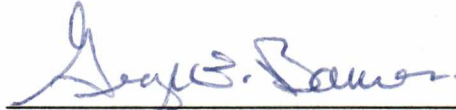


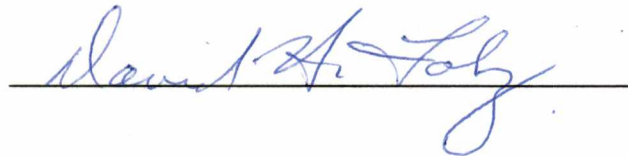
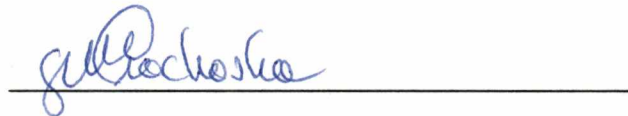
To the Graduate Council

I am submitting herewith a thesis written by Randall W. McGill entitled "Economic Development in the State of Tennessee: Organization and Performance of Local Governments and Community Organizations." I have examined the final copy of this thesis for form and content and recommend that it be accepted in partial fulfillment of the requirements for the degree of Master of Science in Planning.

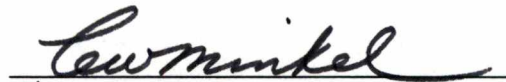


George E. Bowen, Major Professor

We have read this thesis
and recommend its acceptance:



Accepted for the Council:



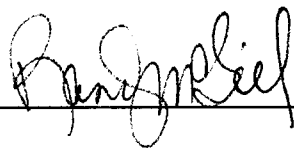
Vice Provost
and Dean of The Graduate School

STATEMENT OF PERMISSION TO USE

In presenting this thesis in partial fulfillment of the requirements for a Master's degree at the University of Tennessee, Knoxville, I agree that the Library shall make it available to borrowers under rules of the Library. Brief quotations from this thesis are allowable without special permission, provided that accurate acknowledgment of the source is made.

Permission for extensive quotation from or reproduction of this thesis may be granted by my major professor, or in his absence, by the Head of Interlibrary Services when, in the opinion of either, the proposed use of the material is for scholarly purposes. Any copying or use of the material in this thesis for financial gain shall not be allowed without my written permission.

Signature



Date

ECONOMIC DEVELOPMENT IN THE STATE OF TENNESSEE: ORGANIZATION
AND PERFORMANCE OF LOCAL GOVERNMENTS AND
COMMUNITY ORGANIZATIONS

A Thesis
Presented for the
Master of Science
Degree
The University of Tennessee, Knoxville

Randall W. McGill

August 1988

ACKNOWLEDGMENTS

Representatives of local economic development organizations, County Executives, Chamber of Commerce Directors and community leaders have gratuitously assisted in the research necessary to complete this thesis. Special assistance was also provided by Michael Ballard of the Tennessee Department of Employment Security, Research and Statistics Division, Yvonne Griffith of the Office of Local Government and Brenda Pendergrass, Industrial Research Specialist for the Department of Economic and Community Development. Consultation and direction was provided by Professors Bowen, Folz, Johnson and Prochaska.

I hereby acknowledge, and thank, everyone who took the time away from busy schedules to answer questions and provide assistance in the completion of this thesis.

ABSTRACT

The ninety-five counties in the State of Tennessee are varied in terms of financial resources, location, leadership and geographic attributes. A common goal of elected officials and community leaders in each county is to increase total economic activity. Two key indicators of economic activity in Tennessee counties include new investment in real property improvements, which would assist in increasing local government tax revenue, and additional jobs created to serve county residents. Measurements and ranking of changes in total jobs and property values for each county for a five-year period, as well as the financial investments made by governments and community organizations, demonstrate the effect of active involvement in economic development programs at the county level.

TABLE OF CONTENTS

CHAPTER	PAGE
I. INTRODUCTION	1
Local Involvement in Economic Development .	1
Local Economic Development Tools	3
Purpose of Study	6
Survey Methodology	8
Total Property Value Data	11
County Data	12
Study Limitations	13
II. DATA SUMMARY	14
Introduction	14
Local Organization for Economic Development	15
Organization	16
Variables.	19
County Rankings	22
Combined Rankings.	51
Urban Patterns	62
III. DATA ANALYSIS	64
Stepwise Regression.	67
Analysis Summary	81
IV. SUMMARY AND CONCLUSIONS	84
LIST OF REFERENCES	90

CHAPTER	PAGE
APPENDIX	94
VITA	203

LIST OF TABLES

TABLE	PAGE
I. County Ranking by 1986 Per-Capita Property Value	23
II. County Ranking by Change in Per-Capita Property Value for the Period 1982-1986. .	29
III. County Ranking by Number of Jobs Per 1,000 Population Based on 1986 Population and Job Totals	35
IV. County Ranking by Change in Jobs Per 1,000 Population 1982-1986	35
V. County Ranking by Per-Capita Expenditure for Economic Development Administration for the Period 1982-1986	46
VI. Summary Rankings Based on Seven Selected Variables.	52
VII. Correlation Matrix	65
VIII. Stepwise Regression Summary Using Jobs Per 1,000 as the Dependent Variable.	69
IX. Stepwise Regression Summary Using Change in Property Value as the Dependent Variable .	69

TABLE	PAGE
X. Stepwise Regression Summary Using Per-Capita Property Value as the Dependent Variable	69
XI. Stepwise Regression Summary Using jobs Per 1,000 as the Dependent Variable Without Four largest Counties.	73
XII. Stepwise Regression Summary Using Change in Per-Capita Property Value as the Dependent Variable Without Four Largest Counties. . .	73
XIII. Stepwise Regression Summary Using Per-Capita Property Value as the Dependent Variable Without Four Largest Counties	73

LIST OF FIGURES

FIGURE	PAGE
1. Multiple Independent Boards Model	16
2. Chamber of Commerce with Executive Director Model.	16
3. Dual Board/Executive Director Model	17
4. Local Government Department Model	17
5. Unitary Economic Development Board and Executive Director Model.	18
6. Map of Per-Capita Property Values	27
7. Map of Per-Capita Property Value Change	33
8. Jobs Per 1,000 Population in 1986	38
9. Map of Change in Jobs Per 1,000 Population.	44
10. Per-Capita Expenditure for Economic Development Administration for the Period 1982-1986	49
11. Total Expenditure for Economic Development Administration for the Period 1982-1986	50
12. Total of Rankings by Percentile	55
13. Map of Percentile Ranking	56
14. Upper and Lower Fiftieth Percentiles of County Rankings by Selected Variables with Four largest Cities Shown	58

FIGURE		PAGE
15.	Map of Counties with Total Rank Higher Than Fiftieth Percentile Showing Metropolitan Statistical Areas	59
16.	Distance to Closest Interstate Access/Jobs Per 1,000 Population, Simple Regression . .	77
17.	Expenditure Per-Capita for Economic Development Administration/Jobs Per 1,000 Population, Simple Regression	78
18.	Distance to Closest of Four largest Cities/Jobs Per 1,000 Population, Simple Regression	79
19.	Population/Jobs Per 1,000 Population. . . .	80

CHAPTER I

INTRODUCTION

The decision to locate or expand an industrial plant, retail store or service business in a particular county in Tennessee can be viewed from two entirely different perspectives. For the corporate or business decision maker the attributes of a particular location are quantifiable and may rest on the basis of total financial gain alone. For the representative of a local government or chamber of commerce the effort to attract new business is often filled with intangibles and unknowns.

Local Involvement in Economic Development

Economic historians believe the 1930's was the beginning of direct government influence on the economy. The 1970's are viewed as the period when local communities joined the federal government in the establishment of economic intervention policies (Friedman, S., p. 576). The investment made in business recruitment or retention programs at the county level is an effort to influence the economic development decision making process. These efforts recognize the competitive nature of site selection and attempt to guide decisions with a steady flow of facts, assistance and salesmanship. Local communities soon discovered that they

may be experienced in the delivery of services but lack the skills necessary to respond to the immediate needs of private business. "And they began to realize that they would have to change from a mode of regulating business to a mode of communicating and cooperating with business" (p. 576). The limited staffs which provided regular city operations such as police and fire services began to assume the role of developers, regardless of their skills, training or experience.

The problems which have been encountered through the development and urbanization of rural areas have been experienced in many communities. Since the development of the first planned industrial park near Boston in 1953 and the first office park near Birmingham in 1952, the competition for new development has continued to bring problems along with success (McMahan, J., pp. 20-21). Demands for increased sewerage capacity, greater water production or for increased police and fire protection are some of the costs associated with the rapid growth which may follow successful development policies (Livingston, L., p.271). Working with limited resources, local communities have continued to search for the right combination of development tools, many times without regard to future effects, which would bring new investment and new jobs into the local economy.

Local Economic Development Tools

Some of the tangible factors which may provide specific advantages for individual counties in Tennessee include:

1. low land costs;
2. low taxes;
3. rail service;
4. government help with roads, sewerage, water and labor training;
5. government financing;
6. available land and buildings;
7. quality of life.

(Schmenner, p. 51)

Roger W. Schmenner in his advice to site decision makers, Making Business Location Decisions, recommends state and local efforts directed toward the physical items of concern to the business prospect. He suggests a position of readiness to offer (a) accurate information about potential sites, (b) "help in securing necessary environmental or zoning permits", and (c) help with roads, sewerage, water and labor training (Schmenner, p. 58). Schmenner further suggests a realignment of authority which would improve response to requests from business. The goal of the realignment would be the consolidation of all business related services (p. 58).

An analysis of the business decision factors involved in the location or departure of firms in Tennessee was made by the University of Tennessee Center for Business and Economic Research and the Tennessee Department of Employment Security. The purpose of the report, Entries and Exits of Firms in the Tennessee Economy, "...is to describe the number of entries and exits in the Tennessee economy, the industries in which the firms are located, the geographic areas where these have occurred, and the firm sizes that have been involved" (Fox, W., Mayo, J., Miles, M., Bott, S. and Price, P., p. 1). This report adds insight to the departure of firms from Tennessee, an area of concern that is often omitted from local economic development programs. A majority of the 50,000 firms which left Tennessee during the 1980-85 period were from nonmetropolitan areas and "given the apparent dependency of nonmetropolitan areas on relatively few employers, this higher rate of firm exits poses special problems for these more rural areas" (p. 57).

The use of this data to make policy recommendations again points to the inherent difficulties of establishing business recruitment or retention policies at the county level. From a policy perspective, the report concludes that:

Economic planning and economic development strategies have been a common, if not completely successful, set of tools employed by various government agencies--federal, state, and local--down through the years. Various policies have been

tried with varying degrees of success. Yet, no single strategy has emerged that provides the assurance of maximum long-run economic growth. As a result, conscientious policymakers have become increasingly uneasy about spending significant resources on an economic development strategy when there is little or no guarantee that these resources will ultimately be effective.

(p. 51)

Another University of Tennessee Center for Business and Economic Research publication, Business Location Determinants in Tennessee, provides help in identifying the location factors which could be addressed at the county level. Based on a survey of manufacturers who located or expanded facilities in Tennessee, the following factors could be influenced by local policy decisions:

- a. pro-business attitude of community;
- b. fire protection;
- c. available water supply;
- d. low crime rate;
- e. quality of local schools;
- f. government support for site acquisition;
- g. air transportation;
- h. government support for building construction;
- i. likelihood of local tax concessions;
- j. presence of industrial park(s);
- k. rail transportation.

(p. 43)

George Hack, in a description of the factors involved in selecting high technology facility locations, cited many of the obvious inputs. He ranks labor availability as the most important factor and local government tax structure as the second in priority. The location factor that could be influenced by a local economic development organization, and his third ranking based on priority, is the community attitude toward business (Hack, G., p. 104).

Purpose of Study

The ability of a particular county to attract new development may often depend on existing resources. Communities which are experiencing rapid growth are more attractive for commercial development (Livingston, L. p. 271). Interstate highway proximity may provide greater visibility as well as access. Another factor is the level of financial resources available for the support of economic development administration. Total property value has a direct effect on the tax revenue available for local government operations. The tax revenue or private contributions available for economic development activities may have a relationship with total existing property values. The regional attraction created by a major population center

may also provide development activities which become self-perpetuating. Smaller counties within the zone of influence of a major city may enjoy the benefits of economic growth due to such close proximity, or they may be required to constantly strive to avoid the leakage of sales to the larger community. Each of these factors, population, location and local investment in economic development programs may influence the ability of a local government to create and retain new jobs.

The results of the Center for Business and Economic Research survey of industrial location factors and those described earlier from Roger Schmenner's Making Business Location Decisions are similar in their description of possible factors which could be influenced by local communities. The tools available for economic development at the county level in Tennessee are limited and financial resources for economic development program administration often vary considerably. The program descriptions in Appendix A and the tables in Chapter II are the result of a survey conducted from February through June, 1988. One of the purposes of the survey was to gather information about funding available for business recruitment or retention in the State of Tennessee. The primary entities involved in business recruitment and retention vary among the ninety-five counties so organizational data was gathered to further explain the

process and policies at the county level. Budgets are the primary concern of most organizations, whether involved in economic development activities or operating a business. The organizational structure of economic development activities at the county-level also varies but certain basic patterns are described. Information on organizations is presented, along with rankings of counties based on increased property value and changes in total jobs, for possible use by counties which may decide to make organizational changes and as examples for the twenty-two counties which currently have no organized and funded economic development programs.

Survey Methodology

The survey conducted for the purpose of gathering county-level data consisted of both personal interviews and telephone conversations. The process began in each county with the question "who has primary responsibility for economic development or industrial recruitment for the county?". The initial contact was made through the office of the primary contact for each county as shown on a listing of industrial contacts provided by the State of Tennessee Department of Economic and Community Development. The initial inquiry resulted in as many as five additional contacts who shared economic development or industrial

recruitment responsibilities. Each individual contacted was then asked to respond to the following questions:

1. Is the county industrial recruitment program administered through one office or organization for the entire county?
2. Who are the primary contacts (for industrial recruitment or economic development)?
3. What groups or organizations are responsible for economic development and industrial recruitment and how are they organized?
4. What was the total expenditure for the operation and administration of each organization for the period 1982-1986?
5. What is the distance (in miles) from the county courthouse to the closest of the four largest cities in Tennessee and what is the distance to the closest access to the interstate highway system?

Specific questions concerning industrial development programs included: (a) Is there an industrial park or other sites owned or controlled by the county or cities? (b) Is there a speculative building used for industrial recruitment? (c) Are there any economic development programs with separate budgets?

Additional information was obtained through discussions concerning organizational structure. These discussions were prompted by the question "Who do you report to?" except for

those instances where a formal organizational chart had previously been prepared and was available.

Budget information for each organization was then combined to determine the total expenditure for administration and operation of economic development or industrial recruitment programs for the entire county. These totals include the total budget for chamber of commerce operations for two reasons: (a) specific program budgets are not normally separated within the total chamber of commerce budget, and (b) chamber of commerce responsibilities also include the retention of existing business and assistance in the expansion of existing firms. Only seventeen of the ninety-five counties have an independent industrial recruitment organization.

Distance in miles to the closest of the four largest cities in Tennessee was used in order to determine whether the proximity a of major population center had any influence on job or property value changes. Interstate highway proximity was obtained for the same reason. Both factors relating to distance could be measured in many different ways and results could also be altered through the inclusion of cities of different size. Three individuals responded to this question with statements indicating that they felt that Huntsville, Alabama had a greater influence on their county

than any Tennessee city. The Purchase Parkway, a State of Kentucky toll route, was included in distance calculations.

Total Property Value Data

The total tax base (property value), and the change which has occurred over a period of time, is used as a measure of the economic development performance of a county. The Tax Aggregate Report of Tennessee is published annually by the State of Tennessee State Board of Equalization. The report is required by Tennessee Code Annotated Section 4-3-5105 and includes information, by city and county, on all property taxes. The Tennessee Constitution "...divides all property into three classes: real property, tangible personal property, and intangible personal property. A fixed percentage by which property is assessed for taxes is established for each classification" (State of Tennessee State Board of Equalization, 1987, p. v). The appraisal of property occurs at different times throughout the State of Tennessee and results in significant variations, between counties, of the appraised property value when compared to the actual value. The State Board of Equalization has addressed this problem by assigning a sales ratio to each county for each tax year. The sales ratio is determined by comparing the appraised value of properties to recent sales values or current appraisals. A median appraisal ratio is

then used to lower current appraisals to the level of other property in the individual county. The estimated current value of property in any county can then be determined by dividing the appraised value by the median appraisal ratio for a given year. This process uses all classes of property except personal property to arrive at the median appraisal ratio. For this reason, residential properties have been included. The separation of commercial and industrial properties is possible through the use of the Tax Aggregate Report but the median appraisal ratio would not then provide accurate estimates of total property values.

Total property value, and the ratios developed from this data, is a measure of the total tax base for a county. Increases in the total tax base are usually necessary to avoid property tax increases.

County Data

Other dependent variables in the analysis include means for: total change in property value, total change in jobs, and total funding for the administration and operation of economic development and/or industrial recruitment programs. The same analysis was made for all except the four largest counties. This division, labeled "relative size counties", is included because of the differences in total population.

Study Limitations

The focus of all data gathering at the county level was on program administration which excludes many other factors related to economic development. Other development activities which could be measured include: (a) The surplus capacity of water and wastewater plants, (b) The price of development sites, (c) possible financing opportunities, (d) the availability of qualified labor, (e) location, as it relates to national and regional markets, and (f) the quality-of-life features of the county. There are many factors which could influence the decision to locate a business or industrial firm in a certain area. The University of Tennessee Center for Business and Economic Research report Business Location Determinants in Tennessee explains that few factors were listed in survey responses as being essential in the location decision process and "also, this evidences that there are no single characteristics which, when added to a region immediately make that region much more acceptable for business locations" (Hake, D., Ploch, D., & Fox, W.). The purpose of using financial data as a primary source was to determine whether the level of program activity, as determined by total expenditures or per-capita expenditure, was an indicator of successful programs.

CHAPTER II

DATA SUMMARY

Introduction

The economic development strategies used by local communities in Tennessee vary within and among the ninety-five counties. Some communities have international marketing plans while others struggle to produce a community brochure. The ability to make compare between counties depends on securing comparable data. The total property value for any county is available through the State of Tennessee Board of Equalization. The number of total jobs in a county for a given year is available from the State of Tennessee Department of Employment Security. A third variable, and one used as a measure of local involvement in economic development, is the total expenditure for economic development administration.

Total expenditures for economic development administration has not been previously gathered at the county level in Tennessee. With several organizations involved in economic development within some counties there is normally more than one source for the information. This variable is included to determine if local program administration is an important or significant strategy in the effort to influence the local economy.

Local Organization for Economic Development

The five basic organizational structures used by Tennessee counties for economic development administration are shown as Figures 1-5. Some counties use combinations of organizational structures. These examples are used for the purpose of classification. Figure 1 shows the organizational structure used by seventeen economic development organizations. Under this "multiple independent boards" model there are separate directors for industrial recruitment and for chamber of commerce activities. Each director reports to a separate board of directors.

Figure 2 shows the "chamber of commerce with executive director" model found in four counties. The chamber and economic development directors both report to the executive director of the chamber of commerce who then reports to the chamber of commerce board of directors.

Figure 3 shows the "dual board/executive director" model used by eight counties. The director of the organization reports to two totally separate boards.

Figure 4 shows the "local government department" model. This method, where the director reports to a unit of local government, is used by Oak Ridge (Anderson County) and by Marshall County.

Figure 5 shows the "unitary economic development board and director" model that is used by organizations in

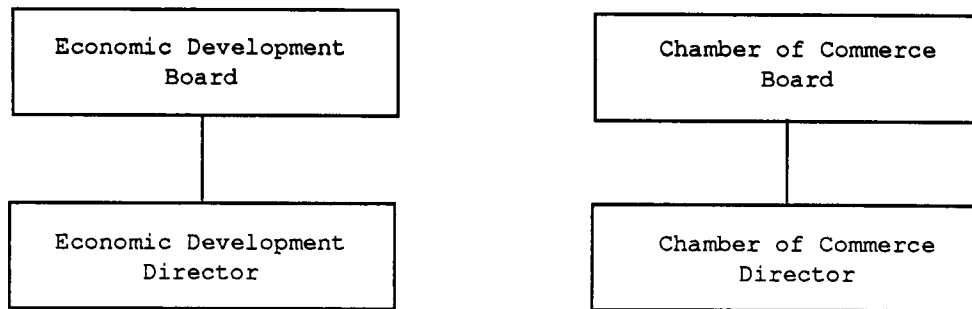


Figure 1. Multiple Independent Boards Model.

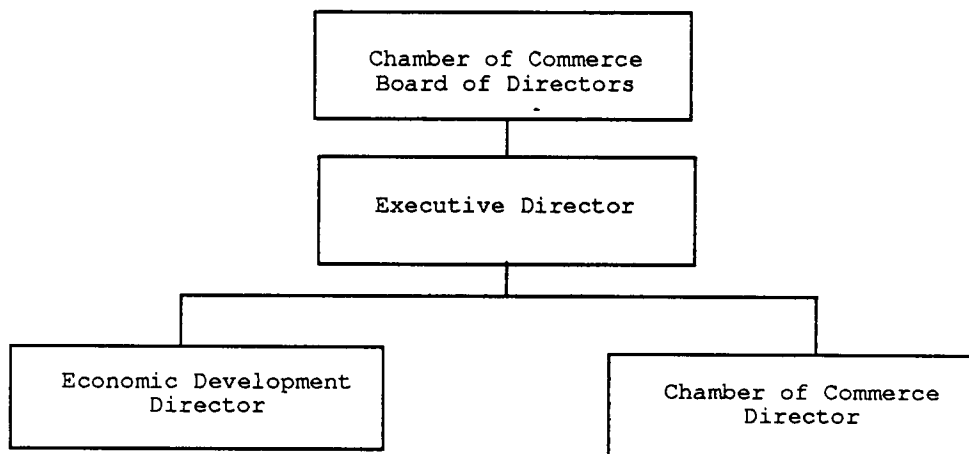


Figure 2. Chamber of Commerce with Executive Director Model.

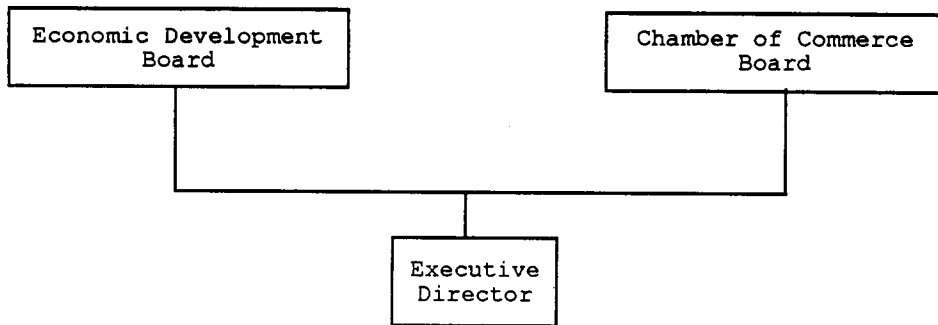


Figure 3. Dual Board/Executive Director Model.

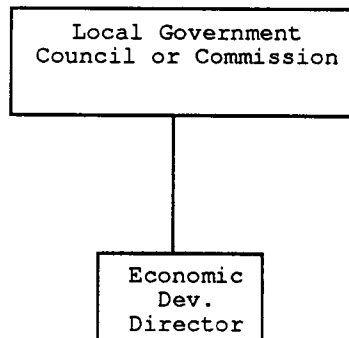


Figure 4. Local Government Department Model.

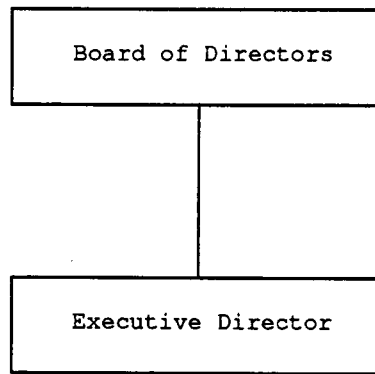


Figure 5. Unitary Economic Development Board and Executive Director Model.

thirty-nine counties. The director of the chamber of commerce reports to a single board of directors.

Many of counties in Tennessee have changed their organizations through the years. Changes may occur when business increases or when funding levels change. The position of industrial recruiter also seems to be influenced by local elections and political change. Two counties abolished the position of recruiter following an election.

Variables

The variables used in this study employ a common unit for comparison such as per-capita or per 1,000 population. The variables used for ranking of all counties include:

Population The population mean for all counties in 1986 was 50,557. The minimum county population was 4,500 and the maximum was 809,600 for a range of 805,100.

Distance from closest interstate highway access The mean distance from the closest interstate access is 16.168 miles. The minimum distance is zero and the maximum is 50 miles.

City distance The mean distance to the closest of the four largest cities in Tennessee, from any county, is 62.642 miles. The minimum is zero and the maximum is 140 miles.

Total jobs The mean for total jobs for all counties was 17,183 in 1986. The minimum was 537 jobs and the maximum was

318,490 jobs for a range of 317,953 jobs. All job totals are based on State of Tennessee Department of Employment Security reports and are jobs, not employees, for each county.

Jobs per 1,000 population The mean number of jobs per 1,000 population in 1986 was 241. The minimum was 79 jobs per 1,000 population and the maximum was 595. The range was 516.

Increase in jobs during the 1982-1986 period The mean increase in total jobs was 1,332 for all counties. The minimum was a loss of 4,900 jobs and the maximum was a gain of 32,983 jobs. The range was 37,883 jobs increase during the 1982-1986 period.

Property value per-capita The mean value per-capita was \$20,573 for all counties. The minimum was \$12,934 and the maximum was \$41,556. The range was \$28,622.

Value change per-capita The mean per-capita change in property value for the 1982-1986 period was \$2,693. The minimum change was a per-capita loss of \$3,834 and the maximum was an increase of \$12,765.

Total expenditures for economic development administration The mean expenditure for the 1982-1986 period was \$799,885. The minimum was zero and the maximum was \$11,618,000.

Per-capita expenditures for economic development administration The mean per-capita expenditure for economic development administration for the 1982-1986 period was \$9.85 for all counties. The minimum was zero and the maximum was \$163.65.

County profiles provide background on the status of the economic development program for each county. The part-time economic development assistance provided by county executives, mayors, city managers and volunteers does not appear as a part of the total expenditure for economic development administration in this study. The total expenditure for economic development administration for each county used in this study is the combination of all organizations whose primary goals include business development, business promotion, recruitment of industry and retention of existing industry. Tourism development is also included because of the significant impact of tourism in the creation of jobs and changes in total property values. The profile of each county is contained in Appendix A.

County Rankings

The arrangement of all counties by amount of change in the various categories is performed to determine the possible similarities between the highest and lowest ranking groups of counties in each category.

Per-capita property value Table I is a ranking of all counties based on 1986 per-capita property values. Williamson County, located south of Davidson County, leads all counties in this category. Davidson County, which ranks third, and Rutherford County, which ranks sixth, are also part of the Nashville Metropolitan Statistical Area (MSA). Wilson County and Sumner County, located east and northeast of Nashville, are also in the upper seventy-fifth percentile of per-capita property value leaders when compared with all counties. Sevier and Blount, adjacent counties located south of Knoxville, are both in the upper ten percentile of all counties in this category. The only other East Tennessee county in the upper tenth percentile ranking is Sullivan, which includes the cities of Kingsport and Bristol. Industrial and commercial property value was less than residential value for all of Sullivan County in 1986 but was nine percent higher than residential value in the City of Kingsport. Moore County, located in the South/Central section of Tennessee, also ranks in the top ten percentile. The 1986 population of Moore County was 4,900. The

Table I. County ranking by 1986 per-capita property value.

	Total Property Value	Population	Per-Capita Value
Williamson	\$2,555,701,981	72,100	\$41,556
Sevier	\$1,550,752,630	46,700	\$35,486
Davidson	\$16,533,229,952	497,900	\$34,531
Moore	\$149,267,093	4,900	\$32,449
Sullivan	\$4,087,705,160	146,300	\$28,075
Rutherford	\$2,448,575,171	102,700	\$27,267
Hardin	\$607,288,779	22,200	\$26,991
Blount	\$2,117,600,780	83,200	\$26,704
Haywood	\$541,085,050	20,800	\$26,654
Marshall	\$521,054,220	20,900	\$26,449
Knox	\$8,651,572,517	329,500	\$26,361
Hamilton	\$7,383,675,010	284,300	\$25,781
Cumberland	\$743,528,950	31,700	\$25,463
McMinn	\$1,077,392,775	43,200	\$25,350
Van Buren	\$120,257,336	4,800	\$25,054
Sumner	\$2,208,964,645	96,600	\$24,988
Perry	\$156,647,914	6,500	\$24,865
Loudon	\$745,382,829	30,500	\$24,764
Bradley	\$1,688,834,968	72,300	\$24,583
Shelby	\$19,317,681,511	809,600	\$24,574
Wilson	\$1,380,356,276	64,100	\$24,174
Sequatchie	\$209,690,493	8,900	\$24,102
Humphreys	\$390,432,211	16,000	\$24,101
Hamblen	\$1,196,205,254	52,900	\$23,318
Madison	\$1,753,401,449	78,000	\$23,132
White	\$449,442,195	20,200	\$22,814
Coffee	\$886,889,973	41,300	\$22,284
Obion	\$725,048,402	33,000	\$22,105
Dickson	\$671,129,925	32,500	\$22,077
Hawkins	\$979,174,854	45,100	\$22,053
Meigs	\$165,089,530	7,900	\$22,012
Mauzy	\$1,129,763,963	53,900	\$21,937
Crockett	\$310,659,497	14,200	\$21,877
Washington	\$1,973,684,782	93,000	\$21,809
Lincoln	\$551,456,403	27,100	\$21,210
Giles	\$517,604,941	24,800	\$21,041
Greene	\$1,152,972,616	56,500	\$21,040
Dyer	\$724,469,295	34,600	\$20,999
Robertson	\$786,426,373	40,000	\$20,971
Hickman	\$318,316,761	16,400	\$20,942
Bedford	\$578,516,141	29,200	\$20,588
Jefferson	\$666,968,222	33,400	\$20,585
Fayette	\$501,784,076	25,800	\$20,481
Putnam	\$995,111,068	51,100	\$20,226

Table I. (Continued)

	Total Property Value	Population	Per-Capita Value
Wayne	\$285,034,749	14,200	\$20,215
Dekalb	\$274,308,530	14,400	\$20,170
Bledsoe	\$187,509,073	9,600	\$20,162
Anderson	\$1,359,988,559	68,800	\$19,970
Stewart	\$171,305,549	9,300	\$19,690
Henry	\$570,345,450	29,200	\$19,600
Marion	\$474,536,705	24,800	\$19,290
Tipton	\$636,795,487	35,900	\$18,840
Polk	\$253,568,507	13,700	\$18,783
Warren	\$618,107,659	33,100	\$18,674
Decatur	\$205,233,336	11,000	\$18,658
Johnson	\$260,880,145	14,200	\$18,634
Franklin	\$600,388,030	33,700	\$18,473
Pickett	\$83,107,435	4,500	\$18,468
Roane	\$896,479,303	49,400	\$18,333
Cheatham	\$401,156,329	24,700	\$18,318
Smith	\$269,167,694	14,600	\$18,311
Weakley	\$597,302,899	33,100	\$18,266
Cannon	\$189,104,873	10,800	\$18,010
Lawrence	\$610,159,539	34,900	\$17,946
Macon	\$285,853,882	15,800	\$17,866
Hardeman	\$410,657,525	24,100	\$17,549
Unicoi	\$290,723,091	16,900	\$17,513
Monroe	\$499,864,215	30,600	\$17,119
Trousdale	\$100,867,565	5,900	\$17,096
Lake	\$131,593,983	7,500	\$17,090
Gibson	\$821,378,220	48,700	\$16,763
Rhea	\$404,913,740	24,900	\$16,663
Jackson	\$154,918,734	9,300	\$16,658
McNairy	\$381,326,318	23,500	\$16,579
Claiborne	\$418,089,918	26,900	\$16,396
Fentress	\$247,357,299	15,700	\$16,381
Benton	\$246,679,194	15,100	\$16,336
Campbell	\$570,590,045	35,500	\$16,210
Chester	\$202,087,465	13,000	\$16,167
Clay	\$124,461,088	7,900	\$16,164
Cocke	\$463,134,525	29,300	\$15,970
Houston	\$111,368,338	7,100	\$15,910
Grainger	\$264,332,439	17,400	\$15,549
Scott	\$309,235,352	20,700	\$15,539
Carroll	\$434,702,341	28,200	\$15,470
Union	\$184,843,147	12,200	\$15,404
Henderson	\$330,826,918	22,500	\$15,387
Overton	\$268,155,569	17,900	\$15,323

Table I. (Continued)

	Total Property Value	Population	Per-Capita Value
Carter	\$766,592,308	51,300	\$15,002
Montgomery	\$1,326,690,173	91,100	\$14,974
Morgan	\$245,722,696	16,800	\$14,454
Lauderdale	\$350,837,134	24,900	\$14,320
Lewis	\$141,636,419	10,400	\$13,886
Hancock	\$89,326,226	6,800	\$13,136
Grundy	\$182,372,180	14,500	\$12,934

industrial and commercial property value in Moore County was fifteen percent higher than residential property value in 1986. This was the only county where industrial and commercial values exceeded residential values in 1986.

