

BMA MEETING MINUTES

July 13, 2023

WORKSHOP

5:15 PM

Information Technology Strategic Plan Report

Representatives from Avero Advisors presented the Information Technology Strategic Plan Report to the Board of Mayor and Aldermen.

BMA Meeting

Roll Call

Mayor Williams called the meeting to order at 6:00 PM. Roll Call for attendance: Alderman Burnette, yes; Alderman Meyer, yes; Vice-Mayor Povlin, yes; Alderman White, absent; Mayor Williams, yes; In addition to staff and member of the press.

Approval of Agenda

Motion was made to approve the agenda with the deletion of item V. D., Smithfield agreement. Moved by Vice-Mayor Povlin, seconded by Alderman Burnette; voting yes, Mayor Williams, Vice-Mayor Povlin, Aldermen Burnette, and Meyer; Alderman White was absent; no nays; motion passed.

Approval of Minutes

Motion was made to approve the minutes of June 22, 2023, as presented. Moved by Vice-Mayor Povlin, seconded by Mayor Williams; voting yes, Mayor Williams, Vice-Mayor Povlin, Aldermen Burnette, and Meyer; Alderman White was absent; no nays; motion passed.

Mayor's Report

Farragut Committee Annual Reports

Visual Resources Review Board

Farragut Education Relations Committee

Tourism/Visitors Advisory Committee

Arts and Beautification Committee

Board of Zoning Appeals

Mayoral Proclamation – Parks and Recreation Month – July 2023

Business Items

Approval of the Town of Farragut emergency management plan supplement to the Knoxville-Knox County emergency operations plan

Motion was made to approve the Town of Farragut emergency management plan supplement to the Knoxville-Knox County Emergency Operations Plan. Moved by Alderman Meyer, seconded by Vice-Mayor Povlin, voting yes, Mayor Williams, Vice-Mayor Povlin, Aldermen Burnette, and Meyer; Alderman White was absent; no nays; motion passed.

Approval of rental agreement for temporary modular office space from Vesta Modular for Town Hall renovations

Motion was made to approve the rental agreement for temporary modular office space from Vesta Modular for a total of \$131,745, with monthly rental of \$5,975 if extended beyond the initial 12-month rental period. Moved by Alderman Meyer, seconded by Vice-Mayor Povlin, voting yes, Mayor Williams, Vice-Mayor Povlin, Aldermen Burnette, and Meyer; Alderman White was absent; no nays; motion passed.

Approval of steering committee for the Mixed-Use Town Center visioning plan and updates to the Comprehensive Land Use Plan (CLUP)

Motion was made to approve the following for the steering committee members for the Mixed-Use Town Center Visioning Plan and Updates to the Comprehensive Land Use Plan (CLUP):

Louise Povlin, George Ellis, Dan Johnson, Sue Stuhl, Suzanne Parham, Phil Dangel, Stephen Marlowe, Scott Russ, Darryl Whitehead, Julie Blaylock, Don Mann.

Moved by Alderman Meyer, seconded by Vice-Mayor Povlin, voting yes, Mayor Williams, Vice-Mayor Povlin, Aldermen Burnette, and Meyer; Alderman White was absent; no nays; motion passed.

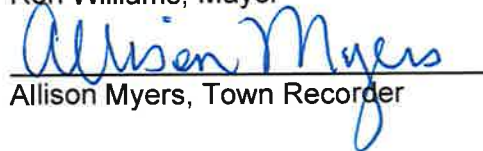
Citizens Forum

John McCarthy, 603 Stone Villa Lane
Steve Williams, 721 Virtue Road
Karyn Smydra, 559 Barnsley
Kristen Rose, 229 McFee Road
Staci Daganhardt, 225 McFee Road
Steven Williams, 12317 Butternut Circle

The meeting adjourned at 7:20 PM.



Ron Williams, Mayor



Allison Myers, Town Recorder



FARRAGUT BOARD OF MAYOR AND ALDERMEN
Farragut Town Hall
11408 Municipal Center Drive

WORKSHOP
5:15 PM
Information Technology Strategic Plan Report

AGENDA
July 13, 2023
6:00 PM

- I. Roll Call**
- II. Approval of Agenda**
- III. Approval of Minutes**
 - A. June 22, 2023**
- IV. Mayor's Report**
 - A. Farragut Committee Annual Reports**
 - 1. Visual Resources Review Board
 - 2. Farragut Education Relations Committee
 - 3. Tourism/Visitors Advisory Committee
 - 4. Arts and Beautification Committee
 - 5. Board of Zoning Appeals
 - B. Mayoral Proclamation – Parks and Recreation Month – July 2023**
- V. Business Items**
 - A. Approval of the Town of Farragut emergency management plan supplement to the Knoxville-Knox County emergency operations plan**
 - B. Approval of rental agreement for temporary modular office space from Vesta Modular for Town Hall renovations**
 - C. Approval of steering committee for the Mixed-Use Town Center visioning plan and updates to the Comprehensive Land Use Plan (CLUP)**
 - D. Approval of Agreement, Restrictive Covenant and Security Agreement between the Town of Farragut and Smithfield Homeowners Association for public infrastructure located in the Smithfield subdivision**

11408 MUNICIPAL CENTER DRIVE | FARRAGUT, TN 37934 | 865.966.7057 |
WWW.TOWNOFFARRAGUT.ORG

It is the policy of the Town of Farragut not to discriminate on the basis of race, color, natural origin, gender, gender identity, sexual orientation, age, religion, disability or veteran status pursuant to Title VI of the Civil Rights Act of 1964, Public Law 93-112 and 101-336 in its hiring, employment practices and programs. To request accommodations due to disabilities, please call 865-966-7057 in advance of the meeting

- VI. Town Administrator's Report**
- VII. Town Attorney's Report**
- VIII. Citizens Forum**

This meeting can be viewed live on the Farragut YouTube Channel and the Town of Farragut website www.townoffarragut.org/livestream.

The meeting will be held at the Farragut Town Hall, 11408 Municipal Center Drive

The Board of Mayor and Aldermen welcomes and invites Farragut residents to participate in public meetings.

At the end of each business meeting, there will be time reserved for public comment under the Citizen Forum agenda item. If you are interested in speaking, please fill out a blue comment card and turn it in to the Town Recorder or staff member. This time is set aside specifically for comments on items that are not on the Board of Mayor and Aldermen regular agenda for the meeting. Each speaker will be given five (5) minutes to speak on his/her topic.

During the regular agenda portion of the meeting there may be an allowance for public comment for each agenda item. The Mayor may recognize individuals for public comment based on the following guidelines.

1. The Mayor shall maintain and control the meeting to provide a professional and objective environment;
2. Any Farragut resident interested in speaking should fill out a blue comment card stating which agenda item they would like to comment on and turn in to the Town Recorder or a staff member;
3. Speakers shall come to the podium and identify themselves by name and street address;
4. Public comment shall be limited to five (5) minutes per individual. Time for public comment may be amended at the discretion of the Mayor. Time is not transferable to other speakers;
5. Speakers should strive to avoid redundancy; each speaker should have their own original viewpoint;
6. Comments shall address issues, not individuals or personalities;
7. Comments may support or oppose issues or measures, but the motives of those with differing views shall not be questioned or attacked;
8. Personal attacks and malicious comments shall not be tolerated;
9. An applicant, and/or their representative(s), for an item on the regular agenda shall be afforded the time necessary to present their request and respond to questions. The five (5) minute limitation shall not apply. However, the Mayor may ask an applicant to stay on point in order to facilitate the efficiency of the meeting.

Each speaker will be asked if they can agree to abide by the Comment Protocol. If so, please be prepared to speak when your name is called.

REPORT TO THE BOARD OF MAYOR AND ALDERMEN

PREPARED BY: Travis Ramsey, IT Manager

PRESENTED BY: Tyler Gallant, Project Manager, Avero Advisors

SUBJECT: Town of Farragut 5-Year IT Strategy Plan prepared by Avero Advisors

INTRODUCTION:

On February 9th, 2023, the Board of Mayor and Aldermen approved a contract with Avero Advisors to conduct an Information Technology 5-year strategic plan. This workshop item is to review the findings and recommendations.

