675 Site Development Grant** for the design, right-of-way acquisition, and utilities relocation of a secondary industrial access road into the **North Etowah Industrial Park** site. A ten percent (10%) match to the grant is required, and staff negotiated a split of the match between McMinn County

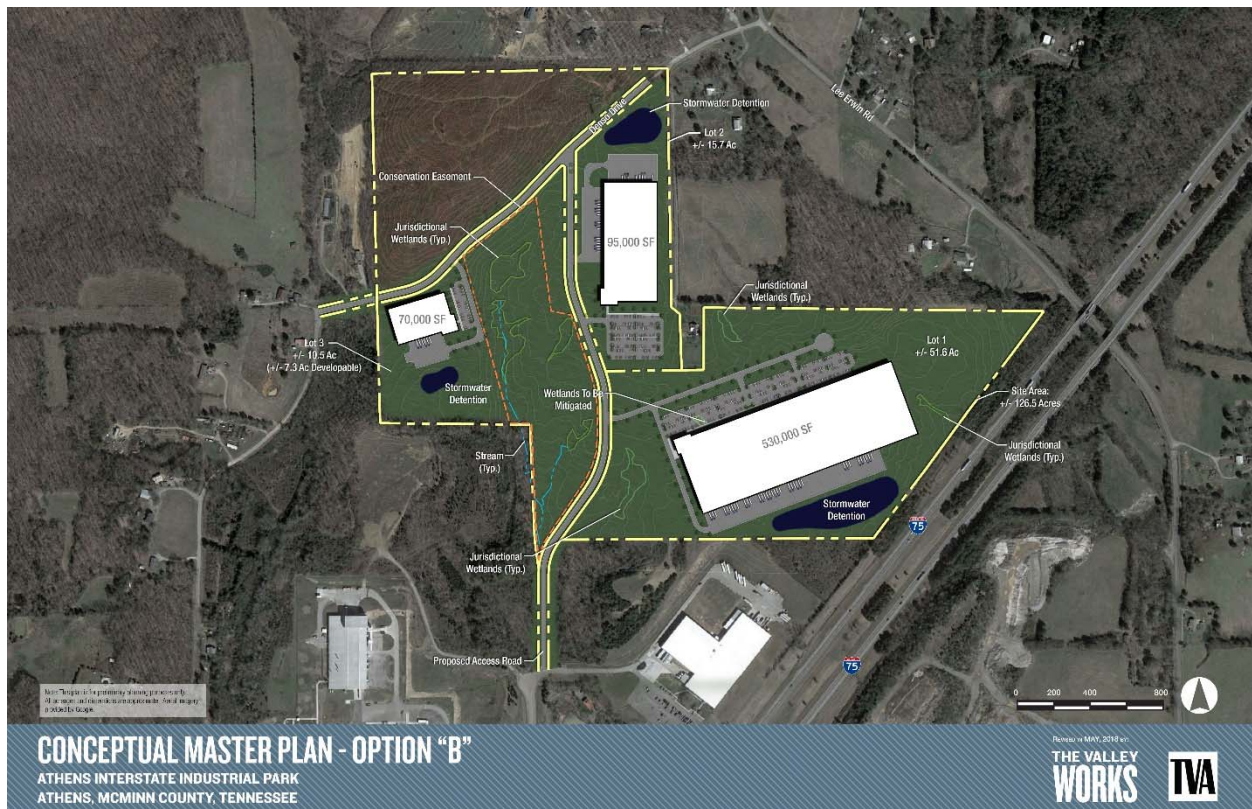


and Etowah Utilities Board. Cannon & Cannon, Inc. Sustaining Member of the Development Authority, was chosen through a Request for Qualifications process to design the road. The Southeast Tennessee Development District (SETDD) is managing the grant. TDOT agreed to participate in-kind on the project with design review, right-of-way, and environmental studies.

In coordination with TVA and Norfolk Southern, staff began evaluating large-scale suitable rail sites along the Norfolk Southern main line. Several contiguous properties were identified along U.S. Highway 11. Property evaluations are currently being conducted on the sites to determine suitability for industrial development.

Environmental Phase I Assessments were completed on the **Mt. Verd Industrial Park** and the City of Athens **Redfern site**.

TVA Economic Development Technical Services prepared masterplans for the **Athens/McMinn Interstate Industrial Park** and **Mt. Verd Industrial Parks**. The masterplans, shown below, are used for marketing sites to prospective businesses.