Hardin and Haywood were the only West Tennessee counties in the top ten percentile. Hardin County includes the City of Savannah which provides sixty percent of the total county commercial and industrial property value. Haywood County includes the City of Brownsville which provides eighty-seven percent of the total county commercial and industrial property value.

The nine lowest ranking counties were distributed throughout the state. Carter and Hancock counties are in the Northeast section of the state. Morgan County is northwest of Knoxville, Grundy and Overton counties are between Knoxville and Nashville. Montgomery, Lewis, Henderson and Dyer counties are all located west of Nashville. Montgomery County, with a population of 91,100 in 1986, has the largest population of any county in the lowest ranking group in this category.

Figure 1 shows all counties by per-capita property value in 1986. The primary patterns which develop are (a) the center of the state around Davidson County, and (b) the Interstate 75 corridor between Knoxville and Chattanooga.

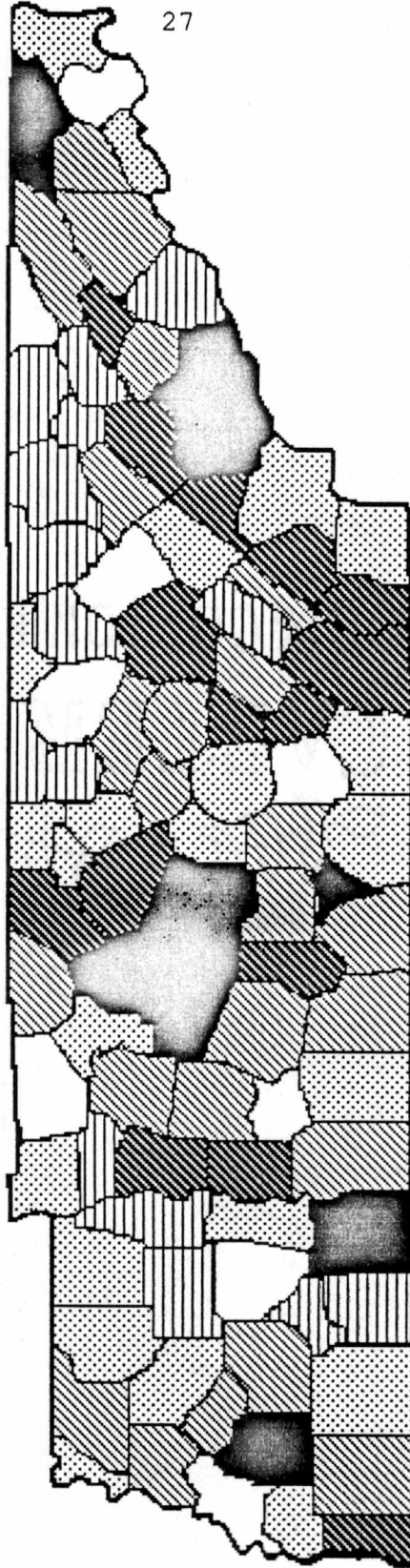
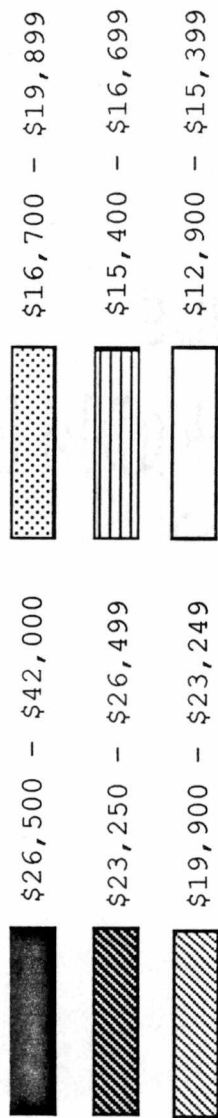


Figure 6. Map of per-capita property values.

Change in per-capita property value Eleven counties decreased in per-capita property value during the 1982-1986 period. Hancock County, in East Tennessee, declined by \$3,834 per-capita. Total property value decreased from \$16,970 to \$13,136 in Hancock County while property value increased from \$28,791 to \$41,556 in Williamson County (Table II). The amount of increase for Williamson County was almost equal to the total value in Hancock County. Williamson County, along with Rutherford and Marshall counties, are south of the City of Nashville. Bradley County, adjacent to Chattanooga, and Knox and Sevier Counties were also in the nintieth percentile for value increase. Perry County, which was in the seventieth percentile for per-capita value, is in the nintieth percentile for amount of change during the 1982-1986 period. Perry County continues to be dominated by an agricultural tax base but the increase during the 1982-1986 period was primarily in commercial and industrial property values (State of Tennessee State Board of Equalization, 1983 & 1987).

Figure 2 shows the center-state pattern around the City of Nashville and extending south through Marshall County. Sevier County is adjacent to Knox County in the East and Bradley and Sequatchie counties are adjacent to Hamilton County (Chattanooga). Perry County, located eighty-one miles

Table II. County ranking by change in per-capita property value for the period 1982-1986.

County	1982			1986			Per-Capita Change
	Property Value	Population	Per-Capita Value	Property Value	Population	Per-Capita Value	
Williamson	\$1,770,626,627	61,500	\$28,791	\$2,555,701,981	72,100	\$41,556	\$12,765
Sevier	\$1,116,886,245	43,700	\$25,558	\$1,550,752,630	46,700	\$35,486	\$9,928
Sequatchie	\$132,068,056	8,700	\$15,180	\$209,690,493	8,900	\$24,102	\$8,922
Perry	\$103,508,993	6,300	\$16,430	\$156,647,914	6,500	\$24,865	\$8,435
Davidson	\$12,561,819,029	478,800	\$26,236	\$16,533,229,952	497,900	\$34,531	\$8,295
Knox	\$6,283,717,118	328,200	\$19,146	\$8,651,572,517	329,500	\$26,361	\$7,215
Rutherford	\$1,809,945,554	89,800	\$20,155	\$2,448,575,171	102,700	\$27,267	\$7,112
Marshall	\$385,070,425	19,700	\$19,547	\$521,054,220	20,900	\$26,449	\$6,903
Bradley	\$1,216,714,717	68,700	\$17,711	\$1,688,834,968	72,300	\$24,583	\$6,872
Loudon	\$545,269,976	30,100	\$18,115	\$745,382,829	30,500	\$24,764	\$6,648
White	\$335,796,805	19,700	\$17,046	\$449,442,195	20,200	\$22,814	\$5,769
Shelby	\$14,986,857,676	786,100	\$19,065	\$19,317,681,511	809,600	\$24,574	\$5,509
Hawkins	\$735,325,576	44,400	\$16,561	\$979,174,854	45,100	\$22,053	\$5,492
Wilson	\$1,067,764,903	57,100	\$18,700	\$1,380,356,276	64,100	\$24,174	\$5,474
Sumner	\$1,761,509,636	88,400	\$19,927	\$2,208,964,645	96,600	\$24,988	\$5,062
Madison	\$1,376,660,401	75,800	\$18,162	\$1,753,401,449	78,000	\$23,132	\$4,970
Hamilton	\$6,001,709,533	286,400	\$20,956	\$7,383,675,010	284,300	\$25,781	\$4,825
Decatur	\$153,214,828	11,000	\$13,929	\$205,233,336	11,000	\$18,658	\$4,729
Blount	\$1,763,618,602	79,300	\$22,240	\$2,117,600,780	83,200	\$26,704	\$4,464
Lincoln	\$436,833,408	26,000	\$16,801	\$551,456,403	27,100	\$21,210	\$4,409
Sullivan	\$3,448,182,780	145,600	\$23,683	\$4,087,705,160	146,300	\$28,075	\$4,392
Van Buren	\$99,862,019	4,800	\$20,805	\$120,257,336	4,800	\$25,054	\$4,249
Hamblen	\$990,280,678	51,300	\$19,304	\$1,196,205,254	52,900	\$23,318	\$4,014
Campbell	\$432,367,535	35,200	\$12,283	\$570,590,045	35,500	\$16,210	\$3,927
Grainger	\$200,367,420	17,000	\$11,786	\$264,332,439	17,400	\$15,549	\$3,763
Marion	\$382,137,538	24,600	\$15,534	\$474,536,705	24,800	\$19,290	\$3,756
Stewart	\$139,316,097	8,700	\$16,013	\$171,305,549	9,300	\$19,690	\$3,677
Meigs	\$137,765,218	7,500	\$18,369	\$165,089,530	7,900	\$22,012	\$3,643
Franklin	\$482,863,335	32,500	\$14,857	\$600,388,030	33,700	\$18,473	\$3,616
Greene	\$957,608,269	54,800	\$17,475	\$1,152,972,616	56,500	\$21,040	\$3,565

Table II. (Continued)

County	1982			1986		
	Property Value	Population	Per-Capita Value	Property Value	Population	Per-Capita Value
Dickson	\$567,211,383	30,400	\$18,658	\$671,129,925	32,500	\$22,077
Dyer	\$609,074,180	34,500	\$17,654	\$724,469,295	34,600	\$20,999
Bledsoe	\$156,719,679	9,300	\$16,852	\$187,509,073	9,600	\$20,162
Cumberland	\$648,918,356	29,200	\$22,223	\$743,528,950	31,700	\$25,463
Roane	\$738,899,431	48,900	\$15,110	\$896,479,303	49,400	\$18,333
Hickman	\$271,194,512	15,200	\$17,842	\$318,316,761	16,400	\$20,942
Fentress	\$200,881,801	15,100	\$13,303	\$247,357,299	15,700	\$16,381
Robertson	\$676,327,545	37,500	\$18,035	\$786,426,373	40,000	\$20,971
Giles	\$451,095,817	24,600	\$18,337	\$517,604,941	24,800	\$21,041
Haywood	\$486,824,967	20,300	\$23,982	\$541,085,050	20,800	\$26,654
Dekalb	\$238,155,952	13,600	\$17,511	\$274,308,530	14,400	\$20,170
Clay	\$104,168,063	7,700	\$13,528	\$124,461,088	7,900	\$16,164
Rhea	\$343,521,571	24,300	\$14,137	\$404,913,740	24,900	\$16,663
Anderson	\$1,190,020,409	68,100	\$17,475	\$1,359,988,559	68,800	\$19,970
Scott	\$259,930,327	19,900	\$13,062	\$309,235,352	20,700	\$15,539
Tipton	\$554,663,041	33,800	\$16,410	\$636,795,487	35,900	\$18,840
Carter	\$642,549,649	51,100	\$12,574	\$766,592,308	51,300	\$15,002
Houston	\$95,076,120	7,000	\$13,582	\$111,368,338	7,100	\$15,910
Hardin	\$557,013,195	22,500	\$24,756	\$607,288,779	22,200	\$26,991
Benton	\$213,616,473	15,100	\$14,147	\$246,679,194	15,100	\$16,336
Monroe	\$436,296,729	29,200	\$14,942	\$499,864,215	30,600	\$17,119
Jefferson	\$596,929,932	32,400	\$18,424	\$666,968,222	33,400	\$20,585
Bedford	\$518,924,605	28,100	\$18,467	\$578,516,141	29,200	\$20,588
Wayne	\$255,608,136	14,100	\$18,128	\$285,034,749	14,200	\$20,215
Washington	\$1,785,296,539	90,500	\$19,727	\$1,973,684,782	93,000	\$21,809
Union	\$159,984,867	12,000	\$13,332	\$184,843,147	12,200	\$15,404
Coffee	\$806,841,934	39,800	\$20,272	\$886,889,973	41,300	\$22,284
Johnson	\$234,360,294	14,000	\$16,740	\$260,880,145	14,200	\$18,634
Putnam	\$904,112,668	49,200	\$18,376	\$995,111,068	51,100	\$20,226
Maury	\$1,039,704,801	51,500	\$20,188	\$1,129,763,963	53,900	\$21,937
						\$3,418
						\$3,345
						\$3,311
						\$3,240
						\$3,222
						\$3,100
						\$3,078
						\$2,936
						\$2,704
						\$2,673
						\$2,658
						\$2,635
						\$2,526
						\$2,496
						\$2,478
						\$2,430
						\$2,427
						\$2,327
						\$2,234
						\$2,190
						\$2,177
						\$2,162
						\$2,121
						\$2,087
						\$2,082
						\$2,072
						\$2,011
						\$1,894
						\$1,850
						\$1,749

Table II. (Continued)

County	1982			1986			Per-Capita Change
	Property Value	Population	Per-Capita Value	Property Value	Population	Per-Capita Value	
Jackson	\$138,830,286	9,300	\$14,928	\$154,918,734	9,300	\$16,658	\$1,730
Unicoi	\$262,807,893	16,600	\$15,832	\$290,723,091	16,900	\$17,513	\$1,682
Obion	\$671,824,333	32,800	\$20,482	\$725,048,402	33,000	\$22,105	\$1,623
Crockett	\$287,767,552	14,200	\$20,265	\$310,659,497	14,200	\$21,877	\$1,612
Morgan	\$218,538,249	17,000	\$12,855	\$245,722,696	16,800	\$14,454	\$1,599
Cheatham	\$367,722,812	21,900	\$16,791	\$401,156,329	24,700	\$18,318	\$1,527
Lewis	\$126,087,564	10,200	\$12,362	\$141,636,419	10,400	\$13,886	\$1,524
Henry	\$527,994,352	29,100	\$18,144	\$570,345,450	29,200	\$19,600	\$1,455
Montgomery	\$1,200,360,928	88,600	\$13,548	\$1,326,690,173	91,100	\$14,974	\$1,426
McMinn	\$1,019,481,331	42,500	\$23,988	\$1,077,392,775	43,200	\$25,350	\$1,363
Chester	\$186,956,802	12,500	\$14,957	\$202,087,465	13,000	\$16,167	\$1,210
Weakley	\$558,134,612	32,700	\$17,068	\$597,302,899	33,100	\$18,266	\$1,198
Claiborne	\$389,692,078	25,500	\$15,282	\$418,089,918	26,900	\$16,396	\$1,114
Overton	\$249,784,181	17,500	\$14,273	\$268,155,569	17,900	\$15,323	\$1,050
Macon	\$271,725,239	16,000	\$16,983	\$285,853,882	15,800	\$17,866	\$883
Carroll	\$411,972,115	28,100	\$14,661	\$434,702,341	28,200	\$15,470	\$809
Warren	\$594,960,866	33,100	\$17,975	\$618,107,659	33,100	\$18,674	\$699
Hardeman	\$395,041,007	23,400	\$16,882	\$410,657,525	24,100	\$17,549	\$667
Henderson	\$317,528,687	21,500	\$14,769	\$330,826,918	22,500	\$15,387	\$619
Cocke	\$446,455,721	29,000	\$15,395	\$463,134,525	29,300	\$15,970	\$575
Humphreys	\$383,433,164	16,200	\$23,669	\$390,432,211	16,000	\$24,101	\$432
Grundy	\$177,324,327	14,100	\$12,576	\$182,372,180	14,500	\$12,934	\$358
Lawrence	\$603,280,756	34,000	\$17,744	\$610,159,539	34,900	\$17,946	\$202
Lauderdale	\$347,625,560	24,500	\$14,189	\$350,837,134	24,900	\$14,320	\$131
Trousdale	\$100,999,301	5,900	\$17,119	\$100,867,565	5,900	\$17,096	(\$22)
Lake	\$132,324,468	7,700	\$17,185	\$131,593,983	7,500	\$17,090	(\$95)
McNairy	\$397,919,148	23,000	\$17,301	\$381,326,318	23,500	\$16,579	(\$721)
Moore	\$153,323,411	4,600	\$33,331	\$149,267,093	4,900	\$32,449	(\$882)
Gibson	\$885,705,518	49,000	\$18,076	\$821,378,220	48,700	\$16,763	(\$1,313)
Smith	\$292,530,992	14,700	\$19,900	\$269,167,694	14,600	\$18,311	(\$1,589)

Table II. (Continued)

County	1982			1986		
	Property Value	Population	Per-Capita Value	Property Value	Population	Per-Capita Value
Polk	\$283,717,234	13,500	\$21,016	\$253,568,507	13,700	\$18,783
Fayette	\$557,553,312	24,500	\$22,757	\$501,784,076	25,800	\$20,481
Cannon	\$213,874,646	10,500	\$20,369	\$189,104,873	10,800	\$18,010
Pickett	\$93,796,929	4,500	\$20,844	\$83,107,435	4,500	\$18,468
Hancock	\$115,394,312	6,800	\$16,970	\$89,326,226	6,800	\$13,136
						Change
						(\$2,233)
						(\$2,276)
						(\$2,359)
						(\$2,375)
						(\$3,834)

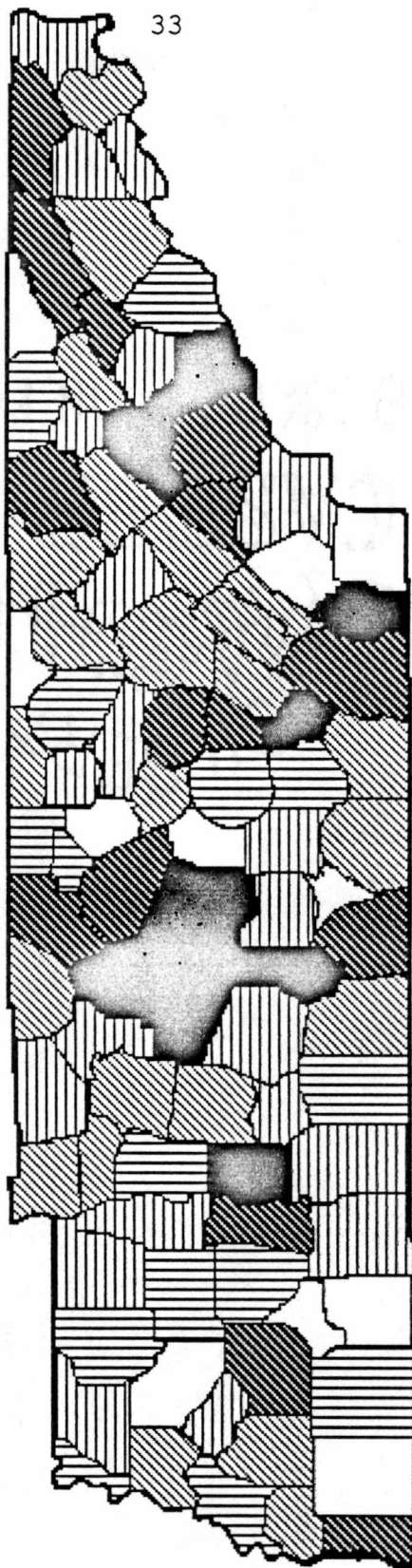
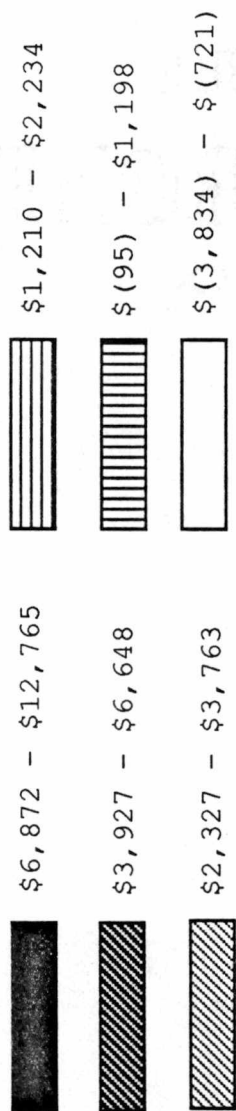


Figure 7. Map of per-capita property value change 1982-1986.

west of Nashville, does not appear to be directly influenced by a metropolitan area.

Jobs per 1,000 population Table III is a ranking of all counties based on the number of jobs per 1,000 population in 1986. The four counties with the largest population are part of the nine counties in the top percentile rank. Joining the large counties are Coffee, Hamblen, Madison, Obion and Sullivan counties.

Coffee County, which ranks third, is located sixty-five miles southeast of Nashville with Interstate Highway 24 passing through the county. Obion County is located in the Northwest corner of the state. Madison County is located in West Tennessee (Jackson), and Hamblen and Sullivan counties are in East Tennessee. Eight of the top nine counties have immediate access to the Interstate Highway System. Obion County (Union City) is served by the "Purchase Parkway" which is part of the Kentucky toll route highway system.

Cheatham County, which is located adjacent to Davidson County in Middle Tennessee, is one of the bottom nine counties in jobs per 1,000 population. Stewart County, located ninety-five miles west of Nashville, is the only other low-ranking county west of Nashville. Figure 3 shows the four county pattern of low ranking counties in East Tennessee. Union, Grainger, Hawkins and Hancock counties comprise this group which is located northeast of Knoxville.

Table III. County ranking by number of jobs per 1,000 population based on 1986 population and job totals.

County	1986 Total Jobs	1986 Population	1986 Jobs Per 1,000 Pop.
Davidson	296,080	497,900	594.66
Hamilton	123,485	284,300	434.35
Coffee	17,388	41,300	421.02
Hamblen	21,632	52,900	408.92
Knox	133,750	329,500	405.92
Madison	31,517	78,000	404.06
Shelby	318,490	809,600	393.39
Obion	12,615	33,000	382.27
Sullivan	55,786	146,300	381.31
Putnam	19,421	51,100	380.06
Greene	20,443	56,500	361.82
Marshall	7,543	20,900	360.91
Anderson	24,576	68,800	357.21
Washington	32,297	93,000	347.28
Bradley	24,508	72,300	338.98
Sevier	15,370	46,700	329.12
Rutherford	32,822	102,700	319.59
Dyer	10,627	34,600	307.14
Mauzy	16,255	53,900	301.58
Bedford	8,650	29,200	296.23
Roane	14,588	49,400	295.30
McMinn	12,523	43,200	289.88
Warren	9,371	33,100	283.11
Trousdale	1,640	5,900	277.97
Decatur	3,037	11,000	276.09
Gibson	13,347	48,700	274.07
Giles	6,675	24,800	269.15
Henderson	6,049	22,500	268.84
McNairy	6,302	23,500	268.17
Lauderdale	6,665	24,900	267.67
Humphreys	4,281	16,000	267.56
Williamson	18,897	72,100	262.09
White	5,276	20,200	261.19
Henry	7,528	29,200	257.81
Hardin	5,720	22,200	257.66
Lawrence	8,979	34,900	257.28
Cumberland	8,054	31,700	254.07
Moore	1,243	4,900	253.67
Perry	1,642	6,500	252.62
Rhea	6,280	24,900	252.21
Lincoln	6,814	27,100	251.44

Table III (Continued)

County	1986 Total Jobs	1986 Population	1986 Jobs Per 1,000 Pop.
Smith	3,659	14,600	250.62
Hardeman	5,958	24,100	247.22
Haywood	5,066	20,800	243.56
Blount	20,138	83,200	242.04
Carroll	6,646	28,200	235.67
Weakley	7,694	33,100	232.45
Wayne	3,203	14,200	225.56
Macon	3,541	15,800	224.11
Loudon	6,800	30,500	222.95
Polk	3,041	13,700	221.97
Wilson	14,092	64,100	219.84
Jefferson	7,124	33,400	213.29
Johnson	3,021	14,200	212.75
Unicoi	3,530	16,900	212.65
Monroe	6,466	30,600	211.31
Dekalb	3,037	14,400	210.90
Montgomery	18,984	91,100	208.39
Fentress	3,269	15,700	208.22
Dickson	6,722	32,500	206.83
Sumner	19,607	96,600	202.97
Scott	4,188	20,700	202.32
Clay	1,589	7,900	201.14
Campbell	7,047	35,500	198.51
Marion	4,721	24,800	190.36
Cocke	5,502	29,300	187.78
Van Buren	896	4,800	186.67
Chester	2,356	13,000	181.23
Benton	2,720	15,100	180.13
Claiborne	4,809	26,900	178.77
Carter	9,048	51,300	176.37
Franklin	5,881	33,700	174.51
Overton	3,119	17,900	174.25
Lewis	1,807	10,400	173.75
Sequatchie	1,512	8,900	169.89
Hickman	2,733	16,400	166.65
Houston	1,174	7,100	165.35
Meigs	1,276	7,900	161.52
Fayette	4,143	25,800	160.58
Cannon	1,731	10,800	160.28
Pickett	720	4,500	160.00
Crockett	2,261	14,200	159.23
Robertson	6,310	40,000	157.75
Bledsoe	1,485	9,600	154.69

Table III (Continued)

County	1986 Total Jobs	1986 Population	1986 Jobs Per 1,000 Pop.
Tipton	5,360	35,900	149.30
Lake	1,103	7,500	147.07
Jackson	1,340	9,300	144.09
Stewart	1,320	9,300	141.94
Hawkins	6,344	45,100	140.67
Cheatham	3,354	24,700	135.79
Grundy	1,615	14,500	111.38
Grainger	1,806	17,400	103.79
Morgan	1,711	16,800	101.85
Union	1,080	12,200	88.52
Hancock	537	6,800	78.97

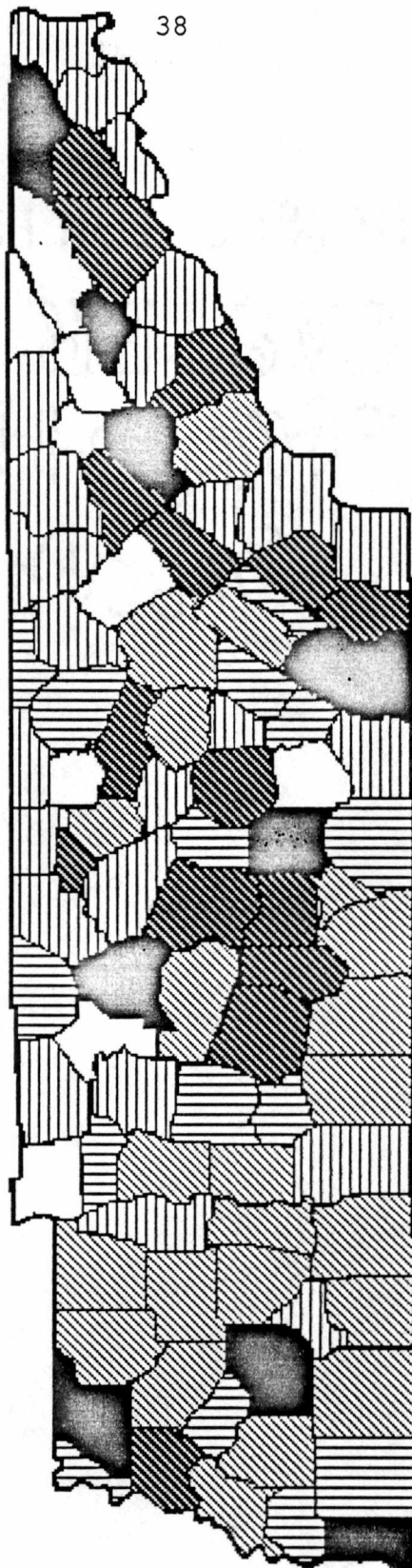
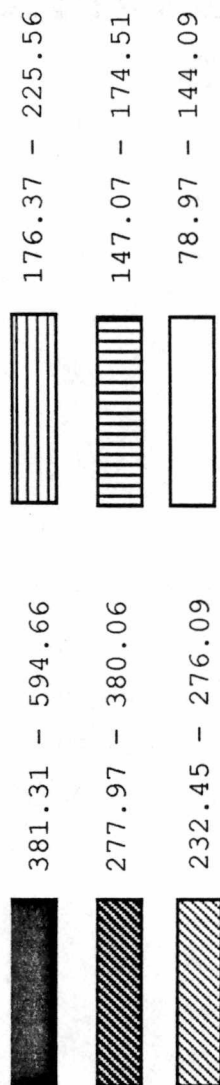


Figure 8. Jobs per 1,000 population in 1986.

Change in jobs per 1,000 population Stewart County, which was one of the lowest ranking counties in jobs per 1,000 population, has a ranking of second in the amount of increase during the 1982-1986 period. Van Buren and Meigs counties are also in the top nine counties but, like Stewart, the increase during the period still left these counties below the mean number of jobs per 1,000 population for all counties. The rankings for all counties are shown as Table IV.

Unusual levels of total jobs in 1982 could help explain the lower rankings experienced by some counties. The 1982 Worlds Fair in Knoxville may have had such an effect on some East Tennessee counties. Construction projects may have had a similar effect on Rutherford County. Sullivan, Henry and Carroll counties all experienced plant closings during the period (see Appendix).

The only unusual pattern which appears on Figure 4 is the three counties with high rankings in the area between Knoxville and Nashville. Van Buren, White and Putnam counties are all in the top nine counties in jobs per 1,000 population increases.

TABLE IV. County ranking by change in jobs per 1,000 population 1982-1986.

