

GOVERNOR'S RURAL TASK FORCE





Governor's Rural Task Force
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GOVERNOR'S RURAL TASK FORCE

The Rural Task Force and its partners have developed the following recommendations as holistic solutions to build a stronger rural Tennessee.

EXECUTIVE SUMMARY

Despite the unprecedented growth occurring in our state, many of our rural areas are not experiencing the same prosperity as urban areas. In order to ensure thriving communities in all areas of the state, Governor Bill Haslam created a task force representing 18 different agencies to convene stakeholders, identify solutions and implement holistic initiatives to address key issues that impact our rural communities. The Task Force brought together stakeholders from all parts of the state in a grassroots, bottom-up effort to create the recommendations included in this report. These recommendations will serve as a menu of options for legislative and budget proposals at the state level and for implementation by individual communities to address their local needs.

THE PROPOSALS

	Community	Education	Wellbeing	Job Creation
Capacity Building	<ul style="list-style-type: none">Rural Resource Guide and ToolkitThreeStar Leadership AcademyJECDB Board Updates	<ul style="list-style-type: none">Rural Education NetworkRural Teacher InitiativeWork-Based Learning	<ul style="list-style-type: none">Mobile Integrated HealthIncentives for Healthcare ProfessionalsOral Health Pilot	<ul style="list-style-type: none">Rural Small Business and Entrepreneurship Technical AssistanceAccess to CapitalAgEnterprise Adjustment FundAgLaunchRural Technology HubsReduce Recidivism
Placemaking	<ul style="list-style-type: none">Rural Destination Districts – ROARExpand Funding for Site DevelopmentAsset-Based PlanningRetail AcademyTennessee MadeAccess to Healthy FoodsAccess to Healthy Places			

THE PROBLEM

It is unarguably the best economic time in Tennessee's history. We have more Tennesseans than ever before and more Tennesseans working than ever before. We have the highest household income and highest Gross Domestic Product in our state's history. Tennessee currently has triple-A ratings from all three major credit agencies and the lowest debt per capita of any state. As the state continues to set job creation records and receive national recognition, this unprecedented growth is not shared equally throughout the state.

Many of the state's rural areas are not sharing in the success of their urban counterparts. Based on rankings of unemployment rate, per capita market income and poverty rate, 17 of Tennessee's counties, all in rural areas, are in the bottom 10% of the nation with an additional 35 counties ranking in the bottom 25%. When the Task Force began its work last year, the numbers were even higher with 21 counties in the bottom 10% of the nation. With more than half of our counties in the bottom quarter of the country in economic indicators, our rural areas struggle with building capacity for key functions and developing their local assets to create thriving communities.

The state of Tennessee and its many partners representing "Team Tennessee" are committed to ensuring prosperity in every corner of the state. Because of this commitment, on August 17, 2015, Governor Haslam announced the creation of the Governor's Rural Task Force to bring together resources from a wide range of organizations to advance rural communities and economic development throughout Tennessee.

In order to find transformative solutions for our rural communities, Team Tennessee is pursuing a comprehensive approach tailored to the needs of rural communities. Consistent with this philosophy, the Task Force adopted the following principles to guide its work:

Mission: To build a stronger rural Tennessee by driving local, state and federal partnerships and stakeholders to continuously improve education, health, entrepreneurial opportunities, economic and workforce development, and digital infrastructure.

Charge: Our engagement will align public and private resources and offer new strategic initiatives to create transformative, holistic solutions in asset-based economic activities across rural Tennessee.

Long-Term Objective: Implement statewide policies and programs that improve the economy in all rural communities so that fewer counties are at risk and zero counties are distressed.¹

THE PROCESS

To fulfill its charge, the Task Force implemented a facilitated process designed to involve local stakeholders in the development of its recommendations. The result has been a bottom up, grassroots effort to identify solutions for rural communities.

Phase I (August 2015 – September 2015): Initial Meetings

The Rural Task Force started by convening 18 statewide government and non-government organizations, with expertise and resources in everything from labor to tourism, from education to banking, and from agriculture to health. This group created a mission, charge and objective to guide the work of the Task Force and mapped existing initiatives and resources.

¹Distressed and At-Risk determinations are made using the Appalachian Regional Commission's standard based on comparisons of a county's poverty rate, three-year average unemployment rate and per capita market income to national average. Distressed counties are the bottom 10% of the country and at-risk counties fall in between the bottom 10% and the bottom 25%. See Appendix B for a map of distressed and at-risk counties.

Phase II (October 2015 – February 2016): Input Sessions

The Rural Task Force held four public input sessions to allow stakeholders to present ideas for building a stronger rural Tennessee. Individuals and organizations from all parts of the state presented about the issues they face in their communities and recommendations to address those needs. These 42 presenters included county and city mayors, economic development practitioners, educators, students, non-profit directors and staff, business owners, and community groups.

Phase III (March 2016 – July 2016): Committees

In March, the Task Force created six committees to develop specific action steps in their focus areas. Members of the Task Force and local leaders jointly led these committees as they built on the ideas presented during input sessions, researched new solutions and refined recommendations to develop the proposals included in this report. Membership of the committees includes over 120 individuals, many of whom were local stakeholders such as mayors, educators, non-profit organization leaders, healthcare professionals, business owners and economic development practitioners.

Committees:

- 1. Education and Workforce**
- 2. Site and Retail Development**
- 3. Community and Leadership Development**
- 4. Health**
- 5. Tourism and Conservation**
- 6. Agriculture, Entrepreneurship, and Small Business**

THE PEOPLE

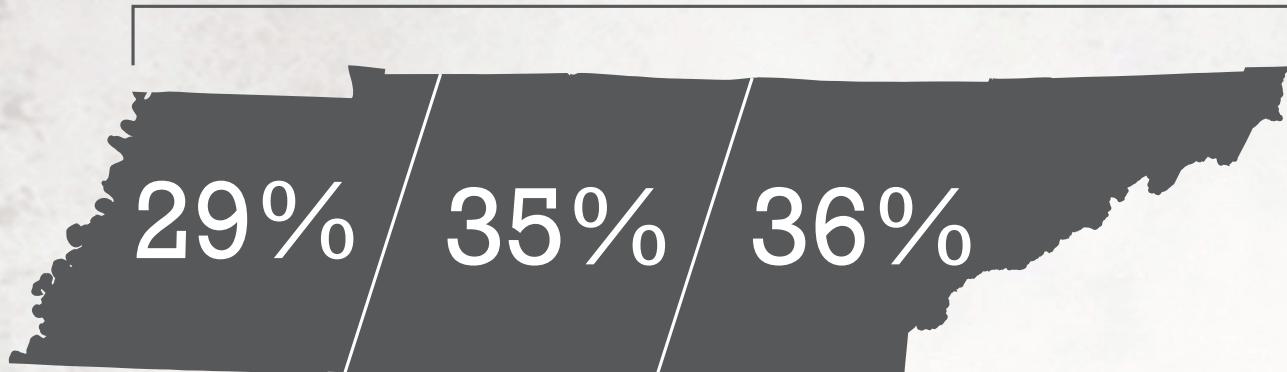
The Rural Task Force is made up of leaders of 18 different agencies with statewide reach and financial resources:

- **Governor's Office:** Will Cromer, Special Assistant for Strategy and Policy Director
- **Tennessee General Assembly:** Dolores Gresham, State Senator, Somerville
- **Tennessee General Assembly:** Ryan Williams, State Representative, Cookeville
- **Dept. of Agriculture:** Commissioner Jai Templeton (Co-Chair)
- **Dept. of Tourist Development:** Commissioner Kevin Triplett (Co-Chair)
- **Dept. of Economic & Community Development:** Commissioner Randy Boyd (Co-Chair)
- **Dept. of Economic & Community Development:** Amy New, Assistant Commissioner, Rural Development
- **Dept. of Transportation:** Toks Omishakin, Deputy Commissioner
- **Dept. of Environment & Conservation:** Dr. Shari Meghrebian, Deputy Commissioner
- **Dept. of Labor & Workforce Development:** Commissioner Burns Phillips
- **Dept. of Education:** Jayme Place, Chief of Staff
- **Dept. of Health:** Commissioner John Dreyzehner
- **Dept. of Financial Institutions:** Commissioner Greg Gonzales
- **USDA Rural Development:** Bobby Goode, State Director
- **TVA:** John Bradley, Senior Vice President of Economic Development
- **Dept. of Economic & Community Development:** Brooxie Carlton, Deputy Assistant Commissioner, Rural Development
- **University of Tennessee Institute for Public Service:** Dr. Herb Byrd III, Interim Vice President
- **Tennessee Farm Bureau:** Jeff Aiken, President
- **University of Tennessee Extension:** Dean Tim Cross
- **Tennessee Development District Association:** Beth Jones, Treasurer/Secretary
- **Dept. of Human Resources:** Dr. Trish Holliday, Assistant Commissioner and Chief Learning Officer (Facilitator)

In order to ensure that these recommendations meet the needs of rural communities, the Task Force sought involvement from local stakeholders and other statewide leaders. Beyond the input received from the 42 presenters during the four months of input sessions, over 120 individuals participated in the committee process.

In addition to representatives of Task Force agencies, committee participants came from all parts of the state with 20 local stakeholders from East Tennessee, 19 from Middle Tennessee, and 16 from West Tennessee. The committee process also involved 9 stakeholders representing statewide organizations that were not already represented on the Task Force.

LOCAL REPRESENTATIVES



Committee Member Quick Facts:

For a full list of committee members, see Appendix A.

AREAS REPRESENTED

28

Economic Development

5

Infrastructure

13

Local Government

5

Workforce Development

8

Small Business

12

Health

12

Agriculture

5

Banking

21

Education

THE PROPOSALS

From the input received from local stakeholders, two main needs emerged for our rural communities: capacity building and placemaking. Capacity building speaks to the process of increasing the community's ability to take advantage of resources and achieve its goals. Placemaking deals with the planning and design of community places to promote the overall wellbeing of an area. By addressing these two areas, we can empower and assist rural areas to create dynamic economies and thriving communities.

Capacity Building

Community Capacity

Action Step	Objective
Rural Economic Development Resource Guide and Best Practices Toolkit (page 12)	Create and maintain a comprehensive “one-stop-shop” online resource that will assist community leaders in identifying funding opportunities, training and technical assistance, and successful case studies in support of rural development implementation efforts.
ThreeStar Leadership Academy – Basic Economic Development Training for Elected Officials (page 14)	Provide basic economic community development training for local elected officials and encourage participation through the development of the ThreeStar Leadership Academy. The initial roll out will include chief local elected officials, county and city mayors. Ultimately, the intent is to include commissioners, city councils, planning commissioners and industrial development board members.
JECDB Board Updates & Rural Economic Development Coordinators (page 16)	Better align the membership of the Joint Economic & Community Development Board with community leadership, revise TCA 6-58-114 and provide support to JECDBs. This initiative will remove barriers, delegate specific responsibilities, and define goals, outcomes and performance measures to support rural development programming and implement rural economic development strategy.

Educational Capacity

Action Step	Objective
Rural Education Network (page 20)	Connect rural educators from across the state to best practices, professional learning opportunities, resource sharing and continuous improvement through innovative online and in-person interactions.
Rural Teacher Initiative (page 22)	Develop a program to grow, recruit and retain teachers in the poorest rural counties in the state. The plan of action will create avenues over a five-year period to establish pilot programs in economically distressed rural counties in the state to build up the teacher workforce.
Incorporate Work-Based Learning into the ThreeStar Program (page 25)	Support development of work-based learning opportunities for all students, educators and industry sectors across Tennessee via changes to the ThreeStar Program.

Wellness Capacity

Action Step	Objective
Mobile Integrated Healthcare (page 26)	Expand community-based services in at least 3 rural counties (prioritizing those currently without hospitals) by piloting and evaluating training, certification and delivery of services by community paramedicine professionals and by ensuring coordination among appropriately-licensed professionals via telehealth infrastructure.
Incentives for Recruitment and Retention of Healthcare Professionals in Rural Communities (page 29)	Increase resources to recruit and place health professionals (especially dentists and behavioral health professionals) in targeted rural counties, particularly those currently without hospital inpatient and emergency department services.
Access to HealthCare Services: Tennessee Oral Health Pilot Program (page 31)	Ensure the availability of affordable and accessible oral health services in distressed rural counties by integrating oral health services into a primary health care setting to provide comprehensive preventive and primary health care services.

Job Creation Capacity

Action Step	Objective
Rural Small Business and Entrepreneur Education and Technical Assistance (page 33)	Connect rural communities with the resources, education and programs needed to help start and grow small businesses and create new investment through local entrepreneurship. It will also target STEM programs like coding, 3D printing and drones.
Access to Capital for Agricultural and Rural Business Enterprises (page 38)	Expand funding to fill gaps in the funding continuum for agricultural and rural business enterprises, to increase access to capital, complement support services for entrepreneurs, and create new businesses and jobs in rural Tennessee. New funding sources will focus on designated rural counties in Tennessee with pilot programs in TNECD Tier 3 and Tier 4 counties.
AgEnterprise Adjustment Fund (A2F) (page 46)	Support the establishment and expansion of ag-related enterprises in TNECD Tier 3 and 4 counties.
AgLaunch: Statewide Agricultural Innovation Strategy (page 48)	Expand AgLaunch as a statewide agricultural innovation plan that grows and attracts new commercial enterprises in Tennessee.
Rural Technology Hubs (page 49)	Create rural technology hubs that will increase the number of technology workers in Tennessee from 56,000 to 100,000 by 2025 with half of those in rural communities.
Reduce Recidivism (page 51)	Reduce recidivism in Tennessee by sharing best practices across counties and supporting initiatives that work to rehabilitate individuals in the criminal justice system.

Placemaking

Action Step	Objective
Rural Destination Districts / Rural Opportunity Act of Reinvestment (ROAR) (page 52)	Develop a program, designated and certified by the state, where rural communities can identify, expand and market the unique cultural and recreational assets that result in increased and sustainable economic prosperity for the community.
Expand Funding for Rural Site Development (page 56)	Provide communities with additional financial resources for site development with a focus on sites suitable for industrial, manufacturing, distribution and data center jobs to increase manufacturing expansion and recruitment in the rural communities.
Asset-Based Planning (page 57)	Through community conversations, develop a minimum of two SMART (simple, measurable, achievable, relevant and time-bound) goals and associated actions for each of the 23 counties considered distressed in either FY 16 or FY 17 and connect those communities with funding and other resources to implement the identified action steps.
Retail Academy (page 59)	Educate and equip rural communities with the tools and knowledge necessary to strengthen their retail base, yielding higher local sales tax collection and increased overall quality of life. Participating communities will receive custom market data, a community marketing flyer, a customized retail prospect list and an annual membership to the International Council of Shopping Centers.
Made in Tennessee (page 60)	Develop a well-recognized branding program for local products, services and tourism venues to enhance a sense of community and loyalty on the part of Tennessee businesses, and to instill a sense of quality, culture and recognition for consumers and clients.
Access to Healthy Foods (page 63)	Increase the promotion, production, distribution and consumption of healthy foods to promote improved individual and population health and support rural economic development.
Access to Healthy Places (page 66)	Improve health and increase economic opportunities for rural residents and visitors to engage in physical activity and active transportation by building capacity of rural communities to plan, build, promote and sustain a network of parks, trails, and playgrounds and to leverage this infrastructure to expand job opportunities through products and services targeting users of these facilities.

CALL TO ACTION

The work of the Governor's Rural Task Force extends far beyond the development of these recommendations. Achieving the long-term objective of ensuring economic success for all Tennessee counties requires the implementation of these ideas and others in a coordinated effort to meet the needs of rural communities. While not every proposal may be implemented initially, the Task Force will work to establish many of these initiatives within the next year. Additionally, the Task Force will support and empower local communities to build on these ideas in the development of their local programs.

CAPACITY BUILDING

COMMUNITY CAPACITY

RURAL ECONOMIC DEVELOPMENT RESOURCE GUIDE AND BEST PRACTICES TOOLKIT

Need: Community leaders need convenient access to resources and best practice information that support successful rural economic and community development implementation. No comprehensive system currently exists in Tennessee to strategically connect local officials and economic development leaders with resources that support Tennessee Rural Task Force economic, community, leadership, retail and site development initiatives.

Objective: Create and maintain a comprehensive “one-stop-shop” online resource that will assist community leaders in identifying funding opportunities, training and technical assistance, and successful case studies in support of rural development implementation efforts. The website will contain four main sections: Funding Opportunities, Training and Technical Assistance, Resources and Contacts, and Best Practices. The online resource will be designed to house and/or link to all designated Rural Task Force materials and will directly support other recommended action steps including Local Officials Leadership Training, JECDB and Community Organizational Development, and Asset Based Planning.

Description: This project will create a statewide Advisory Committee to work with TNECD Rural Development staff to collect and maintain resources and best practices in economic, community and leadership development necessary to facilitate successful implementation efforts. Oversight and direction of website design and content will be provided by TNECD Rural Development staff and Advisory Committee members. The Rural Development Resource Guide and Best Practices Toolkit will be developed through consulting services in conjunction with TNECD Rural Development and Communications staff leaders. New online resources will be created with the capacity to be linked to and/or hosted by TNECD under the Governor’s Rural Task Force Resources section.

