



**FOUR LAKE  
REGIONAL INDUSTRIAL  
DEVELOPMENT AUTHORITY**

*Serving the Middle Tennessee Counties of Macon, Smith, Sumner, Trousdale, and Wilson*



# **2007/2008 ANNUAL REPORT**

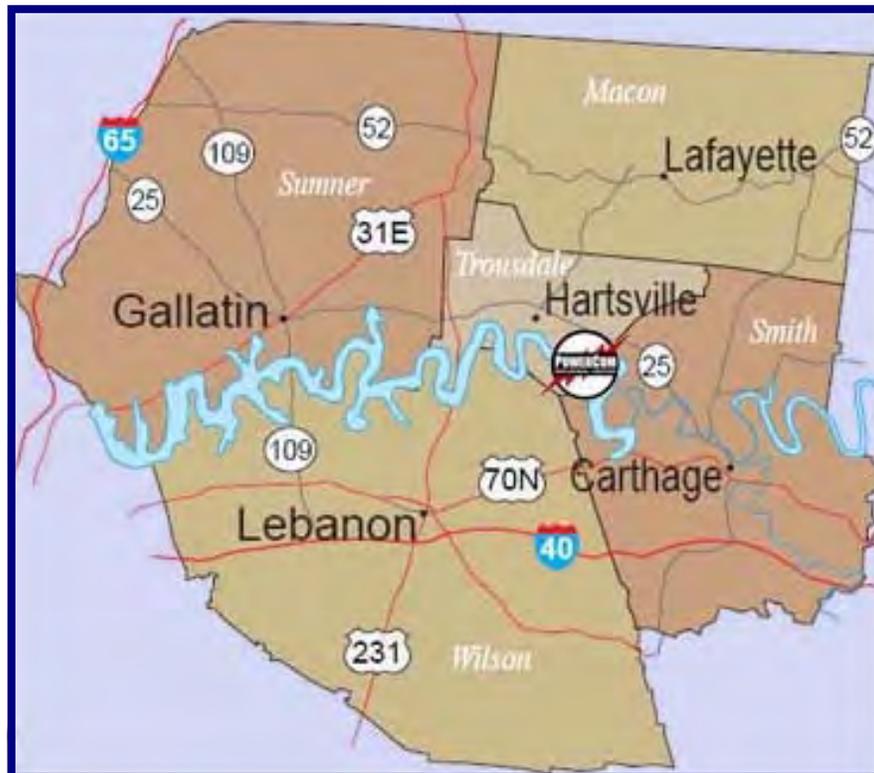
# **20<sup>th</sup> & ANNUAL MEETING**

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100 W. Main St.  
Hartsville, TN  
37074

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Annual Board of Directors Meeting - July 10, 2008; 9:00 a.m. - Keller's Restaurant; Hartsville, TN

# Historical Overview



**H**istorically, the Four Lake Regional Industrial Development Authority is unique.

In 1974 the Tennessee Valley Authority announced construction of the world's largest nuclear power plant at Hartsville, Tennessee.

In 1975 the impacted counties--Trousdale (Hartsville) and the four contiguous counties (Macon, Smith, Sumner and Wilson) formed the Hartsville Project Coordinating Committee to work together with TVA to mitigate impacts as the project was developed.

In 1977 construction employment reached a high of 7,000 at the Trousdale County site.

In 1982 after progressive cutbacks, construction was halted with employment virtually eliminated, resulting in significant economic dislocations in the regional economy.

In 1983 a Farmer Home Administration sponsored analysis, "The Hartsville Project Impact Study" was released calling for the establishment of an industrial development authority to specifically focus on the work of attracting jobs to the area.

Legislation creating the Four Lake Regional Industrial Development Authority was passed by public act of the State Legislature on April 15, 1986.

In 1988 the Authority contracted staff and initiated a work program.

Enabling legislation states that the Authority was "created and established for the purpose of developing the resources of the region embracing the counties of Macon, Smith, Sumner, Trousdale and Wilson ...."

More specifically, the Authority "is directed to focus its activity toward economic development and improving employment opportunities in the region ...."

