Stefanie Dalton
Mayor

Martin Granum
City Manager

City of Red Bank

BOARD OF COMMISSIONERS WORK SESSION

Work Session Agenda
October 21, 2025
5:00 PM

The purpose(s) of the meeting shall be for the Commission to receive, consider, discuss, deliberate, and debate the matters listed herein below and such other public business as may lawfully be undertaken provided that no formal votes are to occur and no matters or issues will be formally decided upon at this meeting.

I. Monthly Financial Update (CFO Pickel)

II. Public Works Dept Briefing

III. On Consent Agenda - Approve Interlocal Agreement with the City of Chattanooga for Stringers Ridge Res No. 25-1852 (PRM Grabe)

IV. On Consent Agenda - Appoint Barbara Autry to the Festival Advisory Board, Res No. 25-1853 (PRM Grabe)

V. On Consent Agenda - Approve and Adopt the Human Resources policy Res No. 25-1854 (DAF Perry)

VI. Authorization to submit a Letter of Intent to submit an application to the Tennessee Downtowns Program through the TN Dept of Economic and Community Development for a matching grant in an amount of up to $15,000.00 for FY27 (CDD Slay)

VII. Discussion Only: Certified Tax Rate continued discussion (CM Granum)

VIII. Beer Board Meeting

Karina Baca has applied for a Special Event Beer Permit for a private event scheduled on Nov 22, 2025 at the Red Bank Community Center

IX. Citizen Comments on Items on the Work Session Agenda

5:45 Hard stop to allow citizen comments on items on this Work Session Agenda (CM Granum)

X. Any other business to discuss

XI. Adjournment

YEAR TO DATE THROUGH SEPTEMBER 2025

	ACCOUNT NAME	FY2025 Actual to Date	FY2026 Actual to Date	FY2026 BUDGET	25.00% Budget Year
Revenues					
	Local Taxes				
31100	Property Tax	35,031	32,486	5,722,500	1%
31120	Public Utilities Tax-OSAP	0	0	45,000	0%
31200	Property Tax (Delinquent)	5,215	6,655	43,500	15%
31300	Int. Penalty Court Cost	4,910	3,942	26,680	15%
31500	Pmts in lieu of Property Tax-TVA	0	0	151,000	0%
31511	Electric Power Board Tax	0	156,291	137,000	114%
31610	Local Sales Tax - Trustee	467,218	488,301	1,810,000	27%
31710	Wholesale Beer Tax	61,812	65,533	250,000	26%
31720	Wholesale Liquor Tax	23,874	18,005	93,000	19%
31730	Mixed Drink Taxes	3,899	3,794	10,000	38%
31810	Minimum Business Tax	185	350	1,400	25%
31820	Gross Receipts Tax	2,910	3,508	65,000	5%
31910	Franchise Tax	23,035	20,624	94,000	22%
	Total Local Taxes	628,088	799,488	8,449,080	
	State Taxes (local share)				
33510	State Sales Tax	360,911	374,916	1,487,375	25%
33512	Sports Betting	5,254	5,968	22,013	27%
33520	State Income Tax	0	103	0	0%
33530	State Beer Tax	0	0	5,235	0%
33553	State Gasoline Inspection Fees	5,434	5,414	21,656	25%
	Total State Taxes (local share)	371,599	386,401	1,536,279	
	Other Sources				
31920	Room Occupancy Tax	8,400	7,367	25,000	29%
32210	Beer Licenses	246	279	3,300	8%
32400	Home Occupation Fee	150	350	1,200	29%
32600	Building and Related Permits	27,975	22,617	100,000	23%
32660	Zoning Permits	200	0	900	0%
31930	EV Charging Revenue	25	115	200	57%
32950	Wrecker Permit	0	0	500	0%
32990	Wrecker Inspection Fee	18,400	0	500	0%
33440	Police Salary Supplement	0	0	20,800	0%
33470	Fireman Salary Supplement	7,763	0	16,200	0%
34100	Communication Tower Lease	11,334	8,034	32,000	25%
34131	Administrative Services	280	11,334	68,004	17%
34240	Accident Reports	4,480	220	1,500	15%
34793	Community Center Fees	40,382	3,540	18,000	20%
35100	City Court Revenue	0	32,461	130,000	25%
36100	Interest Earning	90,146	64,909	230,000	28%
36210	Rent-Sewer Plant	2,563	2,637	10,000	26%
36330	Sale of Equipment	0	0	0	0%
36350	Insurance Recovery	28,373	7,400	10,000	74%
36691	Miscellaneous Revenue	6,349	15,691	20,000	78%
36700	Donations	1,250	250	0	0%
36990	Insurance Package Refund	9,000	0	0	0%
36910	Loan Proceeds	0	0	230,000	0%
	Total Other Sources	257,315	177,205	918,104	
	Total General Fund Revenue	**1,257,002**	**1,363,094**	**10,903,463**	**13%**

	FY2025	FY2026	FY2026	25.00% Budget Year
Expenditures				
Judicial	41,052	42,983	193,358	22%
Legislative	15,888	9,384	37,210	25%
Finance & Administration	324,142	300,206	1,252,504	24%
Insurance	293,701	354,722	1,401,350	25%
Community Development	165,127	150,944	632,474	24%
Police	613,661	670,178	3,145,232	21%
Fire	418,849	429,185	1,969,977	22%
	1,872,420	*1,957,603*	*8,632,105*	
Public Works				
Public Wks-Admin/Streets	213,932	369,053	1,188,268	31%
Fleet Maint	38,689	50,918	163,645	31%
Gov't Bldg	154,486	122,004	801,001	15%
Animal Control	39,120	20,865	83,448	25%
Total Public Works	*446,226*	*562,840*	*2,236,362*	
Parks				
Parks Admin	22,215	64,994	240,670	27%
Community Center	184	0	0	0%
James Rd/ Cagle Field	0	0	0	0%
Redding Rd/ Kids Corner	2,663	0	0	0%
Morrison Springs Fac	1,075	0	0	0%
Swimming Pool	342	0	0	0%
White Oak Park	364	0	0	0%
Town Center Park	0	0	0	0%
Total Parks	*26,842*	*64,994*	*240,670*	
Total General Fund Expenditures	**2,345,488**	**2,585,437**	**11,109,137**	**23%**
Solid Waste Management				
Revenues	27,602	13,699	**1,129,000**	1%
Expenditures	293,381	318,519	**1,310,903**	24%
State Street Aid				
Revenues	116,534	120,071	**1,363,719**	9%
Expenditures	82,869	58,572	**1,739,554**	3%
Stormwater MS4				
Revenues	11,142	13,742	**526,000**	3%
Expenditures	92,158	104,599	**703,407**	15%
Drug Enf Fund				
Revenues	3,904	9,533	**24,200**	39%
Expenditures	0	3,262	**81,300**	4%
Impound Fund				
Revenues	0	275	**5,250**	5%
Expenditures	525	825	**7,900**	10%

FY-2026 1st Quarter Update

City of Red Bank Public Works

Streets Division

Solid Waste Division

Storm Water Division

Facilities Division

Fleet Division

Parks Division

State Street Aid

Mission Statement

To effectively maintain and develop public infrastructure and facilities, and to provide services to the public to achieve common social, economic, and environmental desires. Public Works takes a proactive approach to preserve and enhance the City for future generations

Our Daily Objectives:

- Excellence in Service Delivery
- Customer Approval
- Safer Streets
- Expanded Services
- Beautiful City for All

The following slides represent the status of the City of Red Bank Public Works Department Goals through the First Quarter of Fiscal Year 2026

FY-26 Status Updates: Q-1
TDOT Funded Capital Projects

FY-26 Goals	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
PIN: 130155 Resurfacing Browntown to Gadd Rd.	Bid packet released Bid opening Nov 17th					Construction to Completion anticipated for Spring of 2026						
PIN: 130563 Replacement of Lullwater Bridge	ROW plans in process/pending funding from MPO in February 2026-Multi-year project with additional funding from the MPO expected in February 2026											
PIN: 130774 ADA Upgrades Memorial Dr to Signal Mtn Rd	ROW plans in process/additional funding from MPO in February 2026					Construction to Completion anticipated for Spring of 2026						
PIN: 135374 Red Bank Bike Boulevard	In NEPA/Survey/ROW phase-Multi-year project with additional funding from the MPO expected in February 2026											