County	1982			1986			Change per 1,000 Pop.
	Jobs	Pop.	Jobs per 1,000 Pop.	Jobs	Pop.	Jobs per 1,000 Pop.	
Van Buren	569	4,800	118.54	896	4,800	186.67	68.12
Stewart	645	8,700	74.14	1,320	9,300	141.94	67.80
Haywood	3,669	20,300	180.74	5,066	20,800	243.56	62.82
Putnam	15,909	49,200	323.35	19,421	51,100	380.06	56.71
Madison	26,540	75,800	350.13	31,517	78,000	404.06	53.93
White	4,125	19,700	209.39	5,276	20,200	261.19	51.80
Meigs	856	7,500	114.13	1,276	7,900	161.52	47.39
Greene	17,273	54,800	315.20	20,443	56,500	361.82	46.62
McNairy	5,135	23,000	223.26	6,302	23,500	268.17	44.91
Obion	11,108	32,800	338.66	12,615	33,000	382.27	43.61
Williamson	13,733	61,500	223.30	18,897	72,100	262.09	38.79
Hardin	4,925	22,500	218.89	5,720	22,200	257.66	38.77
Chester	1,796	12,500	143.68	2,356	13,000	181.23	37.55
Rutherford	25,338	89,800	282.16	32,822	102,700	319.59	37.43
Cumberland	6,403	29,200	219.28	8,054	31,700	254.07	34.79
Unicoi	2,958	16,600	178.19	3,530	16,900	212.65	34.46
Sevier	12,890	43,700	294.97	15,370	46,700	329.12	34.16
Anderson	22,038	68,100	323.61	24,576	68,800	357.21	33.60
Lincoln	5,670	26,000	218.08	6,814	27,100	251.44	33.36
Davidson	269,579	478,800	563.03	296,080	497,900	594.66	31.63
Coffee	15,505	39,800	389.57	17,388	41,300	421.02	31.44
Perry	1,395	6,300	221.43	1,642	6,500	252.62	31.19
Shelby	285,507	786,100	363.19	318,490	809,600	393.39	30.20
Smith	3,248	14,700	220.95	3,659	14,600	250.62	29.66
Bledsoe	1,164	9,300	125.16	1,485	9,600	154.69	29.53
Henderson	5,175	21,500	240.70	6,049	22,500	268.84	28.15
Dyer	9,697	34,500	281.07	10,627	34,600	307.14	26.07
Hickman	2,138	15,200	140.66	2,733	16,400	166.65	25.99
Hawkins	5,124	44,400	115.41	6,344	45,100	140.67	25.26

TABLE IV (Continued)

County	1982			1986			Change per 1,000 Pop.
	Jobs	Pop.	Jobs per 1,000 Pop.	Jobs	Pop.	Jobs per 1,000 Pop.	
Hamilton	117,321	286,400	409.64	123,485	284,300	434.35	24.71
Bedford	7,637	28,100	271.78	8,650	29,200	296.23	24.45
Union	773	12,000	64.42	1,080	12,200	88.52	24.11
Dickson	5,564	30,400	183.03	6,722	32,500	206.83	23.80
Hamblen	19,825	51,300	386.45	21,632	52,900	408.92	22.47
Lauderdale	6,016	24,500	245.55	6,665	24,900	267.67	22.12
Hardeman	5,274	23,400	225.38	5,958	24,100	247.22	21.84
Marshall	6,692	19,700	339.70	7,543	20,900	360.91	21.21
Monroe	5,551	29,200	190.10	6,466	30,600	211.31	21.20
Blount	17,557	79,300	221.40	20,138	83,200	242.04	20.64
Houston	1,016	7,000	145.14	1,174	7,100	165.35	20.21
Sequatchie	1,324	8,700	152.18	1,512	8,900	169.89	17.70
Macon	3,309	16,000	206.81	3,541	15,800	224.11	17.30
Wilson	11,574	57,100	202.70	14,092	64,100	219.84	17.15
Marion	4,268	24,600	173.50	4,721	24,800	190.36	16.87
Trousdale	1,541	5,900	261.19	1,640	5,900	277.97	16.78
Carter	8,165	51,100	159.78	9,048	51,300	176.37	16.59
Wayne	2,947	14,100	209.01	3,203	14,200	225.56	16.56
Lawrence	8,233	34,000	242.15	8,979	34,900	257.28	15.13
Crockett	2,058	14,200	144.93	2,261	14,200	159.23	14.30
Fentress	2,939	15,100	194.64	3,269	15,700	208.22	13.58
Fayette	3,640	24,500	148.57	4,143	25,800	160.58	12.01
Montgomery	17,480	88,600	197.29	18,984	91,100	208.39	11.10
Hancock	462	6,800	67.94	537	6,800	78.97	11.03
Benton	2,557	15,100	169.34	2,720	15,100	180.13	10.79
Knox	129,705	328,200	395.20	133,750	329,500	405.92	10.72
Washington	30,497	90,500	336.98	32,297	93,000	347.28	10.30
Sumner	17,144	88,400	193.94	19,607	96,600	202.97	9.03

TABLE IV (Continued)

County	1982			1986			Change per 1,000 Pop.
	Jobs	Pop.	Jobs per 1,000 Pop.	Jobs	Pop.	Jobs per 1,000 Pop.	
Scott	3,871	19,900	194.52	4,188	20,700	202.32	7.80
Weakley	7,366	32,700	225.26	7,694	33,100	232.45	7.19
Humphreys	4,222	16,200	260.62	4,281	16,000	267.56	6.95
Grainger	1,699	17,000	99.94	1,806	17,400	103.79	3.85
Polk	2,955	13,500	218.89	3,041	13,700	221.97	3.08
Maury	15,396	51,500	298.95	16,255	53,900	301.58	2.63
Franklin	5,602	32,500	172.37	5,881	33,700	174.51	2.14
Jackson	1,336	9,300	143.66	1,340	9,300	144.09	0.43
Cannon	1,701	10,500	162.00	1,731	10,800	160.28	-1.72
Tipton	5,134	33,800	151.89	5,360	35,900	149.30	-2.59
Bradley	23,524	68,700	342.42	24,508	72,300	338.98	-3.44
Lake	1,160	7,700	150.65	1,103	7,500	147.07	-3.58
Clay	1,598	7,700	207.53	1,589	7,900	201.14	-6.39
Gibson	13,786	49,000	281.35	13,347	48,700	274.07	-7.28
Claiborne	4,762	25,500	186.75	4,809	26,900	178.77	-7.97
Campbell	7,366	35,200	209.26	7,047	35,500	198.51	-10.75
Cocke	5,791	29,000	199.69	5,502	29,300	187.78	-11.91
Robertson	6,404	37,500	170.77	6,310	40,000	157.75	-13.02
Rhea	6,457	24,300	265.72	6,280	24,900	252.21	-13.51
Warren	9,843	33,100	297.37	9,371	33,100	283.11	-14.26
Grundy	1,775	14,100	125.89	1,615	14,500	111.38	-14.51
Lewis	1,925	10,200	188.73	1,807	10,400	173.75	-14.98
Overton	3,331	17,500	190.34	3,119	17,900	174.25	-16.10
Decatur	3,218	11,000	292.55	3,037	11,000	276.09	-16.45
Jefferson	7,467	32,400	230.46	7,124	33,400	213.29	-17.17
Dekalb	3,155	13,600	231.99	3,037	14,400	210.90	-21.08
Johnson	3,280	14,000	234.29	3,021	14,200	212.75	-21.54
Giles	7,199	24,600	292.64	6,675	24,800	269.15	-23.49

TABLE IV (Continued)

County	1982		1986		Change per 1,000 Pop.
	Jobs	Jobs per Pop. 1,000 Pop.	Jobs	Jobs per Pop. 1,000 Pop.	
Loudon	7,496	30,100	6,800	30,500	-26.09
Cheatham	3,577	21,900	3,354	24,700	-27.54
Morgan	2,212	17,000	1,711	16,800	-28.27
McMinn	13,598	42,500	12,523	43,200	-30.07
Henry	8,472	29,100	7,528	29,200	-33.33
Sullivan	60,686	145,600	55,786	146,300	-35.49
Roane	16,746	48,900	14,588	49,400	-47.15
Carroll	8,035	28,100	6,646	28,200	-50.27
Pickett	1,012	4,500	720	4,500	-64.89
Moore	1,477	4,600	1,243	4,900	-67.41

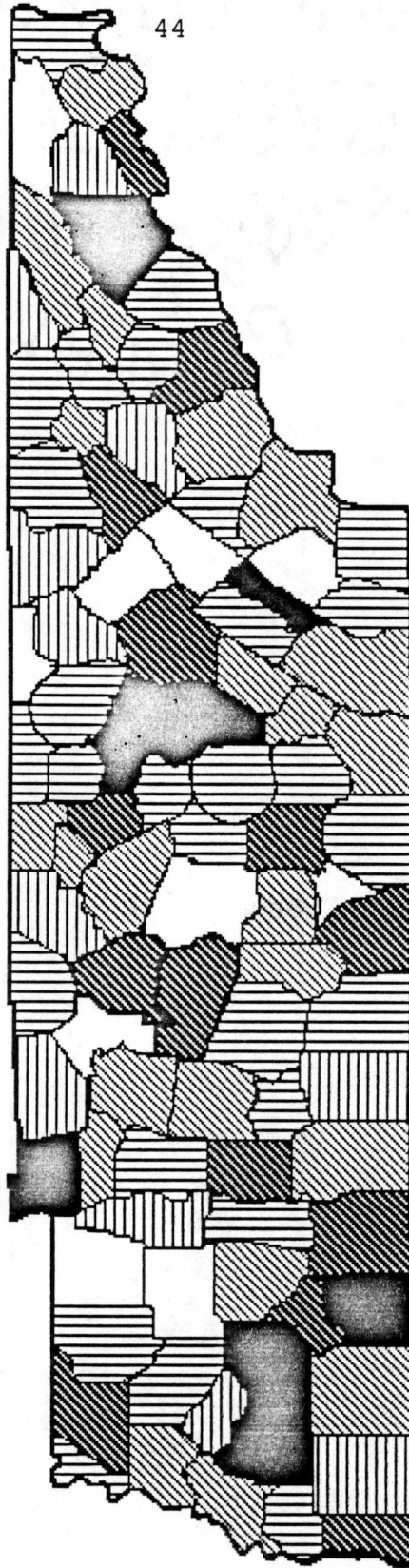
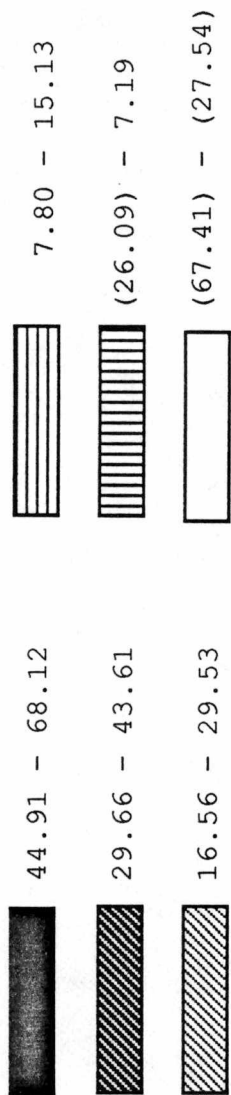


Figure 9. Map of change in jobs per 1,000 population.

Per-capita expenditure for economic development

administration All nine of the leading counties in per-capita expenditure for economic development administration are located in the eastern half of the state. Table V shows the ranking of all counties. Sevier County, located south of Knoxville, had a population of 46,700 in 1986 and had expenditures of \$163.65 per-capita for the 1982-1986 period. The total is a combination of expenditures by the Sevierville Chamber of Commerce, Economic Development Council, Pigeon Forge Department of Tourism and Gatlinburg Chamber of Commerce. The majority of all expenditures for the period were for tourist promotion activities (see Appendix).

Twenty-two counties had no separate budgets or expenditures for economic development administration during the 1982-1986 period. Patterns can be seen on Figure 5. The three county region north of Knoxville and a three county region northwest of Knoxville had no expenditures for the period. A four county region northwest of Chattanooga and a four county region southwest of Nashville also had no expenditures for the period. Dyer, Gibson, Haywood and Madison counties are located northeast of Memphis and all had per-capita expenditures in the \$10.95 - \$21.53 range. Total expenditure for economic development administration is shown on Figure 6.

Table V. County ranking by per-capita expenditure for economic development administration for the period 1982-1986. Based on the 1986 population.

County	1986 Population	1982-1986 Expenditure	Per-Capita Expenditure
Sevier	46,700	\$7,642,509	\$163.65
Greene	56,500	\$3,500,000	\$61.95
Sullivan	146,300	\$4,599,850	\$31.44
Washington	93,000	\$2,427,745	\$26.10
Hamilton	284,300	\$7,112,324	\$25.02
Blount	83,200	\$1,992,204	\$23.94
McMinn	43,200	\$996,258	\$23.06
Coffee	41,300	\$922,327	\$22.33
Hamblen	52,900	\$1,179,186	\$22.29
Davidson	497,900	\$10,718,338	\$21.53
Madison	78,000	\$1,536,885	\$19.70
Knox	329,500	\$6,405,524	\$19.44
Dyer	34,600	\$670,782	\$19.39
Lincoln	27,100	\$441,556	\$16.29
Smith	14,600	\$233,000	\$15.96
Cocke	29,300	\$466,960	\$15.94
Rhea	24,900	\$366,900	\$14.73
Marion	24,800	\$365,200	\$14.73
Gibson	48,700	\$703,000	\$14.44
Shelby	809,600	\$11,618,000	\$14.35
Franklin	33,700	\$439,160	\$13.03
Overton	17,900	\$225,000	\$12.57
Bradley	72,300	\$901,953	\$12.48
Marshall	20,900	\$250,000	\$11.96
Henry	29,200	\$346,331	\$11.86
Haywood	20,800	\$246,000	\$11.83
Dickson	32,500	\$375,330	\$11.55
Putnam	51,100	\$559,435	\$10.95
Bedford	29,200	\$316,000	\$10.82
Macon	15,800	\$170,000	\$10.76
Wayne	14,200	\$140,000	\$9.86
Cumberland	31,700	\$311,807	\$9.84
Monroe	30,600	\$300,000	\$9.80
Maurry	53,900	\$513,000	\$9.52
Jefferson	33,400	\$296,679	\$8.88
Warren	33,100	\$285,000	\$8.61
Carroll	28,200	\$229,557	\$8.14
Tipton	35,900	\$291,000	\$8.11
Roane	49,400	\$397,988	\$8.06
Loudon	30,500	\$236,175	\$7.74

Table V. (Continued)

County	1986 Population	1982-1986 Expenditure	Per-Capita Expenditure
Montgomery	91,100	\$651,458	\$7.15
Hardin	22,200	\$158,195	\$7.13
Meigs	7,900	\$54,792	\$6.94
Claiborne	26,900	\$183,500	\$6.82
Robertson	40,000	\$267,000	\$6.68
Rutherford	102,700	\$669,328	\$6.52
Crockett	14,200	\$89,000	\$6.27
Hawkins	45,100	\$275,000	\$6.10
Obion	33,000	\$200,000	\$6.06
Scott	20,700	\$120,000	\$5.80
Campbell	35,500	\$205,000	\$5.77
Anderson	68,800	\$393,050	\$5.71
Giles	24,800	\$140,000	\$5.65
Unicoi	16,900	\$90,000	\$5.33
Fayette	25,800	\$130,000	\$5.04
Humphreys	16,000	\$79,500	\$4.97
McNairy	23,500	\$115,000	\$4.89
Weakley	33,100	\$160,932	\$4.86
Morgan	16,800	\$70,000	\$4.17
Williamson	72,100	\$272,570	\$3.78
Lauderdale	24,900	\$85,000	\$3.41
Lake	7,500	\$25,000	\$3.33
Wilson	64,100	\$209,543	\$3.27
Carter	51,300	\$167,000	\$3.26
Dekalb	14,400	\$46,700	\$3.24
Sumner	96,600	\$266,268	\$2.76
Hardeman	24,100	\$58,998	\$2.45
Benton	15,100	\$28,000	\$1.85
Chester	13,000	\$18,000	\$1.38
Decatur	11,000	\$10,000	\$0.91
Jackson	9,300	\$7,500	\$0.81
White	20,200	\$9,000	\$0.45
Polk	13,700	\$4,800	\$0.35
Bledsoe	9,600	\$0	\$0.00
Cannon	10,800	\$0	\$0.00
Cheatham	24,700	\$0	\$0.00
Clay	7,900	\$0	\$0.00
Fentress	15,700	\$0	\$0.00
Grainger	17,400	\$0	\$0.00
Grundy	14,500	\$0	\$0.00
Hancock	6,800	\$0	\$0.00
Henderson	22,500	\$0	\$0.00

Table V. (Continued)

County	1986 Population	1982-1986 Expenditure	Per-Capita Expenditure
Hickman	16,400	\$0	\$0.00
Houston	7,100	\$0	\$0.00
Johnson	14,200	\$0	\$0.00
Lawrence	34,900	\$0	\$0.00
Lewis	10,400	\$0	\$0.00
Moore	4,900	\$0	\$0.00
Perry	6,500	\$0	\$0.00
Pickett	4,500	\$0	\$0.00
Sequatchie	8,900	\$0	\$0.00
Stewart	9,300	\$0	\$0.00
Trousdale	5,900	\$0	\$0.00
Union	12,200	\$0	\$0.00
Van Buren	4,800	\$0	\$0.00

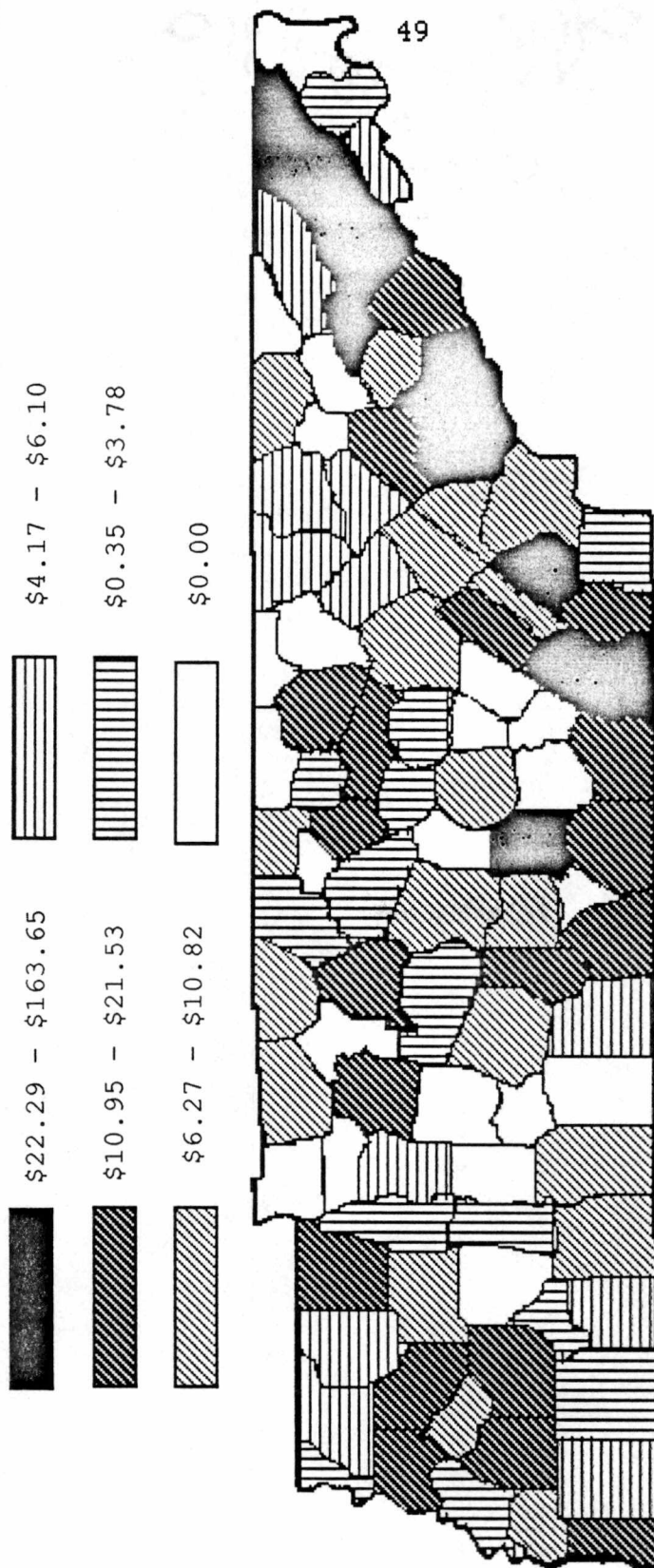


Figure 10. Per-capita expenditure for economic development administration for the period 1982-1986.

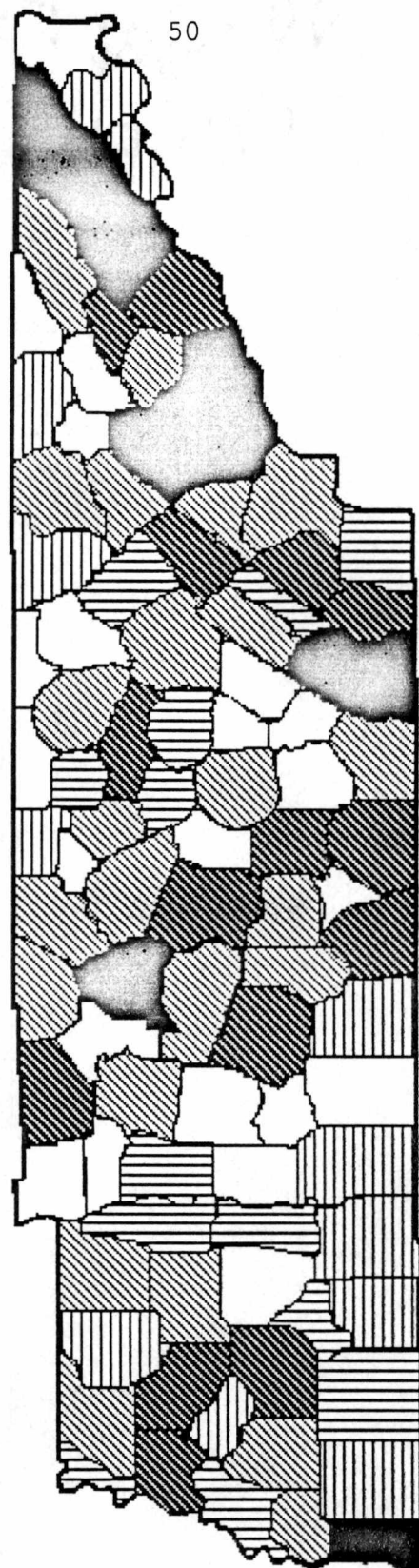
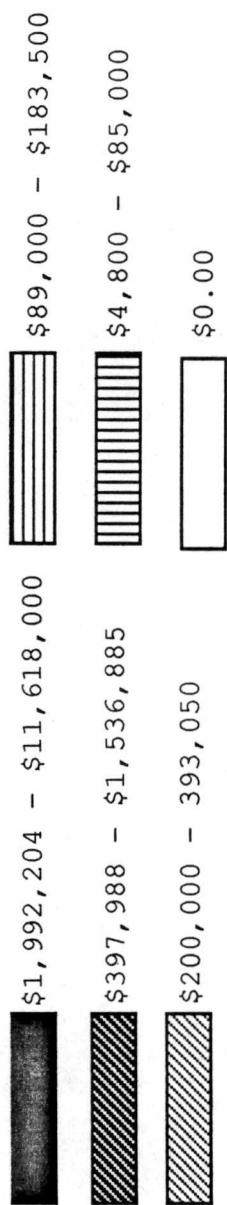


Figure 11. Total expenditure for economic development administration for the period 1982-1986.

Combined rankings

Table VI shows a summary of the rankings of all counties from Tables I-IV. For each county, each of the variables is totaled and all counties are ranked, lowest to highest, based on this summary "total ranking". Figure 7 shows the locations of the counties based on the combined ranking totals and Figure 8 shows the locations of counties which are above and below the fiftieth percentile of total rankings. The total population and total jobs for each county in 1986 was also ranked and included. The lowest numerical ranking for each variable signifies the "best" when compared with all other counties. For example, Davidson County ranks second in total jobs, second in change in jobs during the 1982-1986 period, first in jobs per 1,000 population, second in total property value, second in population and fifth in property value per-capita. The total of these seven rankings is sixteen. Using the same seven rankings, Pickett County has a total ranking of 631.

A review of the lowest and highest ranked counties, based on the seven variables previously described, demonstrates the differences which exist among Tennessee counties. Percentile divisions were made of the total rankings of all counties. The following comparisons are made to demonstrate the extremes which exist between the highest ranking and lowest ranking counties. The two groups

Table VI. Summary rankings based on seven selected variables.

County	Total Jobs		Job Change		Jobs/1,000		Prop. Val		Val. Chg.		Pop.		Prop. Val./Cap		Summary	
	Rank		Rank		Rank		Rank		Rank		Rank		Rank		Rank	
Davidson	2		2		1		2		2		2		5		16	
Shelby	1		1		7		1		1		1		14		26	
Knox	3		7		5		3		3		3		7		31	
Hamilton	4		4		2		4		4		4		17		39	
Rutherford	7		3		17		7		7		6		6		53	
Williamson	6		5		32		6		5		13		1		68	
Madison	11		6		6		11		11		11		16		72	
Sevier	13		13		16		13		10		23		2		90	
Bradley	12		28		15		12		8		12		9		96	
Hamblen	17		16		4		17		15		18		23		110	
Blount	9		10		45		9		12		10		19		114	
Greene	18		9		11		18		17		16		30		119	
Sumner	8		14		61		8		9		7		15		122	
Anderson	15		11		13		15		19		14		45		132	
Washington	10		17		14		10		18		8		55		132	
Wilson	14		12		52		14		13		15		12		132	
Sullivan	5		95		9		5		6		5		20		145	
Putnam	21		8		10		21		33		20		59		172	
Coffee	24		15		3		24		36		26		57		185	
Dyer	31		29		18		31		26		31		32		198	
Maury	19		33		19		19		34		17		60		201	
Hawkins	22		22		89		22		14		24		13		206	
Montgomery	16		20		58		16		23		9		68		210	
Cumberland	29		18		37		29		31		38		33		215	
Marshall	45		34		12		45		22		57		10		225	
Obion	30		19		8		30		46		36		64		233	
Roane	23		94		21		23		20		21		34		236	
Carter	27		31		71		27		24		19		47		246	
Dickson	32		24		60		32		30		37		31		246	
Lincoln	43		26		41		43		27		45		21		246	
White	51		25		33		51		28		60		11		259	
Loudon	28		90		50		28		16		40		8		260	
Bedford	40		27		20		40		43		42		53		265	

Table VI (Continued)

County	Total Jobs Rank	Job Change Rank	Jobs/1,000 Rank	Prop. Val Rank	Val. Chg. Rank	Pop. Rank	Prop. Val./Cap Rank	Summary Rank
Franklin	38	53	72	38	25	32	29	287
McMinn	20	92	22	20	44	25	70	293
Haywood	44	21	44	44	45	58	40	296
Hardin	37	35	35	37	49	56	49	298
Robertson	26	72	83	26	29	27	38	301
Campbell	41	84	64	41	21	29	24	304
Monroe	48	30	56	48	41	39	52	314
Marion	49	44	65	49	32	51	26	316
Tipton	34	57	85	34	35	28	46	319
Jefferson	33	85	53	33	38	33	50	325
Weakley	39	48	47	39	54	35	71	333
Giles	46	89	27	46	39	50	39	336
Lawrence	36	36	36	36	82	30	83	339
Warren	35	87	23	35	67	34	77	358
Rhea	55	76	40	55	42	49	44	361
Gibson	25	86	26	25	95	22	89	368
Henry	42	91	34	42	53	43	69	374
Hickman	61	40	76	61	51	65	37	391
Scott	63	51	62	63	50	59	43	391
Henderson	60	32	28	60	80	55	79	394
Hardeman	54	37	43	54	76	53	78	395
McNairy	58	23	29	58	89	54	87	398
Decatur	77	77	25	77	48	79	18	401
Lauderdale	59	39	30	59	84	48	84	403
Perry	85	55	39	85	47	91	4	406
Fentress	73	47	59	73	52	68	36	408
Sequatchie	76	59	75	76	37	85	3	411
Unicoi	64	41	55	64	62	63	62	411
Grainger	70	62	92	70	40	62	25	421
Claiborne	53	67	70	53	61	46	73	423
Wayne	66	54	48	66	60	75	56	425
Carroll	52	93	46	52	69	44	76	432
Dekalb	67	73	57	67	55	72	41	432

Table VI. (Continued)

County	Total Jobs		Job Change		Jobs/1,000		Prop. Val		Val. Chg.		Pop.		Prop. Val./Cap		Summary	
	Rank		Rank		Rank		Rank		Rank		Rank		Rank		Rank	
Humphreys	57		66		31		57		81		66		81		439	
Cocke	50		82		66		50		73		41		80		442	
Fayette	47		43		79		47		94		47		91		448	
Benton	74		60		69		74		57		69		51		454	
Cheatham	56		79		90		56		56		52		66		455	
Macon	65		56		49		65		79		67		75		456	
Stewart	83		38		88		83		58		84		27		461	
Meigs	84		45		78		84		63		87		28		469	
Bledsoe	80		50		84		80		59		82		35		470	
Crockett	62		58		82		62		68		73		67		472	
Johnson	71		81		54		71		65		74		58		474	
Smith	68		46		42		68		90		70		90		474	
Van Buren	91		49		67		91		70		94		22		484	
Chester	78		42		68		78		78		77		72		493	
Overton	69		78		73		69		72		61		74		496	
Union	81		52		94		81		66		78		54		506	
Clay	90		70		63		90		71		86		42		512	
Polk	72		64		51		72		93		76		92		520	
Morgan	75		88		93		75		64		64		63		522	
Houston	92		61		77		92		74		89		48		533	
Trousdale	93		63		24		93		85		92		85		535	
Jackson	86		69		87		86		75		83		61		547	
Lewis	88		74		74		88		77		81		65		547	
Moore	87		80		38		87		87		93		88		560	
Grundy	82		75		91		82		83		71		82		566	
Cannon	79		68		80		79		91		80		93		570	
Lake	89		71		86		89		86		88		86		595	
Hancock	94		65		95		94		92		90		95		625	
Pickett	95		83		81		95		88		95		94		631	

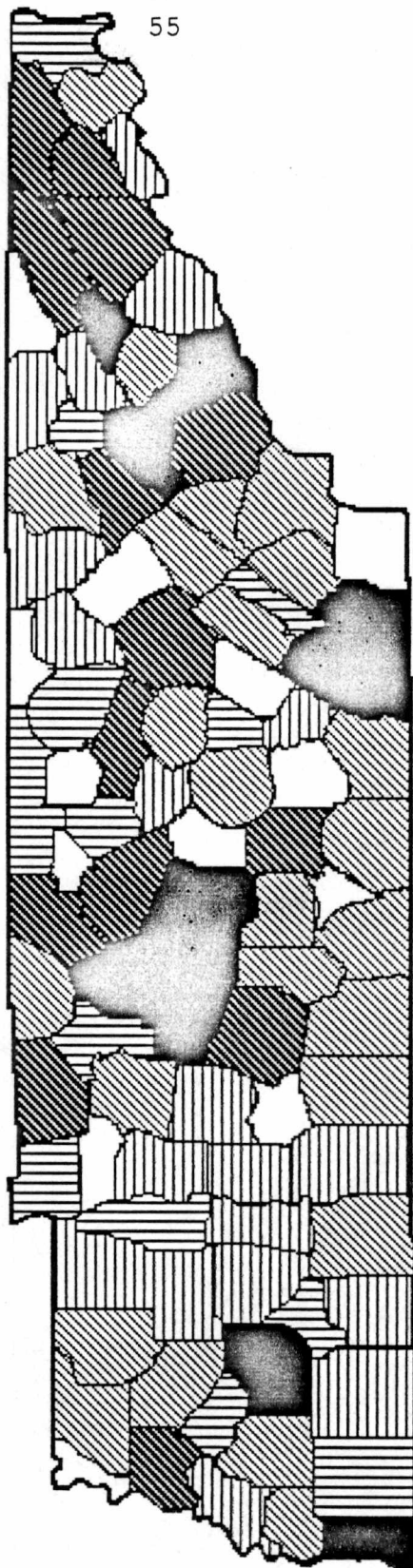
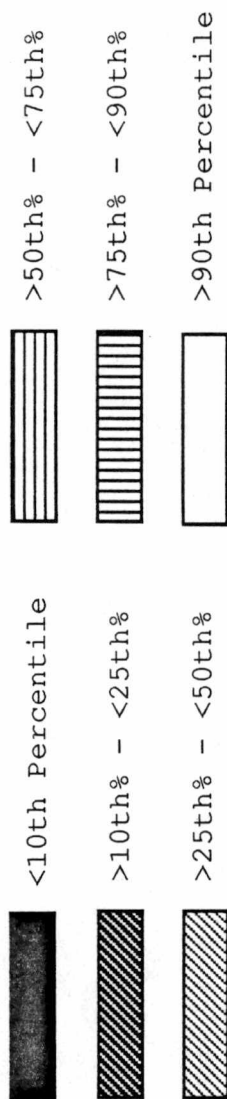


Figure 12. Total of Rankings by Percentile. Combined Ranking of Total Jobs, Change in Jobs, Jobs Per 1,000, Property Value, Change in Property Value, Population and Property Value Per-Capita.