# Governing Body & Staff

**T**he Four Lake Regional Industrial Development Authority's administrative attachment is with the State Department of Economic and Community Development.

The Authority is governed by a twenty-member Board of Directors comprised of the following:

- county mayors/executives of each of the five counties in the region;
- mayors of each county seat municipality in the region, except for Trousdale County (a Metro Government) wherein the county Chairman Pro-Tem shall be an "ex-officio" member of the Board;
- mayor of any incorporated municipality in the region with a population in excess of 25,000 (Hendersonville);
- a representative from the Industrial Development Board of each county;
- a representative of the Governor;
- a State Representative and State Senator serving said region; and,
- the representative of the U.S. Congressman serving the Four Lake region.

An Executive Committee, comprised of one Board member from each of the five member counties, provides direct oversight for the Authority's operations. The Executive Committee meets quarterly, or more frequently if required. Members serving for the 2007-2008 fiscal year were the County Mayors/ Executives of Macon, Smith, Sumner, Trousdale, and Wilson as follows:



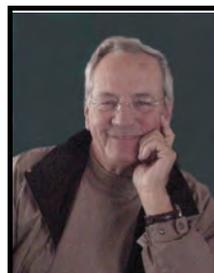
**Chairman**  
Michael Nesbitt  
Smith Co. Mayor



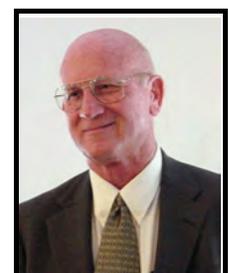
**Vice-Chairman**  
Jerry Clift  
Trousdale Co. Exec.



**Sec./Treas.**  
Shely Linville  
Macon Co. Mayor



**Wilson Co. Rep.**  
Robert Dedman  
Wilson Co. Mayor



**Sumner Co. Rep.**  
Hank Thompson  
Sumner Co. Exec.

Other Board members serving for the 2007-2008 fiscal year included:

**Macon County**

Bill Wells, Mayor of Lafayette  
Miles King, Industrial Dev. Board

**Smith County**

David Bowman, Mayor of Carthage  
Phillip Piper, Industrial Dev. Board

**Sumner County**

Jo Ann Graves, Mayor of Gallatin  
Scott Foster, Mayor of Hendersonville  
Thomas Neal, Jr., Industrial Dev. Bd.

**Trousdale County**

Tim Roberson, Chairman Pro-Tem  
Philip Holder, Industrial Dev. Bd.

**Wilson County**

Don Fox, Mayor of Lebanon  
Phil Smartt, Industrial Dev. Board

**U.S. Congressional Rep.**

Mike Terry for Bart Gordon

**Governor's Representative**

Jerry Merriman, TN Dept. of ECD

**State Senator**

Mae Beavers

**State Representative**

Stratton Bone

**Staff for the Authority includes:**



Dick Walker, Executive Director  
(See pg 6 for retirement announcement)  
[fourlake@aol.com](mailto:fourlake@aol.com)



Donna Arrington  
Program Manager  
[dafourlake@aol.com](mailto:dafourlake@aol.com)



Teresa Carman  
Office Manager/Secretary  
[tlcfourlake@aol.com](mailto:tlcfourlake@aol.com)

**Affiliated professional support includes:**



Vicki Henley, Director  
TTU/Small Bus. Dev. Center  
[vhenley@mail.tsbdc.org](mailto:vhenley@mail.tsbdc.org)



County Technical Assistance Service  
[www.ctas.tennessee.edu/](http://www.ctas.tennessee.edu/)



Tennessee Valley Authority  
Economic Development  
[www.tvaed.com](http://www.tvaed.com)



[www.gnrc.org](http://www.gnrc.org)



[www.mtida.org](http://www.mtida.org)

# Walker to retire from Four Lake Authority

By LIZ FERRELL  
Managing Editor

Dick Walker, longtime executive director of Four Lake Regional Industrial Development Authority, has



SUBMITTED

Dick Walker is retiring from his position as Executive Director of Four Lake Authority.

announced his retirement from the position due to health reasons.