Athens/McMinn Interstate Industrial Park Masterplan





Mt. Verd Industrial Park Masterplan



Community sustainability continued to be important to modern manufacturing facilities. In 2014, McMinn County and the City of Athens was designated as a gold **TVA Sustainable Community**. The program requires recertification every three years. In Fiscal Year 2017, staff applied for recertification and began the process of updating the community’s sustainable inventory. Recertification at the gold standard was designated in Fiscal Year 2018.

Maintenance of our industrial properties is also a function of the Development Authority. The cities of both Athens and Etowah assisted in mowing and right-of-way clearing of the parks. Their assistance in helping to maintain the parks is imperative, and we appreciate their dedication.

## Workforce Development

With unemployment at an all-time low, local industries are finding it more difficult to find talent. McMinn County has made significant strides over the past few years with its workforce development programs, but in order to sustain a successful industrial recruitment, expansion and retention program we must keep workforce development in the forefront of our programming. Staff continues to be engaged with local educators to help them understand industrial skill sets, and to build a pipeline of workers equipped with the skills necessary to fulfill the needs of industry.

Staff is a member of the Workforce Innovations and Opportunity Act's Oversight Committee for local workforce region 5. The committee evaluates funding needs for training programs for in demand jobs throughout the region.



The sixth annual **12-grade Career Expo** was held on October 5, 2017 in conjunction with Manufacturing Week. The Expo introduces local high school seniors to careers offered by our local industries, and to training opportunities. The Development Authority was a co-sponsor for the event, served on the planning committee, and assisted students at the event.

The sixth annual **McMinn County Job Fair** was held at McMinn County High School gymnasium on October 12, 2017. The Development Authority was a co-sponsor of this event, served on the planning committee, and assisted job seekers at the event. There were 286 job seekers, and over 30 employers, that attended the Job Fair.



Staff continued to seek necessary funding through federal and state sources for construction of a **McMinn County Higher Education Center** (also referred to as CAMBI). The Center will include original elements of CAMBI, but also will include Cleveland State Community College Athens Campus, and the University of Tennessee McMinn County Extension Service. Staff met with legislators, local industries, and UT Extension to market the need for funding the Center.

Staff serves on the Tennessee Wesleyan University (TWU) Business Department Advisory Committee to help shape course offerings within the field of business.

## Community Development

Realizing the need for an avenue for young professionals in McMinn County to connect, the Development Authority focused on launching a young professionals group in Fiscal Year 2018. Staff attended a Young Talent Workshop presented by TVA, and studied young professional groups in peer communities. Through the efforts of Dana Ferguson, Executive Assistant, a Board of Directors was selected and the **All McMinn Modern Professionals (AMMP)** was born. The Board developed by-laws and sponsor and membership levels for the organization. AMMP launched in October 2017 with





a kick-off at the Mayfield family barn. Monthly gatherings of the group happen on the third Thursday of every month. The group also serves as a vehicle for recruiting young professionals to McMinn County to work and live. The Development Authority is a support organization for the group. More information on AMMP and future events can be found at <https://ypmcminn.org/>.

The housing shortage has been realized nationwide, especially within the entry-level home market. In Fiscal Year 2018, the McMinn County Economic Development Authority embarked on creating a county-wide **Housing Task Force**. The purpose of the task force is to create a strategy that will increase housing opportunities, and population and income growth within McMinn County and the municipalities. The task force will develop a housing study as part of its mission. Staff attended homebuilders' meetings and met with both single-family and multi-family housing developers to express need for homebuilding in McMinn County.

Development Authority staff set up a meeting with Retire TN representatives and local community leaders to discuss opportunities to become a Retire TN community. It was decided not to become a Retire TN community at this point because of the lack of available housing geared to retirees,



Executive Director Price served on the Athens Sister City committee to help reignite the sister city program between Athens and Isahaya, Japan. Tennessee Wesleyan University (TWU) is a sister university with Nagasaki Wesleyan University (NWU) in Isahaya. Dr. Yoshinobu Sato, president of NWU, Dai Hamasaki, a foreign language instructor at NWU, Hitoshi Saito, a member of NWU's International Committee, and Ken Kawasaki, vice principal of Chinzei High School in Isahaya visited TWU and the



community during the fiscal year. Development Authority staff participated in the visit. Upon a visit to the Denso Eco Park, our NWU visitors discovered painted rocks from the Athens Rocks initiative. They took the rocks back to Japan and started a painted rock initiative in Isahaya.