Owner:

- TNECD Rural Development- TNECD Rural Development will lead the project and provide funding. TNECD will be responsible for outreach and follow-up with communities to ensure that they learn about and access toolkit information for funding and implementation resources necessary to accomplish objectives and actions identified during Asset Based Planning, ThreeStar programming, Tennessee Main Street and Downtowns, Retail and Site Development and other TNECD and Rural Task Force initiatives.
- Project Consultant(s) – TNECD Rural Development will define the scope and procure needed professional consulting services to create the website technical design and content in conjunction with TNECD departments, advisory committee members and rural development partners. The project consultant will lead the overall process for the development of the online Rural Development Toolkit resource and content working in coordination with TNECD.
- Advisory Committee (5-10 members) – TNECD Rural Development will assemble an advisory committee to assist with the inventory of resources/best practices, develop content and create the organization and design of the website. Advisory committee members will also assist in outreach and launch activities as determined by TNECD.

Partners: Advisory committee leaders will work closely with TNECD Rural Development to identify and include key state, regional, local and national partners throughout the process. Partners will include Rural Development Task Force agencies and action team members, Tennessee Development Districts, UT and other colleges and universities, regional and state associations, local elected officials and economic development leaders, national resource agencies such as NADO, NACO, DRA, ARC, TVA, SGA, NTHP, and others.

Cost: \$100,000 for consulting services necessary for technical design and content development for a one-year project period. TNECD will allocate existing rural development funds.

Timeline: Creation of Advisory Committee and confirmation of scope, technical design and content will begin in August of 2016. Confirmation of scope and procurement of professional services will occur by the end of August 2016 or as soon as TNECD identifies resources. Content development and technical design of website will begin in September and continue through November of 2016. Compilation of resources and best practices will begin in September of 2016 and continue through February of 2017. Testing of website and preliminary launch will occur in March of 2017. Full launch and outreach will occur between June and September of 2017. Development of systems for evaluation, ongoing updates and addition of missing elements will occur between June and September of 2017. Ongoing quarterly updates will begin in October of 2017.

Metrics:

Measure	Baseline	Goal
Website Hits	0	TBD
Increase in well-developed project/grant applications	Successful applicants from designated RTF programs	FY 2017 - 15% increase for each program
Increase in successfully implemented projects (decrease in recovered funds)	FY 2017 recovered funds	FY 2018 – 25% decrease in recovered funds

Legislative Action: None

Additional Budget Appropriations: None

THREESTAR LEADERSHIP ACADEMY – BASIC ECONOMIC DEVELOPMENT TRAINING FOR ELECTED OFFICIALS

- Need:** Many elected officials expressed the need for basic economic community development training to better inform decisions regarding economic and community development.
- Objective:** Provide basic economic community development training for local elected officials and encourage participation through the development of the ThreeStar Leadership Academy. The initial roll out will include chief local elected officials, county and city mayors. Ultimately, the intent is to include commissioners, city councils, planning commissioners and industrial development board members.
- Description:** Within 12 months of being elected, chief elected officials will be encouraged to obtain a minimum of 8-10 hours of basic economic community development training and annually acquire 2-4 hours of continuing education. Qualified training courses will be identified and a list provided including a compressed, accelerated course that could be delivered within a shorter time period to assist with fiscal and time constraints. Elected officials completing this training requirement will be recognized in a ThreeStar Leadership Academy and rewarded with access to a resource team to assist them with the implementation of their asset-based economic development plans and with additional points for competitive state grants and funding opportunities.
- Owner:** TNECD Rural Development (ThreeStar Program Coordinator) will serve as the action owner to lead the project. TNECD will be responsible for communicating training opportunities, monitoring training hours and ensuring that proper credit is awarded for participation.
- Partners:** Partners identified are: UT CTAS-MTAS; TN County Services Association, TN Association of County Mayors, TN County Commissioner Association, Tennessee Municipal League, TN Development District Association.
- Cost:** \$100,000. This amount would establish funds for professional trainers, curriculum development and materials. It is anticipated that facilities would be made available through registration fees for elected officials to attend the conference events. In addition, this would provide some scholarship funds as well as the development of a webinar program.
- Timeline:** After surveying the current mayors to gain their insight, the creation of an advisory committee would establish a scope of work. Revisions to the ThreeStar program to include the Leadership Academy and incentives for training completions would then need to take place to prepare for an April 2017 launch date for the ThreeStar Leadership Training Academy Program.

Metrics:

Measure	Baseline	Goal
Increase the number of qualified training programs, methods and opportunities to train	Current number of qualified programs and opportunities. TBD	FY17 goal: 15% increase in programs and/or training opportunities.
Increase in the number of mayors that have completed a minimum of 8-10 hours of economic development training within the past 2 years.	Current number TBD	10% increase in number of mayors completing training as part of ThreeStar Leadership Academy.

Legislative Action: None

Additional Budget Appropriation: \$100,000/year to be administered by TNECD

JOINT ECONOMIC & COMMUNITY DEVELOPMENT BOARD UPDATES & RURAL ECONOMIC DEVELOPMENT COORDINATORS

Need:	<p>Communities need an engaged, diverse and inclusive group of community leaders that are invested in their local communities and will contribute time, energy and resources to advance an asset based strategic plan that will yield results toward economic prosperity. If organized and supported correctly, Joint Economic and Community Development Boards (JECDBs) can become the coordinated structure in each local community that will develop, implement and champion rural economic development strategies. JECDBs will become the owners and implementers of the rural economic development strategy, actively tracking and reporting on progress being made toward economic prosperity. This coordinated structure should be able to transcend political administrations and become the long term, consistent driving force that keeps the strategy ongoing until all goals are accomplished.</p> <p>JECDBs could provide a delivery network for all Rural Development programs and other opportunities that could assist them with the implementation of the economic development strategy. Every state agency that participates on the Rural Task Force has referenced the need to identify local champions for their cause, the need for outreach to these rural communities, and the need for performance measures and accountability. These functions can occur through JECDBs where holistic economic development strategies are developed and implemented.</p> <p>Currently, there are provisions in TCA § 6-58-114 that need revision to better enable JECDBs to achieve their real intent and purpose. In addition, many rural communities lack the technical assistance and support needed to make the JECDB board meetings relevant, provide purpose, and track accountability.</p>
Objective:	<p>Better align the membership of the Joint Economic & Community Development Board with community leadership, revise TCA § 6-58-114 and provide support to JECDBs. This initiative will remove barriers, delegate specific responsibilities, and define goals, outcomes and performance measures to support rural development programing and implement rural economic development strategy.</p>
Description:	<p>There are two phases to this initiative. Phase 1 requires legislative changes to TCA § 6-58-114 which lay out the purpose, responsibilities and requirements for membership of JECDBs. The changes being proposed address concerns from communities across the state since the original enactment of the law.</p> <p>Phase 2 involves putting more coordinated structure to support the JECDBs so that they function similarly across the state by developing board orientation packages and materials, meeting templates and recommended agendas, providing performance measures to ensure accountability, and aligning with ThreeStar and other TNECD Rural Development programming. Furthermore, it would include establishing rural economic development coordinators that would provide technical assistance and support to the JECDBs on an ongoing basis, organize the meetings, help to develop and update the asset-based strategic plan, coordinate implementation of strategic action items, track accountability and report regularly on performance measures.</p>

(A) Phase 1: Proposed Legislative Changes

The recommended changes to TCA § 6-58-114 are as follows:

- Goal #1: Clarify whose responsibility it is to establish the JECDB and appoint members.

Add language to the law to delegate legal responsibility to the county mayor and/or his designee of a municipal mayor within the county to create and establish

the JECDB inclusive of a broad base of community leaders and stakeholders. As it stands now, all of the local elected officials within the county through the inter-local agreement are responsible for the creation of the JECDB. In many instances where the county mayor does not take ownership, municipal mayors do not feel empowered and, as a result, no one takes charge, resulting in JECDBs are not meeting or are unorganized.

- Goal #2: Provide JECDBs with specific purpose regarding ThreeStar programming and TNECD Rural Development programming and outline specific performance measures.

Better define purpose, goals and outcomes to support the development and implementation of asset-based plans focused on key economic drivers with short and long term goals aligned with TNECD Rural Development and ThreeStar programming including performance measures and accountability.

- Goal #3: Expand required membership of the JECDB to be more inclusive, diverse and representative of the community as a whole. Eliminate required Greenbelt representative to be replaced by an agribusiness and/or agritourism representative.

Local elected officials are already required members of the JECDBs. Amend the law to include additional members more representative of the community such as: Economic Development (chamber executives, industrial/manufacturing representatives, agriculture, tourism, large employers, retail and/or small business organization, main street or downtown organization, etc.); Workforce Development & Education (K-12 educational representative, WIOA executive and/or board member, TCATs, community colleges, universities, private schools, youth development organizations, HR executives) Health, Welfare & Safety (health departments, social service providers, public safety, health care professionals); Community Development & Infrastructure (main street or downtown business association, utility providers (power, water, sewer, gas, broadband), road superintendents, public works directors, parks and greenway directors and/or organizations, housing organizations, community development corporations); and Community Leadership/Non-Profit/ Funders (non-profit organizations, local foundations, faith-based organizations, community activists or volunteer coordinators).

- Goal #4: Some communities have inadvertently been rendered ineligible for state grants because their JECDB required funding for membership.

Remove language about required funding and/or recommended funding formulas for membership and allow each individual JECDB to develop by-laws, determine budgets if needed and come to a consensus about how members will provide funding.

- Goal #5: Provide more flexibility so that sufficiently similar organizations can be designated as approved JECDBs.

Currently throughout the state we have 27 such organizations. However, due to a provision in the law that states such organizations must have been created prior to May 19, 1998, we have other organizations, such as the Marion County Partnership, that do not meet this requirement, but function as JECDBs. This means that another organization has to be established that mirrors the partnership, but has no real purpose. As they have done in the past, the Local Government Planning Advisory Committee (LGPAC) could continue to approve similarly sufficient organizations that meet all other criteria.

Owner: TNECD Rural Development, ThreeStar coordinator and TNECD legislative staff will serve as the action owners to champion legislative changes.

Partners: Support partners will include Tennessee Development District Association, UT – CTAS & MTAS, TN Association of County Mayors & TML.

Cost: No additional funding is needed for proposed legislative changes.

Timeline:

- Draft of proposed legislative changes – August/September
- Sponsor(s) for legislative changes identified – September/October
- Legislation introduced/adopted – January – April 2017

Phase 2: Technical Assistance and Support for Implementation of Rural Economic Development Strategy

Establish and fund regional economic developers (REDs) in each of the nine regions to develop and implement asset-based economic development strategy. REDs would lend technical assistance and support to the JECDBs, but more importantly would coordinate the implementation of the strategic action items by acting as a liaison to all TNECD Rural Development, ThreeStar, state and other technical assistance or funding resources. REDs would track all progress being made and report regularly on performance measures.

Owner: TNECD Rural Development

TNECD could issue an RFP to eligible organizations for the provision of the RED function to rural communities within their region. The RFP could base competitiveness on matching funds being made available and the level of service and coordination to be provided. This would require an advisory committee to develop the RFP, establish selection criteria, evaluate the proposals and ultimately select organizations.

An alternative would be to award additional funding through a contract to development districts to provide this capacity throughout their regions. Funding amounts would vary and be based on the number of rural counties and the number of economically distressed counties per district. A work plan and specific scope of work would be developed along with required tracking and performance measures. Specific purpose, goals and outcomes would be developed to support TNECD Rural Development and ThreeStar Programming.

Partners: Support partners will include Tennessee Development District Association, UT – CTAS & MTAS

Cost: Approximately \$2,000,000

Funding based on the following formula:			
Base amount/jobs base camps	\$50,000 each	9	\$450,000
Amount per rural county	\$15,000 each	78	\$1,170,000
Amount per distressed county	\$10,000 each	17	\$170,000
Total			\$1,790,000

Timeline:

- Issue RFP/develop work plans, budgets and scope of services April - May 2017
- Review and evaluate proposals May 2017
- Select and award contracts for REDs June 2017
- Contracts awarded – work begins July 1, 2017

Metrics:

Measure	Baseline	Goal
Increase in # of counties in compliance with statute	TBD	All 95 counties – July 1, 2018
Increased participation in JECDBs	Look at past minutes	30% increase in attendance
Increase in # of well-developed projects & grant applications		FY 2018 – 15% increase for 10 designated RTF grant programs
Increase in successfully implemented projects		FY 2018 – 25% decrease of recovered funds from 10 designated RTF grant programs
Improvement in unemployment rate/decrease in # of plant closures		Moves in the right direction - down
Improvement in per capita incomes		Moves in the right direction - increases
Increase in sales tax revenues generated	TBD	
# of new jobs created and/or retained	TBD	
Amount of new capital investment	TBD	
# of new building permits	TBD	
# of new business licenses	TBD	
# of new housing units	TBD	
Increase in # of workers with technical degrees	TBD	

Legislative action: Phase 1 will require the changes described above to the statutes governing JECDBs. Phase 2 would not require legislative action.

Additional Budget Appropriations: Phase 1 does not require a budget appropriation. Phase 2 will require up to \$2,000,000/year budget appropriation to be administered by TNECD.

EDUCATIONAL CAPACITY

RURAL EDUCATION NETWORK

- Need:** Rural teachers often feel professionally isolated from similar content area and grade-band instructors. This challenge faces rural teachers at a time when collaboration and continuous learning is known to improve practices and student outcomes. Networked Improvement Communities and rural networks have been successful in both Ohio and North Carolina and could prove to be a solution to these challenges.
- Objective:** Connect rural educators from across the state to best practices, professional learning opportunities, resource sharing and continuous improvement through innovative online and in-person interactions.
- Description:** Establish a “Director of Rural Education Support” within TDOE to implement rural education initiatives and coordinate online and in-person coaching. Establish a steering committee to guide practices. Create an online network serving as a repository for resources and videos, platform for professional learning communities and leadership development. Convene rural educators twice a year to identify problem areas, share best practices, learn together and build professional relationships.
- Owner:** TDOE will serve as the action owner to lead the project. The Director of Rural Education Support will be housed in Academic Strategy & Operations and work collaboratively with other departments of TDOE and agencies within the state.
- Partners:** TDOE and the Director of Rural Education Support will work to establish a steering committee. The steering committee will be composed of distressed county mayors, administrators, teachers, postsecondary partners, Battelle for Kids, TNECD, TDOE and TNREA.
- Cost:** \$185,000 per year
This project will require funding for the establishment of the proposed new director position funded at \$125,000 per year. Further, the online platform will require start-up costs and maintenance fees estimated at \$10,000. Rural school educators will be brought together twice a year to share resources, collaborate and inform priorities for the Rural Education Network at an estimated cost of \$25,000 each.
- Timeline:** The creation of the Rural Education Network has an ambitious timeline. The Director of Rural Education Support position should be created in the summer of 2017 with the director to start on July 1, 2017. The steering committee should likewise be gathered by this time. Throughout the summer of 2017, the online platform should be created with robust stakeholder engagement/involvement. In September 2017, rural educators should be convened to roll out the online platform, share best practices and begin the collaborative relationships through the network.

Metrics:

Measure	Baseline	Goal
Website/Platform Hits	0	10,000 (September 2018)
TN Teacher Evaluation (specifically questions regarding collaboration/continuous improvement)	SY 2016-2017 responses	Improved scores (SY 2017-2018)
Teacher Perception Survey (questions regarding collaboration & continuous improvement)	SY 2016-2017 responses	Improved scores (SY 2017-2018)
TNReady	SY 2016-2017	Improved scores by member schools (SY 2017-2018)

Legislative Action: None

Additional Budget Appropriation: \$185,000/year to be administered by DOE

RURAL TEACHER INITIATIVE

Need:	Rural communities struggle to recruit and retain highly effective teachers.
Objective:	Develop a program to grow, recruit and retain teachers in the poorest rural counties in the state. The plan of action will create avenues over a five-year period to establish pilot programs in economically distressed rural counties in the state to build up the teacher workforce.
Description:	Two pilots will be formed to focus on the recruitment and retention of rural teachers:
	<ul style="list-style-type: none">• Recruiting Pilot: Publicize opportunity to Tennessee teacher prep programs and seek applications from current teacher candidates to fill up to 25 teacher positions in hard-to-fill openings in rural districts. Applicants will commit to teaching four years in the rural district, and receive state-subsidized compensation.• Grow Pilot: Five districts will target high school students to receive Grow Your Own Scholarships which will cover up to \$32,000 in student loans at a Tennessee public college or university as long as the student makes a commitment to teach in a rural district for four years following graduation and maintains a specified GPA.
Owners:	Rural Education Association (REA) and TDOE (Jayme Place, Hillary Knudson, Vicki Kirk)
Partners:	The Recruiting Pilot will require direct communication with educator preparation programs and a partnership with the 17 distressed counties. The Grow project will require a joint partnership between the Rural Education Association, the department of education, the districts identified for the pilot, the educator preparation programs, as well as the students and communities who take part in the pilot.
Cost:	Total for Recruiting Pilot: \$425,000 over 5 years starting in FY 17 Total for Growing Your Own Pilot: \$400,000 over 4 years starting in FY 19 <u>Recruiting Pilot:</u> The costs outlined below are based on a cohort of 25 teachers. In the first year, teacher candidates would receive a signing bonus of \$1,000 prior to the beginning of the school year. For each of the following four years, teachers would receive monthly stipends totaling about \$4,000 per year that could be used for student loan reimbursement, housing, or future graduate study in education. Year 1 and Year 2 may see lower costs based on the number of qualified applicants. In Year 3 through 5, the goal is to have at least 25 teachers participating and potential to expand in the later years.
	Year 1: FY 2017 (SY 2016-17) = up to \$25,000 = 25 teachers*\$1,000
	Year 2: FY 2018 (SY 2017-18) = up to \$100,000 = 25 teachers*\$4,000
	Year 3: FY 2019 (SY 2018-19) = \$100,000
	Year 4: FY 2020 (SY 2019-20) = \$100,000
	Year 5: FY 2021 (SY 2020-21) = \$100,000
	Total = \$425,000

Grow Your Own Pilot: In terms of monetary investment, the cost would be about \$100,000 in the first year (FY19) with possible expansion of districts or students based on results of pilot. Students will receive \$8,000 in loan reimbursement after successful completion of school year, half of which will be covered by the Federal TEACH grant. This means that for each student the cost will be \$4,000 in state funds.