"It is with sincere, deep emotion that I write to you today," Walker began in a letter dated May 6 that went out to Four Lake's Executive Committee and Board members.

"Four Lake...was born to establish the spirit of regionalism among our five counties," Walker's letter continued. "Thanks to all involved, the Four Lake Authority has made many accomplishments over the years - most recently, the acquisition of TVA property and the expanding construction of the new prison, which hopefully will provide jobs and economic growth for the entire region."

Walker's experience in community development began with a three-month internship during his years at Vanderbilt's Owen Graduate School of Management, from which he earned a Master of

Management degree in 1972.

Following graduation, Walker joined the Peace Corps, serving in El Salvador as a volunteer in a Health and Rural Community Development program, then working in Brazil as a Peace Corps associate representative.

Upon his return to the States, Walker went to work for the Tennessee Department of Economic and Community Development (ECD). In his 11 years with ECD, Walker advanced from assistant director to director, then assistant commissioner. During those years he was instrumental in developing and implementing the Three-Star Community Economic Preparedness Program, in which Trousdale County remains active today.

In 1983 Walker launched Walker Associates, an economic and industrial development consulting firm.

Four Lake Regional Industrial Development Authority was created in the

early 1980's to help bring economic growth to adjoining Sumner, Trousdale, Macon, Smith and Wilson counties. Walker served as consultant to the organization before taking the reins as Executive Director in 1986.

In his 22 years with Four Lake Authority, Walker helped negotiate the purchase of 554 acres of land from Tennessee Valley Authority for \$1.7 million. On that site Four Lake positioned the PowerCom Industrial Center, where Walker helped start an incubator site for new and struggling businesses, oversaw the construction of a spec building, launched an advertising campaign to solicit corporate tenants, and helped negotiate the sale of 108 acres of Four Lake property to Corrections Corporation of America. On Feb. 22, 2008, CCA made its long-anticipated

See WALKER, page 3

## WALKER

Continued from page 1

ed official announcement that construction on a new prison would begin in late spring with a projected finish of late fall 2009.

Walker's tenure has not been without controversy. In July 2002, Louisiana Enrichment Service (LES), approached Walker and Four Lake about the possibility of putting a uranium enrichment plant on Four Lake property, a move that met with much opposition on both environmental and moral grounds. After nearly two years, public opposition prevailed and negotiations with LES fell through.

Although Walker has suffered from ill health since September 2007, he has continued to work from home with the help of program manager Donna Arrington and office manager Teresa Carman.

"He can do things no one else can do," Carman said. "He's got a depth of back-

ground and experience in economic development that your basic ECD employee doesn't have," Arrington added.

Walker leaves Four Lake just as PowerCom Industrial Park stands poised to fulfill its potential. CCA has begun turning dirt, and according to Arrington, six potential clients have expressed an interest in the spec building and numerous warehouses.

Trousdale County Executive Jerry Clift, who serves as vice-chair of the Executive Committee, said that while several candidates have expressed an interest in filling the position to be vacated by Walker, the Executive Committee has not yet posted the position and will not rush into a final decision.

"We're not in any hurry about it; we're going to take our time," Clift said. "I think Donna and Teresa are doing an excellent job holding down the fort. I've been helping them any way I can."

Managing Editor Liz Ferrell may be reached at 615-374-3556 or via e-mail at theuidette@bellsouth.net.



Four Lake Regional Industrial Development Authority  
2001-2002



# Program Activities & Accomplishments

## **P**OWERCOM INDUSTRIAL CENTER



Approximately 554 acres of the mothballed TVA nuclear site were sold to the Four Lake Authority in June 2002 for regional economic development purposes. The property was purchased for the appraised value of \$1.7 million with the stipulation that the Four Lake Authority make a minimum of \$1.5 million in infrastructure improvements during the first five years of ownership. These initial infrastructure improvements (water, sewer, and natural gas lines), as well as a 750,000 gallon water storage tank, have been completed. TVA in-lieu-of-tax monies, dedicated exclusively to infrastructure improvements, helped to make this possible.

