CITY OF SPRING HILL  
BOARD OF MAYOR AND ALCERIMEN  
SPECIAL CALLED MEETING MINUTES  
AUGUST 31, 2020  
6:00 PM

Mr. Lay called the meeting to order at 6:00 p.m.

Stipulation of Aldermen present  
John Canepari, Jeff Graves, Hazel Nieves, Vincent Fuqua, Dan Allen. Absent: Mayor Graham, Vice Mayor Wurth, Matt Fitterer, Kevin Cavigan.  
Also present: Victor Lay, City Administrator; April Goad, City Recorder;  
Becca Melton, Matt Largen, Will Evans, Travis Groth, Bruce Hull, Rob Ferrera, David St. Charles

BOMA Public Comments - None.

Introductions and Overview  
The meeting was facilitated by Mike Tallent and Pat Hardy with the University of Tennessee's Municipal Technical Advisory Service as well as Kim Denton with the UT Center for Industrial Services.

ECD Background and History  
The initial purpose of the meeting was to identify a new direction or a shift in focus for the city's Economic and community Development Department (ECD). There is currently a vacancy in the economic development coordinator position, which thus presents an opportunity to re-focus the department's efforts.  
A second purpose was to identify key actions which need to be taken in order to make the new focus successful.

Key Agreements on Strategies and Actions:  
Below are the two goals which were identified as key actions needed for the city to be successful with its Economic Development Department, and the goals are listed in the order in which they should be accomplished. This is because the focus and shape of the second goal is dependent on the outcomes of the first.

1. Develop an overall city vision and a strategic plan (a "road map").  
* The effort should be a "full-scope" strategic planning process, including mission and vision, environmental scan and educational components, goals development and prioritization, and implementation/monitoring strategies.  
* The effort needs to be integrated with the City's comprehensive plan, transportation plan, land-use plan, etc.  
* It needs to integrate with the Maury Alliance, Williamson Inc., and Chamber of Commerce plans.  
* The process should provide for citizen input.  
* A side outcome of the plan should be an overall "visual" view of the city's future.  
* As a follow-up, the city should examine its ordinances and policies in order to ensure mechanisms to leverage the execution of the vision and the strategic plan.

2. Continue the city's ECD commitment.  
* Resource the department correctly.  
* Re-focus the ECD to attract white-collar "companies," "innovations-type jobs," and technology-based firms.

3. Additional Strategic Plan Considerations:  
* Develop a good set of measures in order to track success.  
* Be sure fiscal impact considerations are a part of the plan.

Additional Questions the Group Considered  
Below are responses to some of the other questions the group considered during the meeting. These responses are included in this report only because they provide a context and foundation for having identified the two goals listed above.

1. What in the former program's goals and structure did not function well?  
* Occasional miscommunication/non-agreement on specific goals of the program.  
* This permeated through to the staff level.  
* An imbalance with our infrastructure issues, thus "sprawl."  
* Lack of agreement on the overall vision/clarity of the program. No board strategy.  
* Lack of coordination between the "Committee" and the board.  
* Citizen frustration with the types of new businesses that have come in (low paying, competition between the, etc.).  
* The program did not seem to tie-in to an overall vision for the city. We don't seem to be "vision-driven". Too fragmented, disconnected.  
* Somewhat inconsistent processes.
2. What did function well (what worked)?
* Getting our name out to the market (relationship development too).
* Single point of contact/interface for projects. Very accessible department.
* Good measurement of progress, but challenges with "how" to measure and defining what a "win" is.
* Serving as liaison between other agencies/developers, businesses, etc.

3. What should become the key focus of our ECD Department's work?
* Attract technology
* White collar
* "Create" opportunities (e.g. satellite campuses for companies, etc.)

4. In order to be successful in shifting our focus (?), what must be done?
* Look at the data to understand our direction. Leverage this.
* Look at investing in a "work at home" infrastructure.
* Develop a strategic plan and integrate it with our other plans (transportation, comprehensive, land-use, etc.).

5. How should this effort interface with other groups (such as the Chamber, the Maury County and Williamson Economic Development agencies, and other non-profit or quasi-governmental groups)?
Matt Largen - Having a single point of contact is so critical for confidentiality for prospects. You want to reduce risk for them.