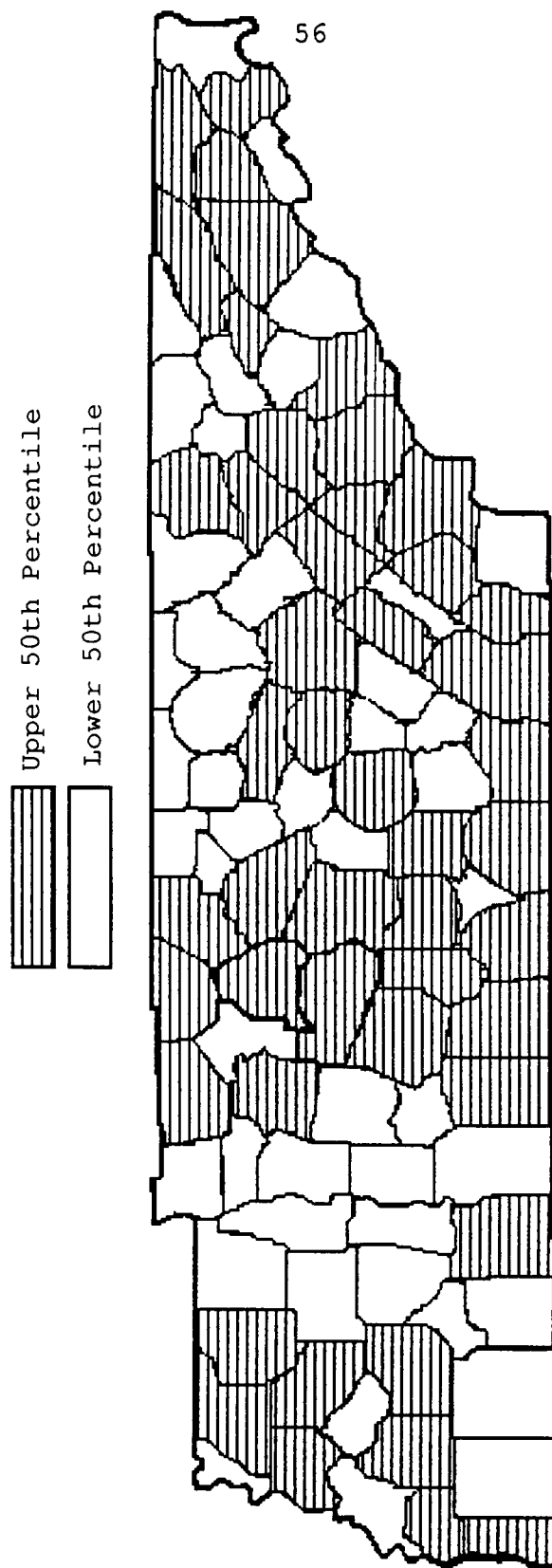


Figure 13. Map of Percentile Ranking. Based on Ranking by Selected Variables for Jobs and Property Values.

include the twenty-four counties in the first quartile (highest ranking) and the twenty-one counties in the fourth quartile (lowest ranking) based on the combined totals of the rankings for all seven variables:

Population The mean population of the highest ranking counties in 1986 was 137,638. The mean for the lowest ranking counties was 13,038. The range in population for the highest ranking counties was 809,600 compared to the range of 24,800 for the lowest ranking counties. Figure 9 shows the locations of the counties in relation to the four largest cities in Tennessee and Figure 10 shows the boundaries of Metropolitan Statistical Areas.

Interstate highway proximity The mean distance from the closest interstate highway access was 6.3 miles for the highest ranking counties. The range was twenty-six miles and the maximum distance was also twenty-six miles. The mean distance for the lowest ranking counties was 21.19 miles. The minimum distance was three miles and the maximum was forty miles.

Distance from one of the largest four Tennessee cities The mean distance from one of the four largest cities for the highest ranking counties was forty-five miles. The maximum distance was 102 miles. The mean distance for the bottom ten counties was 74.5 miles. The minimum distance was twenty-five miles and the maximum distance was 140 miles.

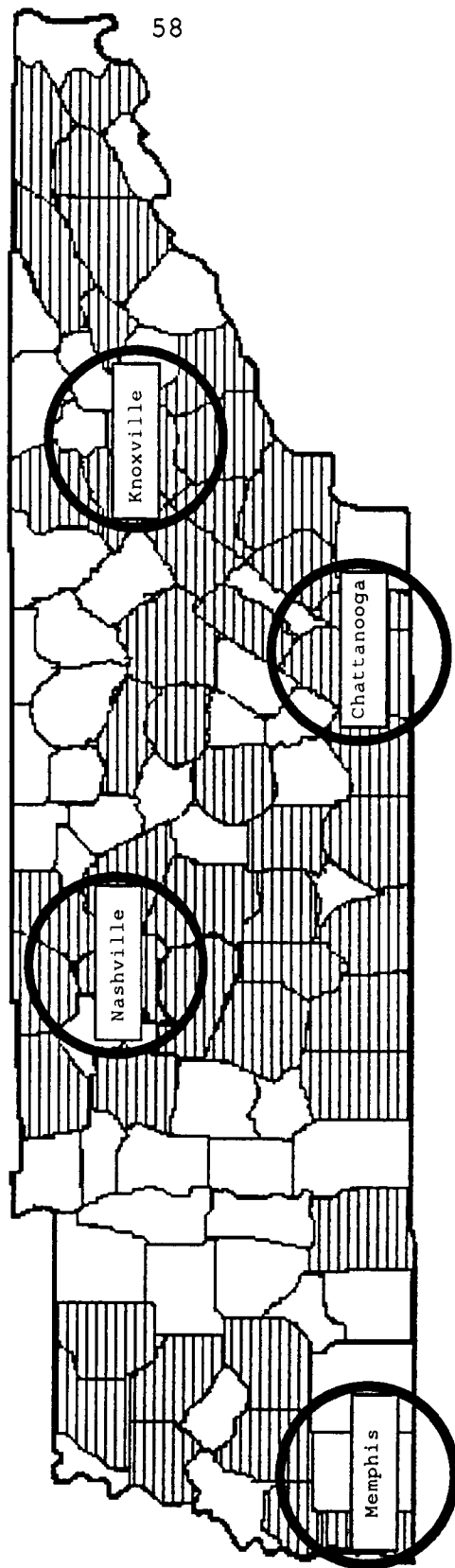
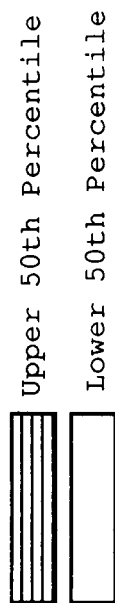


Figure 14. Upper and Lower Fiftieth Percentiles of County Rankings by Selected Variables with Four Largest Cities Shown.

Metropolitan Statistical Area
Upper 50th Percentile
Lower 50th Percentile

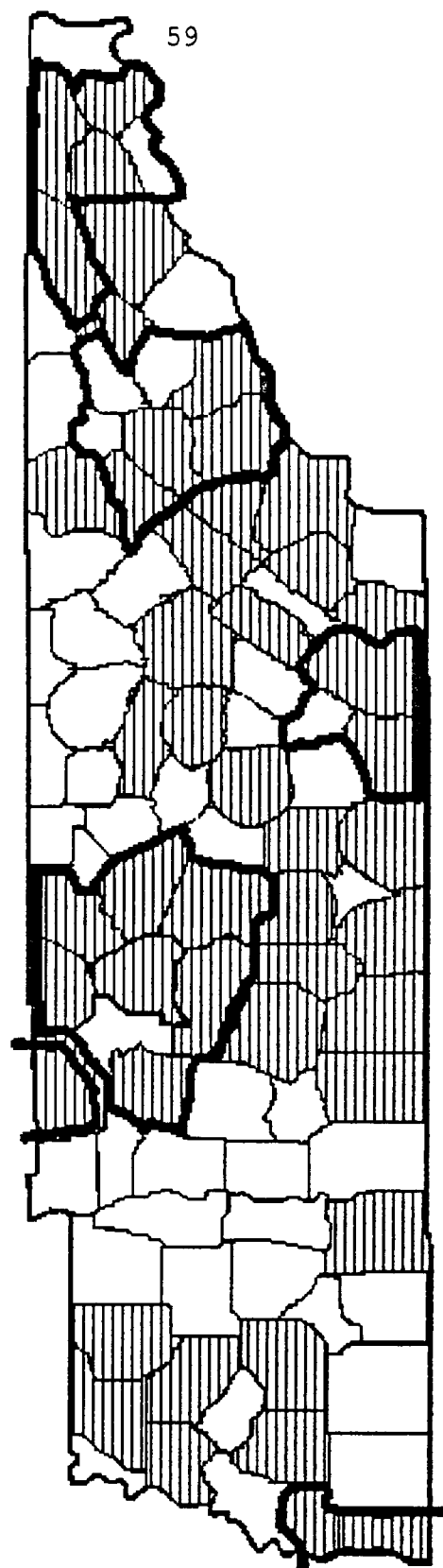


Figure 15. Map of Counties with Total Rank Higher Than Fiftieth Percentile Showing Metropolitan Statistical Areas.

Jobs per 1,000 population The mean number of jobs per 1,000 population for the highest ranking was 334.02. The minimum number was 140.67 and the maximum was 594.66. The mean number for the lowest ranking counties was 128.108. The minimum for the bottom ten counties was 78.97 and the maximum was 277.97.

Total jobs The mean number of total jobs for the highest ranking counties was 54,190. The minimum for the highest ranking counties was 6,344 jobs and the maximum was 318,490 jobs. For the bottom lowest ranking counties, the mean number of total jobs was 2,218. The minimum was 537 jobs and the maximum was 6,646 jobs.

Increase in jobs The mean increase in jobs during the 1982-1986 period was 4,763 for the highest ranking counties. The minimum was -4,900 (Sullivan County) and the maximum was 32,983. The mean change for the lowest ranking counties was a loss of 105.76 jobs. The minimum was -1,389 jobs and the maximum was 2,635 jobs.

Per-capita change in property value The mean change in per-capita property value for the highest ranking counties was \$4,923. The minimum change was \$1,426 and the maximum change was \$12,765. The mean change in per-capita property value for the lowest ranking counties was \$434.38. The minimum change was -\$3,834 and the maximum change was \$2,635.

Per-capita property value in 1986 The per-capita value of all property for the highest ranking counties had a mean of \$25,053.54. The minimum value per-capita was \$14,974 and the maximum value per-capita was \$41,556. The mean per-capita property value for the lowest ranking counties was \$17,247.67. The minimum value was \$12,934 and the maximum was \$32,449.

Per-capita expenditures for economic development administration The mean per-capita expenditure for the highest ranking counties was \$22.88. The minimum was \$2.76 and the maximum was \$163.65. The mean per-capita expenditure for the lowest ranking counties was \$2.52. The minimum was zero and the maximum was \$15.94.

Total expenditures for economic development administration The mean total expenditure for economic development administration by the highest ranking counties was \$2,722,878.58 for the 1982-1986 period. The minimum was \$209,543 and the maximum expenditure was \$11,618,000. The mean for the lowest ranking counties was \$52,166.67. The minimum was zero and the maximum was \$225,000.

Urban patterns

A review of Figures 1-7 demonstrates several patterns which are consistent for all variables except jobs per 1,000 population. Three separate regions can be identified where similarities exist between adjacent or nearby counties.

In East Tennessee, the corridor between the Tri-Cities (Bristol, Kingsport and Johnson City), and Chattanooga ranks higher than other East Tennessee areas. The corridor also includes the cities of Greeneville, Morristown, Knoxville, Athens and Cleveland.

In Middle Tennessee, the entire center of the state, from north to south, ranks higher than the mean for most variables. Davidson County, with the second highest population in the state, appears to have a strong influence on other counties, especially south of Nashville in the direction of Huntsville, Alabama.

The counties north and west of the City of Jackson are similar for most variables. Madison, Carroll, Haywood and Dyer are all members of the West Tennessee Industrial Association which is based in the City of Jackson. The Association is active in the recruitment of industry for the twenty-one county West Tennessee area (A. Fisher, personal communication, April 27, 1988).

Coffee County, located between Nashville and Chattanooga, does not appear to have a direct influence from

a major urban area but ranks high for most variables. The 1986 Coffee County population was 41,300.

The Metropolitan Statistical Areas do not seem to reflect actual growth patterns. Cheatham County is within the Nashville MSA but ranks below all other counties in the Middle Tennessee area. Union, Jefferson and Grainger Counties are within the Knoxville MSA but property value and job totals do not show similarities with other Knoxville MSA counties.

CHAPTER III

DATA ANALYSIS

The county rankings and maps in Chapter II provide information on the relative standing of each county. The ranking of an individual county may lead to assumptions about the reasons or causes. One such assumption, which preceded this study, was that expenditures for economic development administration had an effect on jobs and property values. Additional analysis of the data collected can provide a better understanding of the importance of the variables selected. Property value and jobs are the two dependent variables used in this study. Standardized values, such as jobs per 1,000 population and per-capita property value, have been included in order to make relative comparisons between the counties.

Table VII is a correlation matrix which shows the relationships between ten variables through the use of a correlation matrix (Feldman, D., & Gagnon, J.). The variables included are:

1. Expenditures per-capita for economic development administration, independent;
2. Total expenditures for economic development administration, independent;
3. Population, independent;

Table VII. Correlation matrix Pearson Product Moment

	Variables									
	1	2	3	4	5	6	7	8	9	10
1 Expenditure Per-Capita for Economic Dev. Admin.	1									
2 Total Expenditure for Economic Dev. Admin.	.543	1								
3 Population	.16	.885	1							
4 Distance to Closest Interstate Hwy Access	-.258	-.362	-.362	1						
5 Distance to Closest Major City	-.145	-.387	-.416	.392	1					
6 Jobs Per 1,000 Population	.383	.632	.548	-.478	-.135	1				
7 Total Jobs	.161	.900	.977	-.343	-.395	.597	1			
8 Increase in Jobs '82-'86	.131	.782	.905	-.299	-.371	.506	.921	1		
9 Change in Property Value	.325	.400	.331	-.360	-.389	.353	.329	.345	1	
10 Property Value Per-Capita	.409	.469	.35	-.337	-.315	.530	.372	.372	.672	1

4. Distance to the closest interstate highway access, independent;

5. Distance to the closest of the four largest cities in Tennessee, independent;

6. Jobs per 1,000 population, dependent;

7. Total jobs, dependent;

8. Increase in jobs during the 1982-1986 period, dependent;

9. Per-capita change in property value during the 1982-1986 period, dependent;

10. Per-capita value of property in 1986, dependent.

The values shown on the matrix are correlation coefficients for each variable combination. A correlation coefficient only demonstrates whether or not a relationship exists. It does not indicate that the relationship is causative (Chase, W. & Bown, F., pp. 405-429). The values shown by the matrix can be between -1 and 1, "where -1 implies a perfect negative (inverse) relationship, 0 implies independence, and 1 implies a perfect positive correlation" (Fox, W., Mayo, J., Miles, M., Bott, S., & Price, P., p.60).

The highest levels of positive relationship shown by the matrix are related to total population. As total population increases there are more jobs and higher property value totals. Standardized values were used in order to show the changes and relationships between variables regardless of the

population of the county. The correlation coefficients for Population and Total Jobs and Population and Increase in Jobs, are the two highest shown by the matrix, .977 and .905 respectively. When Jobs Per 1,000 population is used as a dependent variable, rather than total jobs, the direction of expenditures for economic development administration increases. The correlation coefficient for Jobs Per 1,000 population and Expenditures Per-Capita for Economic Development Administration is .383. This shows moderate strength and indicates that there is a relationship. Per-Capita Expenditures for Economic Development Administration also demonstrates a relationship with property value per -capita, another standardized value. The correlation matrix, by demonstrating the relationships existing, leads to other methods of data analysis.

Stepwise Regression

Stepwise regression is a method of computing multiple linear relationships. In stepwise regression the strength of the relationship is used to determine if the independent variable can remain as a part of the model equation. To enter, and become part of the model equation, values of F were assigned as 4 or greater to enter and 3.996 or less to be removed. In other words, the relationship between any of the variables selected and the one being investigated must

not only exist, but have sufficient strength to be considered part of the explanation of what has occurred. The values chosen are the default values for the Statview 512+ computer software used in the following stepwise regression analysis (Feldman, D., & Gagnon, J.).

Five variables were compared with jobs per 1,000 population, property value per-capita and the change in property value per-capita. The independent variables used were population, distance from the closest of the four largest cities (city distance), distance from the closest interstate highway access (interstate distance), total expenditures for economic development administration during the 1982-1986 period (total expenditures), and per-capita expenditures for the 1982-1986 period using the 1986 county population (per-capita expenditures). The same procedures were then used for all counties except the four counties with the largest populations; Shelby, Davidson, Knox and Hamilton.

All Counties. The stepwise regression summary for jobs per 1,000 population as the dependent variable is shown as Table VIII. Using the parameters described above for inclusion, the final regression equation for jobs per 1,000 population is:

$$Y = 222.404 + (2.672)X_1 + 2.58X_2 + .665X_3$$

where 222.404 is the intercept, X_1 is interstate distance, X_2

Table VIII. Stepwise regression summary using jobs per 1,000 as the dependent variable.

Parameter	Value	Standard Error	Standard Value	F to Remove	r ²
Intercept	222.404				
Interstate Dist.	-2.672	.618	-.355	18.692	.471
Major City Dist.	.665	.235	.234	7.975	.514
Econ. Dev. Expend.	2.5803	.552	.595	52.768	.400

Table IX. Stepwise regression summary using change in per-capita property value as the dependent variable.

Parameter	Value	Standard Error	Standard Value	F to Remove	r ²
Intercept	\$3,900.444				
Major City Dist.	-24.319	.8.776	-.276	7.679	.225
Econ. Dev. Expend.	3.948	1.341	.293	8.668	.16

Table X. Stepwise regression summary using per-capita property value as the dependent variable.

Parameter	Value	Standard Error	Standard Value	F to Remove	r ²
Intercept	\$19,308.294				
Econ. Dev. Expend.	.001	2.611	.35	10.671	.22
Expend. Per-Capita	59.135	28.995	.219	4.16	.254

is total expenditures, and X_3 is the distance to one of the four largest cities. Population, with an E of .074, and expenditures per-capita, with an E of .002, were not included as part of the equation. This stepwise regression model indicates that, with a mean of 222.404 jobs per 1,000 population:

1. a job will be added for every 2.672 miles in closer proximity to an interstate highway access (when controlling for total expenditures for economic development administration and large city distance);

2. a job will be added for each additional \$2.58 in total expenditures for economic development administration (when controlling for interstate access and major city distance);

3. a job will be added for each .665 mile increase in distance from one of the four largest cities (when controlling for total expenditures and interstate access).

The stepwise regression summary for per-capita property value is based on the total property value in 1986, rather than the change in value, and is shown as Table X. The final regression equation is:

$$Y = \$19,308.294 + 59.135X_1 + .001X_2$$

\$19,308.294 is the intercept, X_1 is expenditure per-capita and X_2 is total expenditure. Interstate distance, with an E

to enter of 3.452, distance to major city, with an F of 3.256 and population, with an F of .044, were not included as part of the equation. This model indicates that increasing per-capita property value by one dollar will require the expenditure of \$59.135 per-capita for economic development administration (when controlling for total expenditures), or \$0.001 in total expenditures (when controlling for per-capita expenditures).

The stepwise regression summary for change in property value per-capita is shown as Table IX. The final regression equation, using the same five variables, is:

$$Y = \$3,900.444 + (24.319)X_1 + 3.948X_2$$

where \$3,900.444 is the intercept, X_1 is the distance from a major city and X_2 is total expenditures for economic development administration. Interstate distance, expenditures per-capita and population did not have F values high enough to enter the equation. This model indicates that per-capita property values will increase by one dollar for:

1. each 24.319 miles closer proximity to a major city (when controlling for total expenditures for economic development administration);

2. each additional \$3.948 in total expenditures for economic development administration (when controlling for proximity to a major city).

For each of the dependent variables; jobs per 1,000 population, per-capita change in property value and per-capita value totals, either total expenditures for economic development administration or per-capita expenditures for economic development administration contributed to the explanation of total variance.

Excluding Four Largest Counties. Using the same three dependent variables as the preceding calculations for all counties, stepwise regression was performed on all counties except the four largest in population, Shelby, Davidson, Knox and Hamilton. For the dependent variable jobs per 1,000 population the same five independent variables were tested using the criteria described for all counties. A summary of the stepwise regression is show as Tables XI-XIII. Table XI shows the four variables which entered the stepwise regression equation for Jobs Per 1,000 Population, Interstate Distance (proximity), Expenditures Per-Capita for Economic Development Administration, Distance from the closest of the four largest cities in Tennessee and Population. Three variables entered the equation for Change in Per-Capita Property Value; Population, Major City Distance and Expenditures Per-Capita for Economic Development Administration. Only one variable, Economic Development Expenditures, entered the equation for Per-Capita Property Value.

Table XI. Stepwise regression summary using jobs per 1,000 as the dependent variable without four largest counties.

Parameter	Value	Standard Error	Standard Value	F to Remove	r ²
Intercept	166.131				
Interstate Dist.	-1.771	.627	-.268	7.97	.43
Expend. Per-Cap.	.965	.349	.237	7.648	.33
City Dist.	.773	.225	.294	11.814	.38
Population	.001	.782	.386	16.849	.27

Table XII. Stepwise regression summary using change in per-capita property value as the dependent variable without four largest counties.

Parameter	Value	Standard Error	Standard Value	F to Remove	r ²
Intercept	\$2,909.34				
Population	.025	.011	.236	7.679	.12
City Dist.	-22.14	8.953	-.239	8.668	.18
Expend. Per-Cap.	30.458	14.243	.212	4.573	.22

Table XIII. Stepwise regression summary using per-capita property value as the dependent variable without four largest counties.

Parameter	Value	Standard Error	Standard Value	F to Remove	r ²
Intercept	\$19,367.118				
Econ. Dev. Expend.	.002	.423	.435	20.713	.189

The regression equation for jobs per 1,000 population is:

$$Y = 166.131 + (1.771)X_1 + .965X_2 + .773X_3 + .001X_4$$

where X_1 is the distance to the closest interstate highway access, X_2 is expenditure per-capita, X_3 is the distance to the closest of the four largest cities and X_4 is population. Total expenditures for economic development administration did not have an F value high enough to enter the equation. This stepwise regression model indicates that an additional job will result from:

1. 1.771 miles closer proximity to an interstate highway access (when controlling for all other variables in the equation);
2. \$0.965 in additional per-capita expenditures for economic development administration (when controlling for all other variables);
3. .773 additional miles away from the closest of the four largest cities (when controlling for all other variables).
4. A .001 increase in population (when controlling for all other variables).

Each of the four variables contributed to the explanation of the variance in jobs per 1,000 population.

For the dependent variable property value per-capita the regression equation is:

$$Y = \$19,367.118 + .002X_1$$

where X_1 is total expenditure for economic development administration. Interstate highway access, major city distance, expenditures per-capita and population did not have F values high enough to enter the equation. This stepwise regression model indicates that per-capita property value will increase one dollar for each .002 miles of distance away from the closest of the four largest cities. The value of r^2 in this model is .189.

For the dependent variable per-capita change in property value the regression equation is:

$$Y = \$2,909.336 + 30.458X_1 + (22.14)X_2 + .025X_3$$

where X_1 is expenditure per-capita for economic development administration, X_2 is distance from the closest of the four largest cities and X_3 is population. This stepwise regression model indicates that a one dollar increase in per-capita property value will result from:

1. Increased expenditures for economic development administration of \$30.458 (when controlling for all other variables).

2. 22.14 miles closer proximity to the closest of the four largest cities (when controlling for all other variables).

Each variable contributed to the explanation of the variance in per-capita property value change.

Per-capita expenditures for economic development administration and total expenditures for economic development administration each entered one or more of the equations. Population entered the equation for jobs per 1,000 population. Distance to a major city entered the equations for jobs per 1,000 population and per-capita change in property value. Interstate highway proximity entered only the equation for jobs per 1,000 population.

The four variables which entered the regression equation for jobs per 1,000 population are shown graphically in Figures 16-19. These four variables; distance to the closest interstate access, expenditure per-capita for economic development administration, distance to closest of four largest cities and population, are shown individually using simple regression. When distance to the closest interstate access is used as the independent variable (Figure 16), the inverse relationship appears with a downward sloping line. As distance increases, the number of jobs per 1,000 population decreases. Figure 17 shows the relationship between jobs per 1,000 population and expenditures, per-

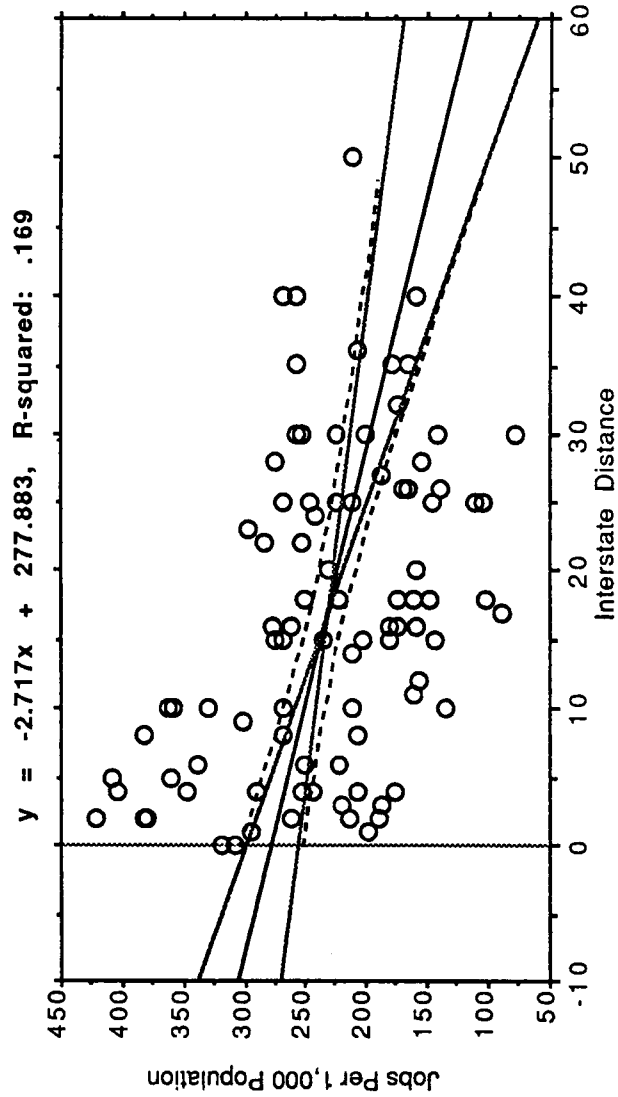


Figure 16. Distance to closest interstate access/jobs per 1,000 population, simple regression. County distributions indicated by circles and 95% confidence bands as broken lines.

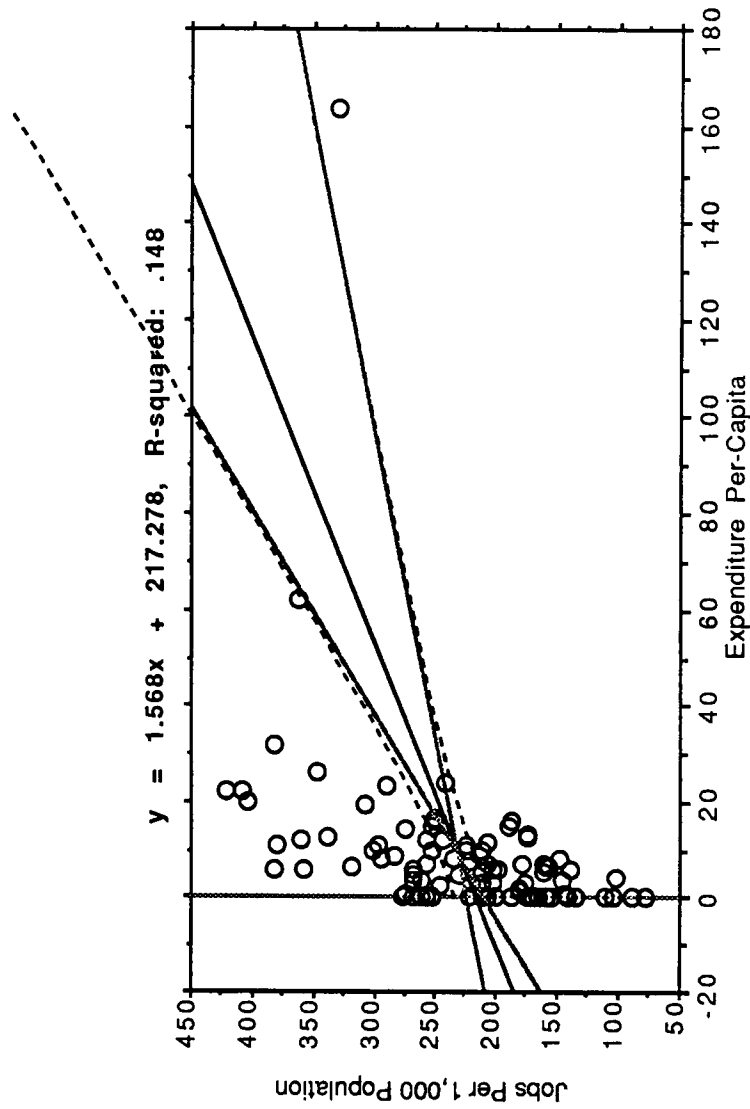


Figure 17. Expenditure per-capita for economic development administration/jobs per 1,000 population, simple regression. County distributions indicated by circles and 95% confidence bands as broken lines.

