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# Introduction

Hamblen County, Tennessee is participating in the Tennessee Three-Star Communities Program, administered by the Tennessee Department of Economic and Community Development (ECD). This will be the sixth year Hamblen County has participated in the Three Star program. This program is designed to ensure communities to meet criteria essential to achieving excellence in community and economic development.

One of the required elements of the program is a five-year strategic economic development plan, to be updated annually. This plan must include goals, a plan to accomplish the goals, and a projected timeline for achieving the goals. The strategic plan must address agriculture, education, existing industries, infrastructure, manufacturing recruitment, retail/services, tourism, and workforce development. Other areas may be addressed at the discretion of the community.

The Morristown Area Chamber of Commerce is coordinating the continuance of the strategic planning process and the update and development of the Economic Development plan in conjunction with the governments of Hamblen County and Morristown. A Planning Committee designed and oversaw the planning process and TVA's Community Development staff facilitated the initial process for preparing the original strategic plan.

A planning workshop was held with community leaders representing key sectors of the community and public input was gathered via chamber newspaper and internet. The Planning Committee utilized the input from the workshop and the newspaper survey, along with their own knowledge and insight, and prepared the goals and actions in this document. The original 2005 plan was presented to local governing officials and adopted and the 2006, 2007, 2008, 2009, and 2010 revisions were likewise presented..

This updated plan is not a feasibility study, an economic analysis or forecast, a marketing plan, or a comprehensive community development plan. It is, however, a genuine attempt to determine key issues facing Hamblen County, and to outline an agenda for achieving a prosperous future. The purpose has been to stimulate ideas, build consensus, and generate support for action by a variety of public and private entities. Detailed implementation steps for the recommendations in this plan will have to be developed by the appropriate responsible entities. Also, this plan should continue to be updated annually to monitor progress and identify new goals and actions. This plan should help local leaders to periodically ask: **Are we making progress?**

# Strategic Plan

The following strategic plan was developed from the ideas generated from 2005's planning workshop and public input and reviewed and updated by the Planning Committee in 2006, 2007, 2008, 2009, and 2010. It identifies target dates, and responsible parties. The plan, once adopted by elected officials, serves as a guide for development in Hamblen County and will meet one of the key criteria of the Tennessee Three-Star Communities Program. It will continue to be reviewed and updated annually.

From over seventy ideas suggested, the Planning Committee determined priority areas for five years.

## **Five Year Priorities:**

- *Make education the number 1 priority in our County. Build support for the public education system and work to enhance the value of education. Expect and demand high academic standards.*
- *Support existing industries to retain jobs and encourage expansion and investment.*
- *Develop the county and its business climate as a haven for manufacturing plants.*
- *Develop a strategy and appropriate resources to address the long-term infrastructure and transportation needs of the County.*
- *Seek ways to coordinate city and county services to eliminate duplication and increase cost savings.*
- *Encourage more involvement in the government process and in community affairs by residents and business leaders.*
- *Support and fund tourism activities in the County in proportion to the size of the market. Recognize tourism as an industry that provides \$81.35 million benefit to local economy.*
- *Attract additional retail and restaurant establishments to the County.*

<b>Hamblen County 5 Year Strategic Plan</b>	<b>Existing Industry</b>
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<b>Goals and Actions</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>Primary Responsibility &amp; Stakeholders</b>
<i>Support existing industries to retain jobs and encourage expansion and investment.</i>	X	X	X	X	X	Chamber of Commerce Industrial Development Board City and County governments Existing Industries Economic development partners
<b><i>Suggested Actions:</i></b>						
<ul style="list-style-type: none"> <li>Support activities to further develop our healthcare infrastructure and to recognize healthcare as an industry.</li> </ul>	X	X	X			
<ul style="list-style-type: none"> <li>Strengthen relationships with corporate headquarters that have branch plants in the County.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>Work with existing employers to provide specialized technical training to encourage expansion.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>Survey the needs of the existing business base and identify opportunities for expansion and red flags about problems.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>Launch an awareness campaign with existing industries about the incentive program to encourage expansion activity.</li> </ul>	X	X	X	X		
<ul style="list-style-type: none"> <li>Reinvigorate and expand the Plant Managers Association.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>Provide small business technical assistance to encourage small locally owned businesses to grow.</li> </ul>	X	X	X			
<ul style="list-style-type: none"> <li>Host the industry appreciation event.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>Encourage business leaders to attend County Commission meetings and get involved in community affairs.</li> </ul>	X	X	X	X	X	

Hamblen County 5 Year Strategic Plan	Manufacturing Recruitment					
Goals and Actions	11	12	13	14	15	Primary Responsibility & Stakeholders
<i>Develop the county and its business climate as a haven for manufacturing plants.</i>	X	X	X	X	X	Chamber of Commerce Industrial Development Board City and County governments Existing Industries Economic development partners
<b><i>Suggested Actions:</i></b>						
<ul style="list-style-type: none"> <li>Diversify the industrial base to include Data Centers and information technology companies..</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>Improve and revitalize the east end industrial area.</li> </ul>			X	X	X	
<ul style="list-style-type: none"> <li>Complete the East TN Progress Center.</li> </ul>	X	X	X			
<ul style="list-style-type: none"> <li>Diversify the types of industry represented in the County's economic base.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>Investigate investment in a new spec building.</li> </ul>	X					
<ul style="list-style-type: none"> <li>Develop a group of CEO Champions that can aid in recruitment efforts.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>Build relationships with economic development partners like TVA, RIDA, E &amp;CD.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>Begin the process of identifying sites for the next industrial park.</li> </ul>				X	X	
<ul style="list-style-type: none"> <li>Increase local government funding support for industrial recruitment.</li> </ul>		X	X	X		
<ul style="list-style-type: none"> <li>Emphasize the manufacturing environment as an attractor for other manufacturing businesses.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>Host families of prospects to visit Morristown so quality of life can sell itself.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>Review and enhance incentives offered to new industries and businesses locating in the County.</li> </ul>		X	X			

Hamblen County 5 Year Strategic Plan	Transportation and Infrastructure					
Goals and Actions	11	12	13	14	15	Primary Responsibility & Stakeholders
<i>Develop a strategy and appropriate resources to address the long-term infrastructure and transportation needs of the County.</i>	X	X	X	X	X	County and City governments Planning Departments Development District Utilities State and Federal partners
<b><i>Suggested Actions:</i></b>						
<ul style="list-style-type: none"> <li>Develop a comprehensive master plan, covering the entire county, for future infrastructure development of the area.</li> </ul>			X	X	X	
<ul style="list-style-type: none"> <li>Complete Exit 8 interchange improvements.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>Make improvements to US 25E corridor, including Interchange.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>Widen Hwy 11E to four lanes to Exit 23.</li> </ul>			X	X	X	
<ul style="list-style-type: none"> <li>Improve traffic flow in and around Morristown. Synchronize traffic lights to help with flow. (Moving with Ease)</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>Build another east west route other than 11E (Veterans Parkway).</li> </ul>		X	X			
<ul style="list-style-type: none"> <li>Complete Exit 4 to Highway 160 Connector</li> </ul>	X	X	X			
<ul style="list-style-type: none"> <li>Improve signage including Medical District and access roads.</li> </ul>		X	X	X	X	
<ul style="list-style-type: none"> <li>Construct a multi purpose Community Center.</li> </ul>				X	X	
<ul style="list-style-type: none"> <li>Develop a facility to host large meetings or conventions.</li> </ul>				X	X	
<ul style="list-style-type: none"> <li>Coordinate radio transmissions and communication between ALL area public safety organizations.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>Make utility districts appear seamless to the consumer.</li> </ul>			X	X	X	
<ul style="list-style-type: none"> <li>Revitalize the airport.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>Emphasize Regional approach to transportation needs through support of LAMPTO.</li> </ul>	X	X	X	X	X	