Year 1: FY 2019 (SY 2018-19) = \$ 100,000 ÷ 25 students*\$4,000

Timeline: **Recruiting Pilot:** In Fall of 2016, the TDOE will develop resources and publicize the opportunity with Tennessee Educator Preparation programs. TDOE will seek applications due by December 1, 2016. Then TDOE will partner with the 17 distressed counties to develop an MOU and determine the number of potential vacancies that could be filled by the Recruit cohort.

Recruitment Pilot	Who	When
TDOE will develop resources and publicize the opportunity with Tennessee Educator Preparation programs	TDOE and EPP	Fall 2016
Seek applications from teacher candidates	TDOE	Due December 2016
Develop MOU with distressed counties and identify the number of positions that could be filled	TDOE and Rural LEA's	Fall 2016 – Winter 2016
Select up to 25 candidates for positions	TDOE and Rural LEA's	
Teacher candidates interview with TDOE and Rural LEA's	TDOE, Rural LEAs, Teacher candidates	Spring 2017
Teacher candidates are offered full time position	TDOE, Rural LEAs, Teacher candidates	March 2017

Grow Your Own Pilot Timeline

What: Grow Your Own	Who	When
Needs assessment survey of directors in rural districts to evaluate interest level in Grow Your Own	Rural Education Association (REA)	September 2016
Based on needs assessment and data, identify five districts that will take part in pilot	REA & TDOE	November 2016
Each district identifies five juniors in high school to whom they would award the Grow Your Own scholarship	District	January 2017
Juniors identified enroll in course their senior year that allows them to shadow one of the strongest teachers in the district.	District	Fall 2017
Students enroll in state college or university and sign MOU committing to work in rural school district from which they came	District and EPP	Spring 2018
Student receives \$8,000 after successful completion of school year. Half of that will be covered by the Federal TEACH grant.	Student and IHE	Fall 2018 - Spring 2019
Student completes educator prep program and is recommended for licensure	Student & TDOE	May 2022
Students return to school district in cohorts of 5 and begin four-year commitment.	Student cohorts	July 2022

Metrics:

Measure	Baseline	Goal
Educator Survey Data	TBD	TBD
Survey for Program	TBD	TBD
Teacher Retention Over Time	TBD	TBD
TVAAS of teachers	TBD	TBD
Student Performance	TBD	TBD

Legislative Action: None

Additional Budget Request: FY 18 - \$100,000

FY 19 - FY 21 - \$200,000

FY 22 - \$100,000

INCORPORATE WORK-BASED LEARNING INTO THE THREESTAR PROGRAM

- Need:** Numerous studies and analysis of the skill gap between hiring employers and those in the pipeline suggest a need to address workplace skills (soft skills) and work experience for youth.
- Objective:** Support development of work-based learning opportunities for all students, educators and industry sectors across Tennessee via changes to the ThreeStar Program.
- Description:** Incorporate work-based learning into the TNECD ThreeStar certification program and create an annual competitive grant for communities to develop, support, and fund work-based learning programs across the state. Create a mechanism to encourage local business to promote and participate in work-based learning opportunities. This could include numerous industry sectors that could offer experiences to students, ranging from a formal opportunity that provides course credits to a job shadowing experience that serves to inform a student about career opportunities in their community or region. While the benefit is to students, this emphasis will allow local business the opportunity to assist and support community leaders to address effective development of the talent pipeline. Communities will be connected to necessary resources through an online toolkit.
- Owner:** TNECD ThreeStar Program
- Partners:** DOE will be a major partner. Other partners include the business community, the public sector and the non-profit sector to identify potential opportunities for student awareness, exploration and workplace experience. The local education agencies, Pathways Tennessee, local chambers and the public workforce network can also provide support.
- Cost:** \$1 million
- Timeline:** Beginning in fall 2016, an advisory committee will inventory existing programs and best practices to be added to the online toolkit. Grants will be awarded in FY 18.

Metrics:

Measure	Baseline	Goal
Increase WBL programs for K-12 across the state	TBD by County	10% increase annually
Increase in teacher training of WBL programs	TBD by DOE	TBD by DOE
Marketing/Communication Strategy for roll-out		October-December 2016
Increase in replication of best practices based on mentoring	0	TBD

Legislative Action: None

Additional Budget Appropriation: FY 18 – up to \$1 million to be administered by TNECD

WELLNESS CAPACITY

MOBILE INTEGRATED HEALTH CARE

- Need:** Today health care services are evolving rapidly, due to changing payment models and increasing use of technology. With smaller populations, fewer financial resources and greater distances between service providers, rural communities struggle to maintain and upgrade their infrastructure—including hospitals and emergency services, as well as specialty services such as behavioral health and dental services. Integration of primary medical and behavioral health, delivered by community-based service providers connected with appropriately-licensed professionals via telehealth infrastructure, could increase access and reduce costs.
- Objective:** Expand community-based services in at least 3 rural counties (prioritizing those currently without hospitals) by piloting and evaluating training, certification and delivery of services by community paramedicine professionals and by ensuring coordination among appropriately-licensed professionals via telehealth infrastructure.
- Description:** By adopting best practices from other states that have implemented community paramedicine, Tennessee can finalize the rules for training and certification of community paramedics, and support between one and three pilots in distressed rural counties. The state could reimburse hospitals and emergency services providers for the training and first-year costs to deliver community paramedicine services for Medicaid beneficiaries in these rural counties. Broadband investments can be leveraged and targeted to support telehealth capabilities in the three rural distressed counties currently without hospitals. Telehealth services will focus on expanding access to behavioral health services.
- Owner:**
- TDH Office of Emergency Services will oversee pilot projects to establish community paramedicine programs in at least three rural communities.
 - TennCare will address payment models for community paramedicine and telehealth as part of the State Innovation Model (SIM) planning for healthcare delivery and payment system transformation.
 - TDH Office of Rural Health, TN Primary Care Association and USDA Rural Development will collaborate to conduct an environmental scan of current telehealth services and secure funding for expansion of telehealth capabilities in distressed communities.
- Partners:** TDH and TN Primary Care Association will identify partners in targeted communities. Potential partners include: hospitals, emergency service providers, behavioral health organizations, training institutions and programs, certification bodies, public and private payers, telehealth service providers, as well as primary and specialty care providers.
- Cost:** Total: \$616,000
- \$66,000 for training and certification of EMS community paramedics,
 - \$25,000 for telehealth environmental scan and planning
 - \$225,000 for subsidized services to patients receiving community paramedicine services
 - \$300,000 for telehealth expansions
- Benefit analysis:**

- Community paramedicine pilot program: training / licensure costs: \$1000 (training) + \$100 certification X three providers / county = \$3300 x 21 counties = \$66,000 (year 1). Certified personnel would earn average \$1 per hour more X minimum 2080 hours per year = \$2,080 increased income per certified individual X 66 professionals = \$137,280 total gain in income generated.

Net revenue \$137,280 - expenses of \$66,000 = net gain of \$71,280 individual income annually

- Community paramedicine service reimbursement: Cost ~ \$75 / patient encounter (at home) for 90-day period following inpatient discharge x 10 encounters = \$750 per patient; reduction in hospital readmissions / ER visit (cost \$1000 - \$5000). Net savings: \$3000 (average cost of readmission / ER visit) - \$750 (average cost of community paramedicine services) = net savings of \$2250 / patient X estimated 100 patients X three counties = \$675,000 total savings to Medicaid
- Expansion of telehealth capacity: \$25,000 to convene stakeholders and conduct an environmental scan and gap analysis of telehealth capacity, leading to plans for rural distressed communities to access federal funding (via USDA Rural Development) for proposed expansions (three projects X \$100,000 = \$300,000). \$325,000 in potential federal funding - \$25,000 in planning = net gain of \$300,000 in funding.

Timeline: Q4 2016: final approval of rules and regulations for community paramedicine; community needs assessment and site visits to providers

Q1 2017: pilot training offered (Memphis Fire Department); convene stakeholders for telehealth environmental scan

Q2 2017: initial cohort of trained professionals gain certification; alignment with broadband funding plans

Q3-4 2017: community paramedicine services offered (with subsidy for services rendered); telehealth funding awarded

Q1 2018: payment for community paramedicine services covered for TennCare beneficiaries; telehealth services enabled for three pilot projects in distressed rural communities

Metrics:

Measure	Baseline	Goal
# EMS professionals completing training	0	12 in Q1 2017, 63 by Q4 2017
# EMS professionals certified for community paramedicine	0	12 in Q1 2017, 63 by Q4 2017
Increased income / wages for certified professionals	0	\$68,640 by Q4 2017
# of discharged patients referred to community paramedicine services	0	300 by Q4 2017
# community paramedicine encounters reimbursed	0	300 by Q1 2018
# of patients receiving community paramedicine readmitted to hospital within 30 days	0	< 100 in Q3-Q4, 2017
# of patients receiving community paramedicine transported to Emergency Department	0	<100 in Q3-Q4, 2017
Cost of paramedicine services provided	0	>\$225,000 in Q3-Q4, 2017
# and % of patient encounters supported by telehealth	TBD	10% of patient encounters by Q4 2017
Cost of hospital readmissions / ER visits	0	<\$900,000 in Q3-4, 2017

Legislative Action: None - Final approval of community paramedicine rules and regulations promulgated by TDH Office of Emergency Services

Additional Budget Appropriation:

FY 16-17: \$66,000 for training and certification of EMS community paramedics, \$25,000 for telehealth environmental scan and planning

FY 17-18: \$225,000 for subsidized services to patients receiving community paramedicine services

INCENTIVES FOR RECRUITMENT AND RETENTION OF HEALTH CARE PROFESSIONALS IN RURAL COMMUNITIES

- Need:** Rural communities face challenges to recruit and retain health professionals to serve the needs of their residents, particularly when there is no local hospital offering inpatient or emergency department services. Ratios of health professionals (primary care physicians, dentists, licensed counselors / social workers) to the population are worse than state average in 17 of the 21 distressed rural counties for FY 16. While incentives programs are offered through the TDH Office of Rural Health, making available student loan repayment programs and waivers of visas for licensed professionals who commit to practice in underserved communities for a two-year period, only seven of the 21 targeted counties have successfully recruited and placed professionals in recent years through these programs. Recruitment of dentists and behavioral health professionals is especially problematic.
- Objective:** Increase resources to recruit and place health professionals (especially dentists and behavioral health professionals) in targeted rural counties, particularly those currently without hospital inpatient and emergency department services.
- Description:** Align existing programs (TN State Loan Repayment Program, National Health Service Corps, J-1 Visa Waiver program, Rural Health Partnership and Drive to 55 Alliance) to identify and support interested participants at all levels (scholarship programs for students entering 2-year, 4-year and graduate programs, stipends for clinical rotations in rural settings, and loan repayment for those entering the field after completion of their training).
- Owners:**
- TDH and TN Primary Care Association will convene partners to document and align current resources and gaps
 - TDH Office of Rural Health, Rural Health Partnership and Drive to 55 Alliance will expand efforts and resources to recruit and place health professionals in targeted communities, including branded, co-marketed initiatives.
 - USDA Rural Development will provide \$25,000 matching funding to start and expand health practices in targeted communities
- Partners:** Health professional training programs will publicize availability of these programs to previous, current and potential students; health care service providers in targeted communities will assist by offering clinical training opportunities and by assisting with placement of graduates in health care facilities.
- Cost:** \$271,400
- TDH Office of Rural Health's current level of state funding for loan repayment program (\$325,000 in state funding, matched by \$325,000 in federal funding) should be increased by \$25,000 to expand marketing efforts, and \$120,000 to support at least one additional provider in each of four targeted pilot communities, in conjunction with funding subsidies for primary care settings to integrate dental and behavioral health services.
 - Rural Health Partnership to establish clinical rotations in four targeted rural communities, with \$1,100 stipends each for 12 students and \$1,100 for supervising clinical providers, totaling \$26,400.
 - USDA Rural Development and UT College of Business will offer matching funding (\$25,000) for startup / expansion of healthcare practices in targeted communities (four communities X \$25,000 = \$100,000)

Timeline:

Q3 2016: TDH and TN Primary Care Association to convene partners to align plans and resources

Q4 2016: TDH Office of Rural Health to document gaps in targeted communities; Rural Health Partnership to recruit clinical rotation supervisors in targeted communities; UT College of Business to identify potential business startup and expansion opportunities

Q1-Q2 2017: document and publicize programs to potential participants; implement process for receiving and accepting applications

Q3 2017: begin initial placements in targeted communities

Q4 2017: gather feedback from participating organizations and individuals to improve process

Metrics:

Measure	Baseline	Goal
Funding available for incentives	0	10 % increase by 7/1/2017
Outreach to potential participants in targeted communities	0	Minimum of 2000 qualified individuals reached
Applications for incentives programs in targeted communities	0	12 by 7/1/2017
Placements in targeted communities	0	15 by 12/1/2017
Retention after two-year commitment	0	50% by 12/1/2019
Business, job creation or expansion	0	4 by 12/1/2017

Legislative Action: None

Additional Budget Appropriation: \$271,400/year

ACCESS TO HEALTH CARE SERVICES: TENNESSEE ORAL HEALTH PILOT PROGRAM

- Need:** Individuals and families living in Tennessee's distressed counties are experiencing poor health at higher rates than other Tennesseans and have higher rates of uninsured individuals. While federally-qualified health centers (FQHCs) are located in each of the economically distressed counties and offer primary health care services, oral health and dental services are not as readily available in these communities. Dental services on a sliding fee scale are provided in Scott, Hancock and Johnson counties, but are not in the other distressed rural counties. TennCare does not cover adult dental services, and studies reflect that there is a significant lack of dental coverage for low-income adults. In Tennessee, 34% of seniors have had all teeth extracted. While some public health departments offer emergency extractions for uninsured adults, Remote Area Medical (RAM) clinic events are overwhelmed by the demand for dental services.
- Objective:** Ensure the availability of affordable and accessible oral health services in distressed rural counties by integrating oral health services into a primary health care setting to provide comprehensive preventive and primary health care services.
- Description:** As directed, TDH is developing a statewide Oral Health Plan to be presented to the Tennessee General Assembly in 2017. The Tennessee Pilot Oral Health program will align with this effort and address the gaps in oral health services with strategies targeting rural communities. Through the proposed Tennessee Oral Health Pilot program, TDH will support the creation and expansion of oral health services for adults in four of the targeted distressed rural counties, where these services will be integrated into a primary health care setting. The Tennessee Primary Care Association will offer technical assistance to strengthen sustainability for clinics that integrate oral health care into their primary health care services.
- Owner:** TDH will serve as the lead agency for this initiative, gathering input and documenting the statewide Oral Health Plan and specifying strategies for distressed rural communities. The TDH Office of Rural Health will also help to recruit and place dental health professionals through the use of provider incentives, including loan repayment programs and visa waivers for foreign-born professionals committing to practice underserved areas.
- The Tennessee Primary Care Association will partner with the TDH to develop and promote the Tennessee Oral Health Pilot and coordinate technical assistance for the participants. The technical assistance will help connect participants in the pilot program to resources for discounted or donated equipment, provide quarterly webinars on setting up dental clinic operations, develop and share oral health educational resources tool-kits, and moderate a listserv that will promote sharing of best practices among participants.
- Partners:** Several other agencies and groups will be invited to participate in this initiative, including the Rural Health Association of Tennessee, Tennessee Dental Association, Tennessee Charitable Clinic Network, Tennessee Dental Hygienist Association and the Tennessee Public Health Association. These organizations will be invited to learn about the pilot program, promote it among their membership and to serve in an advisory capacity. Additionally, the Interfaith Dental Clinic, the Oral Health Coalition, and the TennCare Dental Advisory Committee will be informed about the project and invited to participate in an advisory capacity. Foundation partners will include the Delta Dental Foundation and the DentaQuest Foundation.
- Cost:** Total cost for this initiative is \$145,000 in order to achieve the desired metric outcomes. This will fund four one-time \$30,000 start-up grants to public or non-profit primary care organizations serving one of the targeted rural communities. The funds will be used to defray the costs of opening a dental operatory and integrating oral health services into primary health care. This could include the purchase of dental equipment, start-up costs of employing a dentist, training staff and purchase of supplies. Additionally, \$25,000 would be used to fund technical assistance to assure that these dental services are integrated with primary health care and are financially sustainable. Financial sustainability will be achieved by assisting providers to maximize use of any available federal grant funds and to develop a sustainable business plan. Private funders will be contacted for matching funds to support the expansion of oral health services into rural communities.