FY-26 Status Updates: MPO Roll-Over Funding Approved for TDOT Capital Projects

Current TDOT Projects			MPO Roll-Over Funding Approved			
PIN	Projecct Name	Original Project Cost	FY-26 Funding	FY-27 Funding	FY-28 Funding	FY-29 Funding
130155	Dayton Blvd Resurfacing Browntown to Gadd	$551,093	$3,546			
130563	Lullwater Bridge Replacement	$541,000	$1,169,759			
130774	City-Wide ADA Upgrades	$362,500	$317,266			
135374	Red Bank Bike Boulevard	$766,920	$514,464			
Future TDOT and City Funded Projects			**New Projects Approved by MPO**			
PIN	Projecct Name	Original Project Estimate	FY-26 Funding	FY-27 Funding	FY-28 Funding	FY-29 Funding
TBD	Red Bank Sidewalk Grouping	$3,125,000			$2,500,000	
TBD	Memorial 3R	$1,207,000			$65,600	$900,000
TBD	Easton 3R Bike/Ped Project	$1,244,000		$87,200	$72,000	$696,000
TBD	Ashmore Ave Road Stabilization	$1,185,000				$912,800

FY-26 Status Updates: Q-1
City Funded Capital Projects

FY-26 Goals	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Ashmore Slide Project	Geotechnical survey and testing Awaiting final report					Construction to commence in FY-27 as part of the CIP $912,800 in MPO funding scheduled for FY-29						
Resurfacing Secondary Roads	Anticipated release and award of RFP							Construction to Completion anticipated Spring of 2026				
Public Works Facility Needs Assessment	Stakeholders input/Initial design to complete in Qtr-2							Final Design and Inclusion in the CIP for inclusion in the FY-27 budget				
Point Christian Academy School Zone	Equipment Ordered					Anticipated Completion						
Pedestrian Island Safety Upgrades	Equipment Ordered						Anticipated Completion					

FY-26 Status Updates: Q-1
City Funded Capital Projects

FY-26 Goals	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Godsey Ridge Trail Development	**Project Diabetes Grant received Trail Plans developed**				**RFP for Construction**		**Commence development/construction**					
Basketball Court/Park beside City Hall	**Hamilton County LIC Grant approved**			**Plans development/construction to proceed**								
City required modifications approaching SR-8	**Complete transition into new 3-lane capacity that leads into Chattanooga**											
Morrison Springs Safety Study			**SOW developed**		**Release of RFP**			**Commence development/construction**				

FY-26 Status Updates: Q-1 Planned Use of the FY-26 Municipal Budget

Commission Goal Updates:

Develop a new Land Conversion Agreement with TDEC and the National Park Service, a key 2025 City Commission goal

- Awaiting Yellow Book appraisal to complete conversion packet
- Kimley Horne contracted to develop site plans

Current Status: 75%

Advance Safe Streets priorities by reducing speeding, improving pedestrian walkability, and protecting cycling routes, a key 2025 City Commission goal

FY-26 Status Updates: Q-1 Planned Use of the FY-26 Municipal Budget

- Staff is currently executing digital signage to create the Point Christian Academy School Zone
- Soon to release an RFP for the Morrison Springs/Dayton Blvd safety implementations (Jersey barriers/signs/striping updates)

Current Status: 50%

Implement the Parks Master Plan to align with the City Commission's long-term recreation and open space goals, also a key 2025 City Commission goal

- Staff goal is to implement the short-term goals identified in the Parks Master Plan and the Parks and Recreation Advisory Board

Current Status: 55%

FY-26 Status Updates: Q-1 Planned Use of the FY-26 Municipal Budget

- Staff goal is to implement the mid-term goals identified in the Parks Master Plan and the Parks and Recreation Advisory Board

  Current Status: 10%

- Staff goal is to implement the long-term goals identified in the Parks Master Plan and the Parks and Recreation Advisory Board

  Current Status: 0%

FY-26 Status Updates: Q-1 Planned Use of the FY-26 Municipal Budget

Parks & Recreation Master Plan Goals

Commission Goal

"Develop parks, trails, and recreation services"

Ongoing Goals:

1. **Community Engagement**
2. **Maintenance & Upgrades At Existing Parks**
3. **Ten Minute Walk To A Park**
4. **Increasing Accessibility and Inclusivity**
5. **Pedestrian Connectivity**
6. **Financial Strategies & Capital Improvements Plan (CIP)**
7. **Evaluate Events & Programs Each Year**
8. **Continue Work on the "Field"**

Short Term Objectives: (Fiscal Year) FY25-FY26, low budget impact

1. **Install & Update Basic Amenities At Parks & Other Public Spaces**: Adding or updating dog waste stations, drinking fountains, shade options, benches, tables, trashcans, and bike parking/repair stations. Master Plan Reference Pages 102
2. **Explore Public Art Collaborations**: Collaborate with the Public Art Advisory Board to incorporate art into parks is a manageable initiative that can be coordinated with local artists and organizations. Master Plan Reference Pages 20, 53, 54, & 64
3. **Implement & Update User Fees:** Update the current user fees for the community center, add user fees for pavilion/s at White Oak Park, Special Event Permits, & Pickleball Tournaments. Master Plan Reference Pages 94 & 95
4. **Expand Senior Program:** Continue to develop the Red Bank Active Older Adults Program into a thriving and diverse community before adding new programs. Master Plan Reference Page 75
5. **Improve existing facilities that are under poor condition designation via the Master Plan:** Prioritize facilities that are highly used and most cost effective first, others can be placed on the CIP. Master Plan Reference Pages 50-64 & 103-105.
6. **Conduct a Pool Condition Assessment:** The first step to analyzing the cost of repair, renovation, or replacement for the aging Red Bank Pool. Master Plan Reference Pages 59 & 102.
7. **Enhance Maintenance and Staffing**: Increase park staff and updating equipment are essential for handling the growing needs of the parks system, which currently operates with limited resources. Master Plan Reference Pages 85-87 & 111
8. **Improve Wayfinding and Signage**: Developing and installing signage standards and wayfinding across parks and trails can be achieved relatively quickly and would enhance navigation and user experience. Master Plan Reference Pages 21-22, & 102
9. **Achieve Compliance with Land Conversion:** An important step in being able to develop new park land and become competitive for Federal grants. Master Plan Reference Page 124.

Parks & Recreation Master Plan Goals

Mid Term Objectives: FY26-FY28, medium to high budget impact

1. **Develop Nature Trails and Connectivity**: The city plans to cut new trails along the ridge above the swimming pool and expand trail connectivity, to include linking parks like White Oak Park to other key areas. Master Plan Reference Pages 25-26, 28, 108-110
2. **Upgrade Existing Sports Facilities**: Necessary upgrades are needed at Morrison Springs and Norma Cagle Ballfields, including replacing bleachers, installing LED lighting, and adding sidewalks for better accessibility. Master Plan Reference Pages 55, 56 & 103.
3. **Implement Green Infrastructure**: The plan emphasizes integrating green infrastructure, such as solar lighting, throughout the park system, addressing environmental sustainability needs while enhancing user experience. Master Plan Reference Page 102.
4. **Expand Programs Across Age Groups**: The city aims to broaden its recreation programs throughout the parks system to engage a wider range of ages. Master Plan Reference Pages 23, & 75-78
5. **Engage with local Organizations, Churches & Schools:** By partnering with these local bodies we can help connect the public with existing created recreational resources such as running tracks, sports fields/facilities, trails/connectivity, and parking. Master Plan Reference Page 111
6. **Pursue Federal Grants For Long Term Goals:** Secure funding for major improvements and expansions in Red Bank's parks system and use CIP to be match fund ready. Master Plan Reference Pages 98 & 112

Long Term Objectives: FY26-FY30, high budget impact

1. **Improve Pedestrian Connectivity**: Develop new parks in the north end of Red Bank and continue to create connected greenways, sidewalks, and bicycle infrastructure to link the city's park system and improve overall access. This action is highlighted as critical in both short- and long-term plans. Master Plan Reference Pages 107-110
2. **Upgrade the Red Bank Swimming Pool**: Based on the pool audit either renovating or relocating the aging swimming pool. This is a high-priority recommendation due to its significance for community recreation. Master Plan Reference Pages 59 & 102
3. **Develop City Owned Land**: This long-term initiative focuses on converting the former middle school property into a park, making it a community hub with green spaces and recreation facilities to host city events, The Hixon property, and other city owned spaces. Master Plan Reference Pages 61, & 65-69

FY-26 Status Updates: Q-1 Planned Use of the FY-26 Municipal Budget

Staff Goal Updates:

Develop a City-Wide, multi-year Paving Plan using cost-effective resurfacing methods to extend road life (year one goal of paving $700,000 worth of roads-SSA-Debt Service).