As part of federal Tax Cuts and Jobs Act passed in December 2017, opportunity zones were created to help spur investment in economically distressed areas. The Development Authority worked with the Southeast Tennessee Development district in recommending areas within McMinn County to Governor Haslam be included in the Tennessee's opportunity zone designation. All of the industrial parks within McMinn County were included in the zones. This designation makes McMinn County and our industrial properties more competitive to attract new investments and jobs. The zones offer tax advantages through deferment of capital gains and reduced capital gain tax liability for individuals or entities investing in the zone.



## Marketing

The Development Authority's brand, "Make It In McMinn," continues to be widely recognized throughout the community, State, Southeast region, and with site consultants. We have been referred to as a positive example of community branding. Other economic development organizations throughout the State of Tennessee have called upon staff for recommendations on branding. Local organizations have also begun using our brand to promote McMinn County.



The website, [www.MakeItInMcMinn.org](http://www.MakeItInMcMinn.org), is the Development Authority's prime source of marketing next to relationship building. The website was updated in Fiscal Year 2018 to include an industry and membership searchable back-end database for our existing industry and membership, and to make it mobile responsive.

The Development Authority typically does not do a lot of advertising in print media because of the return on investment is minimal. However, we did advertise in the new Chattanooga Region magazine as a part of the Greater Chattanooga Economic Partnership. The advertisement below was placed in the print and online edition of the magazine.

An advertisement for industrial properties in McMinn County. The main headline reads "Over 600 Acres of Prime Industrial Properties Available!". A list of benefits includes: Rail served sites available; Located along Interstate 75 midway between Knoxville & Chattanooga; Debt-free county – lowest debt per capita in Tennessee; Low tax climate; Gigabyte internet speeds; Reliable and affordable power; Talented regional workforce; First class workforce training; Gold rated sustainable community; World class research and technical assistance through Oak Ridge National Labs and University of TN-Knoxville. The ad features a map of Tennessee with a red dot in McMinn County, a "Certified Industrial Sites Available" starburst, and logos for CSX select site, Tennessee, and a Gold Sustainable Community award. A QR code is also present. On the right side, the McMinn County Economic Development Authority logo is repeated, along with contact information: 5 S. Hill St., Suite C, Athens, TN 37303, phone 423.745.1506, fax 423.745.1507, and website [www.MakeItInMcMinn.org](http://www.MakeItInMcMinn.org).

The best marketing tool we can offer is hosting visits to our community for site selectors, Tennessee Department of Economic and Community Development Project Managers, TVA Target Market Specialists, and other regional and state economic development groups. We hosted a variety of these visits to introduce our sites and community and refresh memories of those who have visited in the past. Staff also presented at the TVA Target Market Showcase marketing our industrial properties and our workforce story.

Maintaining relationships with site selectors and keeping them abreast on happenings in our community and our industrial products is an important aspect of economic development marketing. Executive Director Price visited with site selectors in Dallas and Chicago during the year. The Greater Chattanooga Economic Partnership also mailed postcards on the DMAT announcement to site selectors on our behalf.

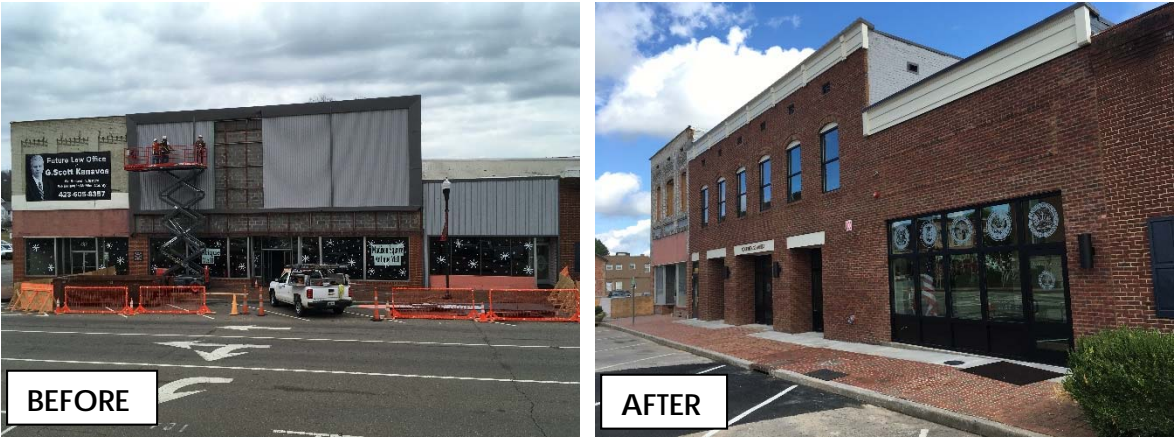
A database of available industrial properties is maintained through the tvasites.com searchable database. This comprehensive database includes available sites, and buildings, throughout the Tennessee Valley. We subscribe to the LocalInsite tool for the database, and incorporate McMinn County's portion of the database onto our website.