On April 27, 2007, the Four Lake Authority made the final payment of \$1,700,000 to TVA - insuring free and clear ownership of the 554 acres. TVA continues to lease 80,000 square feet from the Four Lake Authority for warehousing.

The PowerCom name and logo were created for the property to reflect the industry-specific marketing plan developed to target companies with a need for a dual-feed, uninterrupted power source. There are also plans to equip the PowerCom Industrial Center with state-of-the-art telecommunication capabilities. The availability of a large acreage site, navigable river access, and 272,000 square feet of available warehousing space (see pages 11 & 12 for building locations) are also emphasized in Four Lake's marketing efforts.

Two independent, nationally-recognized site certifications have been achieved for the PowerCom site. Four Lake's website ([www.fourlake.org](http://www.fourlake.org)) activity continues to grow with constant improvements in content and presentation clarity.

A 54,000 square foot speculative industrial building has been designed and completed. A final "walk-thru" occurred March 10, 2008, sealing the completion of this new building (see page 10 for picture & specs.).

On February 22, 2008, Corrections Corporation of America (CCA), the nation's largest provider of corrections management services to federal, state, and local governments, announced its intent to construct Trousdale Corrections Center (on a 108 acre site) in the PowerCom Industrial Center. With its corporate headquarters located in Nashville, CCA designs, builds, finances, owns, operates, and presently manages 65 correctional and detention facilities in 19 states and the District of Columbia.



CCA's site-prep construction efforts began April 22, 2008, with an estimated completion time of 16-18 months. The facility has a planned capacity of 2,040 medium-security beds, employing a minimum of 350 personnel in security, facility management, accounting, nursing, human resources, business management, quality assurance, teaching and education administration. The workforce will have full benefit packages; 85% of the total employment will be drawn from the Four Lake region.

As an educator, employer and economic contributor, CCA's presence will prove to be an important part in the lives of those who live and work in the five counties of the Four Lake region.





**Contact Information**  
 Dick Walker, Exec. Director  
 Four Lake Authority  
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 www.fourlake.org

# Newly Completed Spec Building

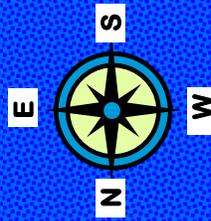
<u>Building Information</u>	
Total Square Feet	54,000 (expandable to 100,000)
Dimensions	200' x 250'
Adjoining Acres Avail.	10
Office Space (separate)	4,000 s.f. (elastomeric exterior paint)
Parking Spaces	26 paved/25 unpaved
Construction Material	Masonry & Metal
Concrete Floor	6" thick (future)
Ceiling Eave Height	30' minimum/38' maximum
Dock Doors	2 - electric coiling
Drive-In Doors	2 - electric coiling
Column Spacing	1 row/centerline (25')
Sprinklered	In place
Walls	10' high split face block all around/ foamed cores with R-26 rating/4" thick pre-finished steel
Roof	Standing seam metal with R-26 rating/ corrugated deck with 2" foam insulation
Kalwal Panels	20% light transmission provided all around building
Lighting	High bay 400 watt metal halide at 24' on centers
Ventilation	4 exhaust fans & vents

<u>Utility Information</u>	
Electric Svc. Provider	Tri-County EMC
KVA	69
Phase	Three/4 wire service with 480v transformer
Natural Gas Svc. Provider	Nashville Gas
Natural Gas Line Size	6"
Water Svc. Provider	Hartsville/Trousdale Co. Water & Sewer Dept.
Water Line Size	18"
Sewer Svc. Provider	Hartsville/Trousdale Co. Water & Sewer Dept.
Sewer Line Size	10" Force Main
<u>Location Information</u>	
Address	100 Trousdale Way Hartsville, TN 37074
Major Interstate	19 miles to I-40 via Hwy 231
Major Highway	0.8 mile to Hwy 25
Major Commercial Airport	40 miles to Nashville International
Dock Facility	On site - Cumberland River access
Rail Access	None
Latitude	N 36 20.833
Longitude	W 86 5.865



# Village Two

-  VACANT (164,000sf)
-  TVA (80,000sf)
-  STATE of TN (4,000sf)



Cumberland River

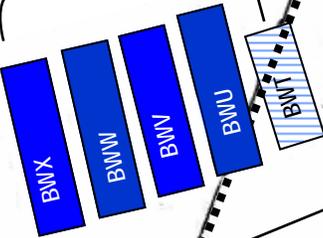
Barge Access

Smith Co.  
Trousdale Co.