Current Status: 25%

Acquire low or zero emissions vehicles for daily operations in all Divisions

- Currently the Street Division and Solid Waste Division have four EV trucks scheduled for build this FY to replace older gasoline assets

Current Status: 50%

FY-26 Status Updates: Q-1 Planned Use of the FY-26 Municipal Budget

Department use of budget:

- **<u>Street Division</u>**
  - Daily Operations ongoing
  - Purchase of new tractor for Right-of-Way mowing

Current Status: 100%

- **<u>Fleet Division</u>**
  - Daily Operations ongoing
  - Replacement of tire balancer

Current Status: 100%

  - Replacement of scan tool software

Current Status: 100%

FY-26 Status Updates: Q-1 Planned Use of the FY-26 Municipal Budget

- **Facilities Division**
  - Daily Operations ongoing
  - Implement facilities improvements with ARPA funding (to include updates to both Fire Halls and the Police Department/Courts/Commission Chambers)

Current Status: 10%

- **Parks, Trails, Recreation Division**
  - Develop Godsey Ridge Trail-RFP pending

Current Status: 50%

  - Secure Project Diabetes Grant

Current Status: 100%

  - Upgrade programming assistant to full-time

Current Status: 100%

FY-26 Status Updates: Q-1 Planned Use of the FY-26 Municipal Budget

- Develop an annual schedule of PTR programs

  Current Status: 100%

- Low-cost activation of city properties (Public Works portion of this City Commission goal is to install features such as benches, tables and shade to improve park facilities)

  Current Status: 0%

FY-26 Status Updates: Q-1 Planned Use of the FY-26 Municipal Budget

- **Solid Waste Division**
  - Daily Operations ongoing
  - Waste Division goals centered around service delivery

    Current Status: 25%
  - Purchase two EV trucks to replace current gasoline vehicles

    Current Status: 50%

- **Storm Water Division**
  - Daily Operations ongoing
  - Adopt and activate the Storm Water Asset Management Plan (accomplished through hiring Storm Water Supervisor)

    Current Status: 25%
  - Improve drainage system maintenance

    Current Status: 25%

FY-26 Status Updates: Q-1 Planned Use of the FY-26 Municipal Budget

- Enhance public education on Storm Water

  Current Status: Ongoing

- Implement flood mitigation projects in high-risk areas through resident participation with the division's on-line service requests

  Current Status: Ongoing

- Upon adoption of the Stormwater Asset Management Plan by the City Commission, commence the execution of the City's first Stormwater Utility and Maintenance SOP

  Current Status: Ongoing

INTERLOCAL AGREEMENT
Between the City of Chattanooga and the City of Red Bank
For Shared Trail Management, Maintenance, and Partnership

This Interlocal Agreement ("Agreement") is entered into this ___ day of _____, 2025, by and between the **City of Chattanooga**, a Tennessee municipal corporation ("Chattanooga"), and the **City of Red Bank**, a Tennessee municipal corporation ("Red Bank"), collectively referred to as the "Parties."

WHEREAS The Parties share jurisdiction over or proximity to segments of the Stringers Ridge trail system serving residents of both cities; and

WHEREAS Both Parties value trail-based recreation, access to nature, and stewardship of public amenities for health, transportation, and environmental benefit; and

WHEREAS The Parties desire to collaborate in maintaining, improving, and expanding shared trail assets, including partnerships with third-party service providers, shared event planning, and joint funding efforts; and

NOW, THEREFORE, in consideration of the mutual covenants and terms herein, the Parties agree as follows:

1. Purpose and Scope

This Agreement establishes an ongoing cooperative framework for trail maintenance, communication, joint use, and planning. It applies to the Stringers Ridge trail system and any future trail inside of Stringer Ridge Preserve boundary by mutual agreement in a signed addendum. It excludes trailheads and the White Oak Connector, which will be maintained by the respective cities in which they are located.

2. Trail Maintenance Responsibilities

- Each Party is responsible for routine maintenance on trail sections physically located within its jurisdiction, including trash removal, mowing shoulders, vegetation trimming, and tree removal.
- For trees or hazards that straddle boundaries or impact shared access, the Parties will coordinate response, with the responding city submitting documentation for potential cost-sharing.
- The Parties may jointly engage third-party trail maintenance partners through written MOUs. Such third parties must:
    - Provide a Certificate of Insurance naming both cities as additionally insured.

    - Sign agreements consistent with the scope, risk management, and operational requirements of both cities.

3. Special Events and Park Use

- The Parties agree to notify each other of any events taking place on or near jointly used trails that may impact operations, access, or safety at least 30 days in advance if possible.
- Each Party reserves the right to approve or deny special events within its jurisdiction but will strive for cooperative scheduling to prevent conflicts. Each City is responsible for defining their current approval process and any updates to it during biannual coordination meetings with the Trail Liaisons (defined below).
- Joint events (cleanups, guided hikes, educational days) may be co-hosted by both cities or through a third-party partner.
- All volunteers working within the Stringer's Ridge trail system will be required to sign a joint liability waiver that includes both Cities.

4. Trail Changes and Additions

- Any proposed changes to the trail alignment, surface type, signage, access points, or facilities must be coordinated and approved in writing by both Parties.
- For trail heads or the White Oak Connector trail, changes will be communicated by the responsible parties in a timely manner. While approval is not required in these cases, communication of changes are necessary for a collaborative approach to the needs of trail users and in long-term project planning for each City.
- Trail expansion projects involving both cities shall include a shared planning process and clearly defined roles for design, funding, and construction.

5. Joint Grant Applications and Funding

- The Parties may pursue joint applications for federal, state, regional, or private grants to support trail improvements, signage, land acquisition, or programming.
- Prior to submission, the Parties shall:
    - Agree on the lead applicant.
    - Define scope, deliverables, and cost share in writing.
    - Commit staff or in-kind resources as needed.

6. Communication and Coordination

- Each city shall designate a **Trail Liaison** to:
  - Serve as primary contact for this Agreement.
  - Attend biannual coordination meetings to review trail conditions, usage, and planning.
  - Share notices of closures, major repairs, and event calendars.
  - Coordinate trail closure signs, as needed.
- Urgent issues (e.g., blocked access, emergency repairs) should be communicated immediately via phone and email to the designated Liaison.

7. Term and Termination

- This Agreement shall be effective upon execution and remain in effect for **five (5) years**, with automatic renewal unless either Party provides written notice of termination at least **ninety (90) days** prior to expiration.
- Either Party may withdraw with ninety (90) days' notice; any pending shared projects must be resolved by separate agreement.

8. Legal and Administrative Terms

- **No Joint Venture**: This Agreement does not create a joint venture, partnership, or merged entity.
- **Governing Law**: This Agreement shall be governed by the laws of the State of Tennessee.

9. Amendments

This Agreement may be amended in writing by mutual consent of both Parties. Attachments or addenda identifying new trails, scopes of work, or third-party MOUs may be incorporated as exhibits.

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed:

CITY OF CHATTANOOGA
By: _____
Name:
Title:
Date:

CITY OF RED BANK

By: _____

Name:

Title:

Date:

CITY OF RED BANK

City Hall, 3105 Dayton Blvd, 37415
Telephone (423) 877-1103
www.redbanktn.gov

APPLICATION FOR CITIZEN ADVISORY COMMITTEE

City government depends on its citizens for knowledge and insight. That is why the City of Red Bank urges its citizens to apply to serve as members on city committees (also referred to as committees and commissions). Committee members contribute greatly to the operation of sound, responsive government through their review and recommendations regarding issues that impact the operation of effective and responsive city government. The following questionnaire has been developed to assist the City Commission and the City Manager to assess interests, eligibility and qualifications of those applying for committee appointments. All residents are eligible and applications will remain on file for a year. For information on specific committees and their responsibilities, visit the city website and click on "Committees".