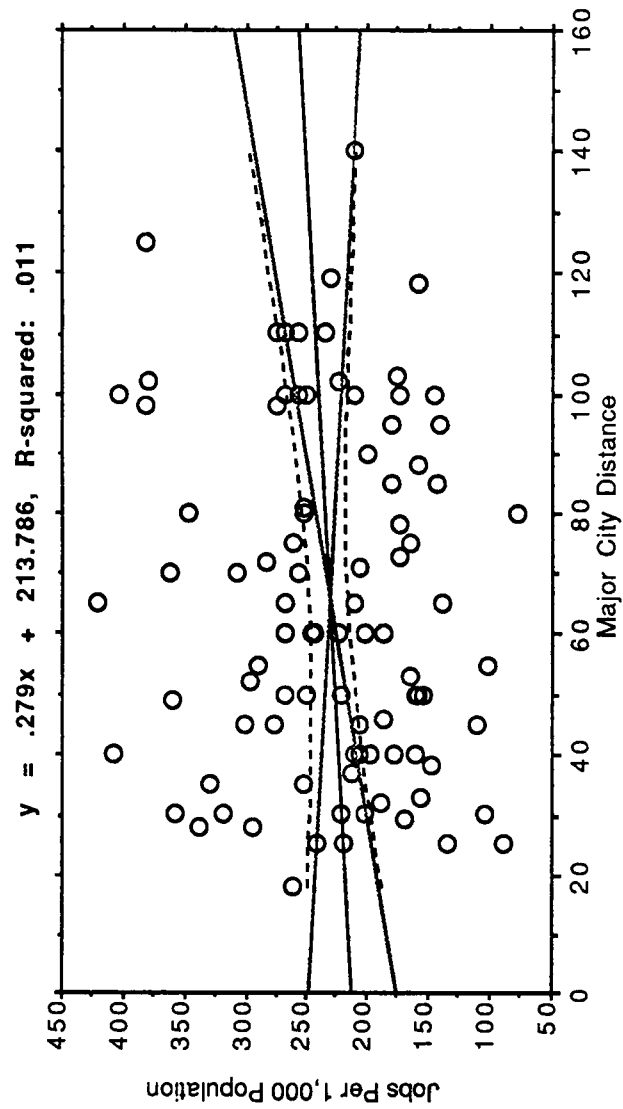


Figure 18. Distance to closest of four largest cities/jobs per 1,000 population, simple regression. County distributions indicated by circles and 95% confidence bands as broken lines.

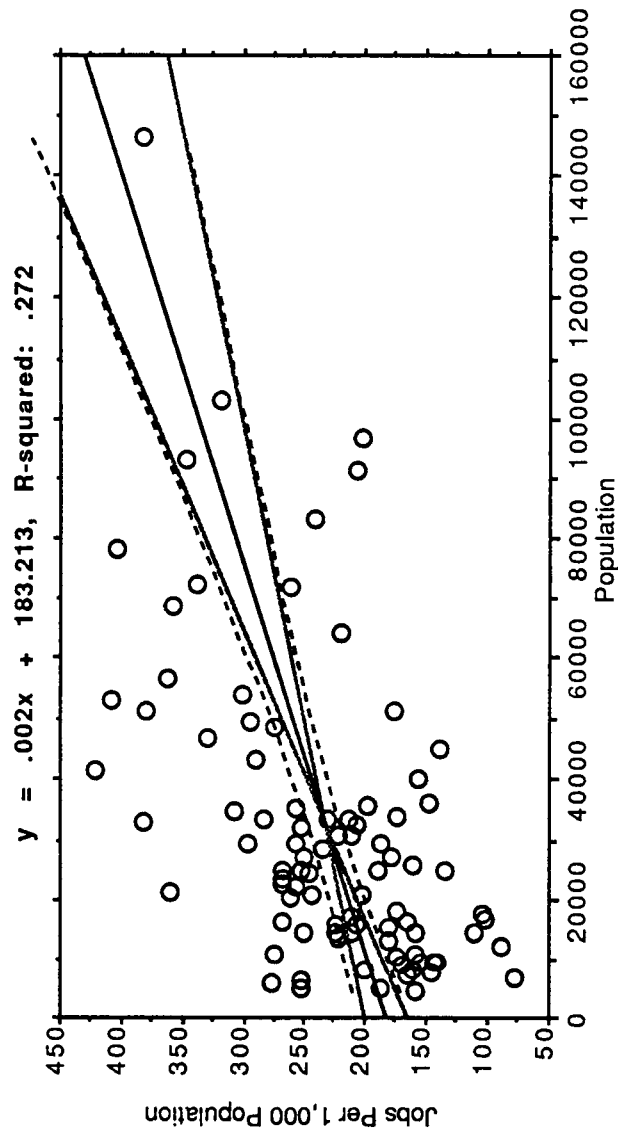


Figure 19. Population/jobs per 1,000 population. County distributions indicated by circles and 95% confidence bands as broken lines.

capita, for economic development administration. The single dot on the far right of the graph represents Sevier County which had per-capita expenditures of \$163.65 for the 1982-1986 period. The mean for all counties was \$9.85 for the period.

Figure 18 shows an almost horizontal line which signifies a low level of correlation between jobs per 1,000 population and distance from one of the largest four cities in Tennessee. Figure 19 shows the strong relationship between population and jobs per 1,000 population.

Analysis Summary

The correlation matrix helped demonstrate the relationships which exist between expenditures for economic development administration and the dependent variables, property value and jobs. The use of standardized values for both dependent and independent variables also demonstrates the relationships without using the absolute totals for expenditures. Stepwise regression models show that per-capita expenditures for economic development administration enter the equation, and help explain, changes in jobs per 1,000 population for all but the top four counties and per-capita property values for all counties.

Stepwise regression provided a stepwise regression formula for the variables considered in this study. The

results lead to a hypothesis concerning jobs per 1,000 population that:

$$JPT_i = EV_0 + (EVIP)_i + EVEA_i + EVMC_i + \text{random error}$$

where

JPT_i = the number of jobs per 1,000 population for county i ,

$EVIP_i$ = the explained variance of interstate proximity for county i ,

$EVEA_i$ = the explained variance of expenditures for economic development administration for county i ,

$EVMC_i$ = the explained variance of the distance from one of the four major cities in Tennessee (from county i).

This model supports the contention that funding for economic development administration has a significant effect on the number of jobs per 1,000 population. The model also demonstrates the inverse relationship which exists between locational factors, such as interstate proximity, and the number of jobs per 1,000.

Figures 1-5, on pages 16-18, show five basic organizational classifications used by economic development organizations in Tennessee. Comparisons with the summary rankings from Table VI (page 52) show that seven of the

counties in the top twenty-fifth percentile of total rankings use the "multiple independent boards" organization model, one uses the "chamber of commerce with executive director" model, three use the "dual board/executive director" model, Oak Ridge (located in Anderson County), uses the "local government department" model, and thirteen counties use the "unitary economic development board and director" model. The unitary economic development board and director model is the most common organizational type used by economic development groups in Tennessee. In this organizational model the executive director is responsible for a variety of functions. The use of this model may be a result of limited budgets which result in fewer employees. All of the counties in the twenty-fifth percentile of total rankings (highest), have some type of economic development organization. Nine of the twenty-one counties in the seventy-fifth percentile (lowest) have no organization for economic development.

CHAPTER IV

SUMMARY AND CONCLUSIONS

For most counties the resources which can be influenced on the local level are limited. With ninety-five counties competing for a limited number of economic development opportunities the success or failure of individual programs may depend on the best use of the available resources. A community may have an abundant water supply but no service to property that has development potential. Local banks may be willing to provide favorable financing plans for new industry but industrial prospects may not be aware of the possibilities. Local residents may be willing to assist in the business recruitment process but no one has asked for their help. These are just some of the problems which can occur when economic development programs are not organized at the county level.

Studies of location factors normally considered by firms usually include one factor which can be influenced by local efforts. The "pro-business attitude" of the community is not as tangible as water or site availability but continues to appear as a critical business location factor. Chamber of

commerce and economic development staffs are the promoters, salespersons and developers at the county level in Tennessee.

While demonstrating the role of funding for economic development administration, this study did not attempt to tackle the many variables which enter the industrial site selection process. One of the basic problems in trying to develop an approach to the explanation of industrial development or county level economics is summarized as follows:

At the source of this queasiness regarding economic development strategies is a fundamental void -- both theoretical and empirical -- in our understanding of the root causes of economic development. While some basic knowledge flows from an understanding of relative process and location theory, many of the subtleties with which policymakers must deal remain unaddressed in the general literature.

(Fox, W., Mayo, J., Miles, M., Bott, S., & Price, P.)

these subtleties which enter the policy and decision process at the local level are difficult to explain. For one county the lack of development may be directly related to the absence of a tangible resource, such as adequate water supplies. For another county the problems may relate to jealousy, politics and competition between cities. For most counties the problems can be addressed in a professional manner when there is an active economic development program. The administration may be through a local chamber of commerce or a department of the city or county. The initial

importance is that it exists and can provide a focus for economic development activity. Assets, such as adequate sites, speculative buildings, rail service and interstate access, are not the complete solution to economic problems. These are only some of the available tools for local government.

It is easy to blame outside forces for the failure of local economic development efforts. Several counties responded to survey questions with statements such as "they never bring us any prospects" or "we are going to do something if we can get a grant approved". Representatives of other counties displayed absolute confidence that they could seek and find industrial firms and that unique financing arrangements would take care of the costs of development. The rankings of all counties, as well as the county profiles in the Appendix, demonstrate that economic success is not limited to the largest population counties.

Some of the most impressive economic development organizations in Tennessee are in medium sized and small counties. One similarity shared by these programs is the ability to organize volunteer support. Examples include the "Mark V" program in Bradley County, the "Bristol First" program in Sullivan County and the "Action 2020" plan in Lincoln County. A book called The Informed Society described the need for community support with the statement that "...in

America today there are very few people who, alone, can make things happen. But there are many people who, alone, can keep things from happening" (Cisneros, H., p. 46).

The fact that many economic development programs are successful in Tennessee can provide opportunities for all counties. The differences in jobs per 1,000 population or in property value per-capita between some counties is difficult to explain. Sometimes the counties may be only a few miles apart or may even be adjacent to each other. Having a successful neighbor is not the single answer for economic improvements. The solution may be in the sharing of information between counties through cooperative, regional efforts. Polk and Bradley counties have initiated this process on a formal basis but the effort is just beginning. The sharing of economic development skills and talents between counties is one of the issues which should receive further study.

Along with the subject of possible assistance between counties, further study should be made of the use of funding for economic development at the county level. There may be more effective ways to spend local dollars for economic development. Studies of the most successful programs, by population categories, may demonstrate methods which result in higher returns for local investment. Some counties have very active volunteer participation and constant activity.

Is the organization part of the reason for increased involvement? Are some counties more successful because of the skill and ability of individuals within the organization? What are the most effective methods for training county representatives to do a better job? Are there unique approaches to program funding? Very few counties have economic development programs which depend entirely on contributions from local governments. Will alternative methods of funding work in counties which have not established programs due to a lack of local financial resources?

The economic development process is difficult to understand, even on the county level. The economic development "tools" which have been identified are not easily quantified. The study of economic development at the county level can provide development representatives and community leaders with a better understanding of what they have, or could have, to offer. Economic development in Tennessee has not been limited by county size or by population. The examples of programs that are active and effective include every section of the state. The exchange of information between counties should be a policy at both the county and state level.

The fact that a well funded and active economic development program can assist in increasing property values

and jobs may be obvious without studies and research. The real value of any study is the final effect. If community leaders are better informed about the status of their own county, as well as other areas, they can make better plans for the future. The examples of successful programs, in both large and small counties, could provide the initiative for county officials and community leaders to create effective economic development organizations in the future.

LIST OF REFERENCES

LIST OF REFERENCES

- Becker, T. & Henkel, A. (eds.). (1986). Economic development finance. New York: Kidder, Peabody & Co.
- Carman, W. (1987). Report to state board of equalization program status real and personal property ad valorem taxation including revaluations and reassessments as of July 1, 1987. Nashville, TN: State of Tennessee Division of Property Assessments.
- Chase, W. & Brown F. (1986). General Statistics. New York: John Wiley & Sons.
- Cisneros, H. (1988, June). Viewpoint. Planning, p.46.
- Conway, H. (1980). Marketing industrial buildings & sites. Atlanta, GA: Conway Publications.
- Crowell, G. (1987). Tennessee blue book. Nashville, TN: State of Tennessee.
- Feldman, D., & Gagnon, J. (1986). Statview 512+. Calabasas, CA: Brainpower, Inc.
- Fox, W., Mayo, J., Miles, M., Bott, S. & Price, P. (1987). Entries and exits of firms in the Tennessee economy. (University of Tennessee Publication No. E01-1490-010-87). Knoxville, TN: Center for Business and Economic Research, College of Business Administration, The University of Tennessee.
- Hack, G. (1988, April). Selecting the high tech location. Area Development and Sites Facilities Planning. New York: Conway.
- Hake, D., Ploch, D. & Fox, W. (1985). Business location determinants in Tennessee. (University of Tennessee Publication No. E01-1490-003-86). Knoxville, TN: Center for Business and Economic Research, College of Business Administration, The University of Tennessee.
- Litterer, J. (1965). The analysis of organizations. New York: John Wiley & Sons.

- Livingston, L. (1979). Business and industrial development. In So, F., Stollman, I., Beal, F. & Arnold, D. (Eds.), The practice of local government planning (pp. 246-272). Washington, DC: International City Management Association.
- Lochmodler, D., Muncy, D., Thorne, D. & Viets, M. (1975). Planning. Industrial Development Handbook. Washington, DC: Urban Institute Press.
- Lonsdale, R. & Seyler, H. (1979). Nonmetropolitan industrialization. Washington, DC: V.H. Winston & Sons.
- Massie, J. & Douglas, J. (1973). Managing: A contemporary introduction. Englewood Cliffs, NJ: Prentice-Hall.
- McMahan, J. (1976). Property development. New York: McGraw-Hill.
- National Association of State Development Agencies. (1986). Directory of incentives for business investment and development in the United States. Washington, DC: Urban Institute Press.
- O'Connor, M. (1988, April). 1988's development groups: More sophisticated increased assistance and ironclad confidence. Site Selection Handbook, pp. 294-300. New York: Conway.
- Peters, S. (ed.). (1980). The development of speculative buildings: Concepts and ideas presented by twelve leading developers. Proceedings of the NAIOP Speculative Buildings Seminar. Miami Beach, FL: National Association of Industrial & Office Parks.
- Peters, W. & Summers, G. (1968). Statistical analysis for business decisions. Englewood Cliffs, NJ: Prentice-Hall.
- Schmenner, R. (1982). Making business location decisions. Englewood Cliffs, NJ: Prentice-Hall.
- State of Tennessee State Board of Equalization. (1983). 1982 tax aggregate report of Tennessee (Authorization No. CT-2081). Nashville, TN: Author.
- State of Tennessee State Board of Equalization. (1984). 1983 tax aggregate report of Tennessee (Authorization No. 307007). Nashville, TN: Author.

- State of Tennessee State Board of Equalization. (1985).
1984 tax aggregate report of Tennessee (Authorization
No. 307007). Nashville, TN: Author.
- State of Tennessee State Board of Equalization. (1986).
1985 tax aggregate report of Tennessee (Authorization
No. 307041). Nashville, TN: Author.
- State of Tennessee State Board of Equalization. (1987).
1986 tax aggregate report of Tennessee (Authorization
No. 307082). Nashville, TN: Author.
- State of Tennessee Department of Employment Security,
Research and Statistics Division. (1988). [Total jobs
by county]. Unpublished computer generated data.
- Tennessee: Announced project tops \$1 billion. (1988, March-
April). Plants Sites & Parks.
- U.S. Department of Commerce, Bureau of the Census. (1978).
County and city data book: A statistical abstract
supplement. Washington, DC: U.S. Government Printing
Office.
- U.S. Department of Commerce, Bureau of the Census. (1985).
Estimates of the population of Tennessee counties and
metropolitan areas: July 1, 1981, 1982, and 1983 (Series
P-26, No. 83-42-C). Washington, DC: U.S. Government
Printing Office.
- U.S. Department of Commerce, Bureau of the Census. (1987).
Estimates of the population of Tennessee counties
(Series P-26). Washington, DC: U.S. Government
Printing Office.
- West Tennessee Industrial Association. (1988, June).
Newsletter. Vol. XXV, No. 6. Author.

APPENDIX

APPENDIX
COUNTY DATA

Anderson County. Five organizations are involved in economic development activities in Anderson County. The Oak Ridge Chamber of Commerce operates with seven staff members and serves the City of Oak Ridge. The Anderson County Chamber of Commerce and the Melton Hill Regional Development Authority both serve the entire county. The Convention and Visitors Bureau is totally funded by the City of Oak Ridge and operates a visitors center with one staff member. The four organizations operate independently and all except the Convention and Visitors Bureau are involved in the promotion of business and industry. The President of the Melton Hill Regional Development Authority is the primary contact for county industrial recruitment activities. A small Chamber of Commerce also serves the Lake City area. The Anderson County courthouse is located thirty miles from the City of Knoxville and ten miles from the closest interstate access.

The total expenditure for administration and operation of chamber of commerce and industrial recruitment programs for the 1982-1986 period was \$393,050, or \$5.71 per-capita, based on the 1986 population. This is lower than the \$15.82 per-capita mean for all counties. Anderson County ranks twenty-fifth in total expenditures for the period when

compared with all counties. The 1986 per-capita expenditure of \$1.72 is lower than the state per-capita mean of \$4.10 (M.E.F. Bell, B. Highfill & P. Prosser, personal communications June 1 - June 16, 1988).

Property values increased \$4,330,823,835 during the 1982-1986 period for a change of \$2,496 per-capita. The change for relative size counties during the period was \$2,527. Anderson County ranks nineteenth among all counties in total property value change for the period. The mean change for all counties was \$220,887,897 (State of Tennessee State Board of Equalization).

Total jobs in Anderson County increased 10.38% during the 1982-1986 period. The total change was 2,538 jobs for an increase of 33.6 jobs per 1,000 population. This change is 23.44 jobs per 1,000 population higher than the mean for relative size counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Bedford County. The Shelbyville/Bedford County Chamber of Commerce is the primary contact for economic development for the entire county. The Chamber of Commerce and Industrial Board are two separate entities but are operated through one executive director. The City of Shelbyville owns a 250 acre industrial site with a speculative building available. The county courthouse is located fifty-two miles from Nashville and twenty-three miles from the closest

interstate highway access. Growth in the county is attributed to "growth in the middle Tennessee area and the team approach used by the city and county for industrial recruitment" (S. McDonald, personal communication, May 31, 1988).

Total chamber of commerce and industrial program expenditures for the 1982-1986 period were \$316,000 or \$10.82 per-capita based on the 1986 population of 29,200. The 1986 per-capita expenditure of \$2.88 is lower than the mean expenditure of \$4.10 for all counties (S. McDonald, personal communication, May 31, 1988).

Property values increased \$2,121 per-capita during the period compared to a state mean increase of \$2,527 per-capita. Bedford county ranks forty-third in total property value increase, when compared with all counties, with a total increase of \$59,591,536. The per-capita value of all property in 1986 was \$20,588 (State of Tennessee State Board of Equalization).

Total jobs in Bedford County increased nine percent during the 1982-1986 period. The increase from 7,637 to 8,650 jobs amounts to an additional 24.45 jobs per 1,000 population. This change is 14.3 jobs per 1,000 population higher than the mean for the state and ranks Bedford County twenty-seventh when compared with the change experienced by

all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Benton County. Economic development programs for Benton County have been administered by the Tri-County Industrial Development Council since 1985. The council has also served Carroll and Henry counties but may cease operations at the end of the 1988 fiscal year. Carroll and Henry counties have both become more active with their local economic development programs during the past two years. Benton County has suffered the loss of several jobs through plant closings in the surrounding region. The county courthouse is located ninety-five miles from Nashville and fifteen miles from the closest interstate highway access (E. Marvin, personal communication, May 5, 1988).

Funding for the Benton County share of the Tri-County Industrial Development Council did not begin until the 1985-1986 fiscal year and total funding for the 1982-1986 period amounted to \$28,000 or \$1.85 per-capita for the period. This compares to a mean for all counties of \$15.82. The 1986 expenditure of \$0.93 per-capita compares to a 1986 mean for all counties of \$4.10 (E. Marvin, personal communication, May 5, 1988).

Property values increased \$33,062,721 during the 1982-1986 period for a change of \$2,190 per-capita. The total increase in value ranks Benton County fifty-seventh when

compared with all counties. The change for relative size counties during the period was \$2,527 per-capita (State of Tennessee State Board of Equalization).

Total jobs in Benton County increased from 2,557 in 1982 to 2,720 in 1986. This change of 163 jobs, or 0.64 per 1,000 population, was lower than the 625 mean change in jobs for relative size counties and lower than the mean change of 10.15 jobs per 1,000 population experienced by relative size counties. Benton County ranks sixtieth in the addition of new jobs when compared with all counties for the 1982-1986 period (State of Tennessee Department of Employment Security Research and Statistics Division).

Bledsoe County. Economic Development programs in Bledsoe County are operated by the County Executive and representatives of the City of Pikeville. Active support is provided by the Southeast Tennessee Development District. The county courthouse is located fifty miles from Chattanooga and twenty-eight miles from the closest interstate access. During the 1982-1986 period there were no funds specifically designated for the operation of economic development programs (L. Case, personal communication, April 26, 1988).

Total property values increased \$30,789,394 during the 1982-1986 period which ranks Bledsoe County fifty-ninth when compared with all counties. The per-capita change of \$3,311

is higher than the \$2,527 change experienced by relative size counties (State of Tennessee State Board of Equalization).

The increase of 321 jobs for the period is lower than the 625 mean change for relative size counties but is 19.37 higher than the mean change per 1,000 population. Bledsoe County ranks fiftieth in total job change when compared with all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Blount County. Economic development programs are operated through two organizations in Blount County. Both are staffed by the same executive officer but policy decisions are made by two separate boards, the Chamber of Commerce and the Industrial Board. Blount County has been aggressive in the recruitment of new industry and the industrial board serves as an active developer in the purchase of land and construction of industrial buildings. Relationships have been developed with firms from foreign countries with a special emphasis on the recruitment of firms from England and Japan. The Blount County courthouse is located twenty-five miles from Knoxville and twenty-four miles from the closest interstate access.

The \$23.94 per-capita expenditure for economic development programs during the 1982-1986 period is higher than the \$15.82 mean for relative size counties. Blount county ranks ninth when compared with the expenditures of all

counties. The 1986 expenditure of \$3.52 per-capita is lower than the \$4.10 mean for all counties. Total expenditures for the period were \$1,992,204 (D. Morton, G. Hensley & T. Topham, personal communications, May - June, 1988).

Property values increased \$353,982,178 during the 1982-1986 period which ranks Blount County twelfth when compared to all counties. The per-capita increase in value of \$4,464 is higher than the mean per-capita increase of \$2,527 experienced by relative size counties. Per-capita value of all property in 1986 was \$26,704 (State of Tennessee State Board of Equalization).

There was a 2,581 increase in total jobs during the 1982-1986 period which ranks Blount County tenth in comparison with total job change for all counties. The increase of 20.64 jobs per 1,000 population compares with an mean increase of 10.75 for all counties. The 20,138 total jobs in Blount County in 1986 compares with a mean for all counties of 17,183. In 1986 there were 242.04 jobs per 1,000 population in Blount County compared to a mean of 241 jobs per 1,000 population for all counties. (State of Tennessee Department of Employment Security Research and Statistics Division).

Bradley County. The organization of economic development programs in Bradley County uses a structure which is not common among relative size counties. There are two

separate divisions within the chamber of commerce. Each has a director who reports to the general manager of the Chamber of Commerce. The Chamber of Commerce Board of Directors is responsible for all programs although there is a Tourist and Conventions Bureau which operates as a committee of the Chamber of Commerce. Normal operating budgets have been supplemented through the implementation of the "Mark V" program. This program has separate and defined goals and objectives and the program budget is based on the specific program activities.

Total funding for economic development administration by the Chamber of Commerce was \$901,953 for the 1982-1986 period which ranks the county fourteenth compared to the expenditures of all counties. This amounts to \$12.48 per-capita for the period and compares to a mean expenditure of \$15.82 for all counties. Per-capita expenditures for 1986 were \$3.00 compared to a mean for all counties of \$4.10 (S. West, personal communication, April 21, 1988).

Total property values increased \$472,120,251 during the 1982-1986 period which ranks Bradley County eighth in total increase when compared with all counties. The per-capita increase of \$6,872 for the period compares with a mean increase of \$2,527 for all counties. The per-capita value in 1986 was \$24,583 which is higher than the mean per-capita

value for all counties of \$20,255 (State of Tennessee State Board of Equalization).

During the 1982-1986 period there was a net increase of 984 jobs in Bradley County which results in a ranking of twenty-eighth when compared with all counties. The increase in population from 68,700 to 72,300 during the period results in a decrease of 3.44 jobs per 1,000 population. The 1986 total of 338.98 jobs per 1,000 population is higher than the mean of 241 for all counties and ranks Bradley County fifteenth when compared to all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Campbell County. The Campbell County Chamber of Commerce is responsible for county-wide economic development programs with assistance provided by the county government and the cities of LaFollette and Caryville. The Executive Director of the Chamber of Commerce reports to a fifteen member Board of Directors. Approximately 175 acres is available for industrial development with 150 acres owned by the county and cities. A 200 acre industrial site is scheduled for future development. The county courthouse is located forty miles from Knoxville and one mile from the closest interstate access.

The total expenditure for program administration for the 1982-1986 period was \$205,000 or \$5.77 per-capita. This is

lower than the \$15.82 mean for all counties. Campbell county ranks forty-seventh in total expenditures for the period when compared with all counties. The 1986 expenditure of \$0.77 per-capita is lower than the per-capita mean of \$4.10 for all counties (A. Clear, personal communication, March 22, 1988).

Total property value increased \$138,222,510 during the 1982-1986 period. This increase of \$3,927 per-capita is higher than the mean increase of \$2,527 experienced by relative size counties. The total per-capita value of all property was \$16,210 in 1986 and was lower than the mean value of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

Campbell County ranks eighty-fourth when compared to net changes in total jobs for all counties for the 1982-1986 period. There was a net decrease of 319 jobs for the period. There were 198.51 jobs per 1,000 population in 1986 which ranks the county sixty-fourth when compared with all counties. The mean number of jobs per 1,000 population for all counties in 1986 was 241 (State of Tennessee Department of Employment Security Research and Statistics Division).

Cannon County. The County Executive administers economic development programs for Cannon County. There is an Industrial Board which meets to discuss industrial projects and to develop prices for the sale of industrial properties. The county owns an eighty acre industrial site with seventy

acres remaining for future sales. There is no separate budget for economic development programs and no active chamber of commerce involved in development activities. The county courthouse is located fifty miles from Nashville and twenty miles from the closest interstate access.

Property values decreased from \$213,874,646 to \$189,104,873 during the 1982-1986 period. The per-capita decrease of \$2,359 compares with a mean increase of \$2,527 for relative size counties. The \$24,769,773 total decrease in property value ranks the county ninety-first when compared to the change for all counties. The per-capita property value in 1986 was \$18,010 which is lower than the per-capita mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

Total jobs increased from 1,701 in 1982 to 1,731 in 1986. During the same period the county population increased from 10,500 to 10,800 so jobs per 1,000 population actually decreased 1.72 jobs or 1.06 percent for the period. In 1986 there were 160.28 jobs per 1,000 population compared to the mean of 241 jobs for all counties. Cannon County ranks eightieth in jobs per 1,000 population when compared with all counties and sixty-eighth in total job change for the period when compared with relative size counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Carroll County. The Chamber of Commerce administers economic development programs in Carroll County and also serves the cities of Atwood, Bruceton, Hollow Rock, Hunington, McKenzie, McLemoresville, Trezevant and Clarksburg. The Executive Director of the Chamber of Commerce reports to a Board of Directors. The Board of Directors makes policy decisions for all Chamber activities. The county courthouse is located 110 miles from Nashville and fifteen miles from the closest interstate access.

During the 1982-1986 period the county lost several major employers. Plant closings included Brown Shoe Company, with a loss of 300 jobs, and Wilker's Brothers Clothing which amounted to an additional 225 jobs. The loss of these jobs may have been part of the impetus for the current high levels of economic development activity throughout the county. A new 125 acre industrial site has been developed near a recently opened county airport. There is a 175,000 square foot speculative building currently available. The City of McKenzie has reinvested the proceeds from the sale of a city hospital into industrial development and uses the fund to assist in the recruitment of new firms. The county also owns an old hospital building and current plans are to sell the property and invest the proceeds in a program similar to the plan established by the City of McKenzie.

The total expenditure for economic development administration during the 1982-1986 period was \$229,557 which ranks Carroll County forty-fourth when compared to the expenditures of all counties. Per-capita expenditures were \$8.14 compared with the mean per-capita expenditure for all counties of \$15.82. Per-capita expenditures for 1986 were \$2.77 compared to the mean of \$4.10 for all counties (L. Scarbrough, personal communication, May 17, 1988).

Total property value increased \$22,730,226 during the 1982-1986 period which ranks Carroll County sixty-ninth when compared with all counties. Per-capita property value was \$15,470 in 1986 compared to the mean of \$20,255 for relative size counties. The per-capita increase in property value for the period was \$809 which is lower than the mean increase of \$2,527 for relative size counties. (State of Tennessee State Board of Equalization).

Total jobs decreased from 8,035 in 1982 to 6,646 in 1986 for a net loss of 1,389 jobs. Carroll County ranks ninety-third in net job change when compared with all counties. In 1986 there were 235.67 jobs per 1,000 population in the county compared to a mean for all counties of 241. The decrease in jobs for the period amounts to a loss of 50.27 jobs per 1,000 population (State of Tennessee Department of Employment Security Research and Statistics Division).

Carter County. Economic development in Carter County is administered by the office of the Director of Economic Development. The development office rents office space from the Chamber of Commerce. The operation of the Carter County program is unique among Tennessee counties due to the use of a bonus plan for successful development. The director of economic development receives a base salary and then may receive additional compensation based on each new job created. A current focus of the program is the recruitment of additional retail business as well as additional motels to assist the tourism program. The Elizabethton/Carter County Development Commission has a fifteen member board of directors and operates separately from the Chamber of Commerce. The county courthouse is located 103 miles from Knoxville and four miles from the closest access to the interstate highway system.

Total expenditures for the period were \$167,000 or \$3.26 per-capita. Expenditures for 1986 were \$1.63 per-capita. The mean per-capita expenditures for all counties was \$15.82 for the period and \$4.10 for 1986. Carter County ranks fifty-first in total expenditures for the 1982-1986 period when compared with all counties (C. Von Cannon, personal communication, June 2, 1988).

Total property value increased \$124,042,659 during the 1982-1986 period which ranks Carter County twenty-fourth when compared with all counties. The per-capita property value was \$15,002 in 1986 compared to a mean value for relative size counties of \$20,255. The per-capita increase in value of \$2,427 is lower than the mean increase of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

Total jobs increased from 8,165, in 1982, to 9,048 in 1986. This 883 job increase ranks Carter County thirty-first when compared with all counties. The increase amounted to 16.59 additional jobs per 1,000 population. The jobs per 1,000 total of 176.37 in 1986 is still below the 241 job mean for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Cheatham County. Economic development programs in Cheatham County are administered by the County Executive. There is a Chamber of Commerce in Ashland City but there is currently no Chamber Director. There is no funding specifically designated for the administration of economic development programs in the county. The courthouse is located twenty-five miles from Nashville and ten miles from the closest interstate highway access (V. Knight, personal communication, April 4, 1988).