Hamblen County 5 Year Strategic Plan	Education and Workforce Development					
Goals and Actions	11	12	13	14	15	Primary Responsibility & Stakeholders
<p><b><i>Make education the number 1 priority in our County. Build support for the public education system and work to enhance the value of education. Expect and demand high academic standards.</i></b></p> <ul style="list-style-type: none"> <li>• Increase funding for K-12 education by local government.</li> <li>• Continue to support efforts of the P-16 Council and HC*EXCELL.</li> <li>• Re-establish the Teacher Extern program to enhance links between industry and education.</li> </ul>	X	X	X	X	X	Board of Education Chamber of Commerce P-16 Council County and City governments Citizens Existing Industry TN Technology Center Walters State Community College HC*EXCELL Foundation
<b><i>Suggested Actions:</i></b>						
<ul style="list-style-type: none"> <li>• Improve minority participation and performance in the education system.</li> </ul>	X	X	X			
<ul style="list-style-type: none"> <li>• Enhance the technology endowment of the school system.</li> </ul>		X	X	X	X	
<ul style="list-style-type: none"> <li>• Consider restructuring of high schools to increase efficiencies and productivity. <i>(Finalize High School Location and capacity strategy.)</i></li> </ul>	X	X	X			
<ul style="list-style-type: none"> <li>• Develop and offer a mandatory course for students on the real world of work.</li> </ul>		X	X	X	X	
<ul style="list-style-type: none"> <li>• Work to attract more high quality teachers to the school system.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Emphasize and focus on building science and math capabilities.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Encourage a higher level of interaction between business leaders and schools.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Expand trade training in the high schools. Expand apprenticeship programs</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Work with Walters State Community College to offer additional 4-year degree programs.</li> </ul>		X	X	X		
<ul style="list-style-type: none"> <li>• Improve offerings for bi-lingual training. Develop programs to build the skill level of bi-lingual workers.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Identify future workplace opportunities to develop programs to meet future needs. Monitor the accredited Youth Leadership program to ensure success.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Raise awareness or educate the community of the importance and benefits of funding education.</li> </ul>	X	X	X			

<b>Hamblen County 5 Year Strategic Plan</b>	<b>Community Livability and Human Infrastructure</b>
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<b>Goals and Actions</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>Primary Responsibility &amp; Stakeholders</b>
<p><b>1. Seek ways to coordinate city and county services to eliminate duplication and increase cost savings.</b></p> <ul style="list-style-type: none"> <li>Explore feasibility and impact of implementing a consolidated government.</li> </ul>	X	X	X	X	X	County and City governments
<p><b>2. Encourage more involvement in the government process and in community affairs by residents and business leaders.</b></p> <ul style="list-style-type: none"> <li>Encourage citizens to participate in government.</li> <li>Strive to elect a governing body reflective of the diversity of the population in age and gender.</li> <li>Encourage the continued education of elected officials by sponsoring participation in the CTAS and MTAS programs offered by UT.</li> </ul>	X	X	X	X	X	Civic organizations Chamber of Commerce Citizens Elected officials
<b>Suggested Actions:</b>						
Develop a network and forum for ongoing leadership development, especially for Leadership Morristown Alumni.	X	X				
<ul style="list-style-type: none"> <li>Identify ways to transform leadership graduates into community leaders.</li> </ul>	X					
<ul style="list-style-type: none"> <li>Beautify and clean-up the county; strengthen appearance standards.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>Redevelop Morris Boulevard in the City.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>Devote more resources to combat the illegal drug problem. <ul style="list-style-type: none"> <li>Develop clean-up certifications.</li> <li>Establish a Community Drug Coalition.</li> </ul> </li> </ul>	X	X	X	X	X	

<ul style="list-style-type: none"> <li>• Offer competitive salaries and benefits to retain and attract skilled and experienced government employees.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>• Enforce codes stringently. <ul style="list-style-type: none"> <li>○ Restrict junk cars and poorly maintained mobile home parks.</li> <li>○ Help protect property values of responsible owners.</li> </ul> </li> </ul>	X	X				
<ul style="list-style-type: none"> <li>• Establish, monitor and enforce limits of families in single family dwellings for safety purposes.</li> </ul>	X					
<ul style="list-style-type: none"> <li>• Help Hispanic immigrants integrate into the local community. <ul style="list-style-type: none"> <li>○ Develop programs to encourage Hispanic home ownership.</li> <li>○ Develop and offer a cultural awareness program for local residents.</li> </ul> </li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Build a new Post Office with more parking.</li> </ul>		X				
<ul style="list-style-type: none"> <li>• Improve public transportation options.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>• Develop more cooperative efforts with the 10-County Region. Work to address issues regionally.</li> </ul>	X	X	X	X		
<ul style="list-style-type: none"> <li>• Expand health and medical services.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Support KMHB and its mission.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Enhance Crockett Tavern Museum.</li> </ul>			X			
<ul style="list-style-type: none"> <li>• Enhance Beautification through Zoning.</li> </ul>		X				
<ul style="list-style-type: none"> <li>• Promote health and healthy lifestyles to the Community.</li> </ul>	X	X				

<b>Hamblen County 5 Year Strategic Plan</b>	<b>Tourism &amp; Recreation</b>
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<b>Goals and Actions</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>Primary Responsibility &amp; Stakeholders</b>
<b><i>Support and fund tourism activities in the County in proportion to the size of the market. Recognize tourism as an industry that provides \$68.08 million benefit to local economy.</i></b>	X	X	X	X	X	Chamber of Commerce County and city governments
<b><i>Other Suggested Ideas:</i></b>						
<ul style="list-style-type: none"> <li>• Improve existing recreation and athletic facilities for local residents and as a tourism draw. <ul style="list-style-type: none"> <li>○ Develop a wading pool at Fred Miller</li> <li>○ Add walking and biking trails at Cherokee Park.</li> <li>○ Build par 3 golf course at Cherokee Park.</li> <li>○ Seek more recreation tournaments.</li> </ul> </li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Improve and expand recreational infrastructure to attract more sports related tourism..</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>• Improve and promote Panther Creek State Park.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>• Enhance the Strawberry and International Festivals.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>• Achieve the Scenic By-Way designation.</li> </ul>	X					
<ul style="list-style-type: none"> <li>• Improve signage to tourism attractions in the area.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>• Achieve Main Street status as an economic development tool..</li> </ul>	X					
<ul style="list-style-type: none"> <li>• Promote the Citizen Tribune – Jefferson Federal Amphitheater.</li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Continue to leverage Cherokee Lake as a tourism attraction. <ul style="list-style-type: none"> <li>○ Continue fishing tournaments.</li> <li>○ Encourage more private development of hotel and restaurants on Lake.</li> </ul> </li> </ul>	X	X	X	X	X	
<ul style="list-style-type: none"> <li>• Promote increased “cultural: events and promote and publicize ALL events locally.</li> </ul>	X					

• Develop an indoor concert hall or theatre.			X	X	X	
• Maintain stable lake levels.	X	X	X	X	X	
• Develop an auto museum.			X	X	X	
• Preserve historic buildings and areas including: <ul style="list-style-type: none"> <li>○ Rose Center</li> <li>○ Morristown College campus</li> <li>○ Downtown district</li> <li>○ Historic housing district</li> <li>○ Crocket Tavern</li> <li>○ St. Paul Bethesda Presbyterian Church</li> <li>○ Longstreet House</li> <li>○ Bethesda Cemetery</li> <li>○ Bent Creek Cemetery</li> <li>○ Hamblen County Court House</li> </ul>	X	X	X	X	X	
• Attract a first class hotel to the county.	X	X				