Questions to consider before applying for committee membership:

- *What is my motivation for applying for membership?*
- *Do I fully understand what this committee expects from me?*
- *Am I committed to the purpose, duties and responsibilities of the committee?*
- *Can I afford the demands on my time, resources and energy?*
- *Can I attend meetings regularly, making them a priority for the duration of my appointment?*
- *Am I willing to perform a reasonable amount of work outside of regularly scheduled meetings?*
- *Can I work effectively with members of the committee, city manager, staff and commissioner?*
- *Am I committed to serving even if the going gets rough and controversy arises?*
- *Am I willing to participate in necessary training, education and development activities to improve my effectiveness on the committee?*

APPLICANT INFORMATION

Applicant Name (please print):

Dr. Barbara Autry

Home Address:

[redacted]

City: Chattanooga State: TN Zip: 37415

Phone: (H)_____ (C) [redacted] E-mail [redacted]

Occupation: _____ Retired: ☑ Yes ☐ No

CITY OF RED BANK COMMITTEE APPLICATION

a) For which committee are you applying? Festival Advisory Board

b) The committee members are required to attend regular meetings, missing no more than (3) consecutive meetings in a row during any calendar year and also staying current with the issues before the committee. Are you able to meet these requirements? ☑ Yes ☐ No

c) Do you know of any circumstances or conflicts of interest that may cause you to abstain from voting on any action before the committee? ☐ Yes ☑ No If yes, please explain:

d) Do you, your employer, your spouse, children or their employers, do business with the City of Red Bank?

☐ Yes ☑ No If yes, please explain:

e) Do you have any employment or contractual relationship with the City of Red Bank that would create a continuing or frequently recurring conflict with regard to your participation on a committee? ☐ Yes ☑ No If yes, please explain:

f) Please explain your reasons for wishing to serve on a particular committee:

I am new to the city of Red Bank. I wish to become involved in the community and to become an asset to my new home.

CITY OF RED BANK COMMITTEE APPLICATION

g) Please list three (3) references with address and phone #

Monique Clouse - [redacted]

Pat Glenn - [redacted]

Mary Abney - [redacted]

h) Please provide a personal narrative, including education, experience, previous civic, community or other service involvement that would help the city make an informed decision regarding your committee application.

Over the years I have served on several boards, both in Chattanooga and North Georgia. I have owned my own company as well as worked for others, many being non-profits. I served on the Private Industry Counsel in Northwest Georgia for over 8 years. I have been involved as a member in several organizations such as Lions Club, Professional Women's Organizations, Pilot Club International, etc. I have a Ph.D. I am a very energetic person that believes in giving back to my community. I have a diverse background that would be of benefit in several areas. I am willing to do whatever the requirements are to effectively serve.

Applicant Statement: *I understand that I am applying to the City of Red Bank to volunteer for a committee appointment; that such application may require an interview prior to consideration for appointment; that if appointed, I will be required to take an oath of office to uphold the United States and Tennessee Constitutions and to support the purpose and responsibilities of the committee; that I will be required to meet the attendance and training requirements for committee membership; and, that failure to do so or any other reason designated by law or City Charter may cause my removal from office. I agree to comply with all requirements of the committee for which I am applying and to which I may be appointed. All statements and information provided in this application are true to the best of my knowledge.*

Signature	Printed Name	Date
Barbara Autry	Dr. Barbara Autry	9/10/25

Please return completed and signed application to:
Tracey Perry, Human Resources
CITY OF RED BANK
3105 Dayton Blvd
Red Bank, TN 37415 or
tperry@redbanktn.gov
Telephone: (423) 877-1103
Website: www.redbanktn.gov

City of Red Bank

Human Resources Policy

1. Purpose

The City of Red Bank is an at-will employer, and nothing contained in this Human Resources Policy changes or modifies that status.

The purpose of this policy is to establish a framework for managing human resources in a consistent, fair, and effective manner within the City. It outlines the guidelines for recruitment, employee relations, performance management, training and development, compensation, employee retention, and compliance with applicable laws and regulations. This policy aims to ensure that all City employees are treated with respect and provided with equal opportunities for success.

Nothing contained in the Human Resources Policy is intended or shall be construed to establish any express or implied contract of employment.

2. Scope

This policy applies to all employees of the City, including full-time, part-time, temporary, or seasonal employees, and volunteers. It is designed to promote transparency, equity, and compliance across all City departments and services.

The City maintains a set of policies, rules, and requirements in its Employee Handbook, and this HR policy does not change or override any provisions of the Employee Handbook.

3. Equal Employment Opportunity (EEO)

The City is an equal-opportunity employer and strives to create a work environment free from discrimination.

a. Non-Discrimination

- The City prohibits discrimination based on race, color, national origin, sex, sexual orientation, gender identity, religion, age, disability, veteran status, or any other categorization protected by law.
- All employment decisions, including recruitment, hiring, promotions, compensation, benefits, and termination, will be made without regard to any of the protected categories mentioned above – refer to Employee Handbook.

b. Fair Hiring Practices

- The City commits itself to demographically neutral hiring practices so as to ensure that qualified individuals from all racial and demographic groups have equal access to employment opportunities.

4. Recruitment and Hiring

Recruitment, selection, and hiring processes will be conducted in a fair and transparent manner.

a. Job Postings

- All job openings within the City will be posted on relevant platforms, including City websites, local newspapers, and applicable job boards.
- Job descriptions will outline the essential duties and responsibilities, desired minimum qualifications, and skills required for each position.

b. Hiring Process

- The City will use a merit-based hiring process that includes a panel reviewing applications, conducting interviews, and verifying qualifications.
- All candidates will be evaluated based on their qualifications and experience relevant to the job position.
- Background checks, including criminal history checks and drug testing (where applicable), may be required as part of the hiring process.
- Hiring decisions are a function of the City Manager, acting within his or her legal discretion.

5. Employee Classification and Compensation

Employees will be classified and compensated according to their job responsibilities, experience, and the City budget.

a. Classification

- Employees will be classified as full-time, part-time, temporary, seasonal, or volunteer, with corresponding benefits.
- Job classifications will be reviewed periodically to ensure alignment with job functions and market standards.

b. Compensation

- Compensation will be determined based on job classification, internal equity, and external market conditions.
- The City will follow a structured pay chart.

6. Benefits and Leave

The City provides benefits to eligible employees in accordance with applicable laws and City policies.

a. Health and Welfare Benefits

- Eligible employees will be provided with access to health, dental, and vision insurance plans, as well as other benefits such as an Employee Assistance Program (EAP), life insurance, disability coverage, and retirement programs, subject to annual budgetary provisions, constraints, and requirements.

- Benefits eligibility and enrollment will be communicated to employees during their onboarding process.

b. Leave Policies

- **Vacation Leave:** Employees will accrue vacation leave based on their employment status and length of service, to be used for vacation or personal matters.
- **Sick Leave:** Employees will accrue sick leave, which can be used for personal illness or to care for immediate family members as defined by City policy.
- **Family and Medical Leave:** In accordance with the Family and Medical Leave Act (FMLA), eligible employees may take unpaid leave for medical or family-related reasons.
- **Holidays:** The City observes recognized public holidays, and employees will be granted time off or earn additional salary for working on such holidays.

7. Performance Management

Supervisors are responsible for regularly assessing employee performance to ensure that goals and expectations are met.

a. Performance Reviews

- All employees will undergo performance evaluations on an annual or semi-annual basis, depending on job classification and department requirements.
- Evaluations will be based on clearly defined job expectations, goal achievement, and professional conduct on a form supplied by the City Manager or his designee.
- Employees will receive constructive feedback and are encouraged to set goals for the next evaluation period.
- Supervisors should conduct/ submit performance reviews within 20 days either before or after the anniversary of the employee's date of hire, unless the City Manager determines and directs a different time period.

b. Disciplinary Actions

- Employees who fail to meet performance expectations or violate City policies may be subject to progressive discipline, which includes verbal warnings, written warnings, suspension, or termination.
- The City will ensure that all disciplinary actions are handled in a fair and consistent manner.

8. Employee Training and Development

The City is committed to providing employees with opportunities for professional growth and skill development.

a. Training Programs

- Employees will have access to training programs related to job-specific skills, leadership development, and compliance with laws and regulations.