Budget Detail:

Agency	Description	Amount
Tennessee Department of Health	Implement Pilot Program in four sites (\$30,000 startup funding each)	\$120,000
Tennessee Primary Care Association	Provide Technical Assistance and training	\$25,000
	TOTAL	\$145,000

Timeline: Activities will begin in Q3 2016 with the development of the statewide Oral Health Plan, to be presented to the TN General Assembly in Q1 2017. The Tennessee Oral Health Pilot program will be announced and applications submitted in Q2 2017, to begin operations in Q1 2018. Meetings and workshops be provided by the TDH and the Tennessee Primary Care Association will partner to inform communities of this opportunity and to begin offering technical assistance in Q2 2017. Funds would be awarded in Q1 2018, and new oral health services would be initiated 120 days after the grant award in Q1 2018. Results of the efforts will be assessed and integrated into annual updates of the statewide Oral Health Plan. Larger impacts on the oral health status of the targeted communities can be expected over a longer term such as 3 to 5 years.

Metrics:

Measure	Baseline (2015)	Goal (Oct. 2018)
# of targeted counties with Dental Providers providing oral health services to uninsured adults below 200% of FPL using sliding fee scale	4	7
# Individuals served	3785*	5000

* 2014 data from UDS for multi-county area Hancock and Johnson counties. Scott County initiated dental services in 2015

Legislative Action: None**Additional Budget Appropriation:** FY 18 - \$145,000 to be administered by TDH

JOB CREATION CAPACITY

RURAL SMALL BUSINESS AND ENTREPRENEUR EDUCATION AND TECHNICAL ASSISTANCE

Need: Rural areas in Tennessee especially “distressed” and “at-risk” counties do not have access to the same level of robust services for entrepreneurs and small businesses found in larger population areas. While it is not a surprise, we know that the potential and existing businesses in those rural areas need services, and are willing to engage.

The Rural Education and Technical Assistance proposal dovetails action steps in a logical succession for the greatest benefit. This proposal should ideally be kept in the sequence presented and not broken apart. The gap analysis enables the guide to be further enhanced by creating awareness for existing resources. This can be done by designating existing community facilities to provide a “front door” for rural entrepreneurs and small business owners to access information and get referrals to resources they need.

Also these places can become epicenters for entrepreneurial activity in those communities by hosting meetups and events for these groups. These front doors will be identified and communicated through the respective communities so there will be “no wrong door.” Community Stakeholders will know to point customers to the right place, and the mobile bus tour will create energy and raise awareness.

Objective: Connect rural communities with the resources, education and programs needed to help start and grow small businesses and create new investment through local entrepreneurship. It will also target STEM programs like coding, 3D printing and drones.

(A) Conduct a Gap Analysis

Description: Conduct needs assessments in targeted counties to determine if resources, education and programs needed to help grow small businesses and create new investment through local entrepreneurship are in place or if additional programs are needed. Utilize Facebook or other social media. The program may include incentives to improve engagement. Work through entrepreneur centers.

Owner: TNECD

Partners: theCO, BizFoundry, possibly other entrepreneur centers, Launch TN

Cost: Estimated total cost for this section: \$27,000

- Needs Assessment: \$13,800
- Pilot Campaigns: \$1,000

- Facebook Campaign: \$600/week over 12 weeks: \$7,200
- Giveaways to attract participants: \$2,500
- Administration of program and publishing of results: \$2,500

Timeline: Can begin any time after September 2016; anticipated six months from start (two to three months to set up (a short time period if it has to run through a state agency); six to eight weeks to run it; one month to compile)

Metrics:

Measure	Baseline	Goal
Needs Assessment		
• Surveys completed	N/A - new program	250
• % of distressed counties represented	N/A - new program	50%

Legislative Action: None

Additional Budget Appropriation: Yes

(B) Create “The Guide,” the Smart Start Portal

Description: Expand upon BERO’s existing Tennessee Smart Start Guide into the online, interactive Smart Start Portal.

The concept is like looking at flights for a next trip. You don’t look at a spreadsheet of all the different flights in the U.S. Instead, you go to a website or use an app, enter in some simple criteria like the dates you will be traveling and where, and then it shows you only relevant results so you can make a decision. The Smart Start Portal will provide a similar service.

Expanding the Guide into the Smart Start Portal that functions as a decision tree will enable new and existing entrepreneurs and small businesses to map out resources available and identify next steps in their businesses. Based on the gap analysis, the current portfolio of educational and technical assistance opportunities for rural and agricultural-based small business can be expanded and accessed through a virtual portal. Utilize the Smart Start Portal to leverage existing partners in a way where customers of the system reach the right resources at the right time and move to the next provider at the right time. It is also recommended that a mentorship component is added where expertise can be shared with entrepreneurs and small businesses.

Note: This element may be layered into the efforts of the TN Made brand campaign.

Action Owner: TNECD - possibly add outside consulting firm

Partners: Resource partners

Cost: \$83,000 (with \$40,000 already budgeted for implementation)

- Time to contact, collect, and organize data: \$8,000 (400 hours @ \$20/hr.)
- Creation of Smart Start Portal \$75,000

Timeline: This process may begin as early as September 2016 and is expected to run through FY2017.

Metrics:

Measure	Baseline	Goal
Portfolio of Services and Portal for Access		
• % of Stakeholders submitting program data	N/A - new program	100%
• Average length of time required for user to reach needed data or service	N/A - new program	3 min

Legislative Action: No

Additional Budget Appropriation: Yes – TNECD budget increase of \$43K

(C) Create awareness for existing resources

Description: Create awareness for existing resources by leveraging and designating existing community facilities (ex. Ag Extensions, TSBDC, ECs) to provide a “front door” for rural entrepreneurs and small business owners to access information and be referred resources they need. Also these places can become epicenters for entrepreneurial activity in those communities by hosting meet ups and events for these groups. These front doors will be identified and communicated through the respective communities so that there will be no “wrong door”. Community Stakeholders will know to point customers to the right place.

- Launch formal roving office hours to provide a crash course in all rural counties to educate entrepreneurs on resources.
- Provide module and/or speakers for USDA Rural Development Conference, TNECD’s Governors Conference, UT Certified Economic Developer Program, and other applicable gatherings where professionals supporting Tennessee Rural Economic Development can learn and share information, resources and develop stronger cooperative partnerships that strengthen the rural economy in Tennessee. Incorporate legislative educational day about resources and needs.

Owner: TNECD

Partners: Community Stakeholders and resource partners

Cost: Leverage and designate existing community facilities to provide a “front door” for rural entrepreneurs and small business owners

Estimated total cost for this section: \$105,000

- Program manager: \$60,000
- Provide resource material and training to each facility: \$20,000
- Marketing: \$25,000

(includes: Facebook campaign for continued engagement: \$14,400, six months at \$600/ week)

Timeline: This step follows on the heels of Section B and may run concurrent to other activities during FY2017 and roll into FY2018; includes the identification of community “front doors” and creates a marketing campaign to advertise resources.

Metrics:

Measure	Baseline	Goal
Create awareness for existing resources		
• Number of Designated “Front Doors”	N/A – new program	1 door per county by end of FY2018
• Number of network updates delivered	N/A – new program	Quarterly

Legislative Action: None

Additional Budget Appropriation: \$105,000

(D) Create Energy with a Mobile Bus Tour

Description: Create and staff a mobile platform capable of promoting existing programs, attracting participants, and expanding entrepreneurial pursuits in rural communities. The mobile units will function as a delivery system for any programming needed to impact small businesses, agricultural innovation and entrepreneurship. It will also function as a consistent marketing tool to engage these groups in the portal and programming. The mobile units will feature new technologies and innovation to promote STEM careers and entrepreneurship. Each grand division would have a designated mobile unit.

Owner: theCO (Launch TN)

Partners: Development Districts, public and private stakeholders

Cost: Total: \$1,557,000 to create and staff a mobile platform.

Estimated budget for startup cost: \$900,000; annual operating cost: \$657,000

Startup Costs: \$300,000 per each East, Middle, West TN

- \$100,000 purchase of bus
- \$80,000 Equipment
- \$80,000 Outfitting
- \$40,000 Curriculum

- Annual Operating Cost: \$657,000
 - Program Manager: \$60,000
 - Mobile Unit Manager: \$45,000/bus
 - Driver: \$40,000/bus
 - Event Staff: \$75,000/bus

- Ongoing Storage: \$6,000/bus
- Maintenance and upkeep: \$15,000/bus
- Fuel: \$8,000/bus
- Marketing: \$10,000/bus

Note: There is one bus operational in West TN that is outfitted and serves as a model for how others may function. Also, the costs could be shared across multiple agencies (DOL, DOE, etc.) reaching a variety of users so that the buses don't have long down periods. The other consideration is that a bus may be donated or provided at a reduced cost. The budget below reflects a program implementation and can be reduced to reflect a pilot period for proof of concept.

Timeline: Bus development, schedule and program development, depending on funding, it may pilot beginning in fall of 2016 and go into FY2018

Metrics:

Measure	Baseline	Goal
Mobile Bus Tour		Pending fund allocation
• Program applications/enrollments	N/A - new program	
• Referrals made to partners	N/A - new program	
• Events attended/hosted	N/A - new program	
• Counties Served	N/A - new program	

Legislative Action: None

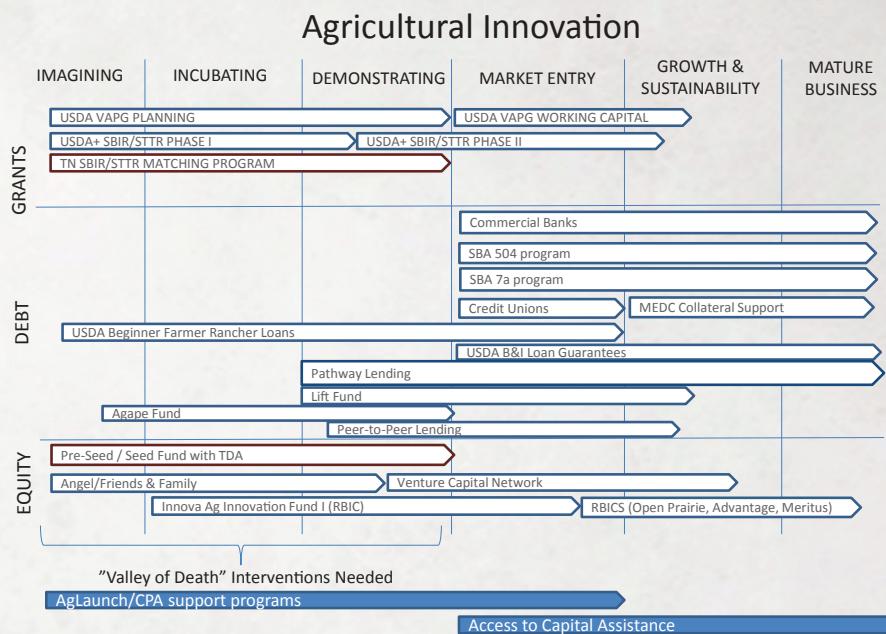
Additional Budget Appropriation: Yes

Side note: Community Reinvestment Act (CRA) credits can be utilized in a variety of economic development arenas and the larger banks are always looking for ways to plug into programs to meet their federal requirements. Mapping entities with CRA requirements, their territories and paring that information with economic programs has the potential to create opportunities in all corners of Tennessee.

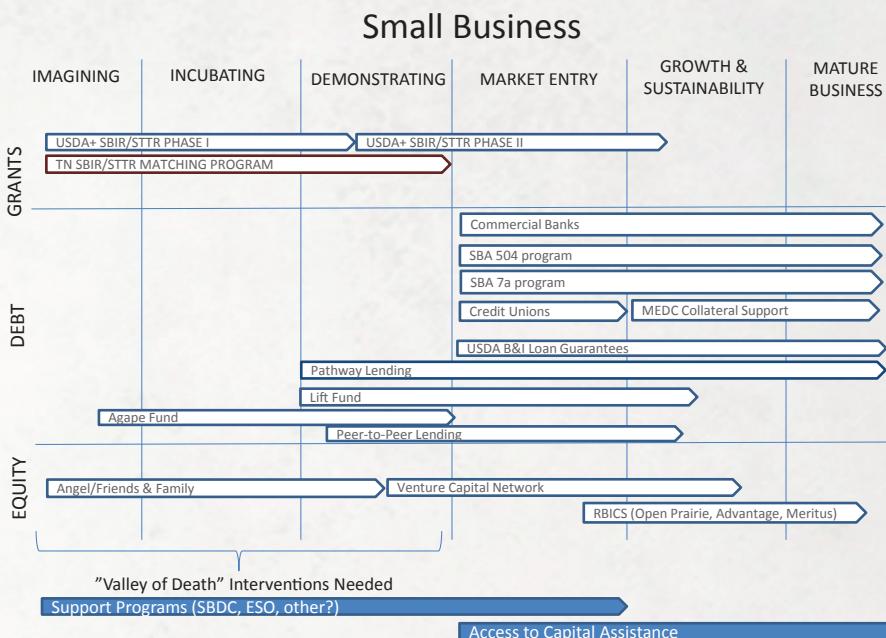
ACCESS TO CAPITAL FOR AGRICULTURAL AND RURAL BUSINESS ENTERPRISES

Need: Access to capital remains a challenge for entrepreneurs and small businesses across Tennessee. Access to a robust capital ecosystem is critical to meet the needs of small business and entrepreneurs in order to ensure the best possible opportunities for startup, growth and expansion. The two charts below, although draft versions, show where the issues lie as it relates to the current landscape for access to capital in Tennessee.

Gov RTF – AG TREP SB



Gov RTF – AG TREP SB



The access to capital items presented here also aligns with two of the action recommended in the Governor's Rural Challenge, 10-year strategic plan and specifically addresses the following actions:

- Action 3.1: Refocus the Tennessee Agricultural Enhancement Program (TAEP)...
Incentivize the repopulation of the beef herd.
- Action 3.3: Stimulate rural enterprise innovation across the state. Continue and enhance public/private support of Memphis BioWorks Foundation and the UT Center for Profitable Agriculture (CPA). This collaborative effort leverages:
 - The commercial leadership, business development capabilities and proven record within BioWorks.
 - CPA's well-documented expertise and leadership related to farm-based, value-added enterprise evaluations and development.
 - Investments made by the Tennessee Department of Economic and Community Development (ECD) through their network of nine Regional Accelerators.
 - Other statewide resources already in place such as UT AgResearch and other research programs.
- The agricultural innovation strategy should address (1) early stage capital, (2) agricultural technology incubator networks, and (3) entrepreneur development and business acceleration. The proposed initiative will enhance educational outreach and impact, create rural jobs, new investment opportunities and leverage significant private sector investment.

Objective: Expand funding to fill gaps in the funding continuum for agricultural and rural business enterprises, to increase access to capital, complement support services for entrepreneurs, and create new businesses and jobs in rural Tennessee. New funding sources will focus on designated rural counties in Tennessee with pilot programs in TNECD Tier 3 and Tier 4 counties.

The four project presented herein may be considered individually as no one option is dependent upon the existence of another within the proposal. The sections are (A) Rural Enterprise Enhancement (RE²) Fund, (B) SBIR/STTR, (C) Rural Opportunity Fund (ROF) and (D) Tax incentive programs.

(A) Rural Enterprise Enhancement (RE²) Fund

Description: Fund and implement a new pre-seed/seed fund (Rural Enterprise Enhancement Fund) for early stage financing operated under Tennessee Department of Agriculture. This portion specifically aligns with the Governor's Rural Challenge recommendation, Action 3.3. (Refers to AgLaunch – see AgLaunch proposal)

Owner: TNDA

Partners:

- Agricultural innovation deals: AgLaunch will be the primary development sources for pre-seed and seed stage deals working within the network of extension, ESOs, SBDCs, universities and farmer networks.
- Public partners: USDA, DRA and TNECD (Full list of partners is provided in AgLaunch proposal Action Item #3).
- Other industry verticals that might have early stage rural deals will be identified.

Cost: \$5MM annual investment for 5 years for \$25MM total (2017-2022).

These funds will be allocated for investment sizes ranging from \$50K to \$500K into early stage funding the goal will be to stimulate investment in new agricultural and rural innovation companies by helping get over the early stage gap from idea to commercialization.

The level of funding for this ask may be reduced with the new request specifically identified for distressed, Tier 4 and Tier 3 counties. The reason for the reduction may align with the implementation of new the funds coming online through USDA Rural Business Investment Companies (RBIC) and other ag-investment funds, which may become active in Tennessee.

Timeline: If approved during for FY2017, the action steps occur over a 5-year period from 2017 to 2022.

Metrics:

Measure	Baseline	Goal
(over a 5-year period from 2017 to 2022)		
Rural Enterprise Enhancement (RE ²) Fund		Depends on allocation of funds
# of pre-seed investments (\$50,000-100,000)	N/A - new	150 deals program
# of seed investments (\$250,000-500,000)	N/A - new	30 deals program
Capital investment: <ul style="list-style-type: none">• \$25 million from fund, and• \$75 million from private sources	N/A - new	program
Jobs created/retained	N/A - new	2,000 program (including new jobs in startups and retained jobs in partnering agribusiness)

Legislative Action: No

Additional Budget Appropriation: up to \$5,000,000 per year for five years

(B) SBIR/STTR Matching Funds Pilot Program

Description: Small Business Innovation Research (SBIR) and Small Business Technology Transfer (STTR) grant dollars are awarded via 11 federal agencies to successful applicants across the nation. The purpose of the program is to fund innovative research that might be considered too risky by investors in order to continue to spur technological advancement.