PURPOSE:

- Determine and create a plan to remediate security vulnerabilities within the IT infrastructure.
- Interview each department to identify needs and visions that pertain to IT.
- Create a structured roadmap for the IT department to follow for the next 5 years.



INFORMATION TECHNOLOGY STRATEGIC PLAN REPORT

FINAL REPORT

June 29, 2023



(865) 415-3848

Averoadvisors.com

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WEST COAST OFFICE: 10396 East Caribbean Lane, Scottsdale, AZ 85255

MID-WEST OFFICE: 4547 West Mill Road, Broadview Heights, OH 44147

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I. Executive Summary

A. Project Overview

The Town of Farragut (Town) is located in the western part of Knox County, Tennessee, and was incorporated in 1980. The population of the Town is approximately 24,000. Farragut is governed by an elected five-member Board of Mayor and Aldermen, whereby management of the Town is vested in an appointed Town Administrator. Important aspects of the Town include controls on zoning, building codes, infrastructure development, and signage. Additionally, the Town makes a commitment to the development of parks, green space, pedestrian links, and leisure opportunities, making the Town of Farragut a great place to live and work. These factors influence and reinforce the need for improved business processes and systems that allow for continued dynamic growth within the Town.

Farragut's Board of Mayor & Aldermen, as well as the Town's Executive leadership team, envision the development of a straightforward strategic plan that the Town's IT Team and other key stakeholders can easily understand and implement. This plan should also provide the Town with a thorough analysis of the strengths and weaknesses of current operations and provide a comprehensive overview of its IT strategic direction. Additionally, the Town desires a strategic roadmap that serves as a cornerstone guiding its efforts to enable the Information Technology Department to be more effective and efficient in the delivery of the Town's technology needs.

With this end-state in mind, Avèro Advisors has developed a strategic plan to guide the Information Technology Department's decision-making efforts including infrastructure additions and upgrades as well as opportunities to utilize current technology strategies in a more efficient manner. The outcome of this initiative is to strategically implement technology solutions that enhance the way citizens and businesses interact with the Town and provide the Information Technology Department with the tools and training to best serve the Town's citizens and businesses.

B. Current State

Avèro Advisors recognizes that the Town is currently utilizing certain antiquated technologies and manual processes to conduct business. Further, the Town is not truly harnessing the functional capacity of other existing technologies to help streamline operations. To help the Town improve efficiency, Avèro has identified and outlined the steps necessary to shift from in-person, paper, manually driven processes to a smart, digital environment. The purpose of this assessment is to identify gaps in both internal and external service delivery, based on industry best practices, and develop a comprehensive plan to overcome human, hardware, and software limitations to business process optimization. Implementing these strategies will substantially reduce the inefficiencies present in the Town of Farragut's current technology landscape and promote a business savvy, citizen-friendly, and process mature community.

C. Framework

The IT Strategic Plan is comprised of four (4) overarching IT Modernization Strategies based upon industry best practices which highlight the essential framework for a resilient, secure, efficient, and transparent technology infrastructure at the Town of Farragut:

1. Security First

Cybersecurity and its importance cannot be overstated in today's climate. Nearly every day, we see the havoc a cyber-attack can have on government organizations worldwide. Organizations must be prepared to respond to cyber threats and security events, although the best course of action is perhaps the oldest – *"prevention is better than the cure."* The Town of Farragut will be better prepared to weather cyber events that come their way by implementing "Security First." Ransomware, phishing, crypto-scams, and many other threats will not decrease in the near future. If anything, data shows that adversaries and their "armies of robots" are becoming more robust, more intelligent, and more persistent in launching attacks and enhancing threats to our public infrastructure.

In the optimized Future State, the Town of Farragut will be equipped with the hardware, software, and management sophistication to prevent threats and recover from any cyber-event. Using a layered cyber-security framework, the Town will bolster the exterior and interior defenses.

2. Infrastructure Resiliency

Much like our roads, schools, and administrative buildings, the Town's IT infrastructure requires regular modernization efforts and resiliency planning over an extended period of time. Fiber-optic networks, servers, storage devices, computers, firewalls, and other networking equipment require a capital investment plan, similar to maintenance plans in other key community assets. The Town should not wait until there is an overwhelming need for repair; instead, the Town should take a proactive approach to plan for infrastructure improvements. Avèro's IT Strategic Plan calls for the Town's infrastructure to be resilient through disaster recovery and data loss prevention strategies, effective asset management, and a service-oriented delivery of technology tools. Strategies for infrastructure resiliency include:

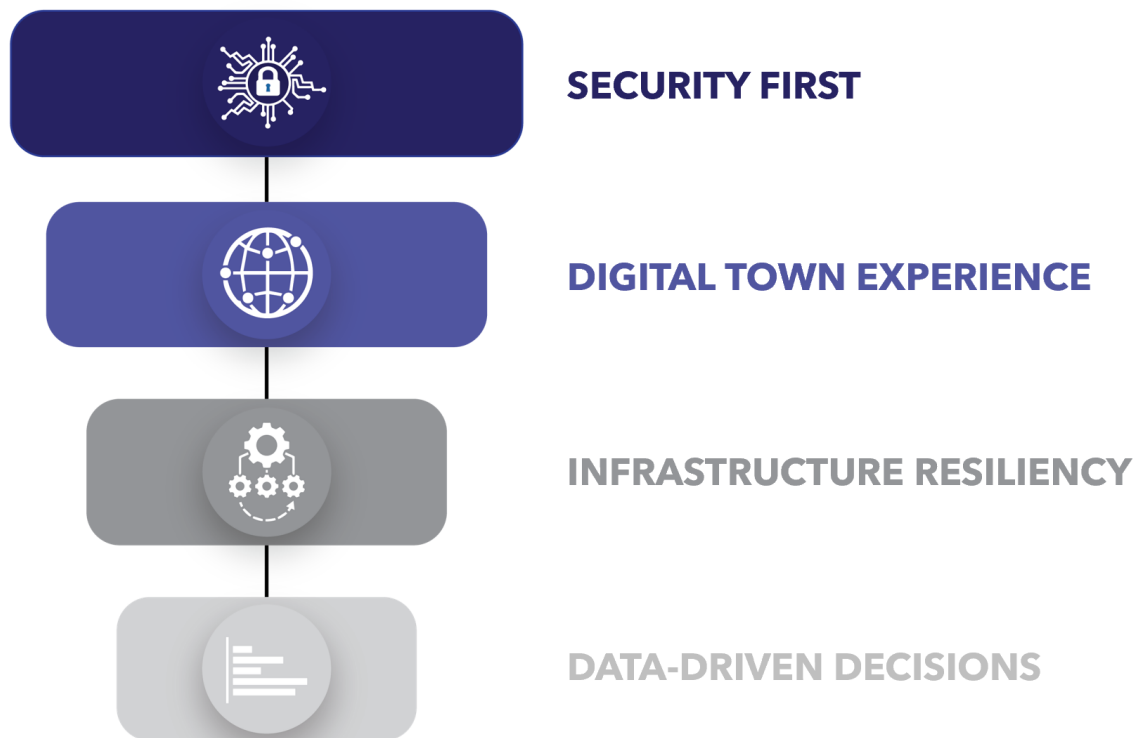
- **IT Services Management** – deliver and manage IT Services in line with industry best practices and standards
- **IT Asset Management** – know what assets are available, when replacements are needed, and how to perform such work
- **IT Software Deployment** – implement and redeploy software and security updates without disruption to end-users, citizens, and businesses
- **IT Policies and Procedures** – communicate clear expectations that are documented, adopted, publicized, and enforced
- **Standardization** – procure hardware and software according to predetermined standards and defined requirements to provide predefined value and service

3. Data-Driven Decisions

All modern enterprise software systems used for daily operations are designed to collect valuable data. For example, whenever an electronic permitting system issues a permit, a data set is created. When a citizen pays to rent one of the Town's public facilities for an event, a data point is created. Once the Town modernizes its enterprise applications, including Tyler Incode, a critical element of the strategy will be using data to advise and drive critical decisions. Based on historical data and predictive analytics tools embedded in modern financial and land management systems, the Town can make decisions on hard data, not heuristics or assumptions. After implementing the IT Strategic Plan and Roadmap, the Town will maximize the functional capabilities of existing technologies and further utilize enterprise software solutions that will make data-driven decision-making possible at every level of the organization.