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<b>Hamblen County 5 Year Strategic Plan</b>	<b>Retail Development</b>					
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<b>Goals and Actions</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>Primary Responsibility &amp; Stakeholders</b>
<i>Attract additional retail and restaurant establishments to the County.</i>	X	X	X	X	X	Chamber of Commerce County and City governments
<b><i>Suggested Actions:</i></b>						
<ul style="list-style-type: none"> <li>• Create and implement a public/private partnership to enhance retail &amp; restaurant development.</li> </ul>		X	X			
<ul style="list-style-type: none"> <li>• Attract and develop more dining options. <ul style="list-style-type: none"> <li>○ Use 2008 passage of controlled beverage ordinances to encourage upscale dining options. Use 2009 Buxton Report to generate leads and identify possible matches.</li> </ul> </li> </ul>	X	X				
<ul style="list-style-type: none"> <li>• Diversify retail base to offer more shopping options for all price levels in County. <ul style="list-style-type: none"> <li>○ Identify retail needs of residents and develop strategy to fill the gaps.</li> <li>○ Attend retail conventions and build relationships with retailers.</li> <li>○ Attract more clothing retailers.</li> <li>○ Attract a Target, Kohl's, etc.</li> <li>○ Promote retail establishments regionally.</li> <li>○ Develop a structured program for retail prospects similar to industrial prospect handling.</li> </ul> </li> </ul>	X	X				
<ul style="list-style-type: none"> <li>• Continue to promote MSA status as leverage in attracting more retail establishments.</li> </ul>	X	X	X			
<ul style="list-style-type: none"> <li>• Support redevelopment of the Lea Industries property.</li> </ul>	X	X				
<ul style="list-style-type: none"> <li>• Support the redevelopment and transformation of Downtown, as a means to develop a destination for tourism and retail, into an entertainment, shopping and housing district. <ul style="list-style-type: none"> <li>○ Remove overhead sidewalks, or promote uniqueness</li> <li>○ Turn railroad into bike or walking path.</li> </ul> </li> <li>Tear down old telephone building.</li> </ul>	X	X				

• Develop incentives to encourage retail development.		X				
• Improve South Cumberland retail area.	X					
• Get chains and big box stores involved and engaged in local community.	X	X				

<b>Hamblen County 5 Year Strategic Plan</b>	<b>Agriculture</b>					
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<b>Goals and Actions</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>Primary Responsibility &amp; Stakeholders</b>
<i>Continue to support farmers and the value they add to the local economy.</i>	X	X	X	X	X	County and City governments
<b><i>Suggested Actions:</i></b>						
• Enhance the local Farmers Market.		X	X			
• Encourage local farmers to develop agritourism opportunities.	X					
• Explore alternative crops for tobacco growers – soybeans for bio diesel.						
• Talk with local farmers and find out what their issues and needs.	X					
• Encourage the ingoing development of the East Tennessee Regional Agribusiness Authority.	X	X				

Hamblen County 5-Year Strategic Plan	2011-15 Priority Initiatives					
Goals and Actions	11	12	13	14	15	Primary Responsibility & Stakeholders
<p><b><i>Make education the number 1 priority in our County. Build support for the public education system and work to enhance the value of education. Expect and demand high academic standards.</i></b></p> <ul style="list-style-type: none"> <li>• Increase funding for K-12 education by local government.</li> <li>• Continue to support the efforts of the P-16 Council and HC*EXCELL Foundation.</li> <li>• Re-establish the Teacher Extern program to enhance links between industry and education.</li> </ul>	X	X	X	X	X	Board of Education Chamber of Commerce P-16 Council County and City governments Citizens Existing Industry TN Technology Center Walters State Community College <b>HC*EXCELL Foundation</b>
<p><b><i>Develop the county and its business climate as a haven for manufacturing plants.</i></b></p> <ul style="list-style-type: none"> <li>• Continue to diversify the types of industry represented in the County's economic base</li> <li>• Complete the East TN Progress Center.</li> <li>• Continue to build relationships with economic development partners like TVA, RIDA, E &amp; CD</li> <li>• Continue to invest in the spec building program</li> </ul>	X	X	X	X	X	Chamber of Commerce Industrial Development Board City and County governments Existing Industries Economic development partners
<p><b><i>Support existing industries to retain jobs and encourage expansion and investment</i></b></p> <ul style="list-style-type: none"> <li>• Support activities to further develop our healthcare infrastructure and to recognize healthcare as an industry.</li> </ul>	X	X	X	X	X	Chamber of Commerce Industrial Development Board City and County governments Existing Industries Economic development partners
Goals and Actions	11	12	13	14	15	Primary Responsibility & Stakeholders

<p><b><i>Attract additional retail and restaurant establishments to the County.</i></b></p> <ul style="list-style-type: none"> <li>• Attract and develop more dining options. Continue to promote the MSA as leverage in attracting more retail establishments</li> </ul>	X	X	X	X	X	Chamber of Commerce County and City governments
<p><b><i>Support and fund tourism activities in the County in proportion to the size of the market, recognizing tourism as an industry that provides \$68.08 million benefit to local economy.</i></b></p>	X	X	X	X	X	Chamber of Commerce County and City governments

## Obstacles and Strengths

The obstacles and strengths listed below are from the initial community input meeting and the planning workshops. These lists provide an assessment of the county's current situation. These two questions were considered: *What are the obstacles to progress in Hamblen County? What are the strengths of the County?*

<b>STRENGTHS</b>	<b>OBSTACLES</b>
<ul style="list-style-type: none"> <li>• Well rounded and diverse retail and industrial base</li> <li>• Leadership that is unified when it comes to industrial development and will act quickly and competitively to land the project</li> <li>• Good education delivery system</li> <li>• Strong health care delivery system</li> <li>• TN Technology Center is one of best in the State</li> <li>• Walters State Community College</li> <li>• Hamblen serves a hub to the regional economy</li> <li>• MSA status</li> <li>• Our size allows us to be agile and change quickly but also can attract larger retail and industrial companies</li> <li>• Strong Chamber of Commerce</li> <li>• Community spirit</li> <li>• Central location – Interstate access</li> <li>• Diversity of population</li> <li>• Quality of life – lakes, mountains, recreation, no traffic</li> <li>• Affordable cost of living and tax rates</li> <li>• Work ethic of citizens</li> <li>• Cooperation between full time officials and government employees</li> </ul>	<ul style="list-style-type: none"> <li>• Land mass – size of county</li> <li>• Some citizens are reluctant to change</li> <li>• County governing body reluctant to make investments for future</li> <li>• Lack of value for education by older generations, some elected officials and some citizens</li> <li>• Education level of citizens may not match skill sets of future jobs</li> <li>• Visual appearance or first impression of some areas of the county</li> <li>• No systematic structure for integrating non-native into local community</li> <li>• No vision for the future. What comes after manufacturing?</li> <li>• Unwillingness of people to get involved in government</li> <li>• No comprehensive regional vision</li> <li>• Proximity to Knoxville allows people to spend money there</li> <li>• Not integrating non-native language speakers into the local culture</li> </ul>

## Timeline of Key Events in Hamblen County

The Planning Committee examined the county’s economic trends and conditions and prepared for the community input meeting. The group took a historical look at Hamblen County through a community timeline exercise. Participants identified key events over the past 50 or so years that helped shape Hamblen County and make it what it is today. The identified key events and happenings are as follows:

1950’s and Before	1960’s	1970’s
<ul style="list-style-type: none"> <li>• TVA provides electricity, flood control and recreation opportunities to the area</li> <li>• Cherokee Lake created</li> <li>• Women begin to enter the workforce</li> <li>• Airport is established</li> <li>• Morristown is known as “Chicken Capital of the World”</li> <li>• WCRK goes on the air</li> <li>• Enka opens</li> <li>• Gluck Bros. opens</li> <li>• Berkline opens</li> <li>• Growth of furniture business in area</li> <li>• EMS and Rescue Squad opens</li> <li>• County Club opens</li> <li>• Waste water treatment plant opens</li> <li>• First supermarket opens</li> <li>• I1E is completed from Morristown to Knoxville</li> </ul>	<ul style="list-style-type: none"> <li>• Plaza opens – first major retail development</li> <li>• East end industrial park established</li> <li>• Housing development takes off</li> <li>• Boys and Girls Club opens</li> <li>• Housing Authority created</li> <li>• Turkey Creek and urban renewal begins</li> <li>• Overhead sidewalks built in downtown</li> <li>• Recreation opportunities expands</li> <li>• Jefferson Federal Bank opens</li> <li>• Bank of Morristown opens</li> <li>• Citizen Tribune established</li> <li>• TN Technology Center opens</li> <li>• Schools and recreation integrated</li> </ul>	<ul style="list-style-type: none"> <li>• Two high schools established</li> <li>• Miller Ditch – prison debated</li> <li>• Walters State Community College opens</li> <li>• MAHLE opens</li> <li>• Interstate 81 is completed</li> <li>• Interstate 40 completed to Knoxville</li> <li>• Rose Center opens</li> </ul>
1980’s	1990’s	2000 and Beyond
<ul style="list-style-type: none"> <li>• School consolidation</li> <li>• MAID opens on west end</li> <li>• Solid waste Board established</li> <li>• Chamber of Commerce created</li> <li>• Leadership Morristown launched</li> <li>• College Square Mall opens</li> <li>• Manufacturing heyday</li> </ul>	<ul style="list-style-type: none"> <li>• HC &amp; Excell created</li> <li>• American Downtown 2000 designation</li> <li>• Hwy 160 completed</li> <li>• Health care expands and specialists increased</li> <li>• Morristown College closed</li> <li>• New Morristown City Hall completed</li> <li>• Millstone Golf course opens</li> <li>• Increase in Hispanic population</li> <li>• Enka changes ownership and downsizes</li> </ul>	<ul style="list-style-type: none"> <li>• Wal-Mart Super Center opens</li> <li>• Millennium Square project is completed downtown</li> <li>• Lowes Super Center opens</li> <li>• Home Depot opens</li> <li>• Expansion of dining – Ruby Tuesday, Ryan, Zaxby’s, Chick-Fil-A</li> <li>• Plants close – Lea and Universal</li> <li>• P-16 Council founded to promote value of education</li> <li>• East TN Progress Center opens</li> <li>• Courthouse annex completed</li> <li>• Meth use and production grows</li> <li>• Merchant Green development begins on west end</li> </ul>

## Results of 2005 Newspaper Survey

<b>FAVORITE THING ABOUT HAMBLEN</b>	<b>WHAT WOULD YOU LIKE TO CHANGE IN HAMBLEN</b>	<b>WHAT WOULD YOU LIKE TO SEE PRESERVED</b>
<ul style="list-style-type: none"> <li>• geographic location</li> <li>• volunteers</li> <li>• people</li> <li>• weekly trash pick-up</li> <li>• curb recycling</li> <li>• scenic beauty</li> <li>• Panther Creek Park</li> <li>• Life style</li> <li>• community spirit</li> <li>• Cherokee Lake</li> <li>• Strong base of existing business and industry</li> <li>• Small town feel</li> <li>• Progressive law enforcement agencies</li> <li>• no traffic congestion</li> <li>• Beautiful vistas</li> <li>• Great weather</li> <li>• Spiritual dimension of people</li> <li>• Small town feel with benefits of a large city</li> <li>• Cost of living</li> <li>• Recreational opportunities State Park 2 lakes sports park</li> <li>• Safe community - low crime rates</li> </ul>	<ul style="list-style-type: none"> <li>• more involvement of people in government</li> <li>• more people running for public office</li> <li>• Progressive liquor laws</li> <li>• City and County work closer together</li> <li>• more variety in restaurants</li> <li>• offer more appreciation for teachers</li> <li>• more empowerment for local teachers</li> <li>• more attractive entrances to County</li> <li>• Get rid of junkyards</li> <li>• willingness to fully fund and support public education system</li> <li>• Consolidation of city and county governments</li> <li>• beautify entrances to county, especially on east end of AJ Hwy.</li> <li>• enhanced education system</li> <li>• property clean-up</li> <li>• Stricter enforcement of codes and ordinances</li> <li>• Airport revitalized</li> <li>• Improve Exit 8 interchange</li> <li>• More retail development and broader choices</li> <li>• Designated medical district</li> <li>• Improved signage for roads</li> <li>• Renewed emphasis on funding of public education</li> <li>• Improved traffic flow</li> <li>• Reduction in illegal drugs manufactured, sold and used in community</li> <li>• Community festivals (like Kingsport's Funfest)</li> <li>• Removal of the wheel tax</li> <li>• Cultural diversity awareness program</li> <li>• Removal of overhead sidewalks</li> </ul>	<ul style="list-style-type: none"> <li>• Morristown College Campus</li> <li>• Historical buildings</li> <li>• Crockett Tavern</li> <li>• Rose Center</li> <li>• Historic homes</li> <li>• High lake levels</li> <li>• Downtown district</li> <li>• Historic District</li> <li>• Focus on industrial base for jobs</li> <li>• Economic progress</li> <li>• Continued effort to recruit business and industry</li> <li>• Community spirit</li> <li>• TVA land on lakes</li> <li>• Our values and work ethic</li> <li>• Green space</li> <li>• St. Paul Bethesda Presbyterian Church</li> <li>• Bent Creek Cemetery</li> <li>• Spirit of giving and support for non-profits</li> <li>• Diversity in the economy</li> <li>• Old Court House</li> <li>• Panther Creek State Park</li> <li>• The overhead sidewalks</li> <li>• Curb side recycling</li> </ul>

	<ul style="list-style-type: none"> <li>• "Good ole boy" methods of government</li> <li>• Improved access to high speed internet</li> <li>• More programs and activities for youth</li> <li>• Revitalize Cumberland area</li> <li>• Road systems are beginning to age and need improvement</li> <li>• More and continued support for social service agencies</li> <li>• Enforcement of immigration laws</li> <li>• More diversity in the hiring of teachers</li> <li>• Stricter zoning: fewer trailers junk vehicles</li> <li>• Synchronized traffic signals</li> </ul>	

### WHAT WOULD YOU LIKE TO SEE ACCOMPLISHED IN HAMBLEN COUNTY

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• Turn railroad in downtown into a bike or walking path</li> <li>• Tear down old telephone building</li> <li>• Revitalize and preserve downtown</li> <li>• Attract more shops to downtown</li> <li>• Tear down overhead sidewalks</li> <li>• Preserve overhead sidewalks - makes us unique</li> <li>• Completion of East TN Progress Center</li> <li>• Improve east end industrial area</li> <li>• Increase spending for industrial recruitment</li> <li>• Recruit more jobs for people with disabilities</li> <li>• Recruit more high tech jobs</li> <li>• Re-develop Lea Industries property</li> <li>• Establish a small business organization to provide:<br/>networking<br/>educational info<br/>financial information<br/>political support</li> <li>• Synchronize traffic lights to help with traffic flow</li> <li>• Widen Hwy 11E to 4 lanes</li> </ul> | <ul style="list-style-type: none"> <li>• Completion of connecting Hwy 160 &amp; 11E</li> <li>• Complete Exit 4 interchange improvements</li> <li>• County-wide sewer</li> <li>• More upscale dining options</li> <li>• More clothing stores like Target, Kohls, etc.</li> <li>• Improve cleanliness of movie theatre</li> <li>• Pass liquor by-the-drink</li> <li>• Build Community / Recreation Center<br/>YMCA<br/>facility large enough to host parties and weddings</li> <li>• Eliminate public eyesores<br/>Main Street<br/>Cumberland St.</li> <li>• Establishment of a Community Drug Coalition</li> <li>• Enforce speed limits in neighborhoods</li> <li>• Better pay and benefits for law enforcement</li> <li>• Enforce property codes</li> <li>• Better zoning and planning for growth</li> <li>• Strengthen property protection codes</li> </ul> |
|---|--|