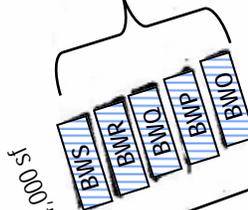
Pond

16,000 sf

12,000 sf



4,000 sf

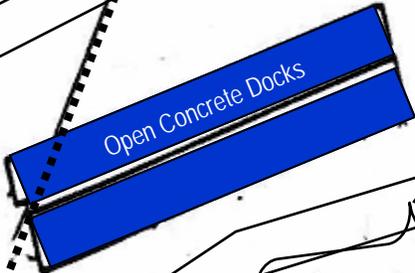


4,000-233 sf

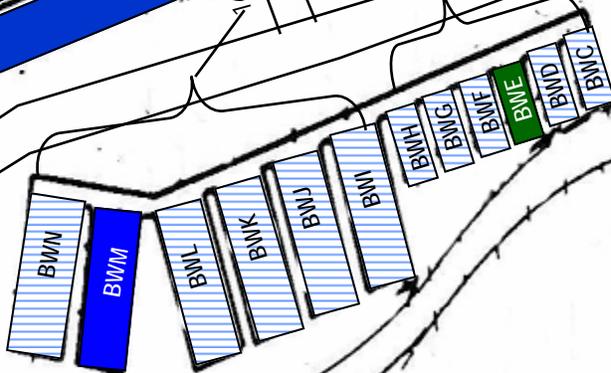


Open Concrete Docks

16,000 sf



4,000 sf



Walker Loop

Walker Loop

McKee Circle

Wilson Way

Wilson Way

Cumberland Passage

Sumner Way

## **B**USINESS INCUBATOR PROGRAM

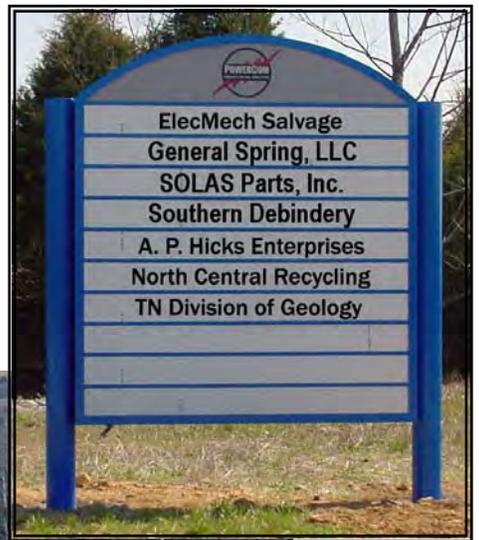
(See next page for additional photos)

The Business Incubator Program, owned and operated by the Four Lake Authority, currently leases 14 buildings totaling 166,430 square feet to eight businesses employing 105 persons.

The following is a summary of graduates and tenants:



- ✓ A.P. Hicks Ent., Inc. began operations 08/01/07 in the 12,000 square foot Power Stores building, including the two mobile trailer offices located thereon. This industry manufactures mowers for state/county/city and contract highway mowing. They currently employ four persons.
- ✓ Covenant Displays, after eight years as an Incubator tenant, graduated in 2003 to a new location in Lebanon. The company produces special-order acrylic display stands, primarily for the religious bookstore market. This family-owned business employs six.
- ✓ Cowan International, Inc. graduated from the Incubator ten years ago, moving to a permanent location in Red Boiling Springs. The company manufactures cabinetry for the high-end residential market. This family-owned and operated business employs 17.
- ✓ ElecMech Salvage located to a 4,000 square foot building in May, 2005. This family enterprise originally began in Cumberland Gap, TN and employs three. They rehab switch boxes and other heavy electrical equipment mainly for mining operations. Mitchell Gibson, owner, is always looking to expand.
- ✓ General Spring continues to operate at the site after a Chapter 11 reorganization in 1992. They currently employ 19 and occupy two buildings totaling 36,000 sq. ft.
- ✓ North Central Recycling, a regional trash recycling entity for the North Central Tennessee area, utilizes Trousdale County inmate labor. Since 1994, NCR occupies a 16,000 sq. ft. building and continues to provide a valuable service for the Four Lake region.
- ✓ Smith County Industrial Coatings, an Incubator graduate of 16 years, continues to thrive at its permanent location in Gordonsville. Current employment is 15.