4. Digital Town Experience

Traditionally, government agencies have been more cautious regarding the adoption of newer technologies. A popular theory in IT Departments was, *"if it's not broken, don't fix it."* In recent years, the citizens and employees of Farragut have been actively moving away from paper driven processes to conduct business. Harnessing the strategies included in the Town's IT Strategic Plan, the Town will continue to build on its efforts to deliver a *"Digital Town Experience"* that modernizes the citizen experience in many ways. Paying bills, applying for permits, requesting IT services, and other opportunities will be quickly and easily accessible at their fingertips. The digital conveniences that Farragut citizens enjoy in their personal lives will continue to be enhanced in their various touchpoints with the Town.



D. Approach and Methodology

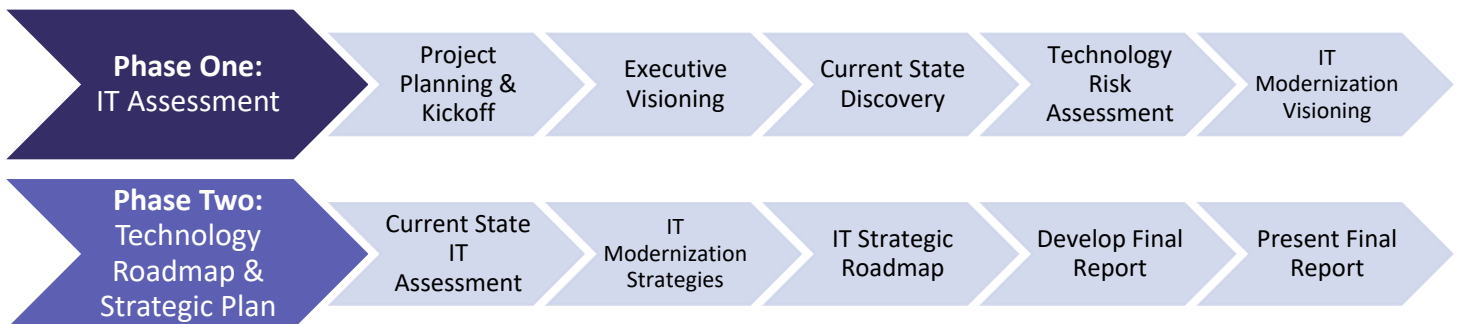
For this engagement, Avèro Advisors was tasked with developing an Information Technology Strategic Plan through the execution of the following objectives as set forth by the Town:

- Develop an Information Technology Risk Assessment based on industry standards which identifies potential network and system vulnerabilities
- Review existing enterprise Information System offerings and identify opportunities for an emerging alternative to the current systems that will improve operations and service delivery
- Review existing network and security infrastructure to identify areas for improvement and potential migration to cloud solutions

As part of this engagement, Avèro Advisors utilized a three-dimensional approach, namely **People, Process, and Technology (PPT)**, to develop a high-level understanding of the current state of technology within the Town. Applying this approach enabled Avèro to understand the execution of different tasks across the organization using available technology, technology-enabled decision-making processes, and the Town's operations' overall efficiency and effectiveness.

As shown in **Figure 1 - Project Methodology**, the following project activities were executed across multiple phases to develop the Town's IT Strategic Plan.

Figure 1 - Project Methodology



Phase 1 - IT Assessment

During Phase 1, Avèro Advisors conducted "Discovery" sessions with the Information Technology Department and department Directors from across the Town. These interactive data-gathering sessions provided insights into the current state ("AS-IS") of IT service delivery at the Town. Discovery focused on the People, Process, and Technology used to execute critical business processes, both within and across all Town departments. This phase assessed the state of cybersecurity practices to evaluate potential risks within the Town. Avèro also facilitated "IT Modernization Visioning" sessions to capture "wish list" items related to technology optimization in the future state ("TO-BE") at the Town.

Phase 2 - Technology Roadmap & Strategic Plan

During Phase 2, Avèro Advisors conducted a Current State Assessment, including a Gap Analysis, based upon data gathered during Phase 1 Discovery. The Gap Analysis focused on analyzing current-state data for People, Processes, and Technology, and reporting on the inherent gaps between the existing current state and the desired future state of Information Technology in relation to industry best practices. Avèro then developed IT Modernization Strategies in response to the Gaps identified

and facilitated an interactive review session with the Town to finalize the prioritization of the IT Strategic Roadmap. Finally, Avèro developed the IT Strategic Plan, which includes the preceding deliverables: Risk Assessment, Current State Assessment, and IT Strategic Roadmap. The IT Strategic Plan also includes an action plan for each strategy identified in the IT Strategic Roadmap. The detailed template showcases each IT Strategy, an action plan for implementation, the gaps being addressed, resources required, any prerequisites, stakeholder groups involved, and an impact statement detailing the value that the strategy is bringing to the Town.

As shown in **Figure 2 - IT Strategic Roadmap**, this list of prioritized tasks will guide the Town of Farragut in planning, procuring, implementing, and managing current and future technology investments and resources over the next three (3) to five (5) years.

Figure 2₁: IT Strategic Roadmap (Action Items)