Staff presented at the River Counties MLS annual meeting to market our community for business and housing development.

While most of the Development Authority's marketing is focused outside of McMinn County, it is still important to tell our story to our stakeholders and local citizens. Internal marketing efforts were included as part of our marketing plan. Staff wrote articles for inclusion in the Daily Post-Athenian FYI and Foundations special editions. We also continue to do radio spots during Dairy Month to show our appreciation to the dairy industry and its importance to our community. Another focus for our internal marketing includes keeping civic groups abreast on the state of the economy, and activity of the Development Authority. Staff made presentations at local civic groups, and presented to the Leadership McMinn class on their industry day. Executive Director Price and Executive Assistant Dana Ferguson were also guests on WLAR's Round Table.

### Administrative & Professional Development

The Development Authority moved into its new office space at 9 E Madison Avenue, Suite 201 in August 2018. The new space, provided by McMinn County, is located in the new Courthouse Annex. Staff managed the construction contract of the former Cherokee Hardware Building on behalf of the IDB. After construction was completed, the building owned by the IDB was transferred to McMinn County through a quit claim deed.



The full membership of the Development Authority meets annually to conduct business on behalf of the organization. The annual meeting was held on June 26, 2018 at the Springbrook Golf and Country Club in Niota, Tennessee. President Will Estes handed the gavel to Farah Reynolds who will serve as the President of the Board in Fiscal year 2019. The members elected new Directors to serve on the Board for Fiscal Year 2019, and enjoyed a time of networking with fellow members during a Casino Night event. Membership in the





organization increased by 13 net new members in Fiscal Year 18 with a total membership of 87.

Dana Ferguson was hired to serve as the Executive Assistant/Membership Director of the Development Authority at the beginning of the fiscal year. Dana's responsibilities include everyday office administration, membership management, and special projects. Dana earned her MBA from Tennessee Wesleyan University during the fiscal year, and participated in training and professional development programs through Tennessee Basic Economic Development course and TVA Rural Leadership Institute.

Economic Development training is an important tool for local government and community leaders. The Development Authority partnered with TVA to host an Economic Development 101 training for elected officials on June 4, 2018. Representatives from McMinn County Commission, City of Athens Council, City of Etowah Commission, Town of Englewood, City of Niota, and City of Calhoun were represented.



The Development Authority continued to manage the Governor's Three Star program for McMinn County. The Three Star program is designed to focus on areas identified critical to ensuring the success of Tennessee's communities: jobs and economic development, fiscal strength and government, public safety, education and workforce development, and health and welfare.

Executive Direct Price was selected to serve on a state-wide advisory panel to help shape the Three Star program for future years.

Staying abreast of proposed legislation that can positively, or negatively, affect our economic development efforts, and maintaining positive relations with our state and federal legislators are important roles of the Development Authority. Staff participated in the Tennessee Economic Development Council's Legislative Day on the Hill, the Tennessee Chamber of Commerce and Industrial Day on the Hill, and communicated with state legislators in Nashville throughout their time in session.

Staff continued to be the administrative arm and fiscal agent for the Industrial Development Board of the County of McMinn (IDB). Staff led the IDB in closing on two Payment In Lieu of Tax agreements (PILOTs), acquisition and debt financing for the expansion of the North Etowah Industrial Park, developing a public records policy, approvals of PILOTs for Project Zeus and DMAT expansions, selection of auditor to do a financial audit of the IDB, contract management for the Courthouse Annex construction project, and begin comparison reviews of the PILOT and Tax Increment Financing policies and procedures.

Staff attended a mandatory Tennessee Consolidated Retirement Service (TCRS) meeting on changes to the TCRS system and actuarial studies. Staff also participates in Agency Benefit Coordinator conference calls and mandatory in-person meeting in order to stay active in the State Health Benefits system for our employee health insurance benefits.

The Personnel Policies and Procedures Manual was updated to include two new policies: Section 9 Public Records Policy, and Section 10 Sponsorships and Donations.