- Control and monitor check cashing places and pawn shops
- Unity between city and county
- More scrutiny of business hiring illegal immigrants
- More diversity in government representatives
- Encourage more people to run for public office
- Positive changes in leadership of elected officials
- More cooperative efforts with Grainger and Jefferson Counties
- Build new post office with parking
- Preservation of historic assets
- More affordable housing for seniors
- Consolidated government
  - Continue development of hospitals and medical services
  - More controlled lake development - residential and commercial
  - Build a Veterans Memorial Park
  - Beautify pond adjacent to Ingles on west end - it is an eyesore now
  - Offer 4 year degrees at WSCC
  - Support efforts of P-16 Council
- School uniforms
  - Stop bullying of students by other students
  - Improved educational opportunity for Hispanic adults
  - Raise the expectations for the school system  
we want more than an adequate system
  - Increased trade training in high schools
- More cooperative programs between schools and industry
  - One high school for 9&10 grades and one for 11&12 grade
- New central office for school system
- Increase funding for education
- Feasibility study for a first class hotel
- Host monthly concert at Pavilion - let local people perform
- Improved recreation facilities
- Fountain or kiddie pool at Fred Miller
- Construct the Greenway that is always being talked about
- More programs for children:
  - reading
  - music
  - art
  - etiquette
  - foreign language
  - dealing with cultural differences
- Improve and expand Cherokee Park
  - Install walking trails
  - Build par 3 golf course
- More family activities - family theme park, miniature golf
- Annual county-wide festival or event
- Concert venue
- Attitude shift toward doing what is best for the future from elected leaders
- Integration of the Hispanic /Latino community
- Treat poor and working people the same as those with money

## Economic Profile

The following are highlights of “A Profile of Hamblen County, Tennessee and its Labor Market Area.” The Labor Market Area (LMA) is defined to include Hamblen, Cocke, Grainger, Greene, Hawkins, and Jefferson Counties in Tennessee.

- After growing 17 percent in the 1990s, Hamblen County’s population grew an additional 5.0 percent between 2000 and 2006 to an estimated 61,026 people.
- Hamblen County’s population is expected to increase 26 percent between 2000 and 2020.
- Hamblen County’s population is older than those of the state and nation with a larger share of the total made up of persons 55 years of age and older.
- Hamblen County’s population is overwhelmingly white: While a fifth or more of the state and national populations are made up of racial minorities, this population subset accounts for less than nine percent of Hamblen County’s population.
- The Hispanic share of Hamblen County’s population is more than double that group’s share of the LMA and Tennessee populations, yet significantly lower than the national share.
- Hamblen County has a much larger share of its workers employed in manufacturing than is true of either the state or nation.
- Eighteen percent of the workers who reside in Hamblen County commute to other counties to work. Thirty-four percent of these out-commuters work in Jefferson County.
- Thirty-five percent of Hamblen County’s workforce commutes into the county. Jefferson County is home to 30 percent of these in-commuters. Grainger and Hawkins Counties are each home to an additional 18 percent of Hamblen’s workers.
- The unemployment rate in Hamblen County has tended to be lower than that of the LMA, yet higher than those of the state and nation, over the past decade.
- The 2004 unemployment rate for Hamblen County was 5.2 percent. This rate was lower than those of the LMA, state, and nation. Unemployment in Hamblen County as of January 2005 was up to 6.2 percent of the labor force.
- Per capita income in Hamblen County was \$24,747 in 2002, compared with \$22,451 for the LMA and \$27,611 for Tennessee. In that year, Hamblen County’s per capita income was 90 percent as high as Tennessee’s and 80 percent of the U.S. value. In 1992, the relative shares

were 92 percent of Tennessee income and 82 percent of national income, indicating that per capita income in the county has grown more slowly than in the state and nation over the past decade.

- Manufacturing generates 44 percent of the earnings in Hamblen County versus around 18 percent in Tennessee and 13 percent in the nation. The differential is mainly due to the durable goods portion of the manufacturing sector.
- Hamblen County's poverty rate is higher than those of the state and nation, yet lower than that of the LMA.
- The share of Hamblen County's population with a high school diploma is lower than those of the state and nation, yet higher than the LMA rate. Between 1990 and 2000, the percentage of high school graduates in the county increased from 62 percent to 69 percent.
- Of students graduating from high school in 2001, 64 percent of Hamblen County residents planned to continue their education. That share was five percentage points below the rate for all Tennessee high school seniors.
- Thirteen percent of the Hamblen County population has earned a Bachelor's degree. That percentage is lower than the state and national shares, yet higher than that of the LMA.
- Housing units in Hamblen County were much more likely to be occupied by owners than renters in 2000. The Hamblen County share of housing units occupied by renters was lower than the state and national percentages, yet higher than the LMA rate.
- Retail sales totaled \$992 million in Hamblen County in 2003. Relative to their counterparts in the LMA, state, and nation, a larger share of Hamblen County retail sales was earned by motor vehicle dealers. In contrast, smaller shares were earned by food and beverage stores, building materials stores, and health and personal care stores.
- Retail sales in Hamblen County total 55 percent of county income. Comparable percentages for the LMA and state are 37 and 41 percent, respectively, suggesting retail sales in-leakage to the county.

## Participants

The following individuals participated in the **2005** strategic planning process by designing the process and developing recommended goals and actions for this report. Jim Crumley, City of Morristown, David Purkey, County Mayor, Thom Robinson, Morristown Area Chamber of Commerce, Chris Umberger, Lockwood Greene, Chuck Davis, Morristown Area Chamber of Commerce, Tish Jones, HC & Excell- HSL. Jodi Barnard, Morristown Area Chamber of Commerce, Richard Clark, Morristown Hamblen Hospital, Andy Smith, Jefferson Federal Bank, John Cahill, Stanley Snowden, Wallace Hardware, Debra Williams, Morristown Area Chamber of Commerce, Joe Swann, and Lynn Elkins, Tennessee Technology Center.

The following individuals participated in the **2006** strategic planning update process by developing recommended 2006-07 goals and actions for the report. David Purkey, County Mayor, Jim Crumley, City of Morristown, Thom Robinson, Morristown Area Chamber of Commerce, Debra Williams, Morristown Area Chamber of Commerce, and Jack Kennerly, Morristown Area Chamber of Commerce.

The following individuals participated in the **2007** strategic planning update process by developing recommended 2007-08 goals and actions for the report. Nicole Buchanan, County Finance Director, Jim Crumley, City of Morristown, Breck Habegger, Morristown Area Chamber of Commerce, Thom Robinson, Morristown Area Chamber of Commerce, Debra Williams, Morristown Area Chamber of Commerce, and Jack Kennerly, Metropolitan Planning Commission, Chris Umberger, IDB Consulting Engineer and Michael Fishman, area citizen.

The following individuals participated in the **2008** strategic planning update process by developing recommended 2008-12 goals and actions for this report. The session was moderated by Matt Garland, E & CD representative. Attending were: Karen Rich, Hamblen County Mayor's Office, Joe Swann, Hamblen County Commissioner, Danny Young, Hamblen County Planning Director, Jim Crumley, City of Morristown, Alex Rom-Roginski, Chairman, Morristown Area Chamber of Commerce, Thom Robinson, Morristown Area Chamber of Commerce, Richard Clark, Morristown Hamblen Hospital, Don Lee, Healthstar Physicians Group, Debra Williams, Morristown Area Chamber of Commerce, Tish Jones, HC\*Excell, Dr. Dale Lynch, Hamblen Schools Superintendent, Dr. Wade McCamey, Walters State Community College President, Dr. Nancy Brown, WSCC Director of Workforce Development, Lynn Elkins, Director of Tennessee Technology Center, and Roni Snyder and Michael Fishman, area citizens.