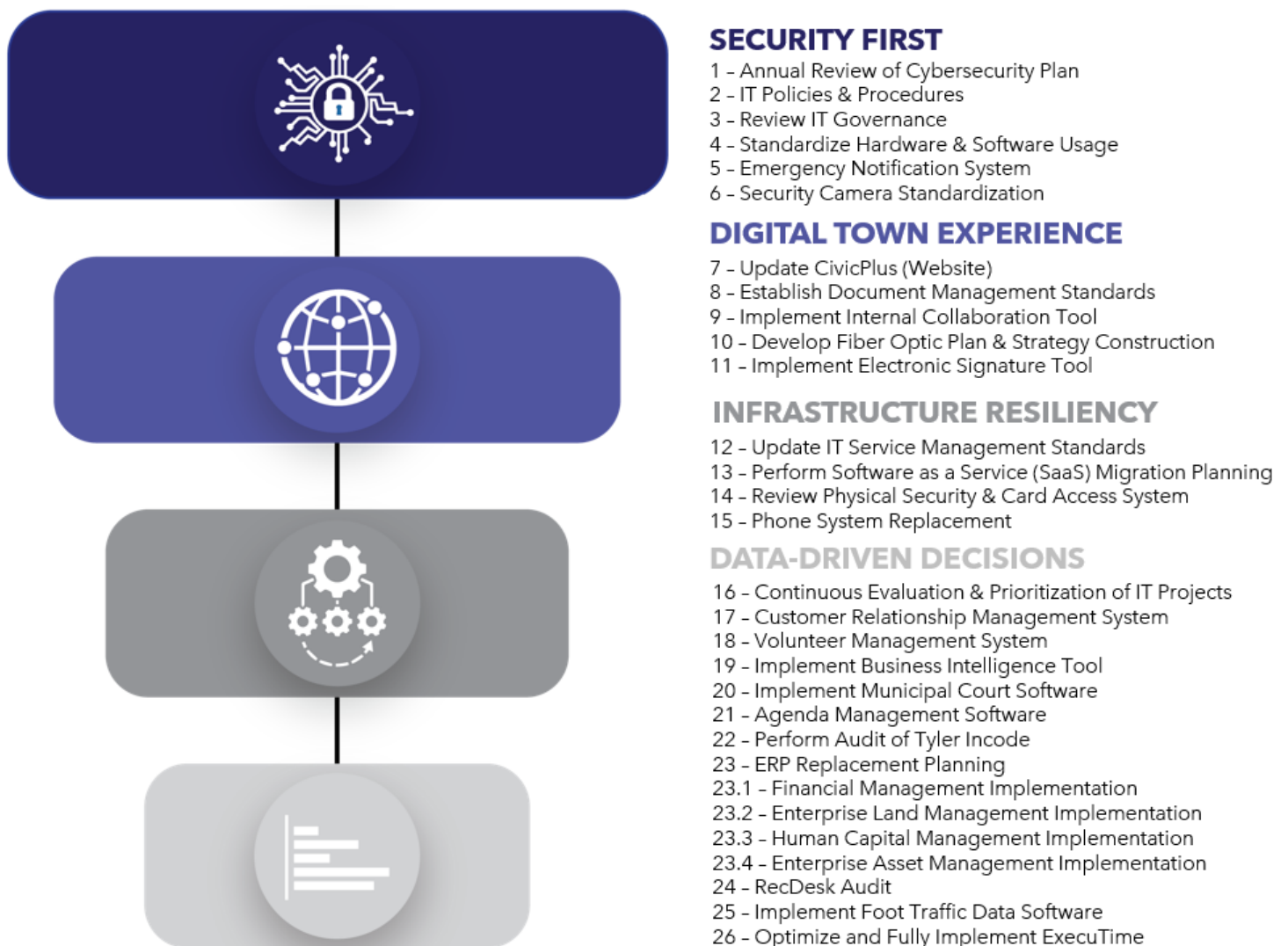
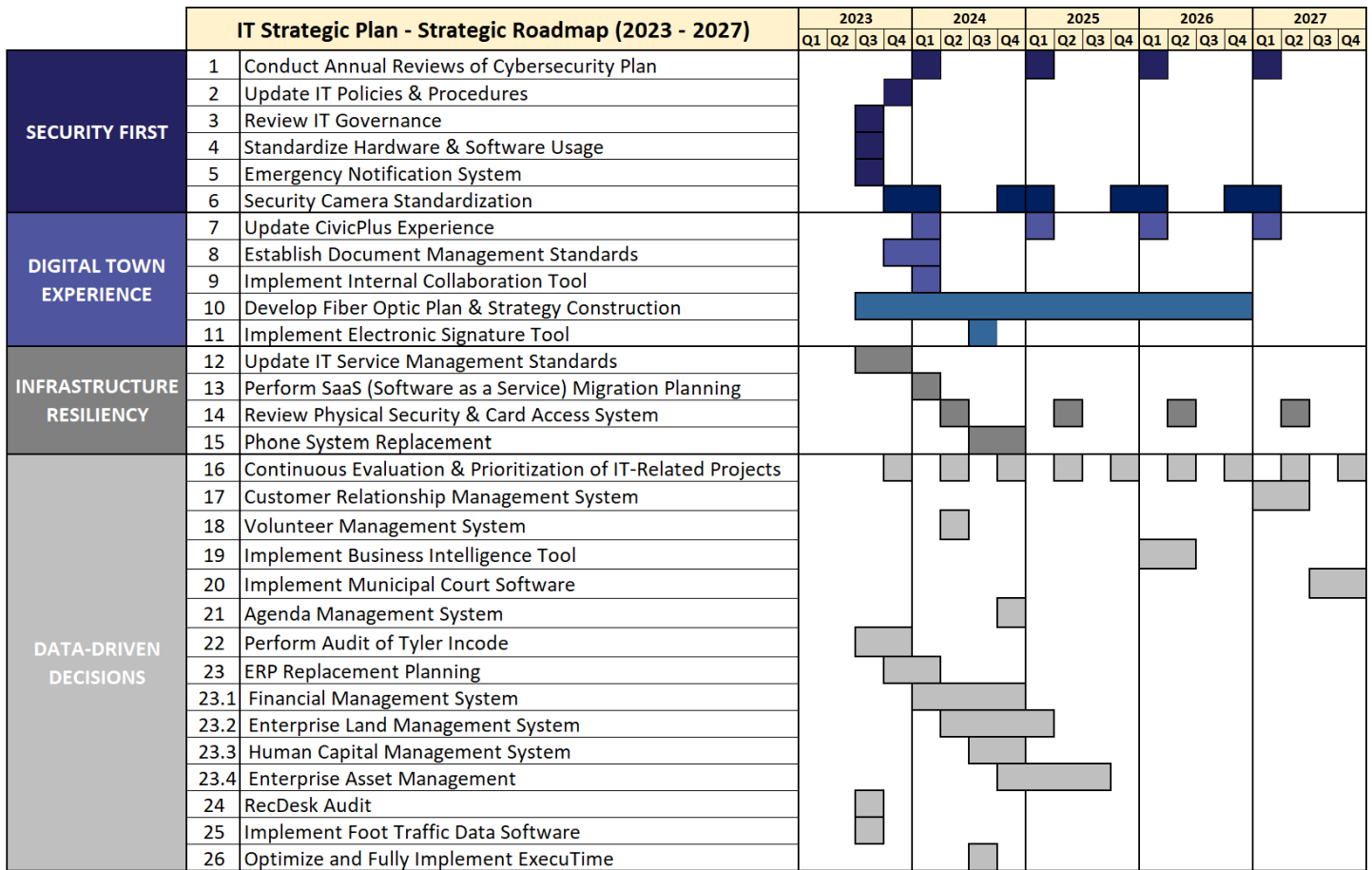


Figure 2: IT Strategic Roadmap (Implementation Timelines)



Avèro Advisors strongly recommends that the Town of Farragut and the Executive Management Team adopt this IT Strategic Plan and Roadmap as the Town's definitive guide for future Information Technology strategy over the next three (3) to five (5) years. It is also recommended that the Town conduct an annual review to "refresh" this IT Strategic Plan to ensure that the strategies remain in line with the Town's mission, vision, innovations, and industry best practices.

II. Current State Assessment

Executive Summary

As part of the IT Strategic Plan Project at the Town of Farragut (Town), Avèro Advisors conducted “Discovery” sessions with the Executive Team, IT Department, and department directors from across the organization. These interactive data-gathering sessions provided Avèro with insights into the Current-State (“AS-IS”) of Information Technology, including IT service delivery, infrastructure, enterprise software, and cybersecurity within the Town. Discovery focused on the People, Process, and Technology used to execute critical business processes within and across all Town departments. Avèro Advisors also facilitated an “Executive Visioning” session with the Town’s management team to capture “wish list” items related to technology optimization in the Future-State (“TO-BE”) at the Town.

Avèro developed this Current-State Assessment Report, including a Gap Analysis, based on the data gathered during the Discovery sessions. The Gap Analysis focused on analyzing Current-State data related to People, Process, and Technology, and reporting on the inherent gaps between the Current-State (“AS-IS”) and the desired Future-State (“TO-BE”) of Information Technology across the Town concerning industry best practices.

Introduction

The Current-State Assessment Report provides a summary of the Key Findings from the Discovery and Analysis phases of the IT Strategic Plan Project for the Town of Farragut. Specifically, the Current-State Assessment considers the function of each respective departmental area, the primary business technologies used for operations, and the overall vision.

The Current-State Assessment Report considers the eleven (11) functional areas within the Town of Farragut responsible for delivering public services to the Farragut community under the Board of Mayor & Aldermen and Town Administrator. The Town seeks to expand its utilization of technology to enhance service delivery to the public and maintain its vision. As an overview, the Town strives to redefine Farragut citizens' quality of life with a beautiful, close-knit, connected community where families and businesses thrive.