- ✓ SOLAS Parts, Inc. located to a 4,000 sq. ft. building in April 2006. Two family owners and employees sell new and used heavy equipment and truck parts to businesses and small owner operators. Rex Payne, part-owner, was recently killed at his Lafayette home in the February 5, 2008 tornado which ripped through the Four Lake Region. The other owner, Gary Waddell, continues to operate the company.
- ✓ Southern Debindery occupies two 4,000 sq. ft. buildings where they recycle out-of-edition textbooks. The Lebanon-based company employs three.
- ✓ State of Tennessee/Division of Geology, leases a 4,000 sq. ft. building for the storage of rock/core samples gathered in the region. A tenant since 2000, this division of the State's Department of Environment and Conservation studies, analyzes, and records the core findings for future reference.
- ✓ SunFresh Farms moved to a permanent location on the Wilson County and Smith County line 11 years ago. This family-owned and operated firm produces, packages, markets and ships vegetables and berries for regional markets. They currently employ 15 persons.
- ✓ Volunteer Adhesives relocated to Lafayette in 2003 and continues to thrive. A producer of special-order industrial adhesives, the company employs 20.

There are currently thirteen 4,000, one 12,000, eleven 16,000, and one 32,000 square feet buildings available for lease at the Four Lake Incubator, since the payoff to TVA on April 27, 2007 - totaling 272,000 square feet available.

## **B** *Business Development Assistance Program*

- ✓ Four Lake assists and houses a satellite office of the Tennessee Technological University Small Business Development Center (SBDC). The Center provides group sessions and one-on-one counseling & training for small business owners and entrepreneurs needing assistance in a thirteen county area, including the FLRIDA region. The services are extended to existing businesses and startups.



In the past 12 months, the Center's Director, Vicki Henley, provided counseling hours to 117 clients and facilitated 16 training events. The training events conducted this year covered topics including "How to Start a Business", "Google Analytics & Google Adwords", "How to Do Business with the Government", and "How to Make Your Website Hit", among others.

The Center continues to expand its outreach effort to the rural business community through on-location counseling and training. USDA/Rural Development awarded a grant to TTU/SBDC to provide computer hardware and software for both in-house and on-location training and counseling. The Four Lake Authority supports TTU/SBDC with the use of office space for the counseling and convenience of the interested residents of the region.

The TTU-SBDC program is funded through the Small Business Administration and Tennessee Technological University College of Business.

## **W**orkforce Development

- ✓ The Tennessee Technology Center/Hartsville continues to work hard to increase its presence as a quality provider of technical training in the Center's five-county service area (same as the Four Lake Authority region). The Four Lake Authority's Program Manager serves on the TTC/H Advisory Committee.



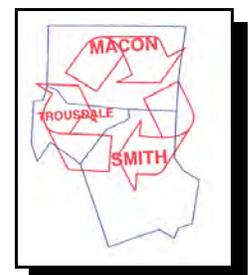
The Technology Center is a valuable asset to our five counties for both on-campus career centered training and off-campus specific needs centered training to meet the requirements of individual industry or business. Two satellite expansions are slated to begin in August/September, 2008, for TTC/Hartsville - the Gallatin Shalom Zone and Tri-County Career & Technical Education Center. Eight new employees have been hired as a result of the Center's expansion efforts.