Total property value increased \$33,433,517 during the 1982-1986 period which ranks Cheatham County fifty-sixth when compared with the increase of all counties. The per-capita increase of \$1,527 is lower than the mean of \$2,527 for relative size counties. The per-capita value of \$18,318 is lower than the mean for relative size counties of \$20,255 for 1986 (State of Tennessee State Board of Equalization).

Total jobs decreased from 3,577 to 3,354 during the 1982-1986 period. This decline of 223 jobs ranks Cheatham County seventy-ninth when compared with the change for all counties. The loss of 28 jobs per 1,000 population results in a 1986 total of 135.79 jobs per 1,000 population. The mean for all counties for 1986 was 241 jobs (State of Tennessee Department of Employment Security Research and Statistics Division).

Chester County. Economic development programs in Chester County are administered by the County Executive and the Chester County Chamber of Commerce. The Chamber of Commerce Director's position is part-time and funding for the total operation reflects the 1985-1986 period when the Chamber of Commerce became more active. The courthouse is located eighty-five miles from Memphis and sixteen miles from the closest interstate highway access. The largest employer in the county, Chester County Sportswear, has 390 employees. The 1986 county population was 13,000.

Funding for Chamber of Commerce operations comes from member dues and contributions of \$3,000 each by the City of Henderson and Chester County. Total funding for the 1982-1986 period was \$18,000 or \$1.38 per-capita. The mean expenditure for all counties for the period was \$15.82. Expenditures for 1986 were \$0.69 per-capita compared to the mean for all counties in 1986 of \$4.10. Chester County ranks sixty-ninth in total expenditures for the 1982-1986 period when compared with all counties (L. Essary, personal communication, May 8, 1988).

Total property value increased \$15,130,663 during the 1982-1986 period which ranks Chester County seventy-eighth when compared to the change for all counties. The per-capita increase was \$1,210. The total per-capita property value was \$16,167 in 1986 and was below the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

Total jobs increased from 1,796 in 1982 to 2,356 in 1986. This increase of 560 jobs for the period ranks Chester County forty-second when compared to the change for all counties. With 181.23 jobs per 1,000 population in 1986 the county remains below the mean of 241 jobs for all counties. Chester County ranks sixty-eighth in jobs per 1,000 population for 1986 when compared with all counties (State of

Tennessee Department of Employment Security Research and Statistics Division).

Claiborne County. Economic development and promotional activities for Claiborne County are administered by the Claiborne County Chamber of Commerce. Industrial recruitment is coordinated through the Claiborne County Industrial Board. The courthouse, located in Tazewell, is forty miles from Knoxville and thirty-five miles from the closest interstate highway access.

Expenditures for the operation of the Chamber of Commerce were \$183,500 for the 1982-1986 period. Based on the 1986 county population of 26,900, the per-capita expenditure for the period was \$6.82. This compares with a mean for all counties of \$15.82 for the period. Per-capita expenditures for 1986 were \$1.97 which is lower than the 1986 mean for all counties of \$4.10. Claiborne County ranks forty-ninth when compared with the total expenditures of all counties for the 1982-1986 period (S. Leonard, personal communication, March 31, 1988).

Total property value increased \$28,397,840 during the 1982-1986 period. This increase ranks Claiborne County sixty-first when compared to the increase experienced by all counties for the period. The per-capita increase amounted to \$1,114. The total per-capita property value was \$16,396 in 1986 and was below the mean property value of \$20,255 for

relative size counties (State of Tennessee State Board of Equalization).

There were forty-seven more jobs in Claiborne County in 1986 than in 1982. During this period the population increased from 25,500 to 26,900 so the number of jobs per 1,000 population actually decreased 4.27 percent. When compared with all counties, Claiborne County ranks sixty-seventh in net job change and seventieth in change per 1,000 population for the 1982-1986 period (State of Tennessee Department of Employment Security Research and Statistics Division)

Clay County. The County Executive for Clay County administers economic development programs. New Chamber of Commerce facilities are under construction and should be occupied and in operation in 1988. The county has a forty-four acre industrial park. The courthouse is located ninety miles from Nashville and thirty miles from the closest interstate access. There are no separate funds budgeted specifically for economic development program administration (J. Master, personal communication, May 31, 1988).

During the 1982-1986 period total property value in Clay County increased \$20,293,025. This increase ranks the county seventy-first when compared with all counties. The per-capita increase was \$2,635, which is higher than the mean for relative size counties of \$2,527. The \$16,396 per-capita

property value in 1986 was below the mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

Total jobs in Clay County decreased by nine jobs during the 1982-1986 period. This amounts to a decrease of 6.39 jobs per 1,000 population based on the 1986 population of 7,900. There were 201.14 jobs per 1,000 population in 1986 which was below the mean jobs per 1,000 population of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Cocke County. Two separate organizations, operating through the same office, provide economic development programs in Cocke County. The Executive Director of the Chamber of Commerce reports to a Chamber Board of Directors. The county Director of Economic Development reports to an Economic Development Committee. The courthouse is located forty-six miles from Knoxville and three miles from the closest interstate access.

Funding for the administration of economic development programs comes from membership dues, merchant contributions and the City of Newport. The county does not presently contribute to either the Chamber of Commerce or to the economic development program. The City of Newport also provides office space and utilities. Total expenditures for the 1982-1986 period were \$466,960 which ranks Cocke County

twenty-first when compared with the total expenditures of all counties. Expenditures of \$15.94 per-capita for the period were higher than the \$15.82 mean for all counties. Per-capita expenditures of \$4.80 in 1986 were higher than the \$4.10 mean for all counties (L. Wild, personal communication, May 5, 1988).

Total property value increased \$16,678,804 during the 1982-1986 period which ranks Cocke County seventy-third when compared with the increase experienced by all counties. Per-capita value increased \$575 for the period which was below the mean for relative size counties of \$2,527. Per-capita property value in 1986 amounted to \$15,970 which was below the mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

There was a net decrease of 289 jobs during the 1982-1986 period which ranks Cocke County eighty-second when compared to the change in total jobs for all counties. Jobs per 1,000 population decreased 5.96 percent based on the 1986 county population of 29,300. There were 187.78 jobs per 1,000 population in 1986 compared to the mean for all counties of 241 jobs (State of Tennessee Department of Employment Security Research and Statistics Division).

Coffee County. Four organizations provide economic development administration in Coffee County. County industrial recruitment is primarily administered by the

Industrial Board of Coffee County which is staffed with a full-time Director. The City of Tullahoma also staffs a full-time industrial recruitment office with a full-time Director. The City of Tullahoma Industrial Development Board shares office space with the Tullahoma Chamber of Commerce. In addition to these three programs, there is also a Chamber of Commerce in the City of Manchester. The courthouse in Manchester is located sixty-five miles from Nashville and two miles from the closest interstate access.

Total expenditures for all four programs for the 1982-1986 period amounted to \$922,327 which ranks Coffee County thirteenth when compared to the expenditures of all counties. Per-capita expenditures were \$22.33 which was higher than the mean for all counties of \$15.82. Per-capita expenditures for 1986 amounted to \$6.90 which was higher than the mean for all counties of \$4.10 (K. Harmon, L. Holland & J. Vosika, personal communications, April 21, 1988).

Total property value increased \$80,048,039 during the 1982-1986 period which ranks Coffee County thirty-sixth when compared to the change in value for all counties. The per-capita increase was \$2,011 and was lower than the mean per-capita increase for relative size counties of \$2,527. Per-capita property value in 1986 was \$22,284 and was higher than the mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

There was an increase of 1,883 jobs in Coffee County during the 1982-1986 period. This total increase ranks the county fifteenth when compared with the change experience by all counties. This increase amounted to an additional 31.44 jobs per 1,000 population. The total jobs per 1,000 population was 421.02 in 1986 and was higher than the mean for all counties of 241. Jobs per 1,000 population in Coffee County is the third highest among all Tennessee counties (Tennessee Department of Employment Security Research and Statistics Division).

Crockett County. Economic development programs in Crockett County are administered by the County Executive and the Chamber of Commerce. The Chamber of Commerce has recently appointed a new Director and additional programs are now being developed. The courthouse in Alamo is located eighty-eight miles from Memphis and sixteen miles from the closest interstate access.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period amounted to \$89,000. This total ranks Crockett County sixtieth when compared with all counties. Per-capita expenditures for the period were \$6.27 which is lower than the mean for all counties of \$15.82. Per-capita expenditures for 1986 were \$1.48 which is below the mean of \$4.10 for all counties (L. Williams, personal communication, June 1, 1988).

Total property value increased \$22,891,945 during the 1982-1986 period. This increase ranks Crockett County sixty-eighth when compared with all counties. Per-capita value change amounted to \$1,612 compared to a mean for relative size counties of \$2,527. Per-capita value in 1986 was \$14,200 compared to a mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was a net increase of 203 jobs during the 1982-1986 period. The increase of 14.3 jobs per 1,000 population resulted in a total of 159.23 jobs per 1,000 population in 1986. This total compares with a mean for all counties of 241 jobs per 1,000 population. Crockett county ranks fifty-eighth in net job change and eighty-second in total jobs per 1,000 population when compared to all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Cumberland County. Economic development programs for Cumberland County are administered by the Cumberland County Chamber of Commerce. The Executive Director reports to a Chamber of Commerce Board of Directors. The courthouse in Crossville is located eighty miles from Knoxville and four miles from the closest interstate access.

Total expenditures for Chamber of Commerce operations for the 1982-1986 period amounted to \$311,807. This total ranks Cumberland County thirty-first in total expenditures

when compared with all counties. Per-capita expenditures for the period were \$9.84 compared to the mean for all counties of \$15.82. Per-capita expenditures in 1986 were \$2.06 compared to the mean for all counties of \$4.10 (B. Alexander, personal communication, April 12, 1988).

Total property value increased \$94,610,594 during the 1982-1986 period which ranks the county thirty-first when compared with the change for all counties. The per-capita increase was \$3,240 compared to the mean for relative size counties of \$2,527. Per-capita value in 1986 was \$25,463 compared to the per-capita value for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

There was a net increase of 1,651 jobs during the 1982-1986 period. This amounts to an increase of 34.79 jobs per 1,000 population. The total jobs per 1,000 population in Cumberland County in 1986 was 254.07 compared with a mean for all counties of 241. Cumberland County ranks thirty-seventh in jobs per-capita and eighteenth in added jobs for the period when compared with all counties (State of Tennessee Department of Employment Security Research and Statistics division).

Davidson County. Economic development administration for Davidson County conducted through the Nashville Area Chamber of Commerce. There is also a separate Convention and

Visitors Division which is funded through a twenty-five percent share of the local hotel and motel tax.

Total expenditures for the 1982-1986 period, including the Convention and Visitors Division, amounted to \$10,718,338. This total is the second highest for any county for the period. Per-capita expenditures of \$21.53 for the period were higher than the \$15.82 mean for all counties. Per-capita expenditures for 1986 were \$5.12 and were higher than the \$4.10 mean for all counties (L. Stevenson, personal communication, April 15, 1988).

Total property value increased \$3,971,410,923 during the 1982-1986 period. This increase was the second highest for any county for the period. The per-capita increase was \$8,295 raising the per-capita value in 1986 to \$34,531 (State of Tennessee State Board of Equalization).

Total jobs increased 26,501 during the 1982-1986 period. This was the second highest total job increase for any Tennessee county. The increase amounts to an additional 31.63 jobs per 1,000 population. The total jobs per 1,000 population in 1986 was 594.66 and was the highest among all counties in this category (State of Tennessee Department of Employment Security Research and Statistics Division).

Decatur County. Economic development programs are administered by the County Executive in Decatur County. There is no existing Chamber of Commerce. The cities of

Decaturville and Parsons each own industrial sites of approximately fifty acres. The county and each of the cities have separate industrial boards.

An account is established through the County Executive's budget for industrial recruitment. The 1986 total expenditure for this purpose was \$10,000. There were no other funds specifically designated and used for program administration or industrial recruitment during the 1982-1986 period. This total amounts to \$0.91 per-capita compared to the mean of \$15.82 for all counties (B. Yarbrow, personal communication, June 1, 1988).

Total property value increased \$33,433,517 during the 1982-1986 period. This increase ranks Decatur County forty-eighth when compared with all counties. The per-capita increase for the period was \$4,729 compared to the mean increase for relative size counties of \$2,527. The per-capita property value in 1986 was \$18,658 compared to the mean value for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

There was a 181 job decrease during the 1982-1986 period. This amounts to a decrease of 16.45 jobs per 1,000 population. Decatur county remains higher than the mean for all counties in jobs per 1,000 with a 1986 total of 276.09 compared to the mean for all counties of 241. The county ranks seventy-seventh in total job change and twenty-fifth in

jobs per 1,000 population when compared with all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Dekalb County. Economic development programs in Dekalb County are administered by the County Executive and the Chamber of Commerce. The Chamber of Commerce is active but does not have a full-time director. There are two industrial parks; East, with 135 remaining acres, and North, with 30 acres remaining for development. The courthouse in Smithville is located sixty-five miles from Nashville and ten miles from the closest interstate access (K. Garrett, personal communication, June 2, 1988).

Funding for program administration and industrial recruitment includes a small amount through the County Executive's office and the remainder through the Chamber of Commerce. Total expenditures for the 1982-1986 period were \$46,700. Total expenditures per-capita for the period amount to \$3.24 compared to the mean for all counties of \$15.82. The per-capita expenditure for 1986 was \$0.74 compared to the mean for all counties of \$4.10. Dekalb County ranks seventieth in total expenditures for the period when compared with all counties (D. Willingham, personal communication, June 2, 1988).

Total property values increased \$36,152,578 during the 1982-1986 period. This increase ranks the county forty-

eighth compared to all counties. The per-capita change amounted to \$2,658 compared to a mean change of \$2,527 for relative size counties. Total per-capita value in 1986 was \$20,170 compared to a mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was a decrease of 118 jobs during the 1982-1986 period in Dekalb County. The total change in jobs ranks the county seventy-third when compared with the change experienced by all counties. The decrease for the period amounts to a loss of 21.08 jobs per 1,000 population. The 210.9 jobs per 1,000 population in 1986 compares with the 241 mean for all counties and ranks the county fifty-seventh in this category (State of Tennessee Department of Employment Security Research and Statistics Division).

Dickson County. A Chamber of Commerce and separate Industrial Committee administers economic development programs for Dickson County. The courthouse is located approximately fourteen miles from the closest interstate access and forty miles from Nashville.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period were \$375,330. Expenditures per-capita were \$11.55 for the period compared to a mean for all counties of \$15.82. The per-capita expenditure for 1986 was \$3.54 compared to the mean of \$4.10 for all counties (G. Kelley, personal communication, April 13, 1988).

Total property value increased \$103,918,542 during the 1982-1986 period. This increase ranks Dickson County thirtieth when compared with all counties. Per-capita value increased to \$22,077 in 1986 which is higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

The addition of 1,158 jobs during the 1982-1986 period ranks Dickson County twenty-fourth when compared to all counties. Jobs per 1,000 population in 1986 was 206.83 and remained below the mean for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Dyer County. Economic development programs in Dyer County are administered by the Dyersburg/Dyer County Chamber of Commerce. There is also a separate committee which serves as the Tourism and Economic Development Commission. The Dyer County courthouse is located seventy miles from Memphis and interstate access is immediately available on I-155.

The funding for the Tourism and Economic Development Commission comes primarily from a local hotel and motel tax. The total expenditures for all programs for the 1982-1986 period was \$670,782. This amounts to \$19.39 per-capita and is higher than the mean for all counties (S Deitrich, personal communication, May 17,1988).

Total property value increased \$103,918,542 during the 1982-1986 period which ranks Dyer County twenty-sixth when compared with all counties. At \$20,999 The per-capita value was slightly higher than the mean value for relative size counties (State of Tennessee Department State Board of Equalization).

Total jobs increased by 930 during the 1982-1986 period which ranks Dyer County twenty-ninth in total increase. Jobs per 1,000 population was 307.14 in 1986 compared with a mean for all counties of 241 (State of Tennessee Department of Employment Security Research and Statistics Division).

Fayette County. The Fayette County Chamber of Commerce administers economic development programs for all of Fayette County. There is a county-owned industrial park with seventy acres remaining and a separate industrial site in the City of Moscow with and additional sixty-three acres. The Executive Director of the Chamber of Commerce reports to a Chamber Board of Directors. The courthouse in Sommerville is located forty miles from Memphis and eighteen miles from the closest interstate access.

Total expenditures for program administration for the 1982-1986 period amounted to \$130,000 or \$5.04 per-capita. This total is less than the \$15.82 mean for all counties. The 1986 expenditure of \$1.01 per-capita is also less than

the \$4.10 mean for all counties (G. Bowling, personal communication, May 18, 1988).

Total property values decreased \$55,769,236 during the 1982-1986 period and Fayette County ranks ninety-fourth among Tennessee's ninety-five counties in total value change for the period. The decrease amounts to a loss of \$2,276 per-capita for the period. Per-capita property value in 1986 remained slightly higher than the mean for all counties with a value of \$20,481 compared to the mean value of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

Total jobs increased by 503 during the 1982-1986 period which ranks Fayette County forty-third when compared with the net job change for all counties. The jobs per 1,000 remained low in 1986 with a total of 160.58 compared with a mean for all counties of 241 jobs (State of Tennessee Department of Employment Security Research and Statistics Division).

Fentress County. Economic development programs in Fentress County are administered by the County Executive and the Fentress County Industrial Board. The Board is appointed by the County Commission. There is a seventeen acre fully-served industrial site available. The courthouse in Jamestown is located seventy-one miles from Knoxville and thirty-six miles from the closest interstate access. There is no separate funding for economic development program

administration (P. Drake, personal communication, June 6, 1988).

Total property value increased \$46,475,498 during the 1982-1986 period. Fentress County ranks fifty-second in total increase when compared with all counties. Per-capita value increased \$3,078 for the period. Per-capita value in 1986 remained low at \$15,700 compared to the mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

Total jobs increased 330 during the 1982-1986 period. Fentress County ranks forty-seventh in net change for the period. At 208.22 jobs per 1,000 population, Fentress County remains below the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Franklin County. Economic Development programs in Franklin County are administered by the Franklin County Chamber of Commerce and the Franklin County Economic Development Corporation. The two organizations have totally separate operations. The Franklin County Economic Development Corporation has a five member Board of Directors and a fifteen member advisory committee. The Board serves as an agency of the County Commission of Franklin County. The courthouse in Winchester is located seventy-eight miles from

Nashville and sixteen miles from the closest interstate highway access.

Total expenditures for program administration during the 1982-1986 period amounted to \$439,160 or \$13.03 per-capita. Per-capita expenditures for 1986 amounted to \$1.87 which is lower than the mean for all counties of \$4.10 (Chandler, G. & Hughes, J., personal communications, April 27, 1988).

Total property value increased \$117,524,695 or \$3,616 per-capita during the 1982-1986 period. This increase is higher than the \$2,527 per-captia mean for relative size counties. Per-capita value in 1986 was \$18,473 and remained below the mean for all counties (State of Tennessee State Board of Equalization).

There was an increase of 279 net jobs during the 1982-1986 period which ranks Franklin County fifty-third when compared to the change for all counties. Jobs per 1,000 population amounted to 174.51 in 1986 which was below the mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Gibson County. Economic development programs are primarily administered by the Greater Gibson County Chamber of Commerce although there are also Chamber of Commerce operations in the cities of Humbolt and Milan. The courthouse in Trenton is located ninety miles from Memphis

and twenty-eight miles from the closest interstate highway access.

Expenditures by the three Chamber of Commerce operations amounted to a total of \$703,000 for the 1982-1986 period. The per-capita expenditure was \$14.44 for the period and \$3.31 for 1986. This compares to a mean for all counties of \$15.82 for the period and \$4.10 for 1986 (J. Wallsmith, personal communication, June 6, 1988).

Total property value decreased \$64,327,298 during the 1982-1986 period. This total decrease was the largest among the ninety-five counties in Tennessee. The per-capita reduction for the period was \$1,313. Per-capita property value in 1986 was \$16,763 compared with the \$20,255 mean for relative size counties (State of Tennessee State Board of Equalization).

During the 1982-1986 period there was a net decrease of 439 jobs in Gibson County. The loss amounts to a reduction of 7.28 jobs per 1,000 population. Jobs per 1,000 population remained higher than the mean for all counties with 274.07 jobs per 1,000 in 1986 compared to the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Giles County. Economic development programs in Giles County are administered by the Mayor of the City of Wakefield, an Industrial Commission and a Chamber of

Commerce. The courthouse in Pulaski is located sixty-five miles from Nashville and ten miles from the closest interstate access.

Total expenditures by the Industrial Commission and Chamber of Commerce during the 1982-1986 period amounted to \$140,000. This amounts to \$5.65 for the period and \$1.13 for 1986. For all counties the mean for the period was \$15.82 for the period and \$4.10 for 1986 (E. Wakefield, personal communication, June 10, 1988).

Total property value increased \$66,509,124 during the 1982-1986 period which ranks Giles County thirty-ninth when compared with all counties. Per-capita values increased to \$21,041 in 1986 which is higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was a 524 net decrease in jobs during the 1982-1986 period which ranks Giles County eighty-ninth when compared with all counties. Jobs per 1,000 population remained higher than the mean for all counties with 269.15 jobs per 1,000 population compared to the mean of 241 jobs per 1,000 population (State of Tennessee Department of Employment Security Research and Statistics Division).

Grainger County. Development programs in Grainger County are administered by the County Executive. Assistance is provided by the Director of the Douglas-Cherokee Economic

Authority. There is no separate funding for economic development or industrial recruitment (M. Hammer, personal communication, June 8, 1988).

Total property value increased \$63,965,019 during the 1982-1986 period. This amounted to an increase of \$3,763 per capita for the period. Per-capita value in 1986 was \$15,549 and remained below the mean value of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was a net increase of 107 jobs during the 1982-1986 period which ranks Grainger County sixty-second in net change for the period when compared with all counties. The total jobs per 1,000 population remains low in 1986. The total of 103.79 jobs per 1,000 population ranks the county ninety-second when compared to other Tennessee counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Greene County. Economic development programs in Greene County are administered by the Greene County Chamber of Commerce and the Economic Development Board of Greene County. The same Director serves both organizations and a General Manager handles day-to-day Chamber of Commerce operations. The courthouse in Greeneville is located seventy miles from Knoxville and ten miles from the closest interstate access.

Combined expenditures of the two organizations amounted to \$3,500,000 for the 1982-1986 period. This amounts to \$61.95 per-capita for the period and \$14.16 for 1986. The mean for all counties was \$15.82 for the period and \$4.10 for 1986 (L. Henderson, personal communication, June 8, 1988).

Total increase in property value for the 1982-1986 period was \$195,364,347 and ranks Greene County seventeenth when compared with all counties. Per-capita value increased \$3,565 during the period. The per-capita value in 1986 was \$21,040 and was higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

Greene county experienced a net increase of 3,170 jobs during the 1982-1986 period which ranks the county ninth in total job change when compared with all counties. Jobs per 1,000 population increased to 361.82 compared to the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Grundy County. There is no organized economic development program in Grundy County. Industrial recruitment is administered by the County Executive. The county has a seventy acre industrial park which has water utilities available but no sewer service. The courthouse in Altamont is located forty-five miles from Chattanooga and twenty-five

miles from the closest interstate access (R. Anderson, personal communication, June 9, 1988).

Property value increased \$5,047,853 during the 1982-1986 period. The per-capita increase of \$358 was below the mean of \$2,527 for relative size counties. Per-capita value in 1986 was \$12,934 compared to a mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

There was a net decrease of 160 jobs during the 1982-1986 period. Grundy County ranks ninety-first when compared with the change in jobs for all counties. Jobs per 1,000 population decreased to 135.79 compared to the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Hamblen County. Two separate organizations, operating from the same offices, administer economic development programs in Hamblen County. The Director of Economic Development reports to the Executive Vice-President of the Chamber of Commerce and also serves as staff for the industrial board. The industrial board members manage the two industrial parks owned by the City of Morristown. They approve building plans and make recommendations to the City Council prior to the sale of property. There are also several individual industrial sites located throughout the county.

Total expenditures by the two organizations amounted to \$1,179,186 during the 1982-1986 period. Per-capita expenditures of \$22.29 were higher than the \$15.82 mean for all counties. Expenditures in 1986 were \$6.44 per-capita and exceeded the mean of \$4.10 for all counties (D. Nelson & M. Sudheimer, personal communications, June 6, 1988).

Hamblen County ranks fifteenth in total change in property value with an increase of \$205,924,576 during the 1982-1986 period. Per-capita value increased \$4,014 to \$23,318. Both amounts are higher than the mean for relative size counties (State of Tennessee State Board of Equalization)

There was a total increase of 1,807 jobs during the 1982-1986 period which ranks Hamblen County sixteenth in total job change for the period. Jobs per 1,000 population increased to 408.92 which is the fourth highest in this category when compared to all other counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Hamilton County. Two organizations provide economic development administration in Hamilton County. The Partners for Economic Progress began in 1984 after a special fund was established by the Chamber of Commerce. A separate economic development organization had ceased operation in 1982. Partners for Economic Progress was originally established to be a five-year project with specific goals and objectives.

The majority of industrial recruitment programs are operated through this organization.

Total funding for the two organizations (as well as the 1982 operations of the former economic development organization) amounted to \$7,112,324 for the 1982-1986 period. Per-capita expenditures of \$25.02 were higher than the mean of \$15.82 for all counties (S. Knapp & J. Vaughn, personal communications, April 21, 1988).

Total property value increased \$1,381,965,477 during the 1982-1986 period. The per-capita increase amounted to \$4,825 for the period compared to a mean increase of \$2,527 for relative size counties. Per-capita value in 1986 was \$25,781 which was higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

The increase of 6,164 jobs for the 1982-1986 period was the fourth highest total increase for the period when compared with all Tennessee counties. The total of 434.35 jobs per 1,000 population in 1986 is the second highest when compared to all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Hancock County. Industrial recruitment in Hancock County is administered by the County Executive. There is no active Chamber of Commerce or other development organization serving the county. No specific budget is established for the operation of an economic development program. The

courthouse in Sneedville is located eighty miles from Knoxville and thirty miles from the closest interstate highway access (J. Roberts, personal communication, May 31, 1988).

Total property value decreased \$26,068,086 during the 1982-1986 period. The per-capita decrease amounted to \$3,834. Per-capita property value in 1986 amounted to \$13,136 compared to the mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

Net jobs increased by seventy-five during the 1982-1986 period for an increase of 11.03 jobs per 1,000 population. The 78.97 jobs per 1,000 population in 1986 places Hancock County in last place when compared with the jobs per 1,000 population of all counties. In 1986 there were 537 total jobs within the county (State of Tennessee Department of Employment Security Research and Statistics Division).

Hardeman County. Hardeman County has an active Chamber of Commerce but the primary contact for industrial recruitment is the County Executive. The county owns one industrial park. In recent years "Harmon Automotive has had the greatest impact on jobs within Hardeman County" (D. Clift, personal communication, May 18, 1988). The courthouse in Bolivar is located sixty miles from Memphis and twenty-five miles from the closest interstate access.

Financial support for the Chamber of Commerce is provided by both the county and the City of Bolivar. Total funding for the 1982-1986 period was \$58,998. This amounts to \$2.45 per-capita for the period compared to a mean of \$15.82 for all counties (J. Scarborough, personal communication, May 18, 1988).

Property values increased \$15,616,518 during the 1982-1986 period. Per-capita property value increased \$667 during the period. The per-capita value in 1986 was \$17,549 which was lower than the \$20,255 mean value for relative size counties (State of Tennessee State Board of Equalization).

There was a 330 increase in total jobs during the 1982-1986 period. This amounted to 21.84 jobs per 1,000 population. The jobs per 1,000 population of 247.22 in 1986 was higher than the mean for all counties of 241 jobs (State of Tennessee Department of Employment Security Research and Statistics Division).

Hardin County. The Hardin County Chamber of Commerce administers economic development programs for the county. The single staff member receives secretarial support from the City of Savannah. The Director reports to a nine member Board of Directors. The courthouse in Savannah is located 100 miles from either Nashville or Memphis and forty miles from the closest interstate access.

Expenditures for program administration during the 1982-1986 period were \$158,195. The per-capita expenditure of \$7.13 was less than the \$15.82 mean for all counties (T. Wood, personal communication, June 6, 1988).

Property values increased \$50,275,584 during the 1982-1986 period. The per-capita increase was \$2,234. The 1986 per-capita value of \$26,991 was higher than the \$20,255 mean for relative size counties (State of Tennessee State Board of Equalization).

Total jobs increased 795 during the 1982-1986 period. The increase in jobs per 1,000 population was 38.77. Jobs per 1,000 population in 1986 amounted to 257.66 and exceeded the 241 job mean for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Hawkins County. The Hawkins County Industrial Development Board administers economic development programs for the county. The courthouse, in Rogersville, is located sixty-five miles from Knoxville and twenty-six miles from the closest interstate highway access.

Expenditures by the Industrial Development Board were \$275,000 for the 1982-1986 period. The per-capita expenditure for the period was \$6.10. The per-capita expenditure for 1986 was \$1.22. Both amounts were less than

the mean for all counties (R. Price, personal communication, June 6, 1988).

Total property value increased \$243,849,278 during the 1982-1986 period. The per-capita increase in value was \$5,492 which exceeded the mean increase of \$2,527 for relative size counties. Per-capita value in 1986 was \$22,053 and was above the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 1,220 jobs in the 1982-1986 period. The increase in jobs per 1,000 population amounted to 25.26. The 140.67 jobs per 1,000 population in 1986 remained lower than the mean for all counties and ranks Hawkins County eighty-ninth when compared with all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Haywood County. The Brownsville/Haywood County Chamber of Commerce assists in the administration of economic development programs for the county. The primary contacts for industrial development are the County Executive and the Director of the Chamber of Commerce. Approximately 160 acres, along with a 40,000 square foot speculative building, are available for future development (F. Smith, personal communication, May 18, 1988).

Total expenditures for Chamber of Commerce operations during the 1982-1986 period amounted to \$246,000. The per-

capita expenditure for the period was \$11.83 compared to the mean for all counties of \$15.82 (B. Trantham, personal communication, May 18, 1988).

Total property values increased \$54,260,083 during the 1982-1986 period. The per-capita increase amounted to \$2,673 and was higher than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was a 1,397 increase in total jobs during the 1982-1986 period. Jobs per 1,000 population increased to 243.56 which is higher than the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Henderson County. The County Executive and the Mayor of Lexington assist in the administration of economic development programs for the county. The President of the Chamber of Commerce also provides support for industrial recruitment. Approximately 138 acres are available for future development (D. Hopper, personal communication, May 18, 1988).

Total property values increased \$13,298,231 during the 1982-1986 period. The per-capita increase amounted to \$619 and was lower than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was a 874 increase in total jobs during the 1982-1986 period. Jobs per 1,000 population increased to 268.84

which is higher than the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Henry County. The Paris-Henry County Chamber of Commerce administers economic development programs for the entire county. The Chamber of Commerce Executive Director reports to a Board of Directors. Funding for operations is from memberships and City and County contributions. From 1985 until 1987 the County participated in the Tri-County Industrial Council, Inc., and contributed \$28,000 each of those years (E. Marvin, personal communication, May 16, 1988). The courthouse in Paris, Tennessee is located 110 miles from Nashville and thirty-five miles from the closest interstate access.