Tennessee is below the national average in the receipt of these funds. The SBIR/STTR Match Fund will match grants awarded across the state in order to give the companies who receive them more monetary runway in the development of their technologies.

The adoption of this program will also increase the number of Tennessee applicants and will increase the amount of federal research dollars received and to retain companies in Tennessee through the SBIR/STTR matching program. Kentucky, North Carolina and South Carolina all offer SBIR/STTR match programs.

Background: SBIR is a highly competitive program that encourages domestic small businesses to engage in federal research/research and development (R/R&D) that has the potential for commercialization. Through a competitive awards-based program, SBIR enables small businesses to explore their technological potential and provides the incentive to profit from its commercialization. By including qualified small businesses in the nation's R&D arena, high-tech innovation is stimulated and the United States gains entrepreneurial spirit as it meets its specific research and development needs.

STTR is another program that expands funding opportunities in the federal innovation research and development (R&D) arena. Central to the program is expansion of the public/private sector partnership to include the joint venture opportunities.

Owner: LaunchTN, UTCIS

Partners: TNECD, Life Sciences TN

Cost: Invest funds into SBIR/STTR state matching funds pilot program for a \$2.5MM annual investment over 5-years for a total of \$12.5MM.

Timeline: The SBIR/STTR Match Fund is seeking budgetary appropriation over the 2017-2018 legislative session. Enabling language, allowing LaunchTN to run this program was passed in the 2016-2017 legislative session. Once the budget is approved, LaunchTN plans to begin issuing SBIR/STTR Match Awards July 1, 2017.

Metrics:

Measure	Baseline	Goal
SBIR/STTR Match Fund Pilot: <ul style="list-style-type: none"> • # of SBIR/STTR awards • # of awards in Tier 4 and Tier 3 counties • # of R&D match funds applied for • # of R&D match funds issued • # of jobs created/retained 	N/A - new program	Dependent on allocation of funds

Legislative Action: No**Additional Budget Appropriation:** Yes - up to \$2,500,000 per year over 5 years for a total of \$12.5MM**(C) Rural Opportunity Fund (ROF)****Description:** Expand the Rural Opportunity Fund (ROF).

Funding from Tennessee of \$2.5MM/year over a three year period will be matched with \$3.75MM in private bank capital resulting in an \$18.75MM pool of capital for small businesses in rural Tennessee over the three year period. The funds will be fully deployed over five years from initial allocation. This will bring the total ROF capital to \$30MM of permanent loan capital to reach underserved small and rural businesses, which includes ag-related enterprises. This additional capital will result in an estimated additional 100 companies receiving funding over the next five years. The amount of funding may be increased, which will proportionately impact the number of loans made; however, to maintain at least a 20% net assets to total assets ratio to maintain the CDFI certification, \$7.5MM is required.

Background: In 2007, the creation of the ROF resulted in a \$10MM pool of private bank capital to support rural small businesses and agriculture businesses. These funds have revolved more than two times during the past nine years resulting in more than \$20MM in loans to 72 companies. These businesses have impacted 787 jobs and resulting in 178 new jobs being created and 609 jobs being retained. Additionally, 40% of the businesses were women-owned and 9% were minority-owned.

Owner: Pathway Lending via TNECD**Partners:** Other CDFIs, private lenders, and other state financial institutions for leveraging funds; stakeholders and resource partners for identifying borrowers**Cost:** \$2.5MM/year over three years to be matched with \$3.75MM in private bank capital resulting in an \$18.75MM pool of capital for small businesses in rural Tennessee over the three year period.**Timeline:** Start FY2018 and run for three years

Metrics:

Measure	Baseline	Goal
• CRA credits accessed	Top date on \$10 MM fund:	Dependent on legislative process
• Dollars leveraged	• CRA credits: UKN	
• # of applicants	• Dollars lent: \$20 MM	
• # of borrowers	• # of Borrowers: 72	
• # jobs created/retained	• Jobs created: 178	
	• Jobs retained: 609	

Legislative Action: None

Additional Budget Appropriation: up to \$2,500,000 per year for 3 years

(D) Tax incentive programs

Description: Develop rural tax incentive program(s) modeled from successful programs in other states. There are three state incentives highlighted here: a qualified beef tax, a small business tax credit, and a payroll programs. There are variations of these programs running in a few states. Any one incentive may be selected, and no one is dependent upon the existence of another. The ones highlighted here are: 1. the Missouri Qualified Beef Tax Credit Program, 2. the Kentucky Small Business Tax Credit (KSBTC) Program, and 3. Louisiana's Competitive Projects Payroll Incentive (CPPI) Program. All three incentives open up access to resources for specific qualified businesses that they do not currently have access to currently. Each incentive also opens and/or increases revenue streams to the state state's "distressed" and "at risk" counties. If only one tax credit is selected from this grouping, the qualified beef tax credit is the recommendation.

1. The recommended Qualified Beef Tax Credit Program is based on Missouri's model and would meet the Tennessee Governor's Rural Challenge, under Recommendation Three (3). While this tax credit program is related to Action 3.1's repopulation of the beef herd, it falls more directly under Action 3.2: Enhance market development activities within the Department of Agriculture and its partners that directly improve farm net income and cash receipts. (agriculture.mo.gov/abd/financial/qualifiedbeef.php)

General overview of tax credit:

The tax credit is for qualified beef producers who raise and background or finish Tennessee-born qualified beef animals to a weight of two hundred (200) pounds or more over their established baseline weight.

The maximum amount of tax credits that may be issued to all eligible qualified beef producers in any fiscal year cannot exceed \$3,000,000. The tax credit amount shall be ten cents (\$.10) per pound and calculated by subtracting the baseline weight from the qualifying sale weight multiplied by ten cents (\$.10) per pound provided the difference is two hundred (200) pounds or greater.

Owner: TNDA, TNDR

Partners: UTIA, CPA

- Cost:** No direct costs; statutory limit: \$3,000,000
- Timeline:** If passed during the FY2017 session, businesses can begin taking advantage of program otherwise, it will not run until FY2018.

Metrics:

Measure	Baseline	Goal
Qualified beef tax credit program <ul style="list-style-type: none"> • # of applicants • # of awards • Finished lbs. of beef 	N/A – new program	Dependent on legislative process

Legislative Action: Yes

Additional Budget Appropriation: Reduction in revenues

2. While the Kentucky Small Business Tax Credit (KSBTC) program is a tax credit relative to personal income tax, this can be adjusted to work within Tennessee's tax codes and within specified areas of the state, specifically "distressed" and "at risk" counties in the state. It is recommended to allow access to specified ag-related businesses, and making tax credit available to sole proprietorships and general partnerships. (thinkkentucky.com/kyedc/pdfs/ksbtcguidelines.pdf)

General overview of tax credit:

The Small Business Tax Credit program would allow eligible small businesses paying taxes imposed by TNDR, to include legal structures of for-profit sole proprietors, general partnerships and corporate structures to apply for a tax credit.

It is recommended that the tax credit is subject to a statutory limit of \$3,000,000 per state fiscal year. This program provides a non-refundable tax credit between \$3,500 - \$25,000 for small businesses that create and fill one or more Eligible Positions and invest \$5,000 or more in qualifying equipment or technology in Tier 4 counties. Qualified applicants are eligible to receive a tax credit in an amount not to exceed the lesser of: 1) \$3,500 per Eligible Position; or 2) the total dollar amount invested in qualifying equipment or technology. Applicants are also subject to a \$25,000 maximum tax credit cap per applicant for each calendar year.

Owner: TNECD, TNDOL, TNDR

Partners: Same as owners

Cost: No direct costs; statutory limit of \$3,000,000 with a \$25,000 maximum tax credit cap per applicant for each calendar year.

Timeline: If passed during the FY2017 session, businesses can begin taking advantage of program, otherwise it will not run until FY2018.

Metrics:

Measure	Baseline	Goal
<ul style="list-style-type: none">• Small Business Tax Credit<ul style="list-style-type: none">• # of applicants• # of awards• # jobs created/retained	N/A – new program	Dependent on legislative process

Legislative Action: Yes

Additional Budget Appropriation: Reduction in revenues

3. A variation of the Competitive Projects Payroll Incentive (CPPI) program from Louisiana should be used. It is recommended to allow access to specified ag-related businesses, and making tax credit available to sole proprietorships and general partnerships. (opportunitylouisiana.com/incentives/competitive-projects-payroll-incentive-program)

General overview of tax credit:

TNECD and/or TNDA may invite a business to participate in the program upon determining the business meets all of the following criteria:

- At least 50 percent of the total sales of the business from its Louisiana site or sites are to out-of-state customers or buyers, or to in-state customers or buyers who resell the product or service to an out-of-state customer or buyer for ultimate use, or to the federal government or any combination.
- Projects selected to participate in the program must demonstrate net new jobs and payroll within the state and the project is deemed to be competitive in nature.
- The business offers, or will offer, within ninety days of the effective date of qualifying for the incentive rebates, a basic health benefits plan to the individuals it employs.

Owner: TNDA, TNECD, TNDOL, TNDR

Partners: UTIA, CPA

Cost: No direct costs; set statutory limit

Timeline: If passed during the FY2017 session, businesses can begin taking advantage of program; otherwise it will not run until FY2018.

AGENTERPRISE ADJUSTMENT FUND (A2F)

Need: Rural Landscape: Low commodity prices and increased input cost have caused serious financial strain on TN farmer and ranchers, who have been consuming capital reserves for 18 months. Bankruptcies are increasing, foreclosures are over 60-70%, and Chapter 7 filings have significantly increased, which translate into Tennessee losing those producers. The majority of the problems are linked to large row crop operations.

This incentive program aligns with the Governor's Rural Challenge, a 10-year strategic plan that specifically in addressing Action 3.3: Stimulate rural enterprise innovation across the state.

Objective: Support the establishment and expansion of ag-related enterprises in TNECD Tier 3 and 4 counties.

Description: Create the AgEnterprise Adjustment Fund (A2F), a new discretionary fund for ag-related enterprises that establish or expand in Tier 3 and Tier 4 counties, as established by TNECD, in which dollars can be utilized for expenses incurred that would otherwise not qualify for FastTrack training, infrastructure and/or economic development funds. A2F may be a deciding factor in a company establishing or locating a business in the state's most rural areas. It will also allow a business to layer funds, opening access to ag-related businesses who could not otherwise tap into incentives.

AgEnterprise Eligibility Criteria:

- AgEnterprises include the processing, manufacturing and distribution operations that transform the raw products of agriculture into packaged foods, fuel, consumer and industrial goods, agrichemicals, farm machinery and ag-related marketing and retail sales (to be further defined);
- Revenues must be 51% ag-related;
- Must be a for-profit enterprise, owned and operated in TN; may be a sole proprietorship.

Initial seed funding will be required to start A2F and to ensure adequate funding on an ongoing basis. A part of the initial seed funding will be used to study the feasibility of alternative, sustainable funding streams. Unused A2F would not revert to general fund. Potential funding streams include:

- Redistribution of a portion of taxes collected on businesses in designated ag-related NAICS codes
- Allocation of residual tobacco tax funds (without affecting TN Agriculture Enhancement Program funding)

Upon passing of A2F, raise awareness and training in relevant arenas, such as Governor's Conference, USDA Rural Development, and training in relevant arenas, such as Governor's Conference, USDA Rural Development, UTCIS's TCED program along with other incentives.

Owner: TBD

- Ownership of fund: TBD (TNECD or TNDA, with support from TNDR)
- The Commissioner of Agriculture, or a designated proxy, may elect to attend TNECD grant committee meeting for A2F project approvals.

Partners: TNECD/TNDA/TDR/Governor's Office

Cost: FY 18: \$2M in initial seed funding

FY 19 and beyond: Amount necessary to ensure a \$2M minimum balance in the fund and reallocation of identified funding streams

Timeline: Analyses of the residual tobacco tax determination (see II.) and determinations of NAICS eligibility along with estimated tax collections (see III.) must be completed before legislation may be drafted. If legislation is passed during the FY2017 session, businesses can begin taking advantage of program; otherwise it will not run until at least FY2018.

Metrics:

Measure(s)	Baseline	Goal
# of firms located or expanded in Tier 3 and 4	FY 17	TBD
Increased employment in Tier 3 and 4	Numbers	
Increase in county's average annual wage		

Legislative Action: If feasible funding streams are identified, legislative changes to allow for the reallocation of those tax dollars will be required.

Additional Budget Appropriation: FY 18 - \$1 M, up to \$ 1M recurring from FY 19 on.

AGLAUNCH: STATEWIDE AGRICULTURAL INNOVATION STRATEGY

Need:	AgLaunch is an outcome of the Governor's Rural Challenge, a 10-year strategic plan that specifically addresses the following action: Action 3.3: Stimulate rural enterprise innovation across the state. Continue and enhance public/private support of Memphis Bioworks Foundation and the UT Center for Profitable Agriculture (CPA).
	This collaborative effort leverages: <ul style="list-style-type: none">• The commercial leadership, business development capabilities and proven record within Bioworks• CPA's well-documented expertise and leadership related to farm-based, value-added enterprise evaluations and development• Investments made by the Tennessee Department of Economic and Community Development (TNECD) through their network of nine Regional Accelerators.• Other statewide resources already in place such as UT AgResearch and other research programs
	The agricultural innovation strategy should address (1) early stage capital, (2) the agricultural technology incubator network and (3) entrepreneur development and business acceleration. The proposed initiative will enhance educational outreach and impacts, create rural jobs and new investment opportunities and leverage significant private sector investment.
Objective:	Expand AgLaunch as a statewide agricultural innovation plan that grows and attracts new commercial enterprises in Tennessee. Create deal flow by identifying, accessing and attracting promising technologies, startups, and new value-added opportunities for farm-based enterprises. Select promising new enterprise concepts and provide support working through existing networks and service providers (SBDCs, Extension, ESOs), as well as creating new programs (farmer networks, research farm consortium). Assist potential high growth ventures to develop business plans, recruit top-tier management teams, and attract early-stage capital. Support statewide marketing and innovation as the place to develop agritech in the Southeast, and establish Tennessee as a model for rural agriculture innovation. Increase value-added agricultural enterprise development and education activities related to farmer markets and farm-based processing.
Description:	AgLaunch is focused on ventures that increase farmer efficiency, create new supply chains, establish niche value-added processing, and bolster the region's agricultural distribution capabilities. AgLaunch targets new companies that build upon the supply chains between producers and Tennessee's 1,000 existing commercial food companies located throughout the state. AgriTech startups will increase producer efficiency and yield higher profits. AgLaunch provides accountable leadership across the state for generating, developing and scaling new agricultural enterprises and addresses: (1) Seed and Early Stage capital (see Gov RTF - AG TREP SB, Action Items), (2) an agricultural technology incubator and research farm network and (3) entrepreneur development and business growth focused on the agricultural vertical. This program has been developed jointly between Tennessee Department of Agriculture, Memphis Bioworks Foundation and UT's Center for Profitable Agriculture with support from USDA Rural Development. This proposal optimizes an already existing industry vertical (agriculture) which directly

touches all rural counties in Tennessee, builds on investment that has already been made by TNDA and USDA and leverages rural assets including university research farms and extension. The statewide program will focus on pilot programs in designated distressed counties to establish replicable models and generate near term impact.

Background: AgLaunch has raised \$800K (2014-present) to develop the model, develop strategic plans for key activities and provide core services to startups. This funding has been from Delta Regional Authority (DRA), TNDA, USDA, TNECD and other private sources. This funding does not include operational support from Bioworks and TNDA, and the activities of our partners such as UTIA and TSU.

Owner: Tennessee Department of Agriculture (TNDA) - AgLaunch is a program of TNDA operated in partnership with Memphis Bioworks Foundation and its subsidiary organization, the Ag Innovation Development Group.

Partners: Additional partners include: CPA, CED, UT and TSU Extension, Knoxville Entrepreneur Center (KEC), Life Science Tennessee, TNECD, LaunchTN, USDA and SBDCs, universities, and ESOs across Tennessee, financial institutions, retail establishments, tourism organizations and local education and groups.

Funding partners (to-date): TNDA, TNECD, USDA, DRA, private funders

Implementation partners (to-date): TSU, UTIA, Mid-South Family Farms, KEC, Start Co., MTSU, Life Science TN, Farm Bureau Federation

Cost: Total budget: \$2.55MM/year (\$7.65MM total over three year period)

- TNDA, Bioworks and subcontractors: \$1.85MM/year (\$5.55MM over 3 years)
- Partners (incremental state budget for UTIA and TSU):
 - CPA/UTIA: \$400K/year (\$1.2MM over 3 years)
 - CED/TSU: \$300K/year (\$900K over 3 years)

Timeline: AgLaunch is currently ramping up. Initial targets with the establishment of leadership and staffing/personnel are by October 2016, followed by the network and access “front door” for agritech related incubators and research farm support in March 2017, with ongoing activities over a three year period

Metrics:

Measure(s)	Baseline (FY2016)	FY2017 Goal	Total (3- year) Goal
New agricultural enterprises (including supply chains) created or attracted focused on targeted rural counties	4	15	60
Farmers accessing technical assistance towards creating new enterprises and supply chains through consultation and training	150	750	1500

Legislative Action: None

Additional Budget Appropriation: Up to \$2,550,000 per year for 3 years

RURAL TECHNOLOGY HUBS

Need: There is a documented need for tech workers across Tennessee and across the country. Many of these jobs can be undertaken from home or in a rural community, but the people in those communities often do not have access to the training needed. Tech hubs have worked in urban areas and can work in the rural areas, too, with the right training, resources and commitment.