The following individuals participated in developing the **2009** strategic planning update with goals and actions for this report. The sessions were attended by Matt Garland, E & CD representative. Attending were: Joe Swann, Hamblen County Commissioner, Danny Young, Hamblen County Planning Director, Jim Crumley, City of Morristown, Lynn Elkins, 2009 Chair and Alex Rom-Roginski, Past Chairman, Morristown Area Chamber of Commerce, Thom Robinson, Morristown Area Chamber of Commerce, , Don Lee, Healthstar Physicians Group, Debra Williams, Morristown Area Chamber of Commerce, Tish Jones, HC\*Excell, Dr. Wade McCamey, Walters State Community College President, Dr. Nancy Brown, WSCC Director of Workforce Development, R, Jack Fishman, Chair, IDB of Morristown, and Michael Fishman, publisher of the *Citizen Tribune*.

The following individuals participated in developing the **2010** strategic planning update with goals and actions for this report. The sessions were attended by Matt Garland, E & CD representative, David Purkey, Hamblen County Mayor, Tony Cox, City Administrator, City of Morristown; Mike Davidson, Chairman, Morristown Area Chamber of Commerce; Thom Robinson, Industrial Development Board of the City of Morristown; and Debra Williams, Morristown Area Chamber of Commerce,

The following individuals participated in developing the **2011** strategic planning update with goals and actions for this report. The sessions were attended by Matt Garland, E & CD representative, Bill Brittain, Hamblen County Mayor, Danny Young, Melissa Peagler, Planning Director, City of Morristown,; Thom Robinson, Industrial Development Board of the City of Morristown; and Debra Williams, Morristown Area Chamber of Commerce,

## ACCOMPLISHMENTS

**As the plan is reviewed annually, accomplishments will be recorded on these pages.**

### **2005-06**

- Establishment and Incorporation of the Lakeway Civil War Preservation Association
- Purchase for Preservation of the Longstreet Headquarters House
- Initial Meetings of Joint City-County Committee for consolidation of Garbage Services
- Institution of new semi-automated County garbage collection system (adopted same system as the City of Morristown purposely)
- Exit 8 Interchange Project Construction Announced
- Martin Luther King Parkway Project Construction Announced
- International Center to provide language and cultural skills to new residents formed and announced
- Completed paving of roads and trail-ways in county-owned, 71-acre Cherokee Park
- Completed the installation of new “Splash Pad” water feature at Fred Miller Park
- Announcement and beginning of construction for new 4-field soccer complex by City of Morristown
- Installation of two (2) new “repeaters” for county volunteer fire departments to improve emergency communications capabilities
- Announcement and initiation of new scholarship program by the City of Morristown to allow any graduate of Hamblen County schools to attend local Walters State Community College or Tennessee Technology Center
- Zoning regulations were amended to require that “grandfathered” junk yards be screened from view of public (county) roads. A three year timeframe was established for compliance.
- ETHRA home grant (\$500,000) received to be used by property owners in the “Sulphur Springs/Roe Junction” area to make needed improvements and/or replacements of sub-standard housing

### **2006-07**

- Formation of a new arts organization: the ENCORE Theatrical Company.
- Martin Luther King Parkway construction begun.
- Veterans Parkway (Western Section) construction begun.

- International Center to provide language and cultural skills to new residents construction begun.
- New annual festival/event begun: The Battle of Morristown (Civil War Reenactment).
- Completed the installation of pavilion at new “Splash Pad” water feature at Fred Miller Park
- Completed the installation of new “Frisbee Golf Course” at Wayne Hansard Park
- Completion of new 4-field soccer complex by City of Morristown
- Opening of new Martin Luther King, Jr. Park in Morristown in the City.
- Announcement and beginning of construction a new multi-purpose surface field at Burke-Toney Stadium.
- Opening of new Fire Station (#6) in the City.
- Formation of a new regional 5-county Chamber of Commerce Executives Group
- Construction and opening of new Arboretum at Walters State Community College.
- Announcement and Construction of new \$65 million Colgate-Palmolive Toothpaste manufacturing facility
- Attraction and opening of new Kohl’s Department Store
- Announcement and initial construction of \$33 million master plan for Sewer system rehabilitation in the City
- Acquisition of property for new West Hamblen County Fire Department satellite fire station
- Announcement and solicitation of funding for new phase of Horse Barns at the Smokey Mountain Expo Center
- Rebuild and reconstruction of East First North Street
- City of Morristown was granted approval to place an “Emergency Communication Tower” off Pine Brook Rd. (Statem Gap area) to improve mobile response coverage.

## **2007-08**

- Martin Luther King Parkway construction completed, and opened.
- Veterans Parkway (Phase II - Western Section) construction continued.
- International Center to provide language and cultural skills to new residents opened.
- New annual festival/event, Year 2 successfully completed: The Battle of Morristown (Civil War Reenactment).
- Construction of new \$65-million Colgate-Palmolive Toothpaste manufacturing facility completed and opened.
- Construction of a \$72 + million expansion for the VIFAN USA manufacturing facility announced and begun.
- Opening of new Martin Luther King, Jr. Park in Morristown in the City.
- A new multi-purpose surface field at Burke-Toney Stadium installed.
- International Center to provide language and cultural skills to new residents opened.
- Addition of two counties to the new regional Chamber of Commerce Executives Group
- Attraction and opening of a new Veteran’s Health Clinic on Morris Blvd.
- Attraction and opening of additional new retail outlets on Morris Blvd.
- Construction and opening of a retail center near downtown Morristown, in a redeveloped, former mfg. building.
- Continuing work on the construction of \$33 million master plan for Sewer system rehabilitation in the City
- A new phase of Horse Barns at the Smokey Mountain Expo Center developed and opened.
- Completion of the rebuild of East First North Street
- Completed the installation of pavilion at new “Splash Pad” water feature at Fred Miller Park
- Opened the new “Frisbee Golf Course” at Wayne Hansard Park.

- Construction of a new 12-screen, state of the art, Theatre facility announced and begun.
- Announcement of a new General Aviation Terminal facility to be built at the local Airport
- Acquired additional land toward completion of the East Tennessee Progress center industrial district.
- Completed a new marketing DVD.
- Technology Center developed an entirely new machine shop.
- K-12 Education Indicators continued to improve
- WSCC graduated 151 new Registered Nurses in April '08; Pass Rate on Nursing Exam for the program is 95%.
- A new regional basketball tournament was successfully hosted by WSCC.
- Continued to work for the Preservation and restoration of the Longstreet Headquarters House.
- West Hamblen County Volunteer Fire Department constructed and opened a “sub-station” on Kidwell Ridge Road.
- “Welcome Signs” were placed at major entrances (25-E and 11-E) into Morristown/Hamblen County.
- Hamblen County adopted updates to the local building code including the 2006 International Code Council (ICC) family of construction codes, including property maintenance.

## **2008-09**

- Martin Luther King Parkway construction completed, and opened.
- Veterans Parkway (Phase II - Western Section) construction completed and opened.
- Passed progressive controlled beverage ordinances that will encourage development upscale dining options.
- Announcement of new \$15 million Double H Plastics manufacturing facility
- Continued work on the preservation and restoration of the Longstreet Headquarters House, including a new roof for the House.
- Completion of a \$72 + million expansion for the VIFAN USA manufacturing facility.
- Planning and implementation of a two-year special initiative project by the Chamber of Commerce to study and publish a community profile of demographic data and community lifestyle and infrastructure information.
- Secured funding for a new pavilion for Cherokee Park, and institution of various planned improvements to the park, including a reconstruction and upgrade of the park’s boat launch ramp.
- Attraction and opening of additional new retail outlets on Morris Blvd.
- Installation of 5 new traffic light photo-enhanced safety and enforcement cameras.
- New 12-screen, state of the art, Theatre facility completed and opened.
- Construction of an entry way and other enhance to the Morristown-Hamblen County Library begun.
- Construction of a new air terminal at the Murrell Field Airport planning begun., and interim facility opened.
- Opening of a new neo-natal unit (NICU) at the Morristown-Hamblen Healthcare Hospital.
- Completion and opening of a new private school facility (*Cornerstone Academy, utilizing the Classical Model*) with 100 + students.
- Second ETHRA home grant (\$500,000) received and used by the same area property owners to make needed improvements and/or replacements of sub-standard housing.
- Sheriff announced the department’s litter pick-up program collected over one million pounds of trash from local roadways during the past year.