- New employees will receive onboarding training that covers City policies, safety protocols, and job-specific tasks.

b. Continuing Education

- The City encourages employees to pursue professional development opportunities, such as certifications, workshops, and conferences, that enhance their knowledge and abilities.
- Employees may be eligible for tuition reimbursement or other support to pursue further education related to their job duties.

9. Workplace Safety

The City is committed to ensuring the health, safety, and well-being of all employees.

a. Safety Programs

- Employees will be trained on workplace safety procedures and emergency protocols.
- Safety equipment, such as protective gear and first aid supplies, will be provided as necessary.
- The City will conduct regular safety audits and address any identified hazards to prevent workplace injuries or illnesses.

b. Reporting Safety Concerns

- Employees are encouraged to report any safety hazards, incidents, or violations to their supervisor or the HR department without fear of retaliation.
- Workers' Compensation Insurance: The City provides statutorily required Workers' Compensation Insurance for all eligible employees.

10. Employee Relations and Grievance Procedures

The City is committed to maintaining a positive working environment by fostering open communication and resolving conflicts fairly.

a. Grievance Procedures

- The City does not provide a formal grievance process; however, employees who feel they have been treated unfairly or have concerns about their working conditions may file a grievance with the HR department.
- The City will address grievances promptly, ensuring that all parties are heard and a fair resolution is reached.
- Employees are encouraged to resolve conflicts informally with their supervisor or department head before escalating the issue.
- See Employee Handbook for more specific requirements and details.

11. Employee Retention

The City recognizes the importance of retaining qualified and motivated employees and will take steps to foster a work environment that encourages long-term employment and reduces turnover.

a. Employee Engagement

- The City will implement strategies to enhance employee engagement, including opportunities for feedback, recognition programs, and team-building activities.
- Regular surveys will be conducted to assess employee satisfaction and identify areas for improvement.

b. Recognition

- The City will implement programs to recognize and reward employees for outstanding performance and contributions to the community.
- Employees who demonstrate exceptional service or achievement may be eligible for awards or public recognition.

c. Career Growth and Advancement

- The City will provide employees with opportunities for career advancement and professional development, ensuring that employees have pathways to grow within the organization.
- Supervisors will work with employees to create development plans that align with both individual career goals and City needs.

d. Work-Life Balance

- The City supports work-life balance and may offer flexible work arrangements, where feasible, to help employees balance their professional and personal lives.
- Paid time off, wellness programs, and Employee Assistance Programs (EAP) will be available to support employees' well-being.

e. Exit Interviews

- To better understand the reasons behind employee departures, exit interviews will be conducted for employees leaving the City, either voluntarily or involuntarily. The information gathered will be used to improve retention strategies and workplace practices.

12. Termination and Separation

The City of Red Bank is an at-will employer, and nothing contained in this Human Resources Policy changes or modifies that status.

Employees may voluntarily or involuntarily separate from the City under specific conditions.

a. Voluntary Separation

- Employees who wish to resign from their position should submit a written resignation with a two-week notice period.
- Exit interviews will be conducted to gather feedback and improve organizational practices.

b. Involuntary Termination

- Employees may be terminated for reasons including performance issues, misconduct, violation of policies, or budgetary constraints.
- The City will follow a fair and thorough process before making any decisions regarding involuntary separation.
- The City Manager determines, within the bounds of law and policy, when and whether an employee will be terminated. Refer to the Employee Handbook for more specific and controlling provisions.

13. Conclusion

The City's Human Resources Policy is designed to promote a positive and effective work environment while ensuring compliance with applicable laws and regulations. The City values its employees and strives to provide them with the resources and support they need to succeed, and maintains the goal of being an "Employer of Choice."

All City employees and supervisors should familiarize themselves with this policy to ensure that human resources practices are followed consistently and fairly.

This policy is subject to updates and revisions as needed to reflect changes in law, organizational needs, or best practices. Employees will be notified of any updates or changes in a timely manner.

_____

City Manager (date)

City of Red Bank
3105 Dayton Boulevard
Red Bank, TN 37415
423.877.1103
www.redbanktn.gov

Letter of Intent to Apply – Tennessee Downtowns Program

Dear Tennessee Downtowns Program Team,

The City of Red Bank intends to apply to participate in the Tennessee Downtowns Program and understand the eligibility requirements. We are prepared to meet all financial and time commitments if selected to participate in this valuable program.

As a community actively implementing the Red Bank Comprehensive Plan 2045, we are committed to revitalizing our core commercial district and aligning future development with the community's shared vision for a vibrant, walkable, and economically resilient city. The Red Bank Comprehensive Plan emphasizes downtown redevelopment as a cornerstone of our city's long-term growth and identity.

We recognize our downtown area needs a focused revitalization strategy to strengthen its role as a central gathering place for residents, visitors, and businesses. To lead this effort, the City has established a Downtown Steering Committee composed of local business owners, property owners, and community stakeholders who are deeply committed to advancing this initiative. This committee will guide the program's implementation, foster community engagement, and ensure that revitalization strategies reflect local values and priorities.

Participation in the Tennessee Downtowns Program represents an important opportunity to build upon our recent planning efforts through access to technical assistance and learning resources from participation in and support of the Tennessee Downtown's Program.

We look forward to applying in January 2026 and furthermore partnering with your team to develop a comprehensive, achievable strategy for downtown Red Bank's renewal.

_____ _____
Stefanie Dalton, Mayor Date

_____ _____
XXXXXXXX, Steering Committee Chair Date

Tennessee Downtowns is an affiliate program of:

The Tennessee Main Street Program
A Coordinating Partner of the National Main Street Center

Tennessee Department of Economic and Community Development
312 Rosa L. Parks Avenue, 27th Floor
Nashville, Tennessee 37243

For more information, contact Kim Parks, Tennessee Main Street Director
615.339-1506 or Kim.Parks@tn.gov

TN Department of Economic & Community Development

The Tennessee Downtowns Program

Think about the heart of your community, the traditional business district where it all got started many years ago. It is easy to recognize that this place is special and unique. The buildings, the stories, the people...all these elements combine to form a unique place rich with character that can be found nowhere else in the world. We often refer to this place as "main street" or "downtown". It is the representative physical heart of your community.

When the **Tennessee Downtowns** program talks about "main street," we are referring to Main Street America™, the nationally recognized downtown revitalization movement started several decades ago by the National Trust for Historic Preservation. This movement is now led by the **National Main Street Center** and is comprised of over 2,000 communities and neighborhoods across America. Here in Tennessee, 46 communities have earned official designation as a **Tennessee Main Street** community, 14 of those are Tennessee Downtown alumni communities. What that means is they have met the criteria set forth by both the National Main Street Center and the Tennessee Main Street program for managing effective downtown revitalization programs. They are busy all year working to create better downtowns for their communities to enhance quality of life, increase hometown pride, stimulate the local economy, create distinctive experiences, and reconnect with their unique heritage and sense of place.

Tennessee Main Street Designated Communities

Athens * Bolivar * Bristol * Brownsville * Centerville * Cleveland * Clifton Clinton * Collierville * Columbia * Cookeville * Covington*Dayton * Dyersburg *Elizabethton * Etowah * Fayetteville * Franklin * Gallatin * Greeneville * Halls * Jackson * Johnson City * Jonesborough * Kingsport* Lawrenceburg * Lebanon * Lewisburg * Livingston * Madisonville *Maryville*McKenzie * McMinnville * Morristown * Mount Pleasant * Murfreesboro * Paris* Pulaski * Ripley * Rogersville * Savannah * Sevierville * Sweetwater*Tiptonville * Union City * Winchester

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Earning designation as a Tennessee Main Street community requires a lot of preparation, hard work, and financial commitment and typically happens after laying extensive groundwork. All great downtown revitalization efforts must start somewhere and that's where the Tennessee Downtowns program comes in.