The following departments were included for assessment and planning purposes on this IT Strategic Plan project:

- | | |
|--------------------------|-------------------------------------|
| 1. Administration | 6. Information Technology |
| 2. Communications | 7. Office of the Finance Director / |
| 3. Community Development | Town Recorder |
| • Building & Fire Codes | 8. Office of the Town Administrator |
| • Planning & Land Use | 9. Parks & Recreation |
| 4. Engineering | 10. Public Works |
| 5. Human Resources | 11. Tourism |

Town of Farragut Business Technologies:

The following technologies, including software applications and tools, were identified by Avèro during Phase 1 Discovery:

- | | |
|--|---|
| ▪ Adobe Creative Suite (Document and Photo Editing) | ▪ ID Maker (Printing for Keyless Entry Badges) |
| ▪ Bluebeam (Construction Software) | ▪ KGIS (Knox County GIS Software) |
| ▪ BrightSign (Digital Signage) | ▪ Laserfiche (Document Management) |
| ▪ Canva (Image Creation Software) | ▪ Mimecast (Email Security) |
| ▪ Carrousel/Front Door (Digital Signage Content Management Platform) | ▪ Mitel (Phone System & App) |
| ▪ CivicPlus (Website) | ▪ MyGovernmentOnline (Permitting Software) |
| ▪ Constant Contact (Email Marketing) | ▪ MyPermitNow (Permit Software) |
| ▪ Eventbrite (Event Registration) | ▪ Procreate (Digital Illustration App) |
| ▪ ExecuTime (Time & Attendance) | ▪ RecDesk (Recreation Management Software) |
| ▪ Hikvision (Security Cameras) | ▪ Skillshare (Creative Online Learning Community) |
| ▪ Hootsuite (Social Media Management) | ▪ TenHats (Managed IT Services) |
| | ▪ Tyler Incode (ERP) |
| | ▪ Wix (Website) |

Gap Analysis

A. Key Findings & Universal Gaps

Following the completion of Phase 1 Discovery, Avèro aggregated and analyzed the Current-State data and Future-State visioning gathered from the Town's stakeholders to identify Key Findings, including gaps. A **Gap** is a measure of comparison between the Current-State of Information Technology in the Town and the optimized Future-State based on industry best practices. The Universal Gaps identified during the Current-State Assessment are as follows:

SOFTWARE

- Various departments across the town have reported that the Town's Land Management software vendor, MyGovernmentOnline (MGO), does not meet their current business requirements, which has led to the utilization of workarounds of all sorts to meet needs.
- The support provided by the Town's Land Management software vendor, MyGovernmentOnline (MGO), has been insufficient. This results in employees having to find workarounds to complete necessary work duties that require interaction with the software.
- The support provided by the Town's phone service provider, Mitel, has been inadequate. This leads to frustration and misuse of time by having to search online for workarounds.
- Vendor Management Software is not currently in place to manage the bid process for Town Request for Proposals (RFP). This results in a lack of standardization and accurate status tracking pertaining to the RFP process.
- The Town does not utilize a formal system for purchase requisitions. The process is currently completed using hard-copy paper and is physically delivered to Accounts Payable. The outcome is a misuse of time, and it causes delays in processing.
- The Town is not utilizing a formal IT Service Management tool to submit helpdesk tickets. This results in staff having to call or email IT to resolve issues, leading to services being completed without proper documentation.

HARDWARE

- The Town does not have a personal device policy in place. This results in personal devices being used at home, in the field, and in the Town Hall building to conduct business. This poses a security risk to the Town and creates the potential for content ownership disputes.
- The Town's various departments are utilizing outdated technology due to the absence of a formal IT hardware replacement schedule. This has resulted in various resources within the Town's departments reporting dissatisfaction with their equipment.

IT OPERATIONS

- The Town lacks standardization concerning physical access to the Town's buildings and workrooms. This results in complications when managing the physical access to certain Town areas and leads to employees carrying both a keycard FOB and physical keys.
- The Town's IT Department does not have an overall strategy in its approach to serving the Town's future technology needs. This results in departments spending time researching systems,

hardware, and applications to resolve their own technical needs instead of relying on subject matter experts to keep them apprised of new market offerings. This exacerbates the challenge of departments inadvertently expanding the existing silos of data and resources.

NETWORK

- The Town's cellular service is lacking within Town Hall and other facilities within Town-owned areas. This results in employees having poor cellular connectivity while out in the field and creates work constraints as employees must travel back to Town Hall to complete work that requires them to make phone calls.

DOCUMENTATION

- The Town is currently not utilizing standardized file naming conventions for saving and storing files and documents. This leads to duplicate files with various file names and inefficient use of staff time while searching for files that have been stored.
- The Town is currently not utilizing a centralized repository to store Town files and documents. There are currently multiple storage locations, including local hard drives, the Town's **M:** drive, Outlook, SharePoint, OneDrive, and Laserfiche. Utilizing multiple storage locations results in file duplications and difficulties locating documents or photos.
- The Town's departments lack clarity regarding managing updates and changes to the Town website through the web development company, CivicPlus. The responsibility of updating and adding information to each Department's designated page on the website resides in each respective Department. However, the process for making changes and updates is unclear and is not routinely scheduled across the organization, resulting in static and outdated content.
- The Town lacks support documentation, including quick reference guides and frequently asked questions (FAQs), for the common IT usage issues that end users experience across enterprise systems and tools. This results in the Town's IT resource and TenHats spending time addressing repetitive issues that could be addressed by guides that succinctly detail the solutions.
- The Town lacks formal IT policies and procedures, including documentation in reference to IT service cataloging and service-level agreements with departments across the Town.

TRAINING

- The Town utilizes MGO to submit work orders for internal requests within the Town's departments. There has been a lack of training on proper system utilization, resulting in staff members using hard-copy paper work orders or relying on staff members in other departments to complete work order requests.
- The Town lacks proper training across its various software tools, such as Mitel, RecDesk, MGO, Tyler Incode, Laserfiche, Microsoft Teams, and Bluebeam. This results in the underutilization of system operability and employees inheriting poor techniques in the execution of critical Town business processes.

B. Departments

During the Discovery Phases of the IT Strategic Plan Project, Avèro met with key stakeholders from across the Town to gather their experiences with the Current-State of technology. Discovery sessions also focused each department on establishing a vision for an optimized Future-State within the Town. This section includes the aggregated findings from all Town departments included in the project.

1. Administration

The Administration Department serves as staff support for the Board of Mayor and Aldermen, along with the Knox County Schools Education Relations Committee. Services provided by the Department include budget administration and financial management, E-Government, citizens request program, personnel, Town ordinances, Alcoholic Beverages Retailer's License, Public Records, Farragut Museum, and Public Relations.

PRIMARY BUSINESS TECHNOLOGIES

- Bluebeam
- ExecuTime
- Laserfiche
- Mitel
- MyGovernmentOnline
- O365 Suite
- Tyler Incode

GAPS

- The Administration Department does not have access restrictions in place to limit fellow staff members' access to certain sensitive documents. This presents a risk to Town of Farragut employees as potentially sensitive information on the Town's **M:** Drive, or Shared Drive, is not protected.
- The Administration Department does not utilize electronic signature software. The consequence of this leads to the additional steps of downloading, printing, signing, scanning, and saving all documents that require a signature, and results in the creation of unnecessary hard-copy paper.
- The Administration Department is not currently utilizing a system to track Certificates of Insurance (COI) for Town contractors and business partners, as part of formal Contract Management. This results in difficulties tracking current COI statuses, including the unknown expiration of Town COIs.
- The Administration Department does not have a simplified way to locate and compile information regarding businesses currently registered in the Town. This results in an inefficient use of employee time and a lack of shareable information to Farragut's residents and business associations.
- The Administration Department lacks a process for scenario planning / forecast automation when manually retrieving data from the goals and measurements document currently in use. This contributes to additional time spent compiling the various reports to be shared with the Board of Aldermen, Directors, and the Town Administrator.

VISION

- The Administration Department would benefit from utilizing municipal court software to reduce the time spent manually tracking information in Excel spreadsheets.
- The Administration Department desires a vendor management system to manage the lifecycle of RFPs/RFQs more efficiently.