## **2009-10**

- Northern extension of Martin Luther King Parkway planned and construction begun.

- New \$15 million Double H Plastics manufacturing facility opened and operations begun.
- Attraction and opening of a new manufacturing facility, Wellco Enterprises, to manufacture footwear for military and civilian use.
- Continued work on the preservation and restoration of the Longstreet Headquarters House, including inside renovation, and work to develop a caretaker apartment and welcome center, along with interior renovations and restorations begun.
- Opening and Ribbon Cutting for a new \$72 + million expansion for the VIFAN USA manufacturing facility.
- Completion of work, and publishing, of a Community Profile Report of demographic data and community lifestyle and infrastructure information.
- Institution of various planned improvements to Cherokee Park, including a reconstruction and upgrade of the park's boat launch construction of a new a new pavilion.
- Attraction and opening of additional new retail outlets on Morris Blvd.
- Completion of an entry way and other enhancements to the Morristown-Hamblen County Library.
- Construction of a new air terminal at the Murrell Field Airport begun.
- Hamblen County and four "neighbors" successful in having US 25E designated a *National Scenic By-way* after a 7-year effort.
- Designated a *Tennessee Main Street Community*.
- Construction of a new *Student Services Complex* begun at Walters State Community College.
- Third ETHRA home grant (approximately \$330,000) received to be used county-wide for needed improvements and/or replacement of sub-standard housing.
- Agritourism business (Nolichucky Vineyard and outdoor concerts) located on Fish Hatchery Road and, "Ridin' High" (therapeutic horse stable) relocated to Long Creek Road.

## **2010-11**

- New \$ 1.3 million *Evelyn Bryan Johnson* airport terminal at the Morristown Regional Airport completed and opened
- Completion of work, and publishing, of a Strategic Action Plan follow-up to the recently published *Community Profile Report* of demographic data and community lifestyle and infrastructure information
- Hamblen County has two sites designated on the new State of Tennessee Civil War Trails
- Two new State Scenic Driving Trails have routes and signage that are routed through Morristown and Hamblen County
- Martin Luther King Parkway (northern extension) completed
- Morristown and Hamblen County designated as 1 of 15 Primary Data Center sites by TVA
- Morristown, the Downtown Merchants, and the Crossroads Partnership continue improvements to the "Old Central Business District area
- Construction of 3 New Medical buildings for the area begun
- 2 new major road projects announced for June 2011 Bid openings, a new US 25E Interchange and a rebuild of Exit 8 of Interstate 81.
- City of Morristown acquired 4 additional parcels of land in working to complete land purchases for the ETPC industrial district



From The Office of: **DANIEL M. YOUNG**  
**HAMBLLEN COUNTY PLANNING COMMISSION**

Administrative Bldg, 511 W. 2<sup>nd</sup> North St. Morristown, TN. 37814 - Phone: (423) 581-1373 / Fax:(423) 587-7089

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# MEMORANDUM

To: Public Services Committee

From: Daniel M. Young, Planning Director

Date: June 7, 2011

**Re: County's Stormwater Permit Coverage**

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Please find attached, a copy of the County's recently issued Notice of Coverage, for its MS4 permit #TN5077763. This permit sets forth several mandated requirements for the County to implement, maintain, and modify, as well as improvements to be made to its Best Management Practices, in order to prevent water pollution.

The first responsibility that must be developed and implemented, under coverage of the permit, is that advertising, of public involvement opportunities for the program's coordination be made. Elements of the program include participation in local stormwater management work groups, posting meeting and public hearing notices, recruiting volunteers, etc.

It is therefore recommended that a stormwater Advisory Council be formed. Members of the council should encompass a wide variety of people with diverse backgrounds and talents. Membership recommendations are that one person from each of the following groups be represented:

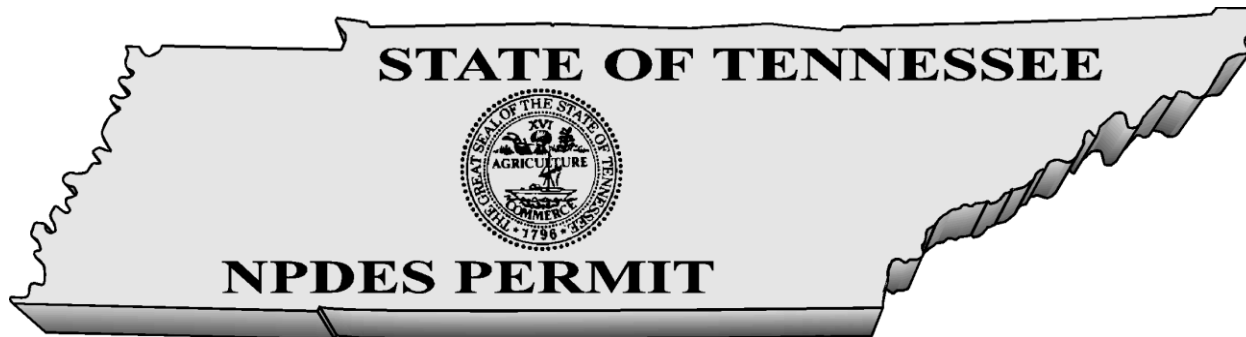
County Commission  
Builders/Developers  
Education Department

Planning Commission  
Local Engineers  
Keep Morristown/Hamblen Beautiful

Mayor's Office  
Highway Department  
Soil Conservation Services

Once established, the Council will hold a series of meetings which will be publicly announced, so that the general public will be invited and allowed to participate. The goal will not only be to involve the public in the process, but to educate the individual members in the overall permit responsibility. After these meetings are held, recommendations will be made back to the entire County Commission for any required actions, needed to be taken, so that the County will remain in compliance with all terms and conditions of the MS4 permit.

Attachments (2)



NPDES GENERAL PERMIT FOR DISCHARGES  
From  
**SMALL MUNICIPAL SEPARATE STORM SEWER SYSTEM  
(MS4)**

**Tracking No. TNS077763**

Under authority of the Tennessee Water Quality Control Act of 1977 (T.C.A. 69-3-101 et seq.) and approval from the United States Environmental Protection Agency under the Federal Water Pollution Control Act, as amended by the Clean Water Act of 1977 (33 U.S.C. 1251, et seq.) and the Water Quality Act of 1987, P.L. 100-4, the following operator of a small municipal separate storm sewer system is authorized to discharge stormwater runoff into the waters of the State of Tennessee in accordance with the various eligibility criteria, administrative procedures, program requirements, reporting requirements, etc. set forth in parts 1 through 7 of Tennessee small municipal separate storm sewer system NPDES general permit, issued August 31, 2010:

Discharger: **Hamblen County**

is authorized to discharge: stormwater runoff

from the Hamblen County separate storm sewer system located in: Hamblen County

to waters of the state, in accordance with the required program elements and other conditions set forth in the Tennessee small MS4 general permit:

Coverage under this general permit shall become effective on: **May 23, 2011**

and shall expire on **September 1, 2015**

Notice of Coverage issued: **May 23, 2011**

Paul E. Davis, Director  
Division of Water Pollution Control

NPDES General MS4 Permit is located at <http://tn.gov/environment/wpc/stormh2o/MS4II.shtml>









MONTHLY AUTOPSIES PENDING REPORT  
Hamblen County Coroner  
P.O. Box 1479  
Morristown, Tennessee 37816-1479  
Phone (423): Office; 581-6229 Fax; 289-1262 Cell; 312-6322  
Email: coroner@musfiber.com

May 2, 2011

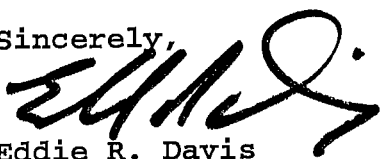
University of Tennessee Pathology Dept.  
Fax number: 865-305-6608

In an effort to keep all files current, the following indicated Hamblen County Coroner/Medical Examiner's cases are not closed pending final autopsy reports from you as of April 30, 2011.