Observations and suggestions from subject matter expert Kim Denton (The University of Tennessee's Center for Industrial Services)
Having a point of contact for Codes, infrastructure, planning etc. is extremely helpful. Spring Hill is blessed to have Maury Alliance and Williamson Inc. to do the heavy lifting with marketing and such.
A privatized ECD - depends on the organization. Many times it's a combination, often times with a chamber they'll have a public/private partnership.

Consensus on strategies and actions.
All agree to set a Strategic Plan and provide resource to the ECD.
Other communities with good strategic plans in place: Collierville, Oakridge, Maryville, Bristol, Dandridge, Alcoa, Gatlinburg,

Adjourn
Meeting adjourned at 7:54 p.m.

April Goad, City Recorder
Rick Graham, Mayor
Responses and Outcomes of the Spring Hill ECD Discussion 8/31/2020

MTAS
August 2020
Responses and Outcomes of the Spring Hill ECD Discussion of 8/31/20

Introduction

Approximately 14 individuals attended the virtual meeting, including five Spring Hill Aldermen, key Spring Hill staff, key Chamber of Commerce personnel, and leaders of the Maury Alliance and Williamson Inc. The session was facilitated by Mike Tallent and Pat Hardy with The University of Tennessee’s Municipal Technical Advisory Service as well as Kim Denton with the UT Center for Industrial Services.

The initial purpose of the meeting was to identify a new direction or a shift in focus for the city’s Economic and Community Development Department (ECD). There is currently a vacancy in the economic development coordinator position, which thus presents an opportunity to re-focus the department’s efforts.

A second purpose was to identify key actions which need to be taken in order to make the new focus successful.

Key Agreements on Strategies and Actions

Below are the two goals which were identified as key actions needed for the city to be successful with its Economic Development Department, and the goals are listed in the order in which they should be accomplished. This is because the focus and shape of the second goal is dependent on the outcomes of the first.

1. Develop an overall city vision and a strategic plan (a “road map”).
   - The effort should be a “full-scope” strategic planning process, including mission and vision, environmental scan and educational components, goals development and prioritization, and implementation/monitoring strategies.
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   - The process should provide for citizen input.
   - A side outcome of the plan should be an overall “visual” view of the city’s future.
   - As a follow-up, the city should examine its ordinances and policies in order to ensure mechanisms to leverage the execution of the vision and the strategic plan.

2. Continue the city’s ECD commitment.
   - Resource the department correctly.
   - Re-focus the ECD to attract white-collar “companies,” “innovation-type jobs,” and technology-based firms.

Additional Strategic Plan Considerations:
   - Develop a good set of measures in order to track success.
Be sure fiscal impact considerations are a part of the plan.

**Additional Questions the Group Considered**

Below are responses to some of the other questions the group considered during the meeting. These responses are included in this report only because they provide a context and foundation for having identified the two goals listed above.

**Key Question (s) 1.**

**What in the former program's goals and structure did not function well?**
- Occasional miscommunication/non-agreement on specific goals of the program. This permeated through to the staff level.
- An imbalance with our infrastructure issues, thus “sprawl.”
- Lack of agreement on the overall vision/ clarity of the program. No board strategy.
  - Lack of coordination between the “Committee” and the board.
- Citizen frustration with the types of new businesses that have come in (low-paying, competition between them, etc.).
- The program did not seem to tie-in to an overall vision for the city. We don’t seem to be “vision-driven.” Too fragmented, disconnected.
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**What did function well (what worked)?**
- Getting our name out to the market (relationship development too).
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- Good measurement of progress, but challenges with “how” to measure and defining what a “win” is.
- Serving as liaison between other agencies/developers, businesses, etc.

**Key Question (s) 2.**

**What should become the key focus of our ECD Department’s work?**
- Attract technology.
- White collar.
- “Create” opportunities (e.g. satellite campuses for companies, etc.).

**In order to be successful in shifting our focus, what must be done?**
- Look at the data to understand our direction. Leverage this.
- Look at investing in a “work at home” infrastructure.
- Develop a strategic plan and integrate it with our other plans (transportation, comprehensive, land-use, etc.).

**Key Question 3.**

**How should this effort interface with other groups such as the Chamber, the Maury Alliance, Williamson Inc., and other non-profit or quasi-governmental groups?**
- Continue the city’s “community development” and ECD role.