Tennessee Downtowns is an affiliate program of Tennessee Main Street and is designed to help communities fully understand what it takes to embark on a comprehensive revitalization effort for their downtown based upon the proven National Main Street Center's Four-Point Approach™. This 24-month program coaches selected downtowns and their steering committees through the steps of launching a successful and sustainable downtown revitalization effort. *Tennessee Downtowns can be a great path to becoming a designated Tennessee Main Street community, but it is not required after completing the program and participating does not automatically earn Tennessee Main Street designation.*

Eligibility

Space in the Tennessee Downtowns program is limited and highly competitive. To participate in Tennessee Downtowns, communities must have not previously participated in the program and:

- Be a city/town located in a county that is an active participant in the ThreeStar program.
- Designate a program area (revitalization district) focused on a traditional commercial district. The district should feature a pedestrian scale and orientation that is compact in size and has a regular pattern of sidewalks that can be comfortably walked. It should also have a critical mass of buildings, at least 2/3 of which are commercial in nature and fifty-years old, and businesses which form the foundation for revitalization efforts. This is usually the historic downtown core of the town.
- Establish a dedicated five-member volunteer "Downtown Revitalization Steering Committee" of community leaders who will participate for the length of the program. This will involve allocating time for on-site meetings and training sessions.
- Have a designated non-profit or local government organization that will house the steering committee and serve as a conduit for the associated grant. This organization must have the financial resources to spend $15,000 on a project which will be reimbursed through the Tennessee Downtowns program upon completion.
- Illustrate interest and support from local government, chambers of commerce, merchant organizations, business and property owners within the district, and others who recognize the importance of downtown to their community and are willing to learn along with the steering committee and be involved where needed.
- Adopt a resolution by the city government to participate in the program.
- Clearly demonstrate community need for downtown revitalization assistance.

How to Apply

Eight to ten communities will be selected each round to participate in the 24-month Tennessee Downtowns program. The selection of communities will take place through a competitive application process. The application will be available online.

What to Expect if Selected

Communities selected to participate in Tennessee Downtowns will be involved in a 24-month process of learning about downtown revitalization based upon the National Main Street Center's Four Point Approach™, a successful strategy proven to work in communities of varying sizes and with different levels of resources. You can learn more about the Main Street Approach™ by visiting www.mainstreet.org

The **first 12 months** of the Tennessee Downtowns program will focus on education, building resources, and organization. The **second 12 months** will focus on a community project that will be funded by a $15,000 reimbursable grant from TNECD. The following activities and resources are part of the program.

Getting Started Site Visit	Each community will receive an on-site half-day visit by Tennessee Main Street staff. They will meet with the steering committee and tour the downtown. The steering committee will receive a written **Preliminary Assessment** following the visit.
Four Points™ Workshop	All steering committees will assemble for a full-day workshop presented by National Main Street Center staff. This workshop will serve as an introduction to the Four Point Approach™. This approach focuses on four key aspects of successful revitalization programs: Design, Economic Restructuring, Organization, and Promotion. One day of travel will be required.
Webinars	At least four webinars will be provided for the steering committees during the first 12 months. These webinars will include more in-depth information on the Four Points™.
SWOT Analysis	Each community will receive an on-site half-day visit Tennessee Main Street staff to conduct a SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats). The "Top Five" priorities for downtown will be determined. A written **SWOT Analysis Report** will be provided.
Work Plan Development	Each community will receive a half-day on-site visit to conduct Work Plan development. Work Plans are based on the Four Points™ and this process will generate objectives and activities the community will begin implementing during the program. It will also assist with grant planning.
Innovation Grant	Each community will receive a $15,000 reimbursable grant to use for a project that incorporates the Four Point Approach™.
Materials & Signage	Steering committees will receive digital copies of the following materials: the *Revitalizing Main Street* book from the National Main Street Center, the *Main Street Board Members Handbook*, four committee handbooks (design, economic restructuring, organization, and promotion), PowerPoint summaries from sessions and webinars, and a Tennessee Downtowns metal community sign.
Moving Forward Report	Upon "graduating", each community will receive a "Moving Forward" report provided by Tennessee Main Street staff. The report will provide written recommendations for carrying the downtown revitalization initiative forward.

APPENDIX

- Tennessee Downtowns Q & A
- Sample Letter of Intent to Apply
- Sample Resolution for a City Council (not required for application—some cities need this to process grant funds).
- Sample Letter of Support
- National Main Street Center's Four Point Approach & Eight Guiding Principles

TENNESSEE DOWNTOWNS Q & A

1. How will communities be selected to participate in the Tennessee Downtowns program?
A team of professionals will review each application based on the information provided by that community. The team will be composed of individuals with a professional background in neighborhood revitalization, economic and community development, planning, historic preservation, tourism and/or other applicable professions.

2. Who should complete the application?
It is always best to have the Downtown Revitalization Steering Committee work together as a team to complete the application. A strong application will address all the questions with clear and concise answers.

3. What if our downtown is not historic?
This program follows the National Main Street Center's Four-Point Approach™ for downtown revitalization which was originally designed to work best in a traditional commercial district setting featuring commercial buildings at least 50 years old. It is the "walkable" nature of such a district, its opportunity to incorporate a variety of uses, and its "anchor position" in the hearts and minds of citizens that make it important to the community. Downtown does not have to be officially designated a local historic district to participate in Tennessee Downtowns.

4. Can our community apply even if we have already started a downtown revitalization effort?
Yes! An established effort focusing on downtown is an important first step. If your community has started a downtown revitalization effort and is in the early stages of implementation, this program will be an excellent opportunity to learn more. However, if you have had a substantial downtown revitalization effort in place for some time, the information provided by Tennessee Downtowns may be too basic. In that case, consideration should be given to pursuing Tennessee Main Street designation. Past participants in Tennessee Downtowns and designated Tennessee Main Street communities are not eligible to apply to participate in this Tennessee Downtowns program.

5. Do we need to have paid staff for participation in Tennessee Downtowns?
No. This program is designed to work with a dedicated five-member volunteer steering committee that should comprise a broad mix of individuals from the community. Tennessee Downtowns will focus on local organizational development strategies that may eventually include board of directors, standing committees, volunteers and staff. It is not a requirement or recommended that paid staff be on board to participate in Tennessee Downtowns.

6. How much does it cost to participate in Tennessee Downtowns?
If selected to participate in Tennessee Downtowns, each community will receive a reimbursable grant of $15,000 to complete a downtown project. The cost of the project will be reimbursed as invoices are paid. The Downtown Revitalization Steering Committee members will be required to participate in meetings, workshops, and webinars during the 24-month program. This may involve some travel expenses to and from the one day workshop near Nashville. Tennessee.

7. What is the difference between the Tennessee Main Street program and the Tennessee Downtowns program?

The Tennessee Main Street program designates communities that meet or exceed the National Main Street Center's standards of performance for recognition on an annual basis. This includes having an organization in place that is dedicated to the revitalization and management of downtown with a board of directors and managing staff, an annual work plan focused on implementing the Four Point Approach™, and collecting statistics on downtown progress (such as new jobs and public/private investment). Tennessee Downtowns is a learning program for communities that are just getting started with a revitalization effort. It requires a five-member steering committee to lead the effort over a 24-month period.

8. Will we automatically be designated a Tennessee Main Street community after completing the Tennessee Downtowns program?

No. Communities that participate in the Tennessee Downtowns program may wish to continue a self-initiated downtown revitalization effort at the end of the program or apply for designation as a Tennessee Main Street community through a separate application process. Communities will not automatically be accepted into the Main Street Program and it is not required to pursue that designation. Tennessee Downtowns alumni communities in good standing may be eligible for additional grants from the Tennessee Department of Economic and Community Development to continue their revitalization efforts.

SAMPLE LETTER OF INTENT TO APPLY

Tennessee Downtowns Program

The city/town of_____intends to complete and submit an application to participate in the Tennessee Downtowns program. We understand the eligibility requirements and are prepared to meet all financial and time expectations if selected to participate in this program.

Our downtown is in need of a revitalization strategy and we look forward to the learning opportunity Tennessee Downtowns can provide through resources from the Tennessee Main Street Program and National Main Street Center.

_____ _____

Signature of Mayor *Date*

_____ _____

Signature of Steering Committee Chair *Date*

SAMPLE RESOLUTION

(For a City Council)

A resolution authorizing_____to submit an application to participate in the Tennessee Downtowns program, a downtown revitalization education and grant program offered by the Tennessee Main Street Program and the Tennessee Department of Economic and Community Development.