Total property values increased \$42,351,098 during the 1982-1986 period. The per-capita increase amounted to \$1,455 and was lower than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was a 944 net decrease in total jobs during the 1982-1986 period. Jobs per 1,000 population decreased to 257.81 which remained higher than the mean of 241 jobs for all counties. Major job losses occurring during the period including the loss of Holley Carburetor (1,800 job loss) and Celotex (209 job loss). (L. Burns, personal communication, May 17, 1988). Additional smaller employers were also

required to decrease total jobs due to the major effects of the Holley Carburetor plant closing (State of Tennessee Department of Employment Security Research and Statistics Division).

Hickman County. Industrial recruitment in Hickman County is administered by the County Executive. There is no active Chamber of Commerce or other development organization serving the county. No specific budget is established for the operation of an economic development program. The courthouse in Centerville is located fifty-three miles from Nashville and thirty-five miles from the closest interstate highway access (J. Coates, personal communication, June 6, 1988).

Total property value increased \$47,122,249 during the 1982-1986 period. The per-capita increase amounted to \$3,100. Per-capita property value in 1986 amounted to \$20,942 compared to the mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

Net jobs increased by 595 during the 1982-1986 period for an increase of 25.99 jobs per 1,000 population. The 166.65 jobs per 1,000 population in 1986 ranks Hickman County seventy-sixth when compared with the jobs per 1,000 population of all counties. In 1986 there were 2,733 total jobs within the county (State of Tennessee Department of Employment Security Research and Statistics Division).

Houston County. Industrial recruitment in Houston County is administered by the County Executive. A Chamber of Commerce exists but is not active in industrial recruitment or development. Houston County and Stewart County have formed a unique partnership in the development of the Houston and Stewart Counties Industrial Park. Part of the acreage is in each county and taxes are divided between the two jurisdictions. No specific budget is established for the operation of an economic development program. The courthouse in Erin is located seventy-five miles from Nashville and twenty-six miles from the closest interstate highway access (L. Bratschi, personal communication, April 13, 1988).

Total property value increased \$16,292,218 during the 1982-1986 period. The per-capita increase amounted to \$2,327. Per-capita property value in 1986 amounted to \$15,910 compared to the mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

Net jobs increased by 158 during the 1982-1986 period for an increase of 20.21 jobs per 1,000 population. The 160.58 jobs per 1,000 population in 1986 ranks Houston County seventy-seventh when compared with the jobs per 1,000 population of all counties. In 1986 there were 1,174 total jobs within the county (State of Tennessee Department of Employment Security Research and Statistics Division).

Humphreys County. Economic development and industrial recruitment programs in Humphreys County are administered by the County Executive, the President of the Chamber of Commerce and the City Manager of the City of Waverly. The closing of the Consolidated Aluminum operations in the 1982-1986 period had major economic impacts on the county (B. Rice, personal communication, April 13, 1988).

Total expenditures for Chamber of Commerce operations during the 1982-1986 period amounted to \$79,500. The per-capita expenditure for the period was \$4.97 compared to the mean for all counties of \$15.82. The Chamber of Commerce did not begin active operation until 1985 (B. Rice, personal communication, April 13, 1988).

Total property values increased \$6,999,047 during the 1982-1986 period. The per-capita increase amounted to \$432 and was lower than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of fifty-nine jobs during the 1982-1986 period. Jobs per 1,000 population increased to 267.56 which is higher than the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Jackson County. The County Executive and the President of the Chamber of Commerce are involved in the administration of economic development programs for Jackson County. The

Jackson County Industrial Park includes a twenty-acre site with all utilities in place (R. Bowman & C. Lynch, personal communications, June 9, 1988). The courthouse in Gainesboro is located eighty-five miles from Nashville and fifteen miles from the closest interstate access.

Funding for the Chamber of Commerce operation does not include the salary for the current director. Total expenditures for the 1982-1986 period were \$9,300 or \$0.81 per-capita. Total expenditures for 1986 were \$0.16 per-capita compared to the \$4.10 mean for all counties (R. Bowman, personal communication, June 9, 1988).

Total property value increased \$16,088,448 during the 1982-1986 period. The per-capita increase amounted to \$1,730. Per-capita property value in 1986 amounted to \$16,658 compared to the mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

Net jobs increased by four during the 1982-1986 period for an increase of 0.43 jobs per 1,000 population. The 144.09 jobs per 1,000 population in 1986 ranks Jackson County eighty-seventh when compared with the jobs per 1,000 population of all counties. In 1986 there were 1,340 total jobs within the county (State of Tennessee Department of Employment Security Research and Statistics Division).

Jefferson County. The Jefferson City Chamber of Commerce was reorganized as a county-wide Chamber of Commerce

in 1983 and became the administrative agency for economic development and industrial recruitment. The City Manager of Jefferson City is also active in industrial recruitment for the Jefferson City area. The Jefferson County Industrial Park has approximately 120 developed acres. A new 115 acre industrial site is currently under development (T. Cooper, personal communication, June 11, 1988). The courthouse in Dandridge is located thirty-seven miles from Knoxville and two miles from the closest interstate access.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period amounted to \$296,679. The per-capita expenditure for the period was \$8.88 compared to the mean for all counties of \$15.82. The Chamber of Commerce did not begin active operation until 1983 on a county-wide basis (T. Cooper, personal communication, June 11, 1988).

Total property values increased \$70,038,290 during the 1982-1986 period. The per-capita increase amounted to \$2,162 and was lower than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was an decrease of 343 jobs during the 1982-1986 period. Jobs per 1,000 population decreased to 213.29 which is lower than the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Johnson County. Industrial recruitment in Johnson County is administered by the County Executive. There is no active Chamber of Commerce or other development organization serving the county. No specific budget is established for the operation of an economic development program. The courthouse in Mountain City is located 140 miles from Knoxville and twenty-five miles from the closest interstate highway access (C. Sluder, personal communication, May 31, 1988).

Total property value increased \$26,519,851 during the 1982-1986 period. The per-capita increase amounted to \$1,894. Per-capita property value in 1986 amounted to \$18,634 compared to the mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

Net jobs decreased 259 during the 1982-1986 period for a decrease of 21.54 jobs per 1,000 population. The 212.75 jobs per 1,000 population in 1986 ranks Johnson County fifty-fourth when compared with the jobs per 1,000 population of all counties. In 1986 there were 3,021 total jobs within the county (State of Tennessee Department of Employment Security Research and Statistics Division).

Knox County. Economic development programs in Knox County are organized in a structure which is similar to both Davidson and Shelby Counties. The Chamber of Commerce has primary responsibility for business and industrial development. The Convention and Visitors Bureau is organized

as a separate operation. Knox County has had few developed industrial sites during the 1982-1986 period so Chamber of Commerce efforts have been focused on the Knox County region. The County Executive has made a proposal for the construction of three new industrial parks (M. Magill, personal communication, March 31, 1988).

Total expenditures for Chamber of Commerce and Convention and Visitors Bureau operations for the 1982-1986 period was \$6,405,524. The per-capita expenditure for the period was \$19.44 compared to the mean of \$15.82 for all counties. Per-capita expenditure for 1986 was \$4.46 compared to the \$4.10 mean for all counties (M. Magill & A. Tredway, personal communications, June 6, 1988).

Total property values increased \$2,367,855,399 during the 1982-1986 period which ranks Knox County third when compared with all counties. The per-capita increase of \$7,215 compares with the mean of \$6,461 for the four largest population counties (State of Tennessee State Board of Equalization).

Total jobs increased by 4,045 during the 1982-1986 period which ranks Knox County seventh in total change when compared with all counties. There were 405.92 jobs per 1,000 population in 1986 which was the fifth highest total when compared with all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Lake County. The Reelfoot Area County Chamber of Commerce assists in the administration of economic development programs for the county. The primary contacts for industrial development are the County Executive and the President of the Chamber of Commerce. The Chamber of Commerce has more than 100 members and the funding for operation comes primarily from membership dues. (J. Greer & M. Smith, personal communications, June 6, 1988).

Total expenditures for Chamber of Commerce operations during the 1982-1986 period amounted to \$25,000. The per-capita expenditure for the period was \$3.33 compared to the mean for all counties of \$15.82 (J. Greer, personal communication, June 6, 1988).

Total property values decreased \$730,485 during the 1982-1986 period. The per-capita decrease amounted to \$95 compared to the mean increase of \$2,527 for relative size counties. (State of Tennessee State Board of Equalization).

There was a net decrease of fifty-seven jobs during the 1982-1986 period. Jobs per 1,000 population decreased to 147.07 which is lower than the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Lauderdale County. The Chamber of Commerce and County Executive share administrative responsibilities for economic development programs in Lauderdale County. The Ripley

Chamber of Commerce is currently changing to the Lauderdale County Chamber of Commerce. The Director of the Chamber of Commerce is currently a part-time position (F. Lambert, personal communication, May 18, 1988). The courthouse in Ripley is located fifty miles from Memphis and twenty-five miles from the closest interstate highway access.

Total economic development program and Chamber of Commerce expenditures for the 1982-1986 period were \$85,000 or \$3.41 per-capita. Expenditures for 1986 were \$0.68 per-capita. The mean per-capita expenditures for all counties was \$15.82 for the period and \$4.10 for 1986. Lauderdale County ranks sixty-first in total expenditures for the 1982-1986 period when compared with all counties (F. Lambert, personal communication, June 2, 1988).

Total property value increased \$3,211,574 during the 1982-1986 period which ranks Lauderdale County eighty-fourth when compared with all counties. The per-capita property value was \$14,320 in 1986 compared to a mean value for relative size counties of \$20,255. The increase in value of \$131 per-capita is lower than the mean increase of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

Total jobs increased from 6,016 in 1982 to 6,665 in 1986. This 649 job increase ranks the County thirtieth when compared with all counties. The increase amounted to 22.12

additional jobs per 1,000 population. The jobs per 1,000 total of 267.67 in 1986 is above the mean of 241 for all counties. (State of Tennessee Department of Employment Security Research and Statistics Division).

Lawrence County. The 21st Century Council has primary responsibility for economic development in Lawrence County. The Council consists of representatives of the City of Lawrenceburg, Lawrence County Commission and the Chamber of Commerce. The City of Lawrenceburg and Lawrence County own approximately 500 developed acres of industrial property. Plans are now being made to purchase an additional 300 acres for future development. There is no specific budget for economic development administration or industrial recruitment. (M. Dunkin, personal communication, June 7, 1988). The courthouse in Lawrenceburg is located seventy miles from Nashville and thirty miles from the closest interstate highway access.

Total property value increased \$6,878,783 during the 1982-1986 period. The per-capita increase amounted to \$202. Per-capita property value in 1986 amounted to \$17,946 compared to the mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

Net jobs increased 746 during the 1982-1986 period for an increase of 15.13 jobs per 1,000 population. The 257.28 jobs per 1,000 population in 1986 ranks Lawrence County

thirty-sixth when compared with the jobs per 1,000 population of all counties. In 1986 there were 8,979 total jobs within the county (State of Tennessee Department of Employment Security Research and Statistics Division).

Lewis County. There is no organized economic development program in Lewis County. Industrial recruitment is administered by the Mayor of the City of Hohenwald. The county has three industrial sites with a total of 182 developed acres. The courthouse in Hohenwald is located seventy-three miles from Chattanooga and thirty-two miles from the closest interstate access (P. Spears, personal communication, June 9, 1988).

Property value increased \$15,548,855 during the 1982-1986 period. The per-capita increase of \$1,524 was below the mean of \$2,527 for relative size counties. Per-capita value in 1986 was \$13,886 compared to a mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

There was a net decrease of 118 jobs during the 1982-1986 period. Lewis County ranks seventy-fourth when compared with the change in jobs for all counties. Jobs per 1,000 population decreased to 173.75 compared to the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Lincoln County. The Community Development Director for Lincoln County has administrative responsibility for economic development programs. The position of industrial recruiter is currently vacant and a three person study committee is reviewing the industrial recruitment policy to determine changes in the program. The "Action 2020" committee reviews the goals and objectives of the Chamber of Commerce to assist in project implementation. The Community Development Director reports to the Board of Directors of the Chamber of Commerce (M. Solomon, personal communication, June 8, 1988). The courthouse in Fayetteville is located 100 miles from Chattanooga and eighteen miles from the closest interstate access.

Total economic development program and Chamber of Commerce expenditures for the 1982-1986 period were \$441,556 or \$16.29 per-capita. Expenditures for 1986 were \$4.24 per-capita. The mean per-capita expenditures for all counties was \$15.82 for the period and \$4.10 for 1986. Lincoln County ranks twenty-second in total expenditures for the 1982-1986 period when compared with all counties (M. Solomon, personal communication, June 2, 1988).

Total property value increased \$114,622,995 during the 1982-1986 period which ranks Lincoln County twenty-seventh when compared with all counties. The per-capita property value was \$21,210 in 1986 compared to a mean value for

relative size counties of \$20,255. The increase in value of \$4,409 per-capita is higher than the mean increase of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

Total jobs increased from 5,670 in 1982 to 6,814 in 1986. This 1,144 job increase ranks Lincoln County twenty-sixth when compared with the increase for all counties. The increase amounted to 33.36 additional jobs per 1,000 population. The jobs per 1,000 total of 251.44 in 1986 is above the mean of 241 for all counties. (State of Tennessee Department of Employment Security Research and Statistics Division).

Loudon County. The Loudon County Chamber of Commerce and Industrial Committee of 100 have primary responsibility for economic development program administration. The Lenoir City Chamber of Commerce recently combined with the Loudon Chamber of Commerce. Discussions are continuing concerning the possible combination of the industrial program with the Chamber of Commerce. The Director of Economic Development reports to both the Chamber of Commerce and the Industrial Committee of 100. The position is currently part-time. Loudon County is considering the development of industrial property located near the City of Greenback which is owned by the Tellico Reservoir Development Agency (C. Watkins, personal communication, May 31, 1988). The courthouse in

Loudon is located thirty-five miles from Knoxville and four miles from the closest interstate access.

Total economic development program and Chamber of Commerce expenditures for the 1982-1986 period were \$236,175 or \$7.74 per-capita. Expenditures for 1986 were \$1.15 per-capita. The mean per-capita expenditure for all counties was \$15.82 for the period and \$4.10 for 1986. Loudon County ranks forty-second in total expenditures for the 1982-1986 period when compared with all counties (C. Watkins, personal communication, May 31, 1988).

Total property value increased \$200,112,853 during the 1982-1986 period which ranks Loudon County sixteenth when compared with all counties. The per-capita property value was \$24,764 in 1986 compared to a mean value for relative size counties of \$20,255. The increase in value of \$6,648 per-capita is higher than the mean increase of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

Total jobs decreased from 7,496 in 1982 to 6,800 in 1986. This 696 job decrease ranks the County ninetieth when compared with the change for all counties. The decrease amounted to 26.09 less jobs per 1,000 population. The jobs per 1,000 total of 222.95 in 1986 remained below the mean of 241 for all counties. (State of Tennessee Department of Employment Security Research and Statistics Division).

Macon County. Macon County economic development programs are administered by the Chamber of Commerce and a part-time industrial recruiter. There is an eighty acre industrial park owned by the City of Lafayette (L. Vinson, personal communication, June 2, 1988). The courthouse in Lafayette is located sixty miles from Nashville and thirty miles from the closest interstate access.

Funding for Chamber of Commerce and industrial recruitment programs comes from Chamber of Commerce dues and contributions from Macon County and the City of Lafayette. The City of Red Boling Springs no longer contributes to the Chamber of Commerce. Total economic development program and Chamber of Commerce expenditures for the 1982-1986 period were \$170,000 or \$10.76 per-capita. Expenditures for 1986 were \$2.59 per-capita. The mean per-capita expenditure for all counties was \$15.82 for the period and \$4.10 for 1986. Macon County ranks fiftieth in total expenditures for the 1982-1986 period when compared with all counties (L. Vinson, personal communication, June 2, 1988).

Total property value increased \$14,128,643 during the 1982-1986 period which ranks Macon County seventy-ninth when compared with all counties. The per-capita property value was \$17,866 in 1986 compared to a mean value for relative size counties of \$20,255. The increase in value of \$883 per-capita is lower than the mean increase of \$2,527 for relative

size counties (State of Tennessee State Board of Equalization).

Total jobs increased from 3,309 in 1982 to 3,541 in 1986. This 232 job increase ranks the County forty-ninth when compared with the change for all counties. The increase amounted to 17.3 additional jobs per 1,000 population. The jobs per 1,000 total of 224.11 in 1986 is below the mean of 241 for all counties. (State of Tennessee Department of Employment Security Research and Statistics Division).

Madison County. The Jackson Area Chamber of Commerce has primary responsibility of economic development program administration in Madison County. The Chamber of Commerce has a twenty-eight member Board of Directors and a separate steering committee for industrial recruitment. (C. Dragoul, personal communication, April 27, 1988). The courthouse in Jackson is located 100 miles from Memphis and four miles from the closest interstate access.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period amounted to \$1,536,885. The per-capita expenditure for the period was \$19.70 compared to the mean for all counties of \$15.82. Per-capita expenditure for 1986 was \$4.85 compared to the mean of \$4.10 for all counties (M. Cannon, personal communication, June 9, 1988).

Total property values increased \$376,741,048 during the 1982-1986 period. The per-capita increase amounted to \$4,970

and was higher than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 4,977 jobs during the 1982-1986 period which ranks Madison County sixth in total increase when compared with all counties. Jobs per 1,000 population increased to 404.06 which is higher than the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Marion County. The Marion County Chamber of Commerce and Partnership for Economic Progress share responsibilities for the administration of economic development programs. The two organizations operate separately but the Chamber of Commerce Office Manager serves both organizations. The Partnership for Economic Progress has a Director of Economic Development position which is currently vacant (C. Woodfin, personal communication, April 26, 1988).

Total expenditures for economic development and Chamber of Commerce programs for the period were \$365,200 or \$14.73 per-capita. Expenditures for 1986 were \$2.95 per-capita. The mean per-capita expenditure for all counties was \$15.82 for the period and \$4.10 for 1986. Marion County ranks twenty-eighth in total expenditures for the 1982-1986 period when compared with all counties (C. Woodfin, personal communication, April 26, 1988).

Total property value increased \$92,399,167 during the

1982-1986 period which ranks Marion County thirty-second when compared with all counties. The per-capita property value was \$19,290 in 1986 compared to a mean value for relative size counties of \$20,255. The per-capita increase in value of \$3,756 is higher than the mean increase of \$2,527 for relative size counties.

Total jobs increased from 4,268 in 1982 to 4,721 in 1986. This 453 job increase ranks the County forty-fourth when compared with all counties. The increase amounted to 16.87 additional jobs per 1,000 population. The jobs per 1,000 total of 190.36 in 1986 is still below the mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Marshall County. Economic development programs in Marshall County are administered by the Chamber of Commerce and the Industrial Development Coordinator. The Coordinator reports to the City Manager of the City of Lewisburg. The Industrial Board is an advisory group. There is a developed industrial park in the county (T. Burns, personal communication, June 1, 1988). The courthouse in Lewisburg is located forty-nine miles from Nashville and five miles from the closest interstate access.

Total economic development program expenditures for the 1982-1986 period were \$250,000 or \$11.96 per-capita. Expenditures for 1986 were \$2.39 per-capita. The mean per-

capita expenditure for all counties was \$15.82 for the period and \$4.10 for 1986. Marshall County ranks fortieth in total expenditures for the 1982-1986 period when compared with all counties (T. Burns, personal communication, June 1, 1988).

Total property value increased \$135,983,795 during the 1982-1986 period which ranks Marshall County twenty-second when compared with the change for all counties. The per-capita property value was \$26,449 in 1986 compared to a mean value for relative size counties of \$20,255. The increase in value of \$6,903 per-capita is higher than the mean increase of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

Total jobs increased from 6,692 in 1982 to 7,543 in 1986. This 851 job increase ranks the County thirty-fourth when compared with the change for all counties. The increase amounted to 21.21 additional jobs per 1,000 population. The jobs per 1,000 total of 360.91 in 1986 is above the mean of 241 for all counties. (State of Tennessee Department of Employment Security Research and Statistics Division).

Maury County. The Maury County Chamber of Commerce has primary responsibility for economic development program administration. The county has a 400 acre industrial park and a smaller industrial park in the City of Mt. Pleasant with approximately fifty acres remaining for development. The Executive Director reports to a Chamber Board of

Directors (W. Chafin, personal communication, June 9, 1988). The courthouse in Columbia is located forty-five miles from Nashville and nine miles from the closest interstate access.

Total expenditures for economic development and Chamber of Commerce programs for the period were \$513,000 or \$9.52 per-capita. Expenditures for 1986 were \$2.41 per-capita. The mean per-capita expenditure for all counties was \$15.82 for the period and \$4.10 for 1986. Maury County ranks twentieth in total expenditures for the 1982-1986 period when compared with all counties (W. Chafin, personal communication, June 9, 1988).

Total property value increased \$90,059,162 during the 1982-1986 period which ranks Maury County thirty-fourth when compared with all counties. The per-capita property value was \$21,937 in 1986 compared to a mean value for relative size counties of \$20,255. The per-capita increase in value of \$1,749 is lower than the mean increase of \$2,527 for relative size counties.

Total jobs increased from 15,396 in 1982 to 16,255 in 1986. This 859 job increase ranks the County thirty-third when compared with all counties. The increase amounted to 2.63 additional jobs per 1,000 population. The jobs per 1,000 total of 301.58 in 1986 is above the mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

McMinn County. Three organizations are involved in economic development program administration in McMinn County. The Athens Area Chamber of Commerce and the Etowah Chamber of Commerce serve their respective jurisdictions. The McMinn County Economic Development Authority administers industrial recruitment for the entire county. Each organization has a separate Board of Directors (P. Arturburn, personal communication, April 21, 1988). The courthouse in Athens is located fifty-five miles from either Knoxville or Chattanooga and four miles from the closest interstate highway access.

Total expenditures for economic development and Chamber of Commerce programs for the 1982-1986 period were \$996,258 or \$23.06 per-capita. Expenditures for 1986 were \$6.60 per-capita. The mean per-capita expenditure for all counties was \$15.82 for the period and \$4.10 for 1986. McMinn County ranks twelfth in total expenditures for the 1982-1986 period when compared with all counties (P. Arturburn & M. Peck, personal communications, April 21, 1988).

Total property value increased \$57,911,444 during the 1982-1986 period which ranks McMinn County forty-fourth when compared with all counties. The per-capita property value was \$25,350 in 1986 compared to a mean value for relative size counties of \$20,255. The per-capita increase in value of \$1,363 is lower than the mean increase of \$2,527 for relative size counties.

Total jobs decreased from 13,598 in 1982 to 12,523 in 1986. This 1,075 job decrease ranks the County ninety-second in total change when compared with all counties. The decrease amounted to 30.07 fewer jobs per 1,000 population. The jobs per 1,000 total of 289.88 in 1986 remained above the mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

McNairy County. A unique economic development program was established in McNairy County following the 1984 closing of a Levi Straus clothing plant. The Levi Straus Foundation, along with the Walmart Foundation, established a three year funded program to assist in the recruitment of new industry. 1987-1988 was the first year of the program. The Chamber of Commerce also assists in funding the program. (L. Blakely, personal communication, June 3, 1988). The courthouse in Selmer is located 100 miles from Memphis and forty miles from the closest interstate access.

Total Chamber of Commerce expenditures for the 1982-1986 period were \$115,000 or \$4.89 per-capita. Expenditures for 1986 were \$1.06 per-capita. The mean per-capita expenditure for all counties was \$15.82 for the period and \$4.10 for 1986. McNairy County ranks fifty-eighth in total expenditures for the 1982-1986 period when compared with all counties (L. Blakely, personal communication, June 3, 1988).

Total property value decreased \$16,592,830 during the 1982-1986 period which ranks McNairy County eighty-ninth when compared with the change for all counties. The per-capita property value was \$16,579 in 1986 compared to a mean value for relative size counties of \$20,255. The decrease in value of \$721 per-capita is lower than the mean increase of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

Total jobs increased from 5,135 in 1982 to 6,302 in 1986. This 1,167 job increase ranks the County twenty-third when compared with the change for all counties. The increase amounted to 44.91 additional jobs per 1,000 population. The jobs per 1,000 total of 268.17 in 1986 is above the mean of 241 for all counties. (State of Tennessee Department of Employment Security Research and Statistics Division).

Meigs County. Economic development programs in Meigs County are administered by the County Executive, the Decatur-Meigs County Chamber of Commerce and the Economic Development Board (G. Langford, personal communication, April 26, 1988). The courthouse in Decatur is located fifty miles from Chattanooga and eleven miles from the closest interstate highway access.

Total expenditures for Chamber of Commerce program administration during the 1982-1986 period amounted to \$54,792 or \$6.94 per-capita. Per-capita expenditures for 1986

amounted to \$0.43 which is lower than the mean for all counties of \$4.10 (G. Langford, personal communication, April 26, 1988).

Total property value increased \$27,324,312 or \$3,643 per-capita during the 1982-1986 period. This increase is higher than the \$2,527 per-captia mean for relative size counties. Per-capita value in 1986 was \$22,012 which was higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 420 net jobs during the 1982-1986 period which ranks Meigs County forty-fifth when compared to the change for all counties. Jobs per 1,000 population amounted to 161.52 in 1986 which was below the mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Monroe County. The primary organization involved in economic development administration for Monroe County is the Tellico Reservoir Development Agency (TRDA). Established with the cooperation of the Tennessee Valley Authority, the TRDA Board of Directors supervises the use of more than 22,000 acres of land purchased for the construction of Tellico lake and future development. TRDA serves a three county area but all industrial development during the 1982-1986 period occurred in Monroe County. The Monroe County economic development program ceased operation in 1986 when

the vacant position of industrial recruiter was not filled. A county Chamber of Commerce assists in business promotion. The Monroe County courthouse in Madisonville is located forty miles from Knoxville and fourteen miles from the closest interstate access.

Total expenditures for the economic development program for the 1982-1986 period were \$300,000 or \$9.80 per-capita. The mean per-capita expenditure for all counties was \$15.82. Monroe County ranks thirty-second in total expenditures for the 1982-1986 period when compared with all counties (C. Chamberlain, personal communications, May 19, 1988).

Total property value increased \$63,567,486 during the 1982-1986 period which ranks Monroe County forty-first when compared with all counties. The per-capita property value was \$17,119 in 1986 compared to a mean value for relative size counties of \$20,255. The per-capita increase in value of \$2,177 is lower than the mean increase of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

Total jobs increased from 5,551 in 1982 to 6,466 in 1986. This 915 job increase ranks the County thirtieth in total change when compared with all counties. The increase amounted to 21.20 additional jobs per 1,000 population. The jobs per 1,000 total of 211.31 in 1986 remained below the

mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Montgomery County. Economic development program administration in Montgomery County is provided by the Clarksville Area Chamber of Commerce and the Clarksville-Montgomery County Industrial Commission (S. Hagewood, personal communication, April 11, 1988). The courthouse in Clarksville is located forty-five miles from Nashville and eight miles from the closest interstate highway access.

Total expenditures for Chamber of Commerce program administration during the 1982-1986 period amounted to \$651,458 or \$7.15 per-capita. Per-capita expenditures for 1986 amounted to \$1.89 which is lower than the mean of \$4.10 for all counties. (S. Hagewood, personal communication, April 11, 1988).

Total property value increased \$126,329,245 or \$1,426 per-capita during the 1982-1986 period. This increase is lower than the \$2,527 per-capita mean for relative size counties. Per-capita value in 1986 was \$14,974 which was lower than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 1504 net jobs during the 1982-1986 period which ranks Montgomery County twentieth when compared to the change for all counties. Jobs per 1,000 population amounted to 208.36 in 1986 which was below the

mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Moore County. There is no economic development organization in Moore County and no development sites are owned by the county. The courthouse in Lynchburg is located eighty miles from Nashville and thirty miles from the closest interstate access (C. Payne, personal communication, June 7, 1988)

Total property value decreased \$4,056,318 or \$882 per-capita during the 1982-1986 period. This decrease ranks Moore County eighty-seventh when compared to the change for all counties. Per-capita value in 1986 was \$32,449 which remained higher than the mean of \$20,255 for relative size counties. The Moore County population in 1986 was 4,900 (State of Tennessee State Board of Equalization).

There was an decrease of 420 net jobs during the 1982-1986 period which ranks Moore County eightieth when compared to the change for all counties. Jobs per 1,000 population amounted to 253.67 in 1986 which was above the mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Morgan County. The County Executive is responsible for economic development programs for Morgan County. There is an existing Morgan County Industrial Board but it no longer coordinates industrial recruitment. (G. Aytes, personal

communication, April 14, 1988). The courthouse in Wartburg is located fifty-five miles from Knoxville and eighteen miles from the closest interstate highway access.

During the 1985 and 1986 years the Industrial Board received \$25,000 from the Tennessee Valley Authority and \$10,000 from the Morgan County Commission each year. Total expenditures for program administration during the 1982-1986 period amounted to \$70,000 or \$4.17 per-capita. Per-capita expenditures for 1986 amounted to \$2.08 which is lower than the mean of \$4.10 for all counties. (G. Aytes, personal communication, April 14, 1988).

Total property value increased \$27,184,447 or \$1,599 per-capita during the 1982-1986 period. This increase is lower than the \$2,527 per-capita mean for relative size counties. Per-capita value in 1986 was \$14,454 which was lower than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was an decrease of 501 net jobs during the 1982-1986 period which ranks Morgan County ninety-third when compared to the change for all counties. Jobs per 1,000 population amounted to 101.85 in 1986 which was below the mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Obion County. The Chamber of Commerce administers economic development programs for Obion County. Plans have

been made to also form an industrial development corporation to assist in industrial recruitment (C. Hooks, personal communication, May 17, 1988). The courthouse in Union City is located 125 miles from Memphis and two miles from the closest interstate access.

Total expenditures for Chamber of Commerce program administration during the 1982-1986 period amounted to \$200,000 or \$6.06 per-capita. Per-capita expenditures for 1986 amounted to \$1.21 which is lower than the mean of \$4.10 for all counties. (C. Hooks, personal communication, May 17, 1988).

Total property value increased \$53,224,069 or \$1,623 per-capita during the 1982-1986 period. This increase is lower than the \$2,527 per-captia mean for relative size counties. Per-capita value in 1986 was \$22,105 which was higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 1507 net jobs during the 1982-1986 period which ranks Obion County nineteenth when compared to the change for all counties. Jobs per 1,000 population amounted to 382.27 in 1986 which was above the mean of 241 jobs for all counties and eighth highest among all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Overton County. Economic development programs in Overton County are administered by the Chamber of Commerce. The City of Livingston owns a ninety-six acre industrial park. The industrial park owned by Overton County has been filled. The Chamber of Commerce has a twelve member Board of Directors (J. Lee, personal communication, June 2, 1988).

Total expenditures for Chamber of Commerce program administration during the 1982-1986 period amounted to \$225,000 or \$12.57 per-capita. Per-capita expenditures for 1986 amounted to \$2.51 which is lower than the mean of \$4.10 for all counties. (J. Lee, personal communication, June 2, 1988).