- The Administration Department envisions using electronic signature software to reduce the use of hard-copy paper and provide automation within the process of signing documents.
- The Administration Department envisions automated chatbots on the Town website to assist with directing visitors to appropriate pages for permits, applications, and other Town services.
- The Administration Department envisions capturing necessary classifying information from Town licensing and permitting applications, such as business type and property owner contact information, to allow for more precise and more effective tracking.
- The Administration Department envisions a single online citizen engagement portal on the website for visitors to use a single account sign-on to apply for permits, inspections, facility reservations, register for events, and pay Town bills or fees.
- The Administration Department envisions utilizing a CRM system to track interactions with citizens and businesses to be able to log requests, questions, and touchpoints. This will result in a database to reference critical contact information.
- The Administration Department envisions using a database or software to track data about physical real estate in Town pertaining to business locations, proximities, and vacant commercial spaces.

2. Communications

The Communications Department informs the Town residents about meetings, programs, events, and services. The Department provides a monthly e-newsletter called “Farragut Matters” concerning road and park projects, new businesses, upcoming meetings and events, and other happenings that impact those who live in or near Farragut.

PRIMARY BUSINESS TECHNOLOGIES

- | | |
|-------------------------|--------------|
| ▪ Adobe Creative Suite | ▪ ExecuTime |
| ▪ Canva | ▪ GroupMe |
| ▪ Carousel (Front Door) | ▪ Hootsuite |
| ▪ CivicPlus | ▪ Skillshare |
| ▪ Constant Contact | ▪ Wix |

GAPS

- The Communications Department utilizes GroupMe as its emergency crisis communication system to alert or message employees within Town Hall in the event of an emergency. Though this system is in place and being utilized, the Town is interested in evaluating other options.
- The current hardware for broadcasting to the cable channel is outdated, and the software does not meet requirements. This results in the retention and use of outdated technology and negatively impacts the quality of broadcasting services being provided to the Town of Farragut citizens.

VISION

- The Communications Department envisions having an emergency communications system in place to send text notifications to staff and residents in the event of a Town emergency.
- The Communications Department envisions the development of a Standard Operating Procedure (SOP) with detailed instructions and a set monthly timeline for when CivicPlus should be updated to promote consistent website updates from Town departments.

- The Communications Department envisions moving away from physical external hard drives to a cloud-based environment, including an Electronic Content Management System, for centrally storing media files.
- The Communications Department envisions utilizing the Apple function “Airdrop” to transfer media files across the Department’s devices seamlessly.

3. Community Development (Building & Fire Codes, Planning & Land Use)

The Community Development staff are primarily responsible for enforcing the adopted building, plumbing, gas/mechanical, housing, swimming pool and fire codes and providing support to the Board of Plumbing and Gas/Mechanical Examiners. The Community Development staff also supports the Farragut Municipal Planning Commission, Farragut Board of Zoning Appeals, Visual Resources Review Board, and the Municipal Court.

PRIMARY BUSINESS TECHNOLOGIES

- | | |
|------------------------|----------------------|
| ▪ Adobe Creative Suite | ▪ MyGovernmentOnline |
| ▪ Bluebeam | ▪ O365 Suite |
| ▪ Inspection | ▪ OneDrive |
| ▪ Laserfiche | ▪ Tyler Incode |

GAPS

- The Community Development Department does not have access to GIS within MGO to verify Town addresses. Requests must be submitted to the Town’s GIS Contractor to verify addresses within KGIS, resulting in a bottleneck when performing inspections.
- The Community Development Department does not employ an electronic system for Fire Inspections. All inspections are conducted on hard-copy paper and are not currently being scanned into a digital repository. This increases the risk of critical data loss.
- Within MGO, fire permits and building permits do not integrate within the system. This results in inaccurate status tracking of where permits are in their respective processes, creating a breakdown in communication between departments and applicants.
- The Community Development Department does not have a simplified method within MGO to associate a singular master permitting number to various sub-permits within the same project. This results in inefficient use of staff time by having to search within MGO for the specific master project that the staff members are trying to link to sub-permits.
- Within MGO, fees are retroactively changed on previous permits if the Town of Farragut changes its fee structures. As a result, the system indicates that former permit holders who have already made their payments must pay the difference in the updated fee.
- The Community Development Department uses manual-intensive processes to reject inspections. This results in a cumbersome and time-consuming process.
- The Community Development Department has received complaints from citizens about the lack of intuitiveness related to the permit application process within MGO. This results in citizens sending excessive questions to administrative staff and inefficient use of Town of Farragut resources.
- The Community Development Department cannot properly review projects, documentation, and photos within a project in MGO. This results in additional time and effort spent by staff to search and find the correct information for the sub-permit within the primary permit.

- The Community Development Department does not trust the integrity of the data within MGO because it can produce different metrics from one report run to the next. This leads to staff members lacking faith in the data being produced by MGO.

VISION

- The Community Development Department envisions a seamless integration program with Outlook to make scheduling inspections a more fluid, efficient process with fewer steps.
- The Community Development Department envisions an enterprise land management software that can adequately store all relevant permits, applications, inspections, photos, and documentation of interactions with business owners and allow for the completion of the plan review process in an easy-to-navigate system.
- The Community Development Department would benefit from having a scanner at the front kiosk.
- The Community Development Department would benefit from updated technology that provides virtual meeting capabilities, including functional microphones and cameras.

4. Engineering

The Engineering Department provides supervision and technical assistance to the Town on various projects and services relating to public facilities. Engineering also serves as staff support to the Stormwater Advisory Committee. Services provided by the Department include road construction projects, park/greenway construction projects, pavement management, review of commercial developments and subdivision plats, stormwater program, and traffic management program.

PRIMARY BUSINESS TECHNOLOGIES

- | | |
|------------------------|----------------------|
| ▪ Adobe Creative Suite | ▪ Mitel |
| ▪ Bluebeam | ▪ MyGovernmentOnline |
| ▪ Canva | ▪ MyPermitNow |
| ▪ DateStamper App | ▪ O365 Suite |
| ▪ KGIS | ▪ OneDrive |
| ▪ Laserfiche | |

GAPS

- Inspection Anywhere within MGO does not provide date and time stamps. As a result, the Engineering Department is utilizing a free mobile app, DateStamper, on mobile devices to take photos and tag them with date and time stamps.
- MGO cannot copy, parse, and autofill information from other documents or sections of other permitting projects. This results in the Engineering Department having to manually enter information, resulting in the inefficient use of staff time.
- MGO is not customizable when creating readable, usable, and templated reports. This results in staff using Microsoft Word to create templated reports, which are then uploaded into MGO to supplement the system's lack of capability.
- The timeslot provided to customers to schedule inspections defaults to midnight, and it is not a mandatory requirement within the system to select an appropriate time within business hours. This contributes to miscommunication between the Engineering Department and customers when an invalid time has been selected.

- The Engineering Department cannot access GIS-related information within MGO to determine where issues are located geographically and search if multiple requests have been submitted for the same issue.
- There is no case management system within MGO or any other program to log citizen and customer inquiries. This results in instances of multiple departments responding to the same inquiry from citizens or permit owners.
- The Engineering Department does not have the ability to seamlessly pull up a project within MGO and view all documents and information regarding a particular project. Within the master project file, there are no simplified drop-downs to track progress or view sub-projects within the master project.
- There is no formal system in place to perform contract management. This results in excessive email communications, phone calls, and manual processes to manage the contract life cycle with Town of Farragut partners.

VISION

- The Engineering Department would benefit from a uniform method for electronically signing documents internally and externally.
- The Engineering Department envisions utilizing a system where staff can quickly email project reports to property owners and upload images directly into report templates.
- The Engineering Department would benefit from a citizen relationship management system to track interactions with citizens or permit owners.
- The Engineering Department envisions a fully integrated enterprise land management system that can communicate with other departments for permits and inspections and has GIS integration.
- The Engineering Department would benefit from electronic requisition capabilities to reduce manual entry and provide standardization for procurement.

5. Human Resources

The Human Resources Department oversees recruitment, benefits, employee risk management, and employee health and safety for the Town.