Objective: Create rural technology hubs that will increase the number of technology workers in Tennessee from 56,000 to 100,000 by 2025 with half of those in rural communities.

Description: There is a tech hub in Nashville, and digital factories have been operating in several rural communities across the state. Additionally, Paris and Henry County have been working with the Nashville Technology Council to explore the idea of a rural tech hub. This action step will develop an incentive program for companies to use the workers trained through the program, fund a project site in Paris/Henry County, fund a training program and begin a pilot with 25 students. With the success of that program, the idea can be transitioned to other counties across the state.

Owner:

The Nashville Technology Council will serve as the action owner for this project. TNECD will serve as the fiscal and granting agency for the pilot program.

Paris and Henry County will assist with the project implementation, coalition building and marketing and recruitment for the program.

Partners: Partners include the Nashville Tech Council, TNECD, Paris and Henry County, the Delta Regional Commission as a potential funding source.

Cost: The project is expected to cost approximately \$500,000 which includes development of a site, an incentive program for companies and training for a year of the pilot. It is expected that the Delta Regional Authority can assist with a portion of that funding.

Timeline: Development of incentive program – December 2016
Fund a pilot project site in Paris – July 2017
Fund a training program – Summer 2017
Begin pilot class with 25 students – Fall 2017
Expand pilot program – January 2018

Metrics:

Measure	Baseline	Goal
# of employees with Tech Designation	0	50 – Fall 2018
# of employers who are investing	0	3 – Summer 2017
# of Tech Hubs across TN	0	2 – January 2018

Legislative Action: None

Additional Budget Appropriation: Approximately \$400,000 (additional amount to be applied for through DRA) to be administered by TNECD

REDUCE RECIDIVISM

- Need: Making investments in recidivism efforts are pro-active and preferred to investments in incarceration.
- Objective: Reduce recidivism in Tennessee by sharing best practices across counties and supporting initiatives that work to rehabilitate individuals in the criminal justice system.
- Description: Determine best practices throughout the state through a detailed asset mapping of successes and deficiencies in counties.
Catalogue a resource guide and best practices that can be shared through a summit convening sheriffs and other stakeholders.
Revisit best practices to determine next steps for large scale implementation.
Advocate for changes in justice system around barriers to successful rehabilitation including work release, payment of fees/fines, and reinstatement of driver's licenses.
- Owner: Tennessee Department of Labor and Workforce Development
- Partners: Tennessee Department of Corrections/County Sheriffs Association and numerous state agencies that have a vested interest in healthy, educated and productive communities. Recidivism Reduction Steering Committee (sheriff, state officials from various departments and other stakeholders) will support the collection and distribution of best practices.
- Cost: \$100,000 to cover the costs associated with asset mapping and hosting a Best Practices Summit, the development of an on-line catalogue of best-practices (to be housed with an existing state agency) and limited updating of the website. (Future opportunity: Three Regional Coordinators (West, Middle, East) or at minimum a Statewide Coordinator to manage the project and action plans would assure all stakeholders remain engaged and working toward objectives.)
- Timeline: Through partner agencies and RTF, create a Recidivism Reduction Steering Committee by Fall 2016. Begin asset mapping and process for collecting and identifying Best Practices by January 2017. Best Practice Guide available electronically by Spring 2017. Best Practice Summit by Fall 2017.

Metrics:

Measure	Baseline	Goal
Best Practice Guide - Electronic accessibility	0	# of hits per month
HiSet enrollment and completion	2016 inmate data	Demonstrate incremental gains of 5%-10% for HiSET enrollments and completions
Job Placement upon release	2016 inmate date	Increase job placements upon release by 5-10% over current year data
Recidivism Rate	2016 data	Decrease recidivism by 2% a year. Recidivism Steering Committee can work to identify an incentive to change funding model

Legislative Action: None

Additional Budget Appropriation: FY 18 - \$100,000

PLACEMAKING

RURAL DESTINATION DISTRICTS / RURAL OPPORTUNITY ACT OF REINVESTMENT (ROAR)

Need: Tennessee is rich in tourism assets, but not all are developed or promoted. All Tennessee counties have natural assets. Approximately 54 of the state's 95 counties' natural assets are their No. 1 tourism attraction. Additionally, all Tennessee communities have unique historical, cultural, agritourism or creative assets that often go unrecognized.

A need has been identified for distressed rural communities to re-discover and embrace existing assets and develop new opportunities to engage in thoughtful tourism planning based on their strengths.

To address this need, a single, 3-tiered initiative is needed:

1. Create a funding mechanism that allows for the creation of a state program to help rural, distressed or at-risk communities to develop a robust and sustainable tourism economy.
2. Regardless of assets, identified or not, recreational or cultural, there is a need to develop connectivity between assets and the community or communities. Create a program that provides technical assistance to communities to further develop tourism assets.
3. Provide marketing assistance to promote tourism assets within Tennessee's distressed counties.

Tourism assets, as defined by the committee, take in a wide range of community amenities, and recognize that rural communities may have a wealth of untapped resources including, but not limited to: interesting geographic features, greenways, byways, waterways, and agritourism opportunities; foodways, folkways, or work culture; treasured local ways of life that provide common identity; historical lands, events, or peoples that lend distinctive heritage and pride of place; shared traditional creative and artistic practices, or musical heritage

Objective: Develop a program, designated and certified by the state, where rural communities can identify, expand and market the unique cultural and recreational assets that result in increased and sustainable economic prosperity for the community.

Description: The creation of the Rural Opportunity Act for Reinvestment (ROAR), a funding mechanism in which the state would reinvest tax dollars into qualifying communities to be specifically spent on tourism enhancement. The program would assist with creating and marketing destination districts within a community to increase economic impact.

Owner: Department of Tourist Development (TDTD). TDTD's outreach team would oversee the program that would include the addition of a program manager.

Partners: TDTD would enlist the support of Tennessee Department of Environment and Conservation, TNECD, Tennessee Arts Commission, Tennessee Department of Transportation (TDOT) and the Tennessee Department of Revenue for support. Local level support would include: Chambers of Commerce, regional tourism organizations, community scholars, tourism officials, county officials, arts and humanities or historical societies.

Cost: Proposed funding mechanism - Rural Opportunity Act for Reinvestment (ROAR) - Reinvesting tax dollars into qualifying communities to be specifically spent on tourism enhancement. Funds would be dispersed based on program criteria.

In addition, a program manager position would be created within TDTD along with a program operating budget and contingency at a combined total of \$275,000.

Funded counties include all Tier 4 counties, Tier 3 counties with less than \$32M in state sales tax collections, and any additional Tier 1 or 2 counties with less than \$20M in state sales tax.

Three funding levels; per year for three years

- Level 1: Counties with sales tax collections under \$5 million will be funded at \$25,000 per year.
- Level 2: Counties with sales tax collections above \$5 million but less than \$15 million will be funded \$37,500 per year.
- Level 3: Counties with sales tax collections above \$15 million and under \$35,000 will funded \$50,000 per year.

Based on 2016 sales tax collections, the model below estimates the reinvestment just under \$2.3 million. Along with the program management and contingency, the total project cost is estimated at \$2.5 million.

(ROAR) Model		
COUNTIES	TAX YTD FY 2016	FUNDING LEVEL - PER YEAR
Van Buren	\$1,018,194.36	\$25,000.00
Hancock	\$1,470,483.16	\$25,000.00
Lake	\$1,783,220.80	\$25,000.00
Jackson	\$2,195,828.97	\$25,000.00
Moore	\$2,309,136.82	\$25,000.00
Pickett	\$2,378,200.46	\$25,000.00
Bledsoe	\$2,463,034.25	\$25,000.00
Houston	\$2,596,649.40	\$25,000.00
Clay	\$2,899,792.54	\$25,000.00
Perry	\$2,995,969.09	\$25,000.00
Trousdale	\$3,091,145.46	\$25,000.00
Morgan	\$3,838,753.06	\$25,000.00
Grundy	\$4,035,743.84	\$25,000.00
Crockett	\$4,142,608.62	\$25,000.00
Cannon	\$4,336,826.86	\$25,000.00
Stewart	\$4,771,509.41	\$25,000.00
Union	\$5,183,940.21	\$37,500.00
Polk	\$5,221,205.69	\$37,500.00
Wayne	\$5,297,844.33	\$37,500.00
Grainger	\$6,075,903.49	\$37,500.00
Meigs	\$6,097,105.26	\$37,500.00
Decatur	\$6,574,914.99	\$37,500.00
Lewis	\$6,726,956.50	\$37,500.00
Johnson	\$6,934,849.53	\$37,500.00
Hickman	\$6,999,839.06	\$37,500.00

Chester	\$7,182,116.47	\$37,500.00
Sequatchie	\$7,421,277.20	\$37,500.00
Unicoi	\$8,778,821.38	\$37,500.00
Fentress	\$8,925,318.11	\$37,500.00
Lauderdale	\$9,175,689.80	\$37,500.00
Haywood	\$10,139,098.88	\$37,500.00
Hardeman	\$10,160,003.41	\$37,500.00
Overton	\$10,288,103.34	\$37,500.00
Benton	\$10,289,538.91	\$37,500.00
DeKalb	\$10,708,190.48	\$37,500.00
Smith	\$10,902,979.71	\$37,500.00
Scott	\$11,313,224.83	\$37,500.00
Humphreys	\$12,134,156.51	\$37,500.00
Macon	\$12,301,097.18	\$37,500.00
Carroll	\$12,449,001.24	\$37,500.00
Claiborne	\$12,726,342.93	\$37,500.00
McNairy	\$13,028,783.54	\$37,500.00
White	\$16,067,134.02	\$50,000.00
Weakley	\$18,217,529.40	\$50,000.00
Fayette	\$18,298,370.28	\$50,000.00
Cheatham	\$18,846,886.71	\$50,000.00
Henderson	\$19,102,403.92	\$50,000.00
Rhea	\$19,662,064.21	\$50,000.00
Marion	\$22,996,227.94	\$50,000.00
Cocke	\$23,245,071.78	\$50,000.00
Hawkins	\$23,269,968.58	\$50,000.00
Campbell	\$24,013,327.99	\$50,000.00
Hardin	\$25,471,058.73	\$50,000.00
Warren	\$26,195,853.08	\$50,000.00
Obion	\$26,402,953.87	\$50,000.00
Lawrence	\$28,389,517.47	\$50,000.00
Carter	\$28,918,855.02	\$50,000.00
Monroe	\$29,461,707.76	\$50,000.00
Gibson	\$31,068,627.06	\$50,000.00
	\$678,990,957.90	\$2,225,000.00

Timeline: The timeline is largely based on funding approval. Once ROAR is approved the certification program will be further developed through TDTD. The qualifying communities will be educated on the program and will receive asset studies and tool kits to get started. Once the tourism district is clearly defined and developed, it will need to be branded and marketed. The goal is for distressed and at-risk counties to move out of this classification. The program in each county would be evaluated every three years.

Timeline	Timeline
Approval of ROAR funding	Jan. 2017
Further develop creation of certification program and criteria for Rural Destination Districts	By April 2017
Addition of TDTD Program Manager	July 2017
Educating communities with county visits	By Jan. 2018
Asset inventory of qualifying counties	July 2018
Toolkit providing playbook for counties in program created	Jan. 2018
Funds begin to be dispersed to partners	Jan. 2018
Capacity building / technical assistance	Spring 2018
Develop a SWOT with subject matter experts	Spring 2018
Clearly defined and developed destination districts	July 2018
Assist with branding and marketing (2 nd year)	Begins July 2018
Evaluation of program and tier funding (3 rd year)	July 2019
Economic Impact study by county (TDTD)	Annually

Metrics:

Measure	Baseline	Goal
Educating communities with county visits	0	100% qualifying counties met with by Dec. 2017
Clearly defined and developed destination districts	0	100% of counties clearly defined by July 2018
Funding criteria met and utilized	0	75% active participation of counties
Reduce the number of distressed and at-risk counties	0	25% reduction of distressed and at-risk status by July 2019.
Tourism Economic Impact study by county (TDTD)	2016	To increase annually. Economic impact for distressed counties increased by an average of 4% by year 3. (Indicators lag one year behind.)

Legislative Action: Reinvesting tax dollars into qualifying communities to be specifically spent on tourism. Reduction to general fund; dedicated funding to local communities

Additional Budget Appropriation: Up to \$2,500,000 per year for ROAR funding mechanism and TDTD program manager position.

EXPAND FUNDING FOR RURAL SITE DEVELOPMENT

- Need:** Companies are taking advantage of the competition for jobs and are asking for more and more incentives, including free land. Our competition is providing it but rural communities do not have the financial capacity to buy land and state law makes it difficult to give away land owned by the state or a local government. Additionally, Tennessee has best practice programs in place (the Property Evaluation Program (PEP), Site Development Grants, InvestPrep) to help prepare for job creation. Those should be expanded in the rural communities.
- Objective:** Provide communities with additional financial resources for site development with a focus on sites suitable for industrial, manufacturing, distribution and data center jobs to increase manufacturing expansion and recruitment in the rural communities.
- Description:** The \$6MM in funding for the Site Development Grant program benefited 15 communities in 2016. If this is expanded to \$10MM, it is expected that approximately 20 communities each year could benefit. Seven Tier 4 counties have completed the Property Evaluation Program; the remaining 24 Tier 4 communities could benefit from a professional site developer helping them to identify the best sites in their communities for industrial development. An advisory group of economic developers and attorneys who work in the field should be set up to review current policies and regulations, governing incentives and those of competing states to make recommendations for changes to the legislature.
- Owner:** TNECD will serve as the action owner for this project; they currently manage the site development grant and PEP programs and will oversee the creation of the advisory board.
- Partners:** Partners include community economic developers, attorneys and other state departments.
- Cost:** The cost for the Site Development Grant program is an additional \$4,000,000 over the amount offered last year for a total of \$10,000,000. The cost of PEP is \$16,500 per community for a total of approximately \$400,000
- Timeline:** Expand Site Development Grant funding – FY 2018
Expand PEP program – FY 2018
Coordinate Advisory Group – Fall 2016

Metrics:

Measure	Baseline	Goal
Expand funding for improving properties – Site Development Grants, InvestPrep, etc.	\$6M in SDG funding	\$10M in SDG funding in FY 2018
Expand assistance for identifying marketable properties – Property Evaluation Program	PEP has served 20 counties, 7 of them Tier 4	Serve all Tier 4 counties by FY 2018
Analyze ways for communities to acquire more property	Has not been addressed	New policy to present to legislature for approval in FY 2017

Legislative Action: The Advisory Group of law firms and economic development professionals will recommend changes to rules, laws and policies that can be implemented in the 2018 legislative session.

Additional Budget Appropriation: Site Development Grant - up to \$10,000,000
Property Evaluation Program - up to \$400,000
Advisory Council - \$0, at this time

ASSET-BASED PLANNING

Need:	Communities need assistance understanding their strategic assets and developing goals and action steps to achieving those. Funding and other resources are more effective for communities when they are utilized strategically.
Objective:	Through community conversations, develop a minimum of two SMART (simple, measurable, achievable, relevant and time-bound) goals and associated actions for each of the 23 counties considered distressed in either FY 16 or FY 17 and connect those communities with funding and other resources to implement the identified action steps.
Description:	TNECD has already contracted with UT IPS to facilitate this program. UT IPS, in collaboration with UT Extension and other partners, is in the process of implementing a defined planning approach that is simple, direct and replicable across all 23 counties. The approach will consider existing strategic plans and other county information; focus on specific county assets and related gaps; and produce feasible goals and actions that flow from the community, reflect county needs and interests, and align with TNECD program goals.
Owner:	TNECD <ul style="list-style-type: none">• TNECD will be responsible for leading the follow up with communities to ensure they have the funding and resources needed to accomplish the identified action steps.• UT IPS will lead the overall structure and process for accomplishing the activities and deliverables for the community conversations, working in coordination with TNECD.
Partners:	UT IPS will work closely with TNECD to identify and include key state, regional and local partners throughout the process. Partners will include local economic development organizations, agribusiness and related agricultural organizations, family serving organizations, manufacturers, financial institutions, retail establishments, tourism, and local education and training organizations.
Cost:	Total: \$2,100,000 Funding for the UT IPS contract to serve 23 counties (\$100,000) has already been allocated by TNECD. Additional funding (\$2,000,000) is needed for projects identified through the asset based planning process to complete asset-based planning across the state.
Timeline:	The contract with UT IPS was signed in April 2016. Community conversations will be held in late summer and fall with goal development complete by December 2016. TNECD and its partners will then work with communities to access or create new funding opportunities or resources for projects to ensure completion of short-term goals within 12 months. Funding for grants would be available in FY 18.

Metrics:

Measure	Baseline	Goal
Community conversations held	0	23 by Dec 2016
Goals developed	0	46 SMART goals and 23 long term goals by Dec 2016
Implemented projects	0	At least 23 by Dec 2017
Decrease in unemployment	TBD	TBD
Increase in per capita income	TBD	TBD
Increase in tax revenue	TBD	TBD

Legislative Action: None

Additional Budget Appropriation: FY 18 – up to \$2,000,000 to fund grants for projects identified in asset-based planning process.