Total property value increased \$18,371,388 or \$1,050 per-capita during the 1982-1986 period. This increase is lower than the \$2,527 per-capita mean for relative size counties. Per-capita value in 1986 was \$15,323 which was lower than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was an decrease of 212 net jobs during the 1982-1986 period which ranks Overton County seventy-eighth when compared to the change for all counties. Jobs per 1,000 population amounted to 174.25 in 1986 which was below the mean of 241 jobs for all counties and ranked seventy-third among all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Perry County. The County Executive is responsible for economic development programs for Perry County. There is an industrial board but no Chamber of Commerce. There is a developed industrial park and development is beginning on a second industrial area (S. Wooten, personal communication, June 9, 1988). The courthouse in Linden is located eighty-one miles from Nashville and thirty miles from the closest interstate highway access.

Total property value increased \$53,138,921 or \$8,435 per-capita during the 1982-1986 period. This increase is higher than the \$2,527 per-captia mean for relative size counties. Per-capita value in 1986 was \$24,865 and was higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 247 net jobs during the 1982-1986 period which ranks Perry County fifty-fifth when compared to the change for all counties. Jobs per 1,000 population amounted to 252.62 in 1986 which was above the mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Pickett County. Economic development program administration for Pickett County is provided by the County Executive and the County Industrial Board. The county owns one industrial site and plans are being made to purchase and develop a second industrial area. There is no separate

budget for program administration but a fund, provided by rent of an industrial building, may be used to develop future sites (J. Whittenburg, personal communication, June 9, 1988). The courthouse in Byrdstown is located 118 miles from Nashville and forty miles from the closest interstate access.

Total property value decreased \$10,689,494 or \$2,375 per-capita during the 1982-1986 period. Per-capita value in 1986 was \$18,468 which was lower than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was an decrease of 292 net jobs during the 1982-1986 period which ranks Pickett County eighty-third when compared to the change for all counties. Jobs per 1,000 population amounted to 160 in 1986 which was below the mean of 241 jobs for all counties and ranked eighty-first among all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Polk County. Economic development programs for Polk County are administered by the County Executive, the Chamber of Commerce, the Copper Basin Industrial Board and The Copper Basin Economic Development Association. An economic development association is now being formed which will become the primary contact for economic development. The new association will be a part of the Chamber of Commerce (G. Whitehead, personal communication, April 22, 1988). The

courthouse in Benton is located fifty miles from Chattanooga and fifteen miles from the closest interstate access.

Total expenditures for Chamber of Commerce program administration during the 1982-1986 period amounted to \$4,800 or \$0.35 per-capita. Per-capita expenditures for 1986 amounted to \$0.11 which is much lower than the mean of \$4.10 for all counties. (J. Lee, personal communication, June 2, 1988).

Total property value decreased \$30,148,727 or \$2,233 per-capita during the 1982-1986 period. Polk County ranks ninety-third when compared with the change in value for all counties. Per-capita value in 1986 was \$18,783 which was lower than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 86 net jobs during the 1982-1986 period which ranks Overton County sixty-fourth when compared to the change for all counties. Jobs per 1,000 population amounted to 221.97 in 1986 which was below the mean of 241 jobs for all counties and ranked fifty-first among all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Putnam County. The primary agency involved in economic development in Putman county is the Chamber of Commerce. The various committees and boards involved in economic activities all have a relationship with the Chamber of Commerce. The

Bond Boards for the county and cities receive staff assistance from the Chamber of Commerce. An economic development task force helps make policy decisions. The county government as well as the cities of Cookeville, Algood, Monterey and Baxter all receive staff support from the Chamber of Commerce (E. Leslie, personal communication, April 14, 1988). The courthouse in Cookeville is located 102 miles from Knoxville and 2 miles from the closest interstate access.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period were \$559,435. Expenditures per-capita were \$10.95 for the period compared to a mean for all counties of \$15.82. The per-capita expenditure for 1986 was \$2.77 compared to the mean of \$4.10 for all counties (E. Leslie, personal communication, April 14, 1988).

Total property value increased \$90,998,400 during the 1982-1986 period. This increase ranks Dickson County thirty-third when compared with all counties. Per-capita value increased to \$20,226 in 1986 which is lower than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

The addition of 3,512 jobs during the 1982-1986 period ranks Putnam County eighth when compared to all counties. Jobs per 1,000 population in 1986 was 380.06 and remained higher than the 241 job mean for all counties (State of

Tennessee Department of Employment Security Research and Statistics Division).

Rhea County. Economic development programs in Rhea County are administered by the Chamber of Commerce and the Economic Development Council. The Economic Development Council has a full-time director and an Executive Secretary serves both organizations (W. Choate, personal communication, April 26, 1988). The courthouse in Dayton is located thirty-five miles from Chattanooga and twenty-one miles from the closest interstate highway access.

Total expenditures for economic development and Chamber of Commerce programs for the 1982-1986 period were \$366,900 or \$14.73 per-capita. Expenditures for 1986 were \$2.85 per-capita. The mean per-capita expenditure for all counties was \$15.82 for the period and \$4.10 for 1986. Rhea County ranks twenty-seventh in total expenditures for the 1982-1986 period when compared with all counties (W. Choate, personal communication, April 26, 1988).

Total property value increased \$61,392,169 during the 1982-1986 period which ranks Rhea County forty-second when compared with all counties. The per-capita property value was \$16,663 in 1986 compared to a mean value for relative size counties of \$20,255. The per-capita increase in value of \$2,526 is only slightly lower than the mean increase of \$2,527 for relative size counties.

Total jobs decreased from 6,457 in 1982 to 6,280 in 1986. This 177 job decrease ranks the County seventy-sixth in total change when compared with all counties. The decrease amounted to 13.51 fewer jobs per 1,000 population. The jobs per 1,000 total of 252.21 in 1986 remained above the mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Roane County. Two separate organizations, the Chamber of Commerce and the Industrial Board, provide economic development administration for Roane County (J. Henry, personal communication, June 8, 1988). The courthouse in Kingston is located twenty-eight miles from Knoxville and one mile from the closest interstate highway access.

Total expenditures for the economic development program for the 1982-1986 period were \$397,988 or \$8.06 per-capita. The mean per-capita expenditure for all counties was \$15.82. Roane County ranks twenty-fourth in total expenditures for the 1982-1986 period when compared with all counties (J. Henry, personal communication, June 8, 1988).

Total property value increased \$157,579,872 during the 1982-1986 period which ranks Roane County twentieth when compared with all counties. The per-capita property value was \$18,333 in 1986 compared to a mean value for relative size counties of \$20,255. The per-capita increase in value of \$3,222 is higher than the mean increase of \$2,527 for

relative size counties (State of Tennessee State Board of Equalization).

Total jobs decreased from 16,746 in 1982 to 14,588 in 1986. This 2,158 job decrease ranks the County ninety-fourth in total change when compared with all counties. The decrease amounted to 47.15 fewer jobs per 1,000 population. The jobs per 1,000 total of 295.3 in 1986 remains higher than the mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Robertson County. Economic development programs in Robertson County are provided by the Springfield and Whitehouse Chamber's of Commerce and the Cumberland Electric Membership Corporation. The primary contact is the Springfield Chamber of Commerce (G. Stinson, personal communication, April 8, 1988). The courthouse in Springfield is located thirty-three miles from Nashville and twelve miles from the closest interstate highway access.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period were \$267,000. Expenditures per-capita were \$6.68 for the period compared to a mean for all counties of \$15.82. The per-capita expenditure for 1986 was \$1.50 compared to the mean of \$4.10 for all counties (G. Stinson, personal communication, April 8, 1988).

Total property value increased \$110,,098,828 during the 1982-1986 period. This increase ranks Robertson County twenty-ninth when compared with all counties. Per-capita value increased to \$20,971 in 1986 which is higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

The loss of ninety jobs during the 1982-1986 period ranks Robertson County seventy-second when compared to all counties. Jobs per 1,000 population in 1986 were 157.75 and remained lower than the 241 job mean for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Rutherford County. Economic development programs in Rutherford County are administered by the Chamber of Commerce and the City of Murfreesboro. The City of Murfreesboro has a staff position of Economic Development Director. Industrial Recruitment is administered by the Chamber of Commerce (R. Vaughn, personal communication, April 19, 1988). The courthouse in Murfreesboro is located thirty miles from Nashville and one mile from the closest interstate access.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period were \$669,328. Expenditures per-capita were \$6.52 for the period compared to a mean for all counties of \$15.82. The per-capita expenditure for 1986 was

\$1.90 compared to the mean of \$4.10 for all counties (R. Vaughn, personal communication, April 19, 1988).

Total property value increased \$638,629,617 during the 1982-1986 period. This increase ranks Rutherford County seventh when compared with all counties. Per-capita value increased to \$27,267 in 1986 which is higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

The addition of 7,484 jobs during the 1982-1986 period ranks Rutherford County third when compared to the increase for all counties. Jobs per 1,000 population in 1986 were 319.59 and remained higher than the 241 job mean for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Scott County. Economic development programs in Scott County are provided by the Chamber of Commerce and the Industrial Board. Both organizations are served by the same staff member (A. Strunk, personal communication, March 22, 1988). The courthouse in Huntsville is located sixty miles from Knoxville and fifteen miles from the closest interstate access.

Total expenditures for program administration during the 1982-1986 period amounted to \$120,000 or \$5.80 per-capita. Per-capita expenditures for 1986 amounted to \$2.17 which is

lower than the mean for all counties of \$4.10 (A. Strunk, personal communication, March 22, 1988).

Total property value increased \$49,305,025 or \$2,478 per-capita during the 1982-1986 period. This increase is slightly lower than the \$2,527 per-captia mean for relative size counties. Per-capita value in 1986 was \$15,539 and remained below the mean for all counties (State of Tennessee State Board of Equalization).

There was an increase of 317 net jobs during the 1982-1986 period which ranks Scott County fifty-first when compared to the change for all counties. Jobs per 1,000 population amounted to 202.32 in 1986 which was below the mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Sequatchie County. The County Executive administers economic development and industrial recruitment programs for Sequatchie County. The City of Dunlap has an Industrial Development Board but no staff and performs no industrial recruitment (B. Harmon, personal communication, April 26, 1988). The courthouse in Dunlap is located twenty-nine miles from Chattanooga and twenty-six miles from the closest interstate highway access.

Total property value increased \$77,622,437 or \$8,922 per-capita during the 1982-1986 period. Per-capita value in 1986 was \$24,102 which was higher than the mean of \$20,255 for

relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 188 net jobs during the 1982-1986 period which ranks Sequatchie County fifty-ninth when compared to the change for all counties. Jobs per 1,000 population amounted to 169.89 in 1986 which was below the mean of 241 jobs for all counties and ranked seventy-fifth among all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Sevier County. Economic development programs in Sevier County are provided by the Sevier County Economic Development Council, the Sevierville Chamber of Commerce, the Pigeon Forge Department of Tourism, the Gatlinburg Chamber of Commerce and a small Chamber of Commerce in Pigeon Forge. All programs except the Sevier County Economic Development Council are primarily involved in tourism promotion and retail business recruitment. Each organization has a Board of Directors except the Pigeon Forge Department of Tourism which is an agency of the City of Pigeon forge. The Sevier County Economic Development Council is currently developing a new industrial park with efforts to lower the total fluctuation in employment between tourist seasons (B. Debusk, V. King, G. Lambert & J. Rader, personal communications, May 4, 1988). The courthouse in Sevierville is located thirty-

five miles from Knoxville and ten miles from the closest interstate highway access.

Total expenditures by the four organizations, not including the Pigeon Forge Chamber of Commerce, during the 1982-1986 period were \$7,642,509. Total expenditures were the third highest among all counties for the period. Expenditures per-capita were \$163.65 for the period compared to a mean for all counties of \$15.82. The per-capita expenditure for 1986 was \$39.85 compared to the mean of \$4.10 for all counties (B. Debusk, V. King, G. Lambert & J. Rader, personal communications, May 4, 1988).

Total property value increased \$433,866,385 during the 1982-1986 period. This increase ranks Sevier County tenth when compared with the change for all counties. Per-capita value increased to \$35,486 in 1986 which is higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

The addition of 2,480 jobs during the 1982-1986 period ranks Sevier County thirteenth when compared to the change in jobs for all counties. Jobs per 1,000 population in 1986 was 329.12 and remained much higher than the mean for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Shelby County. Economic development programs in Shelby County are administered by the Memphis Area Chamber of

Commerce; the Memphis Light, Gas and Water Division and the Convention and Visitors Bureau. The Manager for Economic Development for the Light, Gas and Water Division assists the Economic Development Vice President of the Chamber of Commerce. The Memphis Office of Planning and Economic Development also provides assistance in development programs. Small Chamber of Commerce organizations are also active in the cities of Millington, Goodlettsville, Bartlett, Germantown and Collierville (B. Esoldi, M. Kuykendall & L. Gaw, personal communications, May 18, 1988).

Total expenditures for the Memphis Area Chamber of Commerce, including the Light, Gas and Water Division, and the Convention and Visitors Bureau for the 1982-1986 period were \$11,618,000. This was the highest total for the period for any Tennessee county. Per-capita expenditures of \$14.35 for the period were lower than the \$15.82 mean for all counties. Per-capita expenditures for 1986 were \$4.49 and were higher than the \$4.10 mean for all counties (B. Esoldi, M. Kuykendall & L. Gaw, personal communications, May 18, 1988).

Total property value increased \$4,330,823,835 during the 1982-1986 period. This increase was the highest for any county for the period. The per-capita increase was \$7,215 raising the per-capita value in 1986 to \$26,361 (State of Tennessee State Board of Equalization).

Total jobs increased 32,983 during the 1982-1986 period. This was the highest total job increase for any Tennessee county. The increase amounts to an additional 30.20 jobs per 1,000 population. The total jobs per 1,000 population in 1986 was 393.39 and ranks seventh among all counties in this category (State of Tennessee Department of Employment Security Research and Statistics Division).

Smith County. Economic development programs in Smith County are administered by the Chamber of Commerce. The Executive Director reports to a twelve member Board of Directors and also serves as an officer of the Industrial Board (P. Geho & C. Hackett, personal communications, April 12, 1988).

Total expenditures for Chamber of Commerce operations during the 1982-1986 period were \$233,000. Expenditures per-capita were \$15.96 for the period compared to a mean for all counties of \$15.82. The per-capita expenditure for 1986 was \$3.97 compared to the mean of \$4.10 for all counties. The Chamber of Commerce administers several grant programs and, due to the funding provided by program administration, less than half of the total budget comes from dues or local government contributions (P. Geho & C. Hackett, personal communications, April 12, 1988).

Total property value decreased \$23,363,298 during the 1982-1986 period. This decrease ranks Smith County ninetieth

when compared with all counties. Per-capita value decreased to \$18,311 in 1986 and was lower than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

The addition of 411 jobs during the 1982-1986 period ranks Smith County forty-sixth when compared to the increase for all counties. Jobs per 1,000 population in 1986 were 250.62 and remained higher than the 241 job mean for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Stewart County. Economic development programs for Stewart County are administered by the County Executive, the Chamber of Commerce and the Cumberland Electric Membership Cooperative. The Stewart-Houston County Industrial Park is owned by the two jurisdictions and property taxes for the entire project are divided. There was no funding provided for economic development administration during the 1982-1986 period (L. Bratschi, personal communication, April 13, 1988).

Total property value increased \$31,989,452 during the 1982-1986 period. This increase ranks Stewart County fifty-eighth when compared with the change for all counties. Per-capita value increased to \$19,690 in 1986 which is higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

The addition of 675 jobs during the 1982-1986 period ranks Stewart County thirty-eighth when compared to the change in jobs for all counties. Jobs per 1,000 population in 1986 were 141.94 and remained much lower than the mean for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Sullivan County. Economic development programs in Sullivan County are administered by the Sullivan County Industrial Commission, the Kingsport Chamber of Commerce and the Bristol Chamber of Commerce. During the 1982-1986 period Sullivan County experienced a large number of industrial plant closings and a reduction in force by the Tennessee Eastman Company. New programs have been developed by both Bristol and Kingsport to assist in replacing the jobs lost and to retain existing industry (J. Fesmire, S. Holt & C. Moore, personal communications, June 8-9, 1988). The county courthouse in Blountville is located ninety-eight miles from Knoxville and eight miles from the closest interstate highway access.

Total expenditures by the three organizations during the 1982-1986 period were \$4,599,850. Total expenditures rank sixth among all counties for the period. Expenditures per-capita were \$31.44 for the period compared to a mean for all counties of \$15.82. The per-capita expenditure for 1986 was \$11.28 compared to the mean of \$4.10 for all counties (J.

Fesmire, S. Holt & C. Moore, personal communications, June 8-9, 1988).

Total property value increased \$639,522,380 during the 1982-1986 period. This increase ranks Sullivan County sixth when compared with the change for all counties. Per-capita value increased to \$28,075 in 1986 which is higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

The loss of 4,900 jobs during the 1982-1986 period was the highest total job loss of any county during the period. Jobs per 1,000 population, at 381.31 in 1986, remained high with Sullivan County ranked ninth among all counties. (State of Tennessee Department of Employment Security Research and Statistics Division).

Sumner County. Economic development programs for Sumner County are administered by the Gallatin Chamber of Commerce and a part-time industrial agent. Small Chamber of Commerce organizations also operate in the cities of Portland, Whitehouse, Hendersonville and Westmoreland (J. Gregory, personal communication, May 5, 1988). The courthouse in Gallatin is located thirty miles from Nashville and fifteen miles from the closest interstate highway access.

Total expenditures for program administration during the 1982-1986 period amounted to \$266,268 or \$2.76 per-capita. Per-capita expenditures for 1986 amounted to \$0.77 which is

lower than the mean for all counties of \$4.10 (J. Gregory, personal communication, May 5, 1988).

Total property value increased \$447,455,009 or \$5,062 per-capita during the 1982-1986 period. This increase is higher than the \$2,527 per-capita mean for relative size counties. Per-capita value in 1986 was \$24,988 and remained higher than the mean for all counties (State of Tennessee State Board of Equalization).

There was an increase of 2,463 net jobs during the 1982-1986 period which ranks Sumner County fourteenth when compared to the change for all counties. Jobs per 1,000 population amounted to 202.97 in 1986 which was below the mean of 241 for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Tipton County. Economic development programs for Tipton County are administered by the Covington-Tipton County Chamber of Commerce. The county has fully served industrial parks including sites for large industry in the Rialto area. (C. Whitley, personal communication, May 18, 1988). The courthouse in Covington is located thirty-eight miles from Memphis and eighteen miles from the closest interstate highway access.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period were \$291,000. Expenditures per-capita were \$8.11 for the period compared to a mean for all

counties of \$15.82. The per-capita expenditure for 1986 was \$2.12 compared to the mean of \$4.10 for all counties (C. Whitley, personal communication, May 18, 1988).

Total property value increased \$82,132,446 during the 1982-1986 period. This increase ranks Tipton County thirty-fifth when compared with all counties. Per-capita value increased to \$18,840 in 1986 which is higher than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

The addition of 226 jobs during the 1982-1986 period ranks Tipton County fifty-seventh when compared to the total job change for all counties. Jobs per 1,000 population in 1986 amounted to 149.30 and remained below the mean for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Trousdale County. Economic development programs in Trousdale County are administered by the Community Development Director and the County Executive. There is no specific budget for program administration or for industrial recruitment (R. Carmen, personal communication, May 13, 1988). The courthouse in Hartsville is located forty-five miles from Nashville and sixteen miles from the closest interstate highway access.

Property values decreased from \$100,999,301 to \$100,867,565 during the 1982-1986 period. The per-capita

decrease of \$22 compares with an mean increase of \$2,527 for relative size counties. The \$131,736 total decrease in property value ranks the county eighty-fifth when compared to the change for all counties. The per-capita property value in 1986 was \$17,096 and remained lower than the per-capita mean for relative size counties of \$20,255 (State of Tennessee State Board of Equalization).

Total jobs increased from 1,541 in 1982 to 1,640 in 1986. In 1986 there were 277.97 jobs per 1,000 population compared to the mean of 241 jobs for all counties. Trousdale County ranks twenty-fourth in jobs per 1,000 population when compared with all counties and sixty-third in total job change for the period when compared with relative size counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Unicoi County. Economic development programs in Unicoi County are administered by the County Executive and the Director of Economic Development. The Economic Development Board has a unique method of establishing Board membership. Each member is a financial contributor to the organization. In 1988 the average member contribution was \$2,000. The economic development program was organized under the present structure in October, 1986 (F. Congdon, personal communication, June 6, 1988). The courthouse in Erwin is

located 100 miles from Knoxville and fifteen miles from the closest interstate highway access.

Expenditures by the Economic Development Board were \$90,000 for the 1982-1986 period. The per-capita expenditure for the period was \$5.33. The per-capita expenditure for 1986 was \$2.96. Both amounts were less than the mean for all counties (F. Congdon, personal communication, June 6, 1988).

Total property value increased \$27,915,198 during the 1982-1986 period. The per-capita increase in value was \$1,682 which was less than the mean increase of \$2,527 for relative size counties. Per-capita value in 1986 was \$17,513 and was less than the mean of \$20,255 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 572 jobs in the 1982-1986 period. The increase in jobs per 1,000 population amounted to 34.46. The 212.65 jobs per 1,000 population in 1986 remained lower than the mean for all counties and ranks Unicoi County fifty-fifth when compared with all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Union County. Economic development administration for Union County is provided by the County Executive and The City of Maynardville. The city has created a staff position to assist in industrial recruitment and other development activities. During the 1982-1986 period there was no

specific budget for economic development. Union County currently receives \$89,000 per year from the sale of industrial buildings which had been funded with state and federal grants. These funds will be used for additional land purchases and not for program administration (G. Simmons, personal communication, March 31, 1988). The courthouse in Maynardville is located twenty-five miles from Knoxville and seventeen miles from the closest interstate access.

Total property values increased \$24,858,280 during the 1982-1986 period. The per-capita increase amounted to \$2,072 and was lower than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 307 jobs during the 1982-1986 period. Jobs per 1,000 population increased to 88.52 but remained the second lowest among all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Van Buren County. The County Executive and the Industrial Development Board administer economic development programs in Van Buren County. The Industrial Development Board has a volunteer staff and no funding is budgeted for economic development administration. A privately owned 310 acre industrial site is available for industrial use (J. Clayton, personal communication, June, 6, 1988). The

courthouse in Spencer is located sixty miles from Chattanooga and twenty-seven miles from the closest interstate access.

Total property values increased \$20,395,317 during the 1982-1986 period. The per-capita increase amounted to \$4,249 and was higher than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 327 jobs during the 1982-1986 period. Jobs per 1,000 population increased to 186.67 but remained lower than the 241 job mean for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Warren County. The Warren County Chamber of Commerce administers economic development programs and performs industrial recruitment for the entire county. A reorganization has been planned which will result in the formation of a separate Industrial Board. The Director of the Chamber of Commerce would then report to both Boards. There is an industrial park in Morrison which has 425 acres and a second site in the Northern part of the County which has fifty acres. Both are fully served with utilities and have rail access (G. Burke, personal communication, June 8, 1988). The courthouse in McMinnville is located seventy-two miles from Nashville and twenty-two miles from the closest interstate highway access.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period amounted to \$285,000. The per-capita expenditure for the period was \$8.61 compared to the mean for all counties of \$15.82. Per-capita expenditure for 1986 was \$2.87 compared to the mean of \$4.10 for all counties (G. Burke, personal communication, June 8, 1988).

Total property values increased \$22,891,945 during the 1982-1986 period. The per-capita increase amounted to \$2,082 and was lower than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was an decrease of 472 jobs during the 1982-1986 period which ranks Warren County eighty-seventh in total job change when compared with all counties. Jobs per 1,000 population decreased to 283.11 but remained higher than the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Washington County. The Johnson City-Washington County Chamber of Commerce and the Washington County Economic Development Board are responsible for economic development administration for Washington County. Both organizations operate from the same office in Johnson City. Each has a separate budget and Board of Directors (G. Mabrey & E. Williams, personal communications, June 9, 1988). The courthouse in Jonesborough is located eighty miles from

Knoxville and four miles from the closest interstate highway access.

Total expenditures for economic development and Chamber of Commerce programs for the 1982-1986 period were \$2,427,745 or \$26.10 per-capita. Expenditures for 1986 were \$7.25 per-capita. The mean per-capita expenditure for all counties was \$15.82 for the period and \$4.10 for 1986. Washington County ranks eighth in total expenditures for the 1982-1986 period when compared with all counties (G. Mabrey & E. Williams, personal communications, June 9, 1988).

Total property value increased \$188,,388,243 during the 1982-1986 period which ranks Washington County eighteenth when compared with all counties. The per-capita property value was \$21,809 in 1986 compared to a mean value for relative size counties of \$20,255. The per-capita increase in value of \$2,082 is slightly lower than the mean increase of \$2,527 for relative size counties.

Total jobs increased from 30,497 in 1982 to 32,297 in 1986. This 1,800 job increase ranks the County seventeenth in total change when compared with all counties. The increase amounted to 10.3 more jobs per 1,000 population. The jobs per 1,000 total of 347.28 in 1986 was above the mean of 241 for all counties and fourteenth highest among all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Wayne County. Economic development programs in Wayne County are administered by the County Executive and the Chamber of Commerce. The Chamber of Commerce has previously had a full-time Director but the position is now vacant (A. Brown, personal communication, June 1, 1988). The courthouse in Waynesboro is located 102 miles from Nashville and twenty-five miles from the closest interstate highway access.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period amounted to \$140,000. The per-capita expenditure for the period was \$9.86 compared to the mean for all counties of \$15.82. Per-capita expenditure for 1986 was \$3.52 compared to the mean of \$4.10 for all counties (A. Brown, personal communication, June 1, 1988).

Total property values increased \$29,426,613 during the 1982-1986 period. The per-capita increase amounted to \$2,087 and was lower than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 256 jobs during the 1982-1986 period which ranks Wayne County fifty-fourth in total job change when compared with all counties. Jobs per 1,000 population increased to 225.56 but remained lower than the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Weakley County. Economic development programs in Weakley County are administered by the Chamber of Commerce, the County Executive and the Industrial Board. The position of Executive Director of the Chamber of Commerce is currently vacant (L. Hein, personal communication, May 24, 1988). The courthouse in Dresden is located 119 miles from Memphis and twenty miles from the closest interstate highway access.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period amounted to \$160,932. The per-capita expenditure for the period was \$4.86 compared to the mean for all counties of \$15.82. Per-capita expenditure for 1986 was \$1.89 compared to the mean of \$4.10 for all counties (L. Hein, personal communication, May 24, 1988).

Total property values increased \$39,168,287 during the 1982-1986 period. The per-capita increase amounted to \$1,198 and was lower than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 328 jobs during the 1982-1986 period which ranks Weakley County forty-eighth in total job change when compared with all counties. Jobs per 1,000 population increased to 232.45 but remained lower than the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

White County. The County Executive has administrative responsibility for economic development programs for White County. A small fund, established as part of the County Executive's budget, is used for industrial recruitment (C. Curtiss, personal communication, June 6, 1988). The courthouse in Sparta is located seventy-five miles from Nashville and sixteen miles from the closest interstate highway access.

The total expenditures in the industrial recruitment account for the 1982-1986 period were \$9,000 or \$0.45 per-capita. Expenditures for 1986 were \$0.15 per-capita. The mean per-capita expenditures for all counties was \$15.82 for the period and \$4.10 for 1986. White County ranks seventy-first in total expenditures for the 1982-1986 period when compared with all counties (C. Curtiss, personal communication, June 6, 1988).

Total property value increased \$113,622,995 during the 1982-1986 period which ranks White County twenty-eighth when compared with all counties. The per-capita property value was \$22,814 in 1986 compared to a mean value for relative size counties of \$20,255. The increase in value of \$5,769 per-capita is higher than the mean increase of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

Total jobs increased from 4,125 in 1982 to 5,276 in 1986. This 1,151 job increase ranks the County twenty-fifth when compared with all counties. The increase amounted to 51.8 additional jobs per 1,000 population. The jobs per 1,000 total of 261.19 in 1986 is above the mean of 241 for all counties. (State of Tennessee Department of Employment Security Research and Statistics Division).

Williamson County. The Chamber of Commerce administers economic development programs in Williamson County. The funding for operations is entirely from private sources and no government assistance is provided. Much of the industrial growth is the result of expansions by existing firms. The Chamber of Commerce operates with a staff of three and an active volunteer program (F. Carwile, personal communication, June 6, 1988). The courthouse in Franklin is located eighteen miles from Nashville and two miles from the closest interstate highway access.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period amounted to \$272,570. The per-capita expenditure for the period was \$3.78 compared to the mean for all counties of \$15.82. Per-capita expenditure for 1986 was \$1.10 compared to the mean of \$4.10 for all counties (F. Carwile, personal communication, June 6, 1988).

Total property values increased \$785,075,354 during the 1982-1986 period, the fifth highest total for relative size

counties. The per-capita increase amounted to \$12,765 and was much higher than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 5,164 jobs during the 1982-1986 period which ranks Williamson County fifth in total job change when compared with all counties. Jobs per 1,000 population increased to 262.09 which is higher than the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

Wilson County. The Chamber of Commerce in Wilson County is responsible for economic development programs. There is an active Industrial Board which receives staff assistance from the Director of the Chamber of Commerce. A second Chamber of Commerce is located in Mt. Juliet and serves the West portion of the county (L. Bentley, personal communication, April, 12, 1988). The courthouse in Lebanon is located twenty-five miles from Nashville and three miles from the closest interstate access.

Total expenditures for Chamber of Commerce operations during the 1982-1986 period amounted to \$209,543. The per-capita expenditure for the period was \$3.27 compared to the mean for all counties of \$15.82. Per-capita expenditure for 1986 was \$0.86 compared to the mean of \$4.10 for all counties (L. Bentley, personal communication, April, 12, 1988).

Total property values increased \$312,591,373 during the 1982-1986 period, the thirteenth highest total for relative size counties. The per-capita increase amounted to \$5,474 and was higher than the mean of \$2,527 for relative size counties (State of Tennessee State Board of Equalization).

There was an increase of 2,518 jobs during the 1982-1986 period which ranks Wilson County twelfth in total job change when compared with all counties. Jobs per 1,000 population increased to 219.84 which is lower than the mean of 241 jobs for all counties (State of Tennessee Department of Employment Security Research and Statistics Division).

VITA

Randall W. McGill was born in Knoxville, Tennessee on July 23, 1948. Prior to entering the Graduate School of Planning at the University of Tennessee he received a bachelors degree in Economics from Maryville.

He served two years with the University of Tennessee County Technical Assistance Service as a county government field advisor and seven years as a City Manager for the City of Loudon, Tennessee. He now operates a consulting firm which provides services to city and county governments.

He has served on the East Tennessee Development District Board of Directors, The Loudon County Heritage Association Board of Directors, as President of the Loudon County Council on Aging and presently serves as a member of the Loudon County Tourism Task Force and as Chairman of the Loudon County Beautification Board. He received recognition for outstanding achievements in community development and industrial recruitment from the Tennessee City Management Association in 1981. His four years of service in the U.S. Air Force included one year in Vietnam.

Along with his wife, Judy, and daughter, Kelly, he lives in Loudon, Tennessee and operates his business from a historic former church building.