PRIMARY BUSINESS TECHNOLOGIES

- | | |
|-------------|----------------|
| ▪ CivicHR | ▪ OneDrive |
| ▪ ExecuTime | ▪ Tyler Incode |

GAPS

- The Human Resources Department tracks and processes applicant resumes by paper and manually enters information regarding its applicants into Microsoft Excel. This results in staff time being used to perform a process that could be easily automated through a formal applicant tracking system.
- The Human Resources Department currently does not have clearly defined security roles, including permission restrictions in place for those who have access to Tyler Incode. This results in the ability for all employees to be able to view sensitive personnel information.
- The Human Resources Department currently processes all benefits enrollments manually. This presents an inefficient use of employee time and a risk of human error when manually entering information, impacting employee benefits.

- The Human Resources Department currently lacks automation for tracking employee turnover. This leads to an inefficient use of employee time by manually tracking the information in Microsoft Excel and presents a risk for human error, which impacts reporting metrics.
- The Human Resources Department lacks electronic tracking for Employee Risk Management and Workman's Compensation/Insurance claims. This presents security risks related to personal, sensitive information as the documents are openly stored in a manilla folder.
- The Human Resources Department cannot utilize their desktop computer when holding employee trainings in the Board Room or the other Town facilities due to lack of mobility. This leads to the use of personal devices by Town staff.
- The Human Resources Department does not have a standardized cellphone policy to determine if employees receive a business phone or a stipend for using a personal device for business use.
- The Human Resources Department does not have a complete list of job roles and duties associated with the Town's various systems accessed by each respective department. During the onboarding process, the task of granting a new staff member necessary access to the Town's systems presents difficulties and lacks uniformity.

VISION

- The Human Resources Department envisions utilizing a Human Capital Management software system to automate applicant tracking, report development, and benefits processing. Implementing an HRIS system would reduce misallocated employee time and remove the need to process and track pertinent Human Resources-related information manually.
- The Human Resources Department envisions using a mobile computer to provide training in the Board Room with greater ease, along with the ability to work from home or remotely as needed.

6. Information Technology Department

The Information Technology (IT) Department is responsible for managing the Town's IT assets for the Town's various departments. The Department provides technical support and assists with troubleshooting computer software, hardware, and office equipment.

PRIMARY BUSINESS TECHNOLOGIES

- | | |
|------------------------|----------------|
| ▪ ConnectWise Automate | ▪ O365 Suite |
| ▪ CyberCNS | ▪ OneDrive |
| ▪ Huntress | ▪ Tyler Incode |
| ▪ Mimecast | |

GAPS

- The IT Department currently does not standardize the hardware provided to the various departments across the organization. This results in ambiguity regarding the procurement of hardware.
- The IT Department has historically missed opportunities to partner with the Town's various departments. This results in low customer satisfaction and a poor perception of the quality of services provided by Town IT.

- The IT Department currently lacks critical documentation regarding policies, procedures, standardization, networking, and usage. This results in ambiguity regarding current Town infrastructure, vendor management, usage policy and end-user support.
- The IT Department does not currently employ a hardware replacement schedule. This results in the utilization of outdated machines and user dissatisfaction.
- There is not a clear delineation between the services provided by Farragut IT and TenHats. This results in staff not knowing which resource to contact when experiencing IT challenges.
- The IT Department purchased 1-year warranties on their latest purchase of Dell computers. This presents a financial risk if the device malfunctions once the warranty has expired.
- There is currently no IT Service Management tool in place. Staff members are currently emailing IT when experiencing issues. This results in a lack of data regarding the nature of the Town's helpdesk tickets, including which tickets are most prevalent, which Departments submit the most, and how many tickets are submitted within a specific timeframe.
- There is currently no standardized process for IT procurement. When staff identifies a need to procure hardware or software, it is unclear where the funds are allocated.

VISION

- The IT Department envisions building and deploying SharePoint as a resource where all shared documentation will be stored and easily accessed by the Town's employees.
- The IT Department would benefit from defining IT-related policies and procedures and service-level agreements that align with the Information Technology Infrastructure Library (ITIL). This set of standards for IT service management focuses on aligning IT services with the needs of the business.
- The IT Department envisions a complete network overhaul, including developing current-state and desired future-state network diagrams. This would aid the Department in gaining a complete understanding of the Town's network needs and assist in planning efforts for future development.
- The IT Department envisions using Microsoft Teams as the Town's primary internal collaboration and communication tool. This would provide staff with greater ease when communicating with internal staff members.
- The IT Department would benefit from a more detailed accounting of the services contracted and provided by the Town's Managed Services Provider (MSP), TenHats. This would result in greater accountability regarding the effectiveness of the MSP.
- The IT Department envisions replacing the Town's current security cameras (Hikvision). This would enhance security across the Town and lead to a safer and more secure environment for staff and citizens.
- The IT Department envisions receiving additional training on the Town's current core software products to equip the Department with the knowledge and ability to support the Town's business needs better.

7. Office of the Finance Director / Town Recorder

The Office of the Finance Director / Town Recorder maintains annual budgets and fee schedules. The Town Recorder keeps minutes of all the Board of Mayor and Aldermen meetings and preserves the original copies of all ordinances. The Recorder also has custody of and maintains all corporate bonds, records, and papers.

PRIMARY BUSINESS TECHNOLOGIES

- Bluebeam
- ExecuTime
- ID Maker
- Laserfiche
- Mitel
- O365 Suite
- Tyler Incode

GAPS

- The Office of the Finance Director / Town Recorder manually enters all utility (gas, lighting, parks, and streetlights) information that is received into a Microsoft Excel spreadsheet. The amounts are then manually keyed into Tyler Incode. This results in a time-consuming duplication of efforts.
- The Office of the Finance Director / Town Recorder does not utilize agenda management software. The process for memo management is cumbersome. Memos are emailed, downloaded, printed, signed, accepted, and returned to the sender.
- The Office of the Finance Director / Town Recorder lacks training on how to use Teams for virtual meetings. This results in technical difficulties occurring when remote meetings are being held.
- The Office of the Finance Director / Town Recorder does not utilize a standard tool for Town budgeting. This results in a multitude of staff emails and phone calls, issues with version control of budget documents, and additional manual steps to complete the budgeting process.

VISION

- The Office of the Finance Director / Town Recorder would benefit from having an automated way to upload utility bills that pertain to each Department, resulting in more efficient use of staff time.
- The Office of the Finance Director / Town Recorder would benefit from a method for electronically signing documents internally and externally.
- The Office of the Finance Director / Town Recorder would benefit from agenda management software to streamline processes for creating agendas, memos, and minutes.

8. Parks & Recreation

The Parks & Recreation Department provides various programs and services established to enhance the quality of life and increase community involvement for Farragut's citizens. Staff also serves as support for the Arts and Beautification Committee, Farragut Museum Committee, Parks and Athletics Council and other ad-hoc committees. Services provided by the department include park and greenway management, athletics, programs, classes, special events, facility reservations, and citizen involvement/volunteer coordination.