RETAIL ACADEMY

- Need:** Retail development is important to rural communities, but there is a lack of knowledge of how to recruit retail, how to strategically grow current retail, or who would be appropriate targets for retail recruitment. As an example one fast food restaurant can provide approximately \$25,000 in sales tax income for a community each year. With retail recruitment as part of a comprehensive economic development plan, additional income from new retail activities can bolster a community.
- Objective:** Educate and equip rural communities with the tools and knowledge necessary to strengthen their retail base, yielding higher local sales tax collection and increased overall quality of life. Participating communities will receive custom market data, a community marketing flyer, a customized retail prospect list and an annual membership to the International Council of Shopping Centers.
- Description:** Four workshops will be held around the state. The workshops will consist of various industry professionals addressing topics of interest and instruction on how to execute the deliverables to attract new retailers to market. The workshops will be targeted to Tier 4 counties, and one community from each of the Tier 4 counties will receive financial assistance to complete the training.
- Owner:**
- TNECD will serve as the action owner to lead the project and provide funding. TNECD will be responsible for leading the follow up with the participating communities to ensure they complete the quarterly steps to implement the lessons learned from the workshops.
 - Retail Strategies will coordinate the workshops and provide the content.
- Partners:** Partners include the Tier 4 communities that will be targeted for participation, USDA Rural Development which can serve as a financial partner, the development districts who will help with recruitment and marketing for the program, and the other communities that will participate in the program and contribute to financial support for the program.
- Cost:** Serving all of the Tier 4 counties will cost approximately \$300,000. The funding will be requested from the Community Development Block Grant program. TNECD will also partner with USDA RD for additional funds to assist more communities.
- Timeline:** The workshops will be held in the fall and winter of 2016 into 2017 in Upper Cumberland, Northeast, Southeast and Northern Middle regions. A workshop was completed in West Tennessee in June. The follow up with the participating communities will occur quarterly for the year following completion of the workshop.
- Metrics:**

Measure	Baseline	Goal
Reach at least 1 city in every distressed county	4	17 by Spring 2017
Reach at least 1 city in every Tier 4 county	3	Approximately 14 by Spring 2017

Legislative Action: None

Additional Budget Appropriation: None

MADE IN TENNESSEE

- Need:** Consider the diversity of businesses that call Tennessee home; large global firms such as FedEx, Nissan, GE and Beretta. Tennessee is also home to smaller, yet distinguished companies such as Jack Daniels, Gibson and Jackson Kayaks. These businesses are distinct, yet evoke a story that customers tell over and over. Storytelling enhances relationships and business.
- A narrative that is genuine, appealing and on-point sells. Successful bids on crowdfunding platforms like Kickstarter, Kiva and Indiegogo highlight stories of personal growth, triumph and innovative products. This unified branding proposal will foster the growing sense of community and confidence in Tennessee's products and services.
- Objective:** Develop a well-recognized branding program for local products, services and tourism venues to enhance a sense of community and loyalty on the part of Tennessee businesses and to instill a sense of quality, culture and recognition for consumers and clients. The program should expand on the existing Made in Tennessee brand and marketing platforms run by UTCIS and Tourism, as well as incorporating TNDA's PickTN Products entities and to further expand the reach to all Tennessee-based companies producing a good or service. The branding efforts will be designed for widespread use, not widespread regulation.
- Description:** The branding program (or elements of it) will be applicable to Tennessee businesses for their products and services. The program should serve as a master brand to be accessible to and used by Tennessee businesses whether a tourism operation, manufacturer or a value-added agricultural product. The branding program will align with other existing branding programs within the State. As the brand evolves, potential opportunities for a fee-based, tiered system where some costs can be recaptured for ongoing support of the program.
- Owner:** A consortium made up of TNECD, UTCIS, TNDA, Tourism and Extension offices (to include UT and TSU)
- Partners:** The TN Made Consortium staff and other partners such as SBDCs, entrepreneur centers, and other service providers to businesses
- Cost:** Year 1: \$352,500; Year 2 and Beyond: \$157,000

Action	Year 1	Year 2 (and beyond)	Notes
Marketing consulting firm:	\$300,000	\$80,000	
Create and implement campaign			
Website Development	\$20,000	\$12,000	
(subsequent maintenance and upgrades)			
Social media campaign	\$7,5000	\$15,000	
Special events: estimated	\$25,000	\$50,000	
Add print/other media development	\$47,000	\$190,000	
(recommended and optional)			
Totals:	\$399,500	\$347,000	
Total (not including optional line):	\$352,500	\$157,000	

The programs already running variations on this proposal may choose to dedicate a portion of their funds and/or staff time and thereby reduce the overall cost. It may also be set-up in a way where some of the costs are ultimately covered by a fee-based, tiered system. Of the costs below, some may be reduced or expanded due to the final make-up of the TN Made Consortium

Other potential revenue streams:

- Federal grants such as USDA, ARC, EDA Grants
- TN Made Consortium member's staff time and portion existing dedicated relative budgets
- Sponsorships
- Long-term: move towards a fee-based, tiered system

Timeline: The timeline is heavily dependent on whatever members of the TN Made Consortium agree to direct from their respective budgets towards the proposal. If the budget is dependent on the upcoming year budget approvals then the estimated timeline below will shift accordingly.

Estimated timeline:

- January 2017 – Evaluate existing programs, revise structure and combine new Made in TN plan
- February 2017 – Outline structure, eligibility and incentives for existing and new companies to participate
- March 2017-December 2016 - Create marketing material to recruit new company participants
- March 2017 – Plan events associated with Made in TN and incentives for company and patron participants

- March 2017-December 2017 – Execute events
- September-December 2017 – Create evaluation strategy and implement to track program metrics

Metrics:

Measure	Baseline	Goal
# of new companies certified as TN Made	N/A – new program	By end of FY2018: <ul style="list-style-type: none"> • 65% of TN based companies certified
# of companies that transition from existing programs	Existing base in other programs, to be compiled	<ul style="list-style-type: none"> • 75% of companies transitioned
Website metrics (data capture)	N/A – new program Existing base in other programs, to be compiled	
Launch and implement events/marketing campaign	N/A – new program	2/2017 – ongoing
Evaluation of success (enhance sense of community, loyalty, quality, culture, sales...)	N/A – new program	

Legislative Action: None

Additional Budget Appropriation: Members of the TN Made Consortium may seek additional dollars in their respective budgets in order to cover their portion of the cost share for the program. It is possible an additional appropriation request could be made.

ACCESS TO HEALTHY FOODS

Need:	Good health depends upon adequate nutrition and access to healthy, affordable foods. Distressed counties in Tennessee have fewer local foods produced, limited farmer's markets, low levels of SNAP benefit acceptance at farmer's markets, and few organized efforts to collect and distribute foods to underserved populations. According to a recent Feeding America study, an estimated 49 million Americans are food insecure, including more than 1 million Tennesseans. Tennessee falls above the 15 percent national average with a 17.1 percent food-insecurity rate, a statistic that ties Tennessee with Missouri as the 41st most-food-insecure state. Low-income residents of distressed counties are forced to make hard choices between food and electricity or food and medication, making choices for healthy food less likely. While many are food-insecure, 40 percent of food in the U.S. today goes uneaten, the equivalent of \$165 billion each year.
Objective:	Increase the promotion, production, distribution and consumption of healthy foods to promote improved individual and population health and support rural economic development.
Description:	UT Extension and TDA will conduct workshops and other educational events to increase awareness of benefits for consumption of healthy foods, particularly locally-grown products, through PickTN marketing, healthy cooking / preserving / gardening events and activities, and marketing of farm-to-market resources which will lead to increases in the products and markets available in distressed counties. Expansion of farmer's markets will be pursued in distressed counties, especially those that currently do not have a farmer's market. The Tennessee Farmer's Market Association will seek expansion of SNAP benefit acceptance in distressed counties through meetings and stakeholder dialogue. TDA will expand participation and reach of farmer's markets into underserved communities through three pilot mobile delivery services (produce truck in communities of distressed counties), partnership with corner stores and other venues and incentives for suppliers of schools / hospitals / nursing homes to include locally-produced foods in their offerings. TDEC will lead pilot programs in schools to reduce food waste through systems and partnerships which support collection of unused foods for redistribution to underserved populations.
Owner:	UT Extension will serve as the lead agency for this initiative. Partners will include:
	<ul style="list-style-type: none">Tennessee Department of Agriculture will be responsible for promotion and expansion of PickTN products and three pilot mobile food trucks (one based in a distressed county in each of East, Middle, and West Tennessee regions). Cost-share assistance will be provided to encourage local foods marketed to schools, hospitals, nursing homes, etc. in distressed communities.Tennessee Farmer's Market Association will organize and conduct meetings to encourage the expansion of farmers markets accepting SNAP and WIC benefits and support the pursuit of grants or gifts to increase benefits to SNAP recipients.Tennessee Department of Environment and Conservation will lead the development of unused food collection and redistribution programs in distressed counties.UT Extension will conduct educational meetings for farmers to encourage local food production and provide on-farm assistance with new crops, marketing, and value-added opportunities. Nutrition and food preparation courses will be offered at farmer's markets to encourage consumption of healthy local foods, especially for youth.
Partners:	In addition to those identified above, several other agencies and groups will be participating in this initiative. Tennessee Department of Health and Tennessee Department of Human Services will support health and family services by attending workshops and meetings and supporting expansion of SNAP and WIC benefit acceptance. Tennessee Farm Bureau will be included as a partner for grower meetings. Youth from 4-H and FFA will be both participants and leaders in youth educational events related to healthy foods. School boards in the distressed counties will be contacted to be our partners to participate in the food recovery and distribution project. Through a national organization, Rock It and Wrap It Up, the City of Kingsport successfully implemented the project in one year in the first school and the entire school system the

following year with almost instant success. The City of Kingsport and Rock It and Wrap It Up has agreed to assist other interested schools in Tennessee. Other partners will be invited as programs are planned and implemented.

Cost: Total cost for this initiative is \$480,000 in order to achieve the desired metric outcomes. Reduced funding may allow for lower levels of progress. Existing staff will be used to conduct the majority of activities, with some funds designated for term hires as needed by partner agencies. Potential matching funds of approximately \$150,000 are available through TDH for WIC benefits and nutrition and health educational programs. Private funders will be contacted for matching funds to support the mobile farmer's market trucks.

Budget Detail:

Agency	Description	Amount
UT Extension	Workshops, grower meetings, value-added agriculture	\$100,000
Private sector partners	Corner Stores and farmer's market fresh programs, workshops and supplies	\$100,000
TDA	PickTN Products support, workshops and meetings, TAEP expansion, mobile food farm market trucks	\$200,000
Farmer's Market Assoc.	Stakeholder meetings to support SNAP and WIC benefit expansion, grants/gifts for increased benefits	\$50,000
TDEC	Implement Rock and Wrap it Up in 3 pilot counties	\$30,000

Timeline: Activities will begin in Fall 2017 with most events, meetings and workshops taking place in spring and summer of 2018. Results of the efforts will be assessed in October 2018 and progress towards metrics reported at that time. Changing access to healthy food through both increased supply and increased demand is a long-term proposition, and larger impacts can be expected through a longer term investment (e.g., 3 to 5 years).

Metrics:

Measure	Baseline (2015)	Goal (Oct. 2018)
# of PickTN products from distressed counties	159 products	180 products (increase of 1 in each distressed county)
Inform consumers about nutrition, cooking, preserving, and producing healthy foods	56,262 participants	61,888 participants (10% increase)
# of farmer's markets in distressed counties	14	21
# of farmer's markets accepting SNAP and / or WIC benefits in distressed counties	6	21 (at least one in each county)
Low-income population living in a food desert (as defined by USDA and measured by Food Environment Index)	Food Environment Index in 6 counties worse than state average of 6.7	0 counties worse than state average of 6.7
# of consumers using SNAP and WIC benefits at farmers markets	29,000	31,900 (10% increase)
Amount of unused food collected in distressed counties*	0	6,000 pounds (2,000/site in 3 pilot counties)
# of individuals served through unused food redistribution*	0	1632

*Based on results of food collection and redistribution project in Kingsport City Schools.

Legislative Action: None

The food recovery and distribution project follows the 2016 Joint House Resolution 514 encouraging the donation of excess, wholesome food in the State of Tennessee. It was sponsored by Representative Kevin D. Brooks.

Additional Budget Appropriation: FY 18 - \$480,000

ACCESS TO HEALTHY PLACES

- Need:** Residents of distressed rural communities experience high rates of unemployment and poverty as well as poor health outcomes related to physical inactivity and obesity. Development of trails, parks and playgrounds would increase opportunities not only for recreation and physical activity for residents, but could also generate job opportunities and revenue from small businesses offering amenities for residents and tourists; however, local communities lack capacity for planning, funding, and sustaining infrastructure, programming and marketing.
- Objective:** Improve health and increase economic opportunities for rural residents and visitors to engage in physical activity and active transportation by building capacity of rural communities to plan, build, promote and sustain a network of parks, trails, and playgrounds and to leverage this infrastructure to expand job opportunities through products and services targeting users of these facilities.
- Description:** Provide technical assistance to rural communities for planning, design, promotion, programming and measurement of impact (economic and health-related) to leverage funding (TDEC, TDOT, TECD, TDH) for parks, playgrounds, trails and bikeways for use by residents and visitors, leading to creation / expansion of related business opportunities and services.
- Owner:**
- TDEC is currently updating the statewide plan for trails and greenways including current and planned infrastructure in distressed rural communities.
 - TDEC, TDOT and TDH will consider ways to lower the required matching funds for grant-funded projects serving distressed communities, similar to the “tiered” match requirements established by TECD.
 - TDH / TN Livability Collaborative will serve as a “one-stop shop” to advise communities on how to align proposed infrastructure development with state-level strategic plans and priorities, identify relevant policies and resources and suggest key indicators of success.
- Partners:**
- TECD and local development districts will share information with local leaders and assist to identify specific project opportunities linking jobs, health and infrastructure for physical activity, including active transportation, and to develop competitive proposals for funding of these projects.
 - TDEC will offer funding for specific projects through Local Parks & Recreation Fund (LPRF) and Recreational Trails Program (RTP) grants, and will increase technical assistance given to distressed rural communities to increase the number and quality of proposals received from these communities.
 - TDOT will offer funding for specific projects through Transportation Alternative (TA) grants and will increase technical assistance given to distressed rural communities to increase the number and quality of proposals received from these communities.
 - TDH will offer funding for specific projects through “Access to Health” grants to improve programming which increases use of existing infrastructure, as well as planning and development of infrastructure in underserved communities, and will provide technical assistance to distressed rural communities to increase the number and quality of proposals received from these communities.
 - TN Department of Tourism Development will offer funding for use in promoting existing infrastructure (parks, trails, etc.)

Cost: \$150,000 to supplement local matching funds for projects in distressed communities. No additional costs for technical assistance, existing grant projects or measurement of impact.

Timeline:

Q3 2016:

- Update to TN Trails and Greenways Plan
- TDH identify and disseminate information on potential funding for local projects
- TN Livability Collaborative determines process for advising projects to ensure alignment, awareness of resources and policies, and possible indicators to help with monitoring of impact

Q4 2016:

- TECD development districts offer technical assistance for local community leaders
- TDOT accepts applications for Transportation Alternative (TA) project funding

Q1 2017:

- TDH accepts applications for Access to Health project funding
- TDEC accepts applications for Local Parks and Recreation Fund (LPRF) and Recreational Trails Program (RTP) funding

Q2 2017:

- Local events engage businesses to showcase job opportunities for recreation-related services

Q3 2017:

- TDEC establishes fund to supplement local match for Tier 3 and 4 counties
- TN Department of Tourism Development leverages funding to promote local parks / trails / events

Q4 2017:

- TECD and TDH gather information on impact of funded projects in rural communities

Metrics:

Measure	Baseline	Goal (Specify Timing)
Local community leaders requesting / receiving technical assistance (planning, funding requests, measurement)	0	10 by Q1 2017
Approved requests for funding from distressed counties	0	5 funded project proposals by Q4 2017
Supplemental matching funds available / used	0	\$150,000 by Q4 2017
Increased # of jobs in related services	0	10
Increase in local revenue generated by fees / sponsorships / sales	0	\$500,000
% of physically-inactive adults	32-42%	30%

Legislative Action: None

Additional Budget Appropriation: \$150,000/year additional funding to be used as supplemental funds to meet local match requirements, managed by TDEC.