Executive Director Price participated and presented at the McMinn County Commission Annual Planning Retreat and discussed the importance of site preparedness for our industrial recruitment success.

Professional development is an important part of the growth of any organization. It is important to stay abreast of industry trends, and new programs to benefit our economic development efforts. Staff participated in seminars, conferences, webinars, conference calls and trainings.

The Development Authority, and staff, maintained professional memberships and affiliations in national, regional, state, and local organizations and civic groups. Following are a list of affiliations:

- Athens Kiwanis Club
- Greater Athens Human Resource Association
- Main Street Athens Board of Directors
- International Economic Development Council
- Southern Economic Development Council Board of Directors
- Tennessee Chamber of Commerce & Industry
- Tennessee Economic Development Council Board of Directors
- Tennessee Governor's Three Star Advisory Council
- Tennessee Wesleyan Business Advisory Committee
- Tennessee Wesleyan Alumni Board
- TVA Rural Cabinet
- Ex-Officio Director on Athens Area Chamber of Commerce Board
- Ex-Officio Director on Etowah Area Chamber of Commerce Board

# Organization Information

## Organization Leadership

### OFFICERS

**Will Estes\***, President

Farah Reynolds\*, Vice-President

Scott Cass\*, Treasurer

David Alley\*, Past President

### BOARD OF DIRECTORS

John Gentry\*

David Crews

Chuck Burris

Bob Lambert

Eric Newberry\*

John Goins\*

Jason Housley

Rhonda Owens

Chuck Gilreath

Steve Keylor

Sherry McKee

Chris Adams

Erin Holbrook

Jason Robertson

Jerry Smith

Rob Preston

Durant Tullock

Stewart Smith

Patty Weaver

Ex-officio (non-voting)

Tina Tuggle

C. Seth Sumner\*

Jeff Schumacher

Senator Mike Bell

Representative John Forgety

Brittany Freeman

Lois Preece

### STAFF

**Kathy Price**

Executive Director

Kathy@MakeltInMcMinn.org

**Dana Ferguson**

Executive Assistant

Dana@MakeltInMcMinn.org

*\*Denotes Executive Committee Member*

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**Athens, TN 37303**

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## Organization Membership

<b>Funding Agencies</b>	McMinn County Athens Utilities Board	City of Athens Etowah Utilities Board	City of Etowah
<b>Partners for Progress</b>	Athens Fed. Community Bank BB&T Daily Post Athenian, The DENSO Manufacturing	First Volunteer Bank Simmons Bank SouthEast Bank Starr Regional Medical Ctr.	TVA Econ. Development Waste Connections
<b>Sustaining Members</b>	ABB Bargain Barn/UGO Blaine Construction Bowater Credit Union* Cannon & Cannon Engineers Christmas Company, The Clayton Home	East TN Industrial Warehouse Hiwassee Builders Supply Holston Gases, Inc. Mayfield Dairy Farms Michael Brady, Inc Partners Development Resolute Forest Products	Smith Funeral Home Southern Construction* Springbrook Country Club Studio Four Design Waupaca Foundry Wright Brothers Constr.
<b>General Members</b>	Adient AT&T Athens Area Chamber Athens Board of Education Athens Housing Authority Athens Insurance Athens Movie Palace* Bordwine Funeral Home Carter, Harrod, & Willhite PPLC Choate Printing City of Niota Cleveland State Comm. Coll. Consolidate Metco (ConMet) Creative Foam Corp. E&E Manufacturing Edward Jones – Murray Willis Edward Jones – Skyler Dean East Tennessee Auto Outlet East West Media* East Tennessee Properties* Estes & Kennedy Law	Estes Russell Engineering* Etowah Area Chamber Hacker Sign Company Heil Trailer International H.R. Sources & Solutions* Johns Manville Latitude Residential* Maxwell Industries McKee Promotions* McKinney Excavating McMinn Co. Board of Educ. Merit Construction Metro Transport Miller & McPhail Riley Consultants S&ME Seaton Enterprises Seaton Iron & Metal Selective Structures Smokey Mtn. Filtration* Southern Hydraulic	Sullins Family Eye Care Superior Sanitation* Sweetwater Valley Oil TCAT - Athens Tennessee Wesleyan Univ. Town of Englewood Valley Title VIP Promotional Products* Walden, Blair & Associates* Warren Jackson CPAs Webb Plumbing, Heating & Electric Wholesale Supply Group Wilson Construction Paul Willson* Ziegler Funeral Home

\*New Member