- ✓ The Program Manager of the FLRIDA is an active Alumnus of Leadership Upper Cumberland, a 15 county regional effort designed to: promote the education and training of persons for leadership and involvement in public affairs of the region; establish channels of communication among regional leaders; and, to assist in the development and enhancement of county leadership programs in each member county.



## **S**olid Waste Management

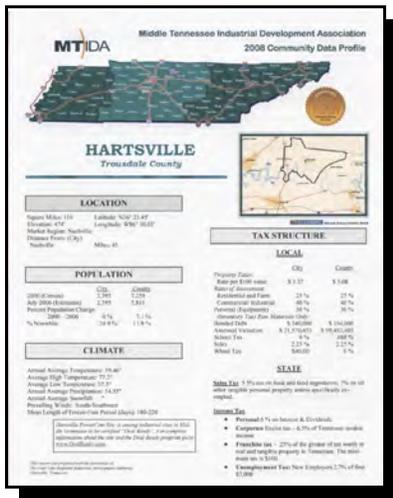
- ✓ The Greater Nashville Regional Council, the Upper Cumberland Development District, and the State Department of Environment & Conservation have assumed direct technical support for the North Central Solid Waste Planning Region (NCP). The Four Lake Authority continues to supply the NCP with coordinating/liason support as it discharges its planning responsibilities under the '91 Solid Waste Management Act.



The NCPR ten year plan update continues to be in compliance with the acceptance of its Thirteenth Annual Progress Report.

## Other Program Activities

- ✓ In cooperation with the Middle Tennessee Industrial Development Association, the Four Lake Authority updated, printed, and distributed Community Data Sheets for twelve communities in the region.



Lafayette  
Carthage  
South Carthage  
Gordonsville  
Gallatin  
Hendersonville

Portland  
Westmoreland  
White House  
Hartsville  
Lebanon  
Mt. Juliet

The Four Lake region's Community Data Profiles, as well as others, can also be obtained from the MTIDA website at: [www.mtida.org](http://www.mtida.org)

- ✓ Update and distribute semi-annually the "Regional Profile of Available Industrial Buildings & Sites" for the five Four Lake counties. This Profile is available in the Four Lake office and is distributed to the appropriate Chamber of Commerce offices and others in the Four Lake region.
- ✓ Assisted with investment locations and expansions as requested.

**NOTE:** Most of the information contained in this Annual Report, and more, can be found on the Four Lake website. Please visit us at [www.fourlake.org](http://www.fourlake.org)

# Fiscal Summaries

**FISCAL SUMMARY  
PROGRAM OPERATIONS  
2007-2008**

***REVENUES***

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Rent (Incubator Buildings)	233,735.00
Other	126,028.00
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<b>TOTAL REVENUES</b>	<b>\$359,763.00</b>

***EXPENDITURES***

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Salaries/Benefits (ss/mc match, ins., retirement)	\$141,166.00
Travel	3,789.00
Contract Services	18,000.00
Communications	5,054.00
Postage	716.00
Office Supplies & Equipment	2,476.00
Dues/Fees/Subscriptions	2,745.00
Miscellaneous	3,109.00
Office Rent/Insurance/Utilities	10,234.00
Audit	1,585.00
Advertising	16,575.00
<hr/>	
<b>TOTAL EXPENDITURES</b>	<b>\$ 205,449.00</b>

**FISCAL SUMMARY  
CAPITAL IMPROVEMENTS  
2007-2008**

***REVENUES***

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Fund Carry Over Balance	\$1,718,615.00
In-lieu-of Tax This Year	1,928,079.00
PowerCom Industrial Center Land/Bldg Sales	360,000.00
Interest	45,900.00
<hr/>	
<b>TOTAL</b>	<b>\$4,052,594.00</b>

***EXPENDITURES***

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Utilities (electrical/water/sewer upgrades)	\$1,518,870.00
54,000 s.f. Spec. Industrial Bldg. (completed)	108,069.00
Engineering/Administration/Insurance Fees	172,589.00
Rural Dev. Loan Payment	149,916.00
Building/Site Repairs & Maintenance	61,382.00
<hr/>	
<b>TOTAL</b>	<b>\$2,010,826.00</b>