Whereas the Tennessee Downtowns program has been created to help communities fully understand what it takes to embark on a comprehensive revitalization effort for downtown through a 24-month education and grant process; and

Whereas the Tennessee Department of Economic and Community Development will be selecting Tennessee cities to participate in the Tennessee Downtowns program based on a competitive application process;

NOW THEREFORE BE IT RESOLVED BY THE CITY COUNCIL OF_____, that the city:

Endorses the submission of this application and agrees to participate in the Tennessee Downtowns program if selected; and

Endorses the goal of economic revitalization of the downtown within the context of the preservation and rehabilitation of its historic buildings; and

Endorses the Downtown Revitalization Steering Committee members participation in all required meetings/training sessions for the Tennessee Downtowns program; and

Endorses (if applicable) _____ as the non-profit organization to house the Downtown Revitalization Steering Committee and serve as the financial conduit for associated grants.

[add additional provisions here]

PASSED, APPROVED, AND ADOPTED THIS_____day of_____,_____.

_____
MAYOR

_____
CITY CLERK

SAMPLE PARTNER LETTER

["Partner" letterhead with address and contact information]

Date

Tennessee Downtowns Program
312 Rosa L. Parks Avenue, 27th Floor
Nashville, Tennessee 37243

RE: Application to the Tennessee Downtowns Program

On behalf of [*the "partner"],* it is my pleasure to write a letter supporting a local application to participate in the Tennessee Downtowns program.

I/We understand the value of downtown in our local economic and community development strategies. Downtown is a key asset for encouraging tourism, recruiting and retaining businesses, preserving local heritage and bringing the community together through festivals and events. Tennessee Downtowns will provide the expertise needed to embark on a comprehensive downtown revitalization effort and our community will benefit from resources, training, and technical assistance provided by the Tennessee Main Street Program and National Main Street Center.

A healthy and vibrant downtown [name of city] is important to our local economy and the quality of life of our citizens. [The "supporter"] intends to support this mission by [please explain how the support will be manifested {financial, in-kind, partnership, etc.}].

I/We will partner in the effort by [explain role here].

Thank you for considering [name of city] for participation in the Tennessee Downtowns program.

Sincerely,

[Writer's name with signature above]

MAIN STREET AMERICA™

The Main Street Four-Point Approach

As a unique economic development tool, the **Main Street Four-Point Approach™** is the foundation for local initiatives to revitalize their districts by leveraging local assets—from cultural or architectural heritage to local enterprises and community pride. The four points of the Main Street approach work together to build a sustainable and complete community revitalization effort.

Organization

Organization establishes consensus and cooperation by building partnerships among the various groups that have a stake in the commercial district. By getting everyone working toward the same goal, your downtown revitalization program can provide effective, ongoing management and advocacy for your downtown or neighborhood business district. Through volunteer recruitment and collaboration with partners representing a broad cross section of the community, your program can incorporate a wide range of perspectives into its efforts. A governing board of directors and standing committees make up the fundamental organizational structure of volunteer-driven revitalization programs. Volunteers are coordinated and supported by a paid program director. This structure not only divides the workload and clearly delineates responsibilities, but also builds consensus and cooperation among the various stakeholders.

Promotion

Promotion takes many forms, but the goal is to create a positive image that will rekindle community pride and improve consumer and investor confidence in your commercial district. Advertising, retail promotions, special events, and marketing campaigns help sell the image and promise of downtown to the community and surrounding region. Promotions communicate your commercial district's unique characteristics, business establishments, and activities to shoppers, investors, potential business and property owners, and visitors.

Design

Design means getting downtown into top physical shape and creating a safe, inviting environment for shoppers, workers, and visitors. It takes advantage of the visual opportunities inherent in a commercial district by directing attention to all of its physical elements: public and private buildings, storefronts, signs, public spaces, parking areas, street furniture, public art, landscaping, merchandising, window displays, and promotional materials. An appealing atmosphere, created through attention to all of these visual elements, conveys a positive message about the commercial district and what it has to offer. Design activities also include instilling good maintenance practices in the commercial district, enhancing the district's physical appearance through the rehabilitation of historic buildings, encouraging appropriate new construction, developing sensitive design management systems, educating business and property owners about design quality, and long-term planning.

FourPoints

Economic Vitality

Economic restructuring strengthens your community's existing economic assets while diversifying its economic base. This is accomplished by retaining and expanding successful businesses to provide a balanced commercial mix, sharpening the competitiveness and merchandising skills of business owners, and attracting new businesses that the market can support. Converting unused or underused commercial space into economically productive property also helps boost the profitability of the district. The goal is to build a commercial district that responds to the needs of today's consumers.

Coincidentally, the four points of the Main Street approach correspond with the four forces of real estate value, which are social, political, physical, and economic.

The Eight Principles

The National Main Street Center's experience in helping communities bring their commercial corridors back to life has shown time and time again that the Main Street Four-Point Approach succeeds. That success is guided by the following eight principles, which set the Main Street methodology apart from other redevelopment strategies. For a downtown program to be successful, it must whole-heartedly embrace the following time-tested Eight Principles.

- **Comprehensive:** No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can revitalize downtown. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is essential.
- **Incremental:** Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening " in the commercial district. As public confidence in the downtown district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.
- **Self-help:** No one else will save your downtown. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.
- **Partnerships:** Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of downtown's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.
- **Identifying and capitalizing on existing assets:** Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.
- **Quality:** Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.
- **Change:** Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes downtown can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the revitalization program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned downtown revitalization program will help shift public perceptions and practices to support and sustain the revitalization process.
- **Implementation:** To succeed, the downtown program must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the downtown program and ever-greater levels of participation.

City of Red Bank Receives Incorrect Certified Tax Rate
Discussion Paper

Purpose:
Succinctly establish the facts regarding the incorrect Certified Tax Rate (CTR) provided to the City of Red Bank. Understand its impact on the current property tax levy for the City of Red Bank and establish the level of revenue shortfall.

Calendar Year 2025 Reappraisal Process

- This year, 2025, was a countywide reappraisal year for Hamilton County and its ten municipalities, including Red Bank. Upon completion of a reappraisal, the Assessor of Property is required by state law to calculate a new Certified Tax Rate (CTR) for each local government. This rate must be revenue neutral, meaning it should generate the same total property tax revenue as before the reappraisal.
- Once calculated, the certified tax rate is submitted to the State Board of Equalization for review and certification. After certification, it is presented to each local government. Red Bank was presented with the CTR of **$0.8968** by the Assessor of Property and the State Board of Equalization on 4 June and 20 June respectively. Each of these documents have been available on the City of Red Bank website since that time.
- During the annual audit of Red Bank's FY25 budget in October, the Auditor discovered the Assessor of Property made a mistake in calculating the CTR.
- The magnitude of the mistake is **$914,603**, which is the difference between what the incorrect CTR of $0.8968 would yield in property tax revenue… $4,539,501.80… versus what the correct CTR of $1.0775 would yield… $5,453,933.81.
- Subsequently the Assessor of Property and the State Board of Equalization have recalculated the CTR to be **$1.0775** which would have yielded the revenue-neutral proceeds of $5,453,933.81.

FY26 Budget Process for the City of Red Bank

- It is important to understand that the 'reappraisal process' and determination of the CTR is separate from the budget process but frequently runs concurrently. According to statute, each jurisdiction is required to establish a levy (tax rate) as part of the budget process… except during a reappraisal year because the CTR is often unavailable. When this happens, the levy is established separately, after the budget process; this was the case this year for Red Bank. Therefore, Red Bank did not include or establish the levy (tax rate) until after the budget process was completed; rather, the budget was built on overall projected property tax revenues in dollars. This is in accordance with established Comptroller guidance for a reappraisal year. So, the budget process itself drew no attention to the tax rate as a factor (such as $0.8968 vs. $1.0775 vs. $0.98, etc.)
- During the FY26 budget process, the City of Red Bank ultimately decided to increase revenues derived from property taxes. The city budgeted an increase from the audited (actual) FY24 amount of $5,260,982.00 to the budgeted (forecasted) FY26 amount of $5,722,500.00. This translates into a tax increase of about 8.5%, but again the deliberation was around revenue dollars, not a tax levy rate increase because the reappraisal and

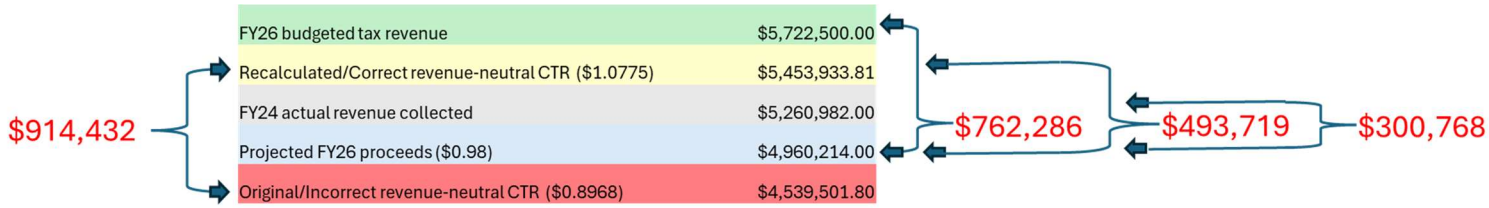
CTR process was not completed. Accordingly, the budget was developed and passed as a tax increase, and the FY26 budget process incorporated the dynamics of a 'tax increase'.