APPENDIX A – COMMITTEE MEMBERS

1. Education and Workforce Committee

Name	Organization	Title
Jayme Place*	TDOE	Chief of Staff
Sterling van der Spuy*	TDL&WD	Workforce Services Division
Robby Moore*	City of Lobelville	Mayor
Allen Pratt	Marion County Schools	9-12 Curriculum Director
Lane Carr	Vanderbilt University	MPP Candidate
Mike Jones	Fentress County Schools	Director
Penny Thurmond	Northwest CORE	Director
Vicki Kirk	TDOE	Chief Academic Officer
Ian Cochran	Marvin Windows and Doors	HR Executive
Margaret Prater	Northwest TN Workforce Board	VP for Workforce Dev.
Bucky Rowland	Maury County Sheriff	Sheriff
Tom Brewer	TN Technological University	Assistant to VP
Dolores Gresham	TN General Assembly	Senator
Christian Williams	TDH	Public Health Competency Coordinator
Paul Montgomery	Northeast State Community College	VP of Access and Development
Ann Thompson	TNECD	Director, Workforce Development
Keith Groves	UT Center for Industrial Studies	Solutions Consultant
Jason Bell	Polk County Schools	Supervisor of Secondary Curriculum and Assessment
John Bucy	Northwest TN Development District	Executive Director
Julius Johnson	TDA	Former Commissioner
Jeff McCord	Northeast State Community College	VP for Economic and Workforce Development
Leslie Meehan	TDH	Director, Office of Primary Prevention

2. Site and Retail Development

Name	Organization	Title
Toks Omishakin*	TDOT	Deputy Commissioner
Brooxie Carlton*	TNECD	Deputy Assistant Commissioner, Rural Development
Denny Johnson*	Lake County	Mayor
Will Cromer	Governor's Office	Special Assistant for Strategy, Director of Policy
Lindsay Frilling	Obion County JEDC	CEO
Melissa Halsell	TVA	Program Manager
Dale Reagan	Clay County	Mayor
Gary Louallen	City of Dayton	Mayor
Bryan Huddleston	Nashville Technology Council	President and CEO
Harriet Cannon	USDA RD	Assistant to the State Director
Jennifer Hagan-Dier	UT Institute for Public Service	MEP Program
Tom Trent	Bradley Arant Boult Cummings LLP	Partner
Laura Hudson	Retail Strategies	VP of Retail Academy
Mike Philpot	West Tennessee Industrial Association	Executive Director
Dave Huneryager	Tennessee Trucking Association	President and CEO
Blake Poole	Chattanooga Airport	VP- Air Service and Economic Development
Wes Kelley	Columbia Power and Water Systems	Executive Director
Jim McGill	Sevierville Chamber of Commerce	Main Street Director

3. Community and Leadership Development

Name	Organization	Title
Amy New*	TNECD	Assistant Commissioner, Rural Development
Beth Jones*	Southeast TN Development District	Executive Director
Jill Holland*	City of McKenzie	Mayor
Bill Rawls*	City of Brownsville	Mayor
Dr. Herbert Byrd, III	UT Institute for Public Service	VP
Charley Deal	UT Martin	Associate Vice Chancellor for Alumni Relations & Annual Giving & Executive Director of WestStar Leadership
Richard Driver	City of Lafayette	Mayor
Michael Dumont	Linden-Perry County	Commodore Hotel Owner/ Vision Perry Founder
Beulah Ferguson	First TN Development District	Special Projects & Leadership Development
Nicky Hamilton	University of the South	Senior Associate Director, Community Engagement Director, South Cumberland Community Fund Capacity Building Initiative, Americorps VISTA Supervisor
Paul Jennings	UT Center for Industrial Services	Executive Director
Dr. Bridget Jones	Jones-Bridget Consulting Group	Principal
Sherri McCarter	USDA RD	Community Development Specialist
Burns Phillips	TDL&WD	Commissioner
Gregg Ridley	Bledsoe County	Mayor
Susan Reid	First TN Development District	Executive Director
Marty Spears	County Technical Assistance Service	County Government Consultant
Jody Sliger	TNECD	ThreeStar Director
Joe McKinnon	Farm Bureau	Regional Field Director
Lorrie Shearon	TN Housing Development Authority	Chief Strategy Officer

4. Health

Name	Organization	Title
Liesa Jenkins*	TDH	Director, Office of Grants Coordination and Strategic Alignment
Dr. Tim Cross*	UT Institute of Agriculture	Dean, UT Extension
Kathy Wood-Dobbins*	TN Primary Care Association	CEO
Patrick Fields	UT Health Science Center	Director of Operations, UT Clinical Health
Barbara Garrow	TN Association of Farmers Markets	Program Director, Crossroads Downtown Partnership
Bryan Lane	UT Institute for Public Service	OSHA Safety Consultant
Matt McDaniel	TDH	Director, 3 rural West Tennessee county Health Departments
Samantha McLellan, MD	Farm Bureau	Physician, The Livingston Clinic
Dr. Laura Stephenson	UT Institute of Agriculture	Assistant Dean, Family & Consumer Sciences
Frank Trew	TN Association of Farmers Markets	President, Hip Donelson
Dawn Abel	BlueCross BlueShield of TN	Director, Community Relations and Foundations
Jan Compton	TDEC	Director, Office of Sustainable Practices
Ted Cornelius	YMCA of Middle TN	VP, Health Innovation
Larry McGoogan	TDOT	Regional Coordinator
Lori Paisley	TDOE	Associate Executive Director, Office of Coordinated School Health
Freda Russell	Three Rivers Hospital	CEO, Director of Nursing
Donna Tidwell	TN Office of Emergency Medical Services	Director
Shannon Klonowski	TDA	Auditor
Lynn Youngs	UT Halsam College of Business	Executive Director, Anderson Center for Entrepreneurship and Innovation
Rudy Collins	TDEC	Regional Director for External Affairs
Sejal West	TDMHSAS	Assistant Commissioner, Mental Health
Lorrie Shearon	TN Housing Development Authority	Chief Strategy Officer

Sandy Hayes	Rural Health Association of Tennessee	Executive Director
Anna Lea Cothron	TN Commission on Aging and Disability	Aging Commission Liaison

5. Tourism and Conservation

Name	Organization	Title
Shari Meghrebian*	TDEC	Deputy Commissioner
Melanie Beauchamp*	TDTD	Director of Outreach and Engagement
Dennis Tumlin*	Rhea County Economic and Tourism Council	Executive Director
Brock Hill	TDEC	Deputy Commissioner
Debbie Ball	TDA	Director of Marketing
Roy Settle	First Bank & Trust, Johnson County	VP
Carol Evans	Legacy Parks	Executive Director
Mayor Barrett Stevens, Sr.	City of Bolivar	Mayor
Dr. Shawn Pitts	Arts in McNairy, Humanities Tennessee	Board Member
Mickey Heath	Smooth Rapids Outfitters, Warren County	Co-owner
Zachary Lesch-Huie	Access Fund	Southeast Regional Director
Chris Neely	Sutton Old Time Music Hour - Granville	VP Granville Museum
Jay Willoughby	Workforce Area 4, Palm Beach Clothing	Retired (Former Executive Director)
Ann Pope	TN Arts Commission	Executive Director
Rhedona Rose	Farm Bureau	Executive VP

6. Agriculture, Entrepreneurship, and Small Business

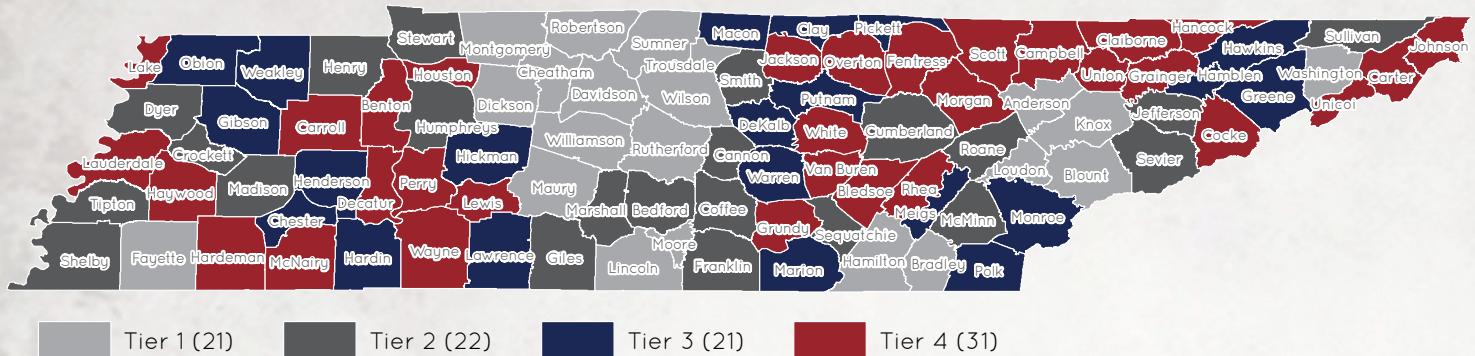
Name	Organization	Title
Jai Templeton*	TDA	Commissioner
Wisty Pender*	TNECD	BERO, Director
EL Morton*	Campbell County	Mayor
Larry Potter*	Johnson County	Mayor
Alica Owen	TDFI	Exec Assistant to Comm./ PIO
Audra Kelly	Southeast TN Development District	Business Development Specialist & Loan Officer

Aundrea Wilcox	TN Small Business Development Center (Kingsport)	Center Director
Ben Ferguson	Entrepreneur Center/ Entrepreneur: theCo*	theCO Founders
Ben Harris	Entrepreneur Center/ Entrepreneur: theCo*	theCO Founders
Bobby Goode	USDA RD	State Director
Joel Howard	USDA RD	Area Director - Union City Area Office
Brandon Whitt	Business: Farmer/Innovator; Batey and Whitt Farms	Owner/operator
Brittany Burgess	Launch TN	Entrepreneurship and Outreach Manager
Charles Alexander	TN Small Business Development Center	Center Director
Clint Gwin	Pathway Lending	President
Hank Helton	Pathway Lending	Sr VP
Debbie Barber	UT; Procurement Technical Assistance Center	Procurement Counselor
Greg Gonzales	TDFI	Commissioner
Jeff Aiken	Farm Bureau	President
Jeff Brown	Entrepreneur Center/ Entrepreneur: BizFoundry*	President
John Butler	Agricenter International	President -elect
Jose Castillo	Small Business-Coworking: Spark Plaza/ThinkJose	Founder-Owner
Lamont Price	TNECD	TNInvestco Director
Steve Jones	Macon County	Mayor
Pete Nelson	AgLaunch; Memphis Bioworks Foundation; Ag Innovation Development Group LLC.	Executive-in-Residence; President/CEO
Rob Holland	Center for Profitable Ag	Director
Robert Burns	UT Institute of Agriculture	Assistant Dean
William Donnell	Entrepreneur Center/ Entrepreneur: theCo*	theCO Founders

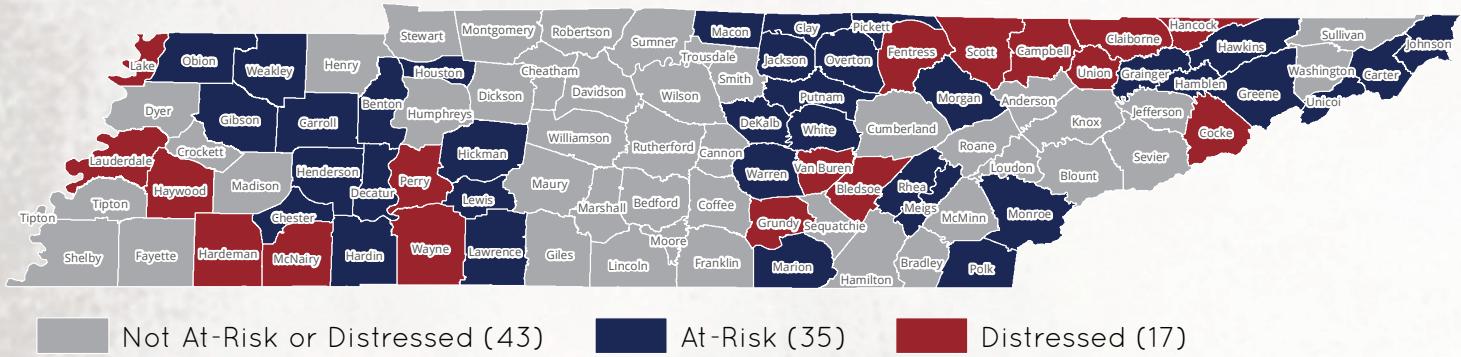
* Indicates Committee Leadership

APPENDIX B – MAPS

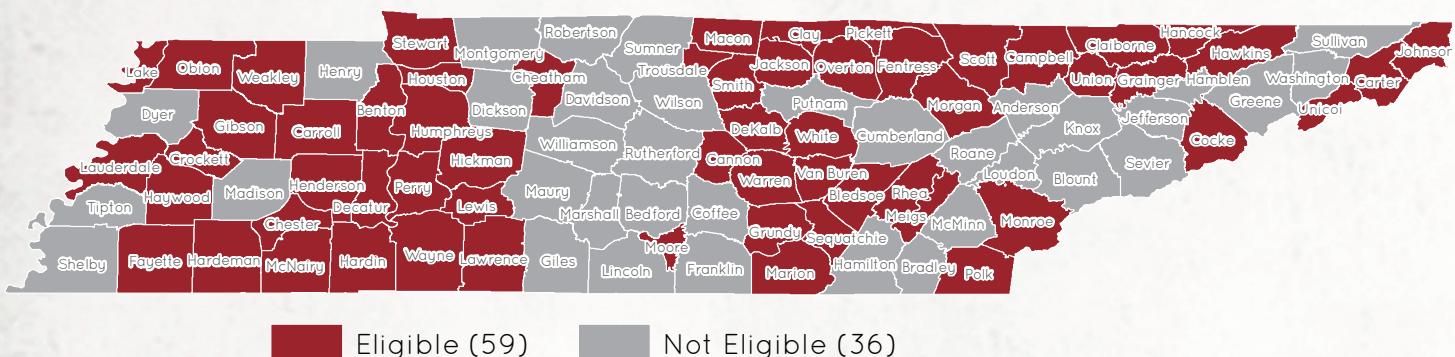
TIER MAP



DISTRESSED/AT-RISK COUNTIES

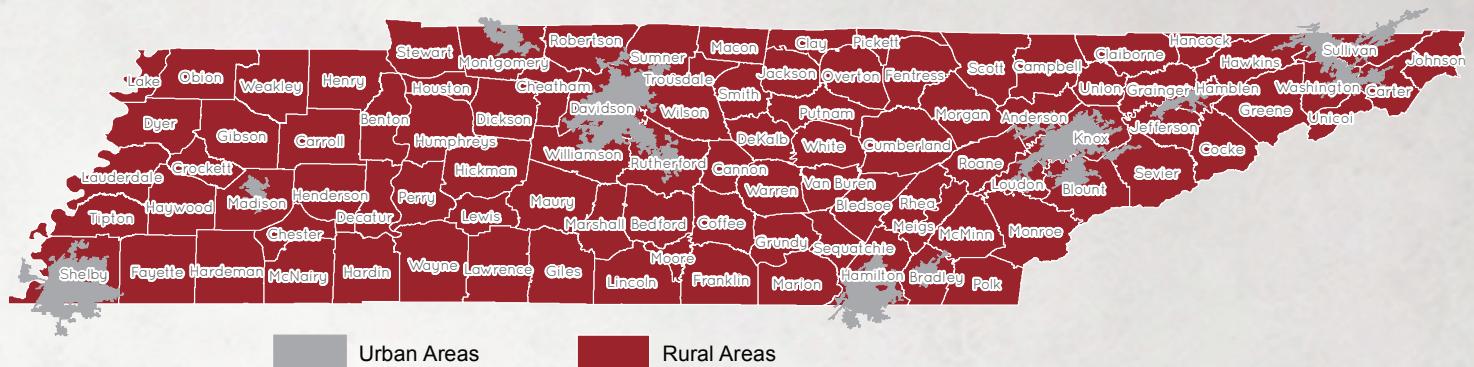


ROAR COUNTIES



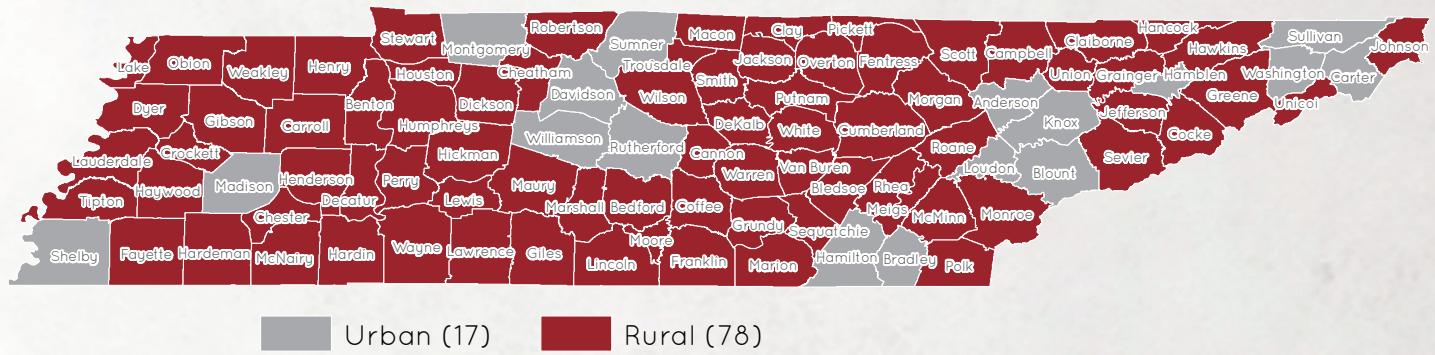
RURAL DEFINITION MAP

- **Definition of Rural:** All population, housing, and territory not included within “urbanized areas” as defined by the U.S. Census Bureau.



RURAL DEFINITION MAP (BY COUNTY)

- **Definition of Rural County:** County with less than 50% of the population living in an urbanized area.





tn.gov/ecd/section/governors-rural-task-force