#	CASE#	DATE ORDERED	NAME, AGE	/DATE AUTOPSY REPORT RECEIVED
1.	11014	01-12-11	Mr. Scottie Harris, 31	
2.	11042	02-05-11	Mr. Ricky Rickett, 48	
3.	11051	02-12-11	Mr. Eric Baird, 32	
4.	11076	03-11-11	Mrs. Rhonda Ayers, 48	
5.	11084	03-21-11	Mrs. Lolita Blue, 45	
6.	11103	04-16-11	Miss. Karen Garrett, 52	
7.	11109	04-21-11	Mr. Tim Strange, 38	
8.	11113	04-30-11	Mr. Joseph Shampine, 17	
9.	11115	05-02-11	Mr. Jimmy Williams, 57	
10.	11125	05-17-11	Ms. Dorothy Ezell, 54	
11.	11127	05-20-11	Mrs. Staci Burchett, 38	
11.	11129	05-25-11	Mr. Mark Tomasella, 47	
12.	11134	05-31-11	Ms. Thelma Murtaugh, 47	

If I may provide any additional information or assistance please feel free to contact me at any time.

Sincerely,

  
Eddie R. Davis  
Hamblen County Coroner

CC: Hamblen County Executive & Commission  
Hamblen County Medical Examiner  
Hamblen County Deputy Coroners

**Morristown Hamblen Humane Society, Inc.**  
**Profit & Loss YTD Comparison**  
 April 2011

	<u>Apr 11</u>	<u>Jul '10 - Apr 11</u>
<b>Ordinary Income/Expense</b>		
<b>Income</b>		
Adoption Fees	3,930.00	45,675.00
Animal Pickups - Vet	0.00	192.00
Boarding Fees	200.00	905.00
City of Morristown Funds	11,127.67	111,276.70
County Animal Pickups	140.00	595.00
Donations	746.01	11,032.09
Hamblen County Funds	10,616.67	106,166.67
Membership Fees	55.00	1,255.00
Microchip Income	860.00	9,840.00
Mutt Strut Revenue	0.00	0.00
Other (Animal rabies, etc.)	195.00	1,118.00
Pets for People Funds	0.00	310.00
Spay/Neuter Deposit	675.00	7,875.00
<b>Total Income</b>	<b>28,545.35</b>	<b>296,240.46</b>
<b>Expense</b>		
<b>Advertising</b>		
Newspaper	599.03	599.03
Web Site Hosting	0.00	224.55
<b>Total Advertising</b>	<b>599.03</b>	<b>823.58</b>
Alarm Monitoring	40.00	180.00
Animal Care Supplies	1,579.27	6,937.20
Bookkeeping & Audit	300.00	3,594.00
Education	0.00	12.00
Equipment Repair & Maint.	200.00	543.97
Food	793.00	7,121.70
<b>Insurance</b>		
ACO Surety Bond	0.00	150.00
Auto	0.00	4,850.52
Group Medical	1,242.18	14,567.95
Volunteer Accident Coverage	0.00	300.00
Workmen's Comp	769.00	1,568.62
<b>Total Insurance</b>	<b>2,011.18</b>	<b>21,437.09</b>
<b>Medical Supplies</b>	<b>2,373.00</b>	<b>12,531.39</b>

**RECEIVED**  
 MAY 11 2011  
 OFFICE OF THE  
 HAMBLEN COUNTY MAYOR

**Morristown Hamblen Humane Society, Inc.**  
**Profit & Loss YTD Comparison**  
 April 2011

	<u>Apr 11</u>	<u>Jul '10 - Apr 11</u>
<b>Miscellaneous</b>		
Alarm Service	0.00	324.96
Bank Charges	0.00	24.00
Certified Euthanasia Tech Licen	0.00	100.00
Charitable Solicitation Penalty	0.00	500.00
Corporate Annual Report	0.00	20.00
Customer Accident	0.00	655.20
Dog Traps & Snares	0.00	379.50
Employee Gifts	0.00	700.00
HP Mini Laptop - ESN 9900002...	0.00	175.59
HP Mini Laptop - ESN 9900002...	0.00	175.59
Internet Service	(34.69)	1,572.80
Meals	651.48	1,781.86
Microchip Expenses	1,498.50	13,857.44
Mower Gas	0.00	5.00
New Gas Heater	0.00	2,300.00
Other Miscellaneous	0.00	30.00
Returned Checks	0.00	265.00
Service Charges	0.00	2.50
Small Equipment	76.00	158.00
State Charitable Org Applicatio	0.00	50.00
Supplies	0.00	19.60
Uniforms	75.87	576.39
<b>Total Miscellaneous</b>	<b>2,267.16</b>	<b>23,673.43</b>
<b>Mutt Strut Expenses</b>	<b>0.00</b>	<b>236.00</b>
<b>Payroll Expenses</b>	<b>13,136.55</b>	<b>124,259.05</b>
<b>Pet Supplies for Resale</b>	<b>0.00</b>	<b>429.85</b>
<b>Postage</b>	<b>176.00</b>	<b>943.26</b>
<b>Property Repair &amp; Maint.</b>	<b>253.00</b>	<b>3,741.17</b>
<b>Refunds</b>	<b>280.00</b>	<b>1,790.00</b>
<b>Spay/Neuter Refund</b>	<b>425.00</b>	<b>5,225.00</b>
<b>Supplies</b>		
Cleaning	1,053.64	6,554.85
Office	305.76	1,484.57
<b>Total Supplies</b>	<b>1,359.40</b>	<b>8,039.42</b>
<b>Taxes</b>		
941 Tax	1,004.93	9,506.94
Real Estate Tax	0.00	446.30
SUTA	159.14	860.71
<b>Total Taxes</b>	<b>1,164.07</b>	<b>10,813.95</b>
<b>Telephone &amp; Cellular Phone</b>	<b>418.81</b>	<b>4,606.33</b>

**Morristown Hamblen Humane Society, Inc.**  
**Profit & Loss YTD Comparison**  
 April 2011

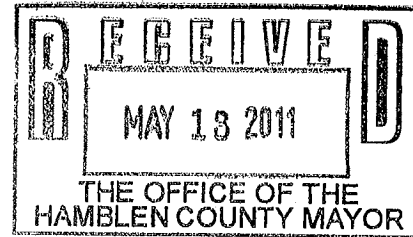
	<u>Apr 11</u>	<u>Jul '10 - Apr 11</u>
<b>Transportation</b>		
Gas & Oil	1,389.91	11,349.70
Repair & Maint.	74.17	3,240.27
<b>Total Transportation</b>	<u>1,464.08</u>	<u>14,589.97</u>
<b>Utilities</b>	643.96	8,237.67
<b>Vet Fees- Regular</b>	6,177.00	48,106.92
<b>Vet Fees - Special Services</b>	0.00	3,655.00
<b>Total Expense</b>	<u>35,660.51</u>	<u>311,527.95</u>
<b>Net Ordinary Income</b>	<u>(7,115.16)</u>	<u>(15,287.49)</u>
<b>Net Income</b>	<u><u>(7,115.16)</u></u>	<u><u>(15,287.49)</u></u>



Comcast Cable Communications, Inc.  
5720 Asheville Highway  
Knoxville, TN 37924  
Tel: 865.637.5411  
Fax: 865.862.5092

May 11, 2011

Mayor Bill Burtin  
Hamblen County  
511 W. Second North St.  
Morristown, TN, 37814



Re: Channel Moves

Dear Mayor Burtin,

Effective June 13, 2011 Comcast will be making the following changes to our channel lineup:

- 3ABN will move from channel 68 to channel 52
- Bravo will move from channel 67 to channel 51

Customers will be notified via advertisements in local newspapers.

As always, if you have any questions about this or any other issue, please feel free to contact me.

Sincerely,

Russell E. Byrd  
Senior Director of Government and Public Affairs