Establishing the Tax Levy for the City of Red Bank

- Because the CTR was established after the budget process, the City of Red Bank subsequently passed the tax levy ordinance in August (Ord. No. 25-1282) which established the tax rate at $0.98. The entire levy conversation was predicated on the established fact that the revenue-neutral CTR was $0.8968. Therefore, a levy increase from the CTR of $0.8968 to the higher $0.98 was discussed as a tax increase, and the ensuing process to establish the levy also incorporated the dynamics of a 'tax increase'.
- What is now understood is a **levy of $0.98 is in fact a tax decrease**.
- The projected property tax proceeds with a levy of $0.98 is $4,960,214.00. This is a loss of **$762,286.00** in the current fiscal year (FY26). (Note: the City of Red Bank did not experience the full magnitude of the error… $914,432.01… because the intended 'tax increase' offset some of the impact of the error.)

Analysis… various looks at the loss of revenue

- The City of Red Bank will experience a revenue shortfall in the current year of **$762,286.00**
    - This is the difference between the budgeted tax revenue amount of $5,722,500.00 and the projected tax revenue of $4,960,214.00
- The City of Red Bank will experience an overall drop in revenue from the previous fiscal year of at least **$300,768.00**
    - This is the difference between the FY24 audited revenue collected of $5,260,982.00 and the projected tax revenue of $4,960,214.00
- The City of Red Bank will experience a loss of revenue from the CTR revenue-neutral benchmark of **$493,719.81**
    - This is the difference between the recalculated revenue-neutral CTR amount of $5,453,933.81 and the projected tax revenue of $4,960,214.00



Additional info

The Red Bank Commission met in Special Called Session on 10.14.2025 with the Assessor of Property. The ensuing discussion fully explored this issue and can be viewed at the City of Red Bank's YouTube page at https://www.youtube.com/watch?v=ubbzKPgtY9Q&t=14s

Lastly, a final comment… property tax is a profoundly complex means to fund public services, and the reappraisal process complicates it by an order of magnitude every four years. Perhaps process changes from the Assessor of Property and/or the legislature might be helpful for all concerned.

Martin Granum
City Manager

10/17/2025
City of Red Bank, TN

City of Red Bank
3105 Dayton Boulevard
Red Bank, TN 37415
423.877.1103
www.redbanktn.gov

Application for a Special Event Beer Permit

City of Red Bank use only:

Date Received: 10/8/25
Date Approved:
Date Denied:
City Manager Approval:

Date & Time of Event: 11-22-2025 @ 3pm

Permit expires 48 hours after the day/time of the event unless otherwise specified.

Applicant/Owner(s): Karina Baca

Full name of Entity to whom permit is to be issued if approved: Karina Baca

Address: (Street Address, City, State, Zip Code) [redacted]

Email: [redacted]@gmail.com

Phone Number: [redacted]

Location of the event being held. Red Bank Community Center

Describe a strategy to:

1. Enforce a perimeter/boundary
   view all entrance and exits and add signs of "No Alcohol beyond this point!"
   Greet guests and advise and point out the signs for confirmation

2. Monitor Sales/Ensure no sales to Minors
   Only a selected responsible adults will be in charge of handing out Beer, limit number of beers at a time, keep eye out for anyone passing drinks to underage guests

3. Vigilance for Intoxicated Persons
   Observe guest behavior/ any signs of intoxication, stop serving alcohol and practice safe assistance, offer food and water and make sure they have a safe ride home

Will beer be sold, served, or consumed on publicly owned (government) property?
served and consumed

Has the owner or owners' organization had a beer permit revoked, suspended, or denied in the State of Tennessee at any time? Yes_ No ✓. If so, specify where, when, and why.

You are required to submit all the following items with your application:

1. Non-refundable application fee of $100 ($25 fee for a city-run event) for a one-day permit
2. One form of valid photo identification.
3. TBI background check (https://www.tn.gov/tbi/divisions/cjis-division/background-checks.html).
4. Letter/contract of land use for the real property where the event is to be held.
5. Valid beer license/permit (issued from Hamilton County, City of Chattanooga, Red Bank, etc).
6. If the permit is issued, an acknowledgment that the permittee will abide by any directive of the Red Bank Police Department personnel.
7. Read and understand City of Red Bank, Tennessee **Ordinance 21-1202**, **Beer Ordinance,** provided with this application and also available on the City of Red Bank website at: https://redbanktn.gov and attest to the same by signing below:

I have received and reviewed a copy of the Red Bank Ordinances with respect to the sale or manufacture of beer. I am knowledgeable of the laws prohibiting the sale of beer to minors. I hereby certify that neither a person having at least 5% ownership interest in the Applicant nor any person to be employed in the distribution or sale of beer in the Business establishment has been convicted of any violation of the beer or alcoholic beverage laws or any crime involving moral turpitude within the past (10) years. The applicant is also aware that no permit shall issue, or any permit issued may be revoked if the business location causes traffic congestion, or interferes with schools, churches, or other places of public health, safety, and morals.

Applicant further certifies that a permit issued may be later revoked if this application is found to contain any misrepresentation of a material fact, including misrepresentation by omission.

Karina Baca
Signature of Applicant/Owner
(or Authorized Corporate Officer)

10-01-2025
Date

Bill Lee
Governor

TENNESSEE BUREAU OF INVESTIGATION
ATTN: TORIS
901 R.S. Gass Boulevard
Nashville, Tennessee 37216-2639
(615) 744-4057
Facsimile (615) 744-4289

David B. Rausch
Director

10/07/2025

KARINA BACA
[redacted]

Tennessee Criminal History Records Request

NO TENNESSEE CRIMINAL HISTORY RECORD HAS BEEN FOUND FOR THE PERSON LISTED BELOW. NOTE: All aliases submitted have been searched.

KARINA BACA

Please be aware that, unless a fingerprint comparison is performed, it is impossible for the Tennessee Bureau of Investigation to be sure the record belongs to the individual you requested . A fingerprint comparison will only be performed in the event of a written appeal of criminal history results. The information you receive will be based on only those arrests which occurred within the state of Tennessee.

The Tennessee Bureau of Investigation found no Tennessee criminal history based on the information provided. No criminal record check was conducted for other states or for the Federal Bureau of Investigation.

Tennessee Open Records Information Services
Tennessee Bureau of Investigation
901 R.S. Gass Blvd.
Nashville, TN 37216

INTERNATIONALLY ACCREDITED SINCE 1994

City of Red Bank
3105 Dayton Boulevard
Red Bank, TN 37415
423.877.1103
www.redbanktn.gov

06 October 2025

Dear Karina,

It is our understanding that you are planning to serve beer during your community center rental a on November 22nd, It is also our understanding that you will obtain the proper permits to serve beer through the Red Bank Beer Board.

According to the City of Red Bank Special Event Beer Permit, you will pay the application fee of $100. The Beer Board meets the first and third Tuesday of every month, when a Beer/Special Events Beer Permit is applied for.

Beer will only be served during the day of the event and time frame listed on the application. Applicant will be responsible to enforce a perimeter/boundary strategy, monitor sales/and ensure no sales to minors, and vigilance for intoxicated persons.

If the permits are approved by the Beer Board, an acknowledgement that the permittee will abide by any directive of the Red Bank Police Department personnel is required.

This event, being held at 3653 Tom Weathers Drive, Red Bank, TN 37415 is on city owned property. We are allowing the applicant to use city owned property to serve beer during the time frame/date listed on the application.

In Partnership,

Martin Granum
City Manager