PRIMARY BUSINESS TECHNOLOGIES

- BrightSign
- ExecuTime
- Hikvision Cameras
- Mitel
- MyGovernmentOnline
- O365 Suite
- RecDesk
- Tyler Incode
- Wix

GAPS

- The Parks & Recreation Department experiences frequent issues with internet connectivity. This leads to staff not being able to perform their responsibilities effectively, including a loss of revenue from patrons at the Town's various recreational facilities, parks, and fields when interacting with internet-dependent payment applications.
- The Parks & Recreation Department utilizes manual paper time tracking for most staff members by submitting a Microsoft Word document to the Administrative Assistant. This impacts the payroll process, requiring staff to utilize hard-copy documentation containing the information needed to execute the process.
- The Parks & Recreation Department utilizes almost exclusively desktop machines. This results in a lack of mobility and necessitates staff to use personal devices if staff must travel for Parks & Recreation events or need to work from home.
- The Parks & Recreation Department does not utilize a volunteer management system. This leads to the manual tracking of volunteer information via Excel or paper, increasing the likelihood of human error and inefficient use of staff time.
- The Parks & Recreation Department currently has one (1) staff member that has access to security camera footage. This results in a time delay to retrieve security footage.
- RecDesk is used for scheduling, patron check-in, Point of Sale (POS), and invoicing. However, staff did not receive adequate training on the system's full capabilities, resulting in ambiguity in system functionality.
- Payments within RecDesk cannot be tracked by the due date and, instead, are tracked by the creation date. This makes it challenging for staff to view upcoming payments that are due. Staff are frequently made aware of payments due when the amounts are overdue.
- The invoice process is cumbersome and lacks automation regarding the execution of the process. Invoices arrive and are given to the Administrative Assistant who codes them to the associated account within Tyler Incode, then must print them out for the Director to sign in hard-copy format. Once signed, it is scanned in by the Administrative Assistant, and then the information is entered into Excel and is then emailed to the Finance Department's Administrative Assistant.
- The park inspection process is cumbersome. Currently, the Department is completing park inspections on hard-copy paper. Once completed, the paper is provided to the Administrative Assistant, who creates work orders within MGO. This results in a duplication of efforts.

VISION

- The Parks & Recreation Department envisions receiving extensive formal training to create an opportunity for process automation and increased efficiency in applications and software programs such as RecDesk.
- The Parks & Recreation Department envisions automation and schedule syncing to the lights at the park fields to reduce resource usage, including time, fuel, and mileage.
- The Parks & Recreation Department would benefit from having the kiosk for check-in and registration at the Community Center rebuilt and integrated into the RecDesk system. This would increase the number of patrons who can self-serve for check-ins, event registrations, and complete facility reservation requests. This would also reduce the time staff spend assisting patrons, allowing them to perform other critical duties.

- The Parks & Recreation Department envisions being able to provide patrons with a more streamlined ability to complete reservations online. This would reduce patrons needing to print and deliver the documents to the Parks & Recreation facilities in person. This would also lead to fewer phone calls, emails, and complaints about the reservation process.
- The Parks & Recreation Department would benefit from enhanced internet connectivity at the Department's various facilities. This would help prevent revenue losses when patrons and citizens attempt to pay for the Town's services but cannot connect to the application.
- The Parks & Recreation Department envisions a public and a private Wi-Fi connection that reduces the risk of internet outages due to overuse of the Town's network.
- The Parks & Recreation Department envisions using a volunteer management system that patrons can use to log their volunteer hours, leading to staff spending less time manually tracking volunteer hours in Microsoft Excel, increasing productivity and efficiency.
- The Parks & Recreation Department would like to utilize electronic signatures for purchases and invoices, reducing the number of manual steps and improving the efficiency of staff time and effort.

9. Public Works

The Public Works Department provides various services relating to public facilities within the Town of Farragut. Services provided by the department include street maintenance, park and public facility maintenance, seasonal decorations, snow removal, right-of-way mowing & maintenance, and drainage projects.

PRIMARY BUSINESS TECHNOLOGIES

- ExecuTime
- Hikvision Cameras
- MyGovernmentOnline
- O365 Suite

GAPS

- The Public Works Department utilizes hard-copy paper for work orders internally and in collaboration with other Town departments. The information from the work orders is then manually entered into MGO. This results in duplicate efforts and inefficient use of staff time.
- The Public Works Department does not utilize a standardized online scheduling system for repeated, ongoing mowing. Each employee responsible for mowing is manually assigned jobs and uses a paper calendar on their respective desk.
- The Public Works Department does not have documentation for workflow processes, such as the various steps to take when work orders are submitted through MGO by residents or Town departments. Currently, the Administrative Assistant is the only resource within Public Works that can complete the entire process lifecycle.
- The Public Works Department cannot complete work orders in the field due to a lack of mobile devices and connectivity. This results in staff having to complete hard-copy forms out in the field or upon return to the Public Works office.
- The Public Works Department currently utilizes a laser timestamp for most employees at the Public Works office. This results in the manual entry of hours for each employee utilizing a paper timecard.
- The Public Works Department currently has camera systems (Hikvision) that do not accurately read license plates at night. This increases the risk of vandalism as license plates cannot be identified to locate vandals due to the quality of the cameras.

- The Public Works Department does not utilize an automatic vehicle and equipment mileage and hour tracking process. This results in additional time being spent manually checking the hours and mileage on each piece of equipment and then updating the information into a spreadsheet. The Administrative Assistant then must check the Microsoft Excel spreadsheets to see if the mileage or hours are at the required maintenance point.
- The Public Works building currently uses outdated equipment, specifically a Windows 7 machine used for training and presentations.
- There is a lack of uniformity in the access to the cameras. Certain cameras are different versions and the process for retrieving footage is different depending on the park, resulting in ambiguity on which cameras have footage that can be accessed.

VISION

- The Public Works Department envisions a paperless process when completing work orders through a Work Order Management system. The Department would benefit from streamlined workflows with an electronic work order process.
- The Public Works Department envisions the review of a comprehensive vehicle and equipment maintenance program that is digitally updated and utilizes inventory tracking to properly track the various metrics associated with Town vehicles.
- The Public Works Department would benefit from implementing a digital storing process for historical work orders beyond a 2-year window. The Department could better utilize space within the office and reduce the risk of losing physical copies of historical information.
- The Public Works Department envisions all security cameras having the capability of reading license plates at night. Correct and uniform technology would create an opportunity to send license plate information to law enforcement in a more expeditious manner to locate vehicles that have been reported in connection with criminal activity.

10. Tourism

The Tourism Department is focused on maintaining and increasing hotel occupancy for the Town of Farragut. The Tourism Department supports businesses within the hospitality field and provides social media content for the Town.

PRIMARY BUSINESS TECHNOLOGIES

- | | |
|------------------------|----------------|
| ▪ Adobe Creative Suite | ▪ Hootsuite |
| ▪ Canva | ▪ O365 Suite |
| ▪ CivicPlus | ▪ OneDrive |
| ▪ Eventbrite | ▪ Procreate |
| ▪ ExecuTime | ▪ Sound Stripe |

GAPS

- The Tourism Department does not utilize a CRM system to track engagement with citizens and companies. This results in no efficient way to track pertinent interaction information. This can also result in a potential loss of business and revenue for the Town of Farragut.
- The Tourism Department lacks documentation for processes such as updating committee members and editing photos and text on to the CivicPlus website. This can contribute to outdated information and inefficient time management when updates are to be completed.

- The Tourism Department does not have mobile access to a Wi-Fi connection while at events or in the field. This results in staff members having to walk from the event back to the Tourism vehicle, which has a hotspot, to post in real-time at events.
- The Tourism Department lacks automation for downloading data from the STAR Reports for hotel occupancy and must manually download and enter data into three (3) Microsoft Excel spreadsheets when updating the information.
- The process for storing and uploading videos is cumbersome. The Department does not have a way to edit media content on mobile phones, so media is manually transferred from the staff's phone to OneDrive, then downloaded from OneDrive to a computer. Edits are made on the computer as needed and then re-uploaded to OneDrive from the computer. Then to post the content, it is downloaded from OneDrive on the phone and uploaded to social media, resulting in an exhaustive workaround.
- The purchasing process is cumbersome for Departmental subscription services and other purchases. Staff must fill out a purchase file, print it out, staple the receipt to the purchase file, then physically deliver it to Accounts Payable. This contributes to an inefficient use of employee time.

VISION

- The Tourism Department envisions creating and maintaining an online gift shop for Town of Farragut merchandise to increase revenue streams.
- The Tourism Department would benefit from a CRM system to track interactions with citizens and businesses to log interactions and touchpoints. This would result in a database to reference who contacted Tourism. This would also support the tracking of completion rates for requests.
- The Tourism Department envisions a less manual process for handling invoices, purchases, and subscription receipts. This would lead to increased efficiency in administrative duties and would result in Tourism staff spending more time engaging with businesses and visitors of the Town.
- The Tourism Department would benefit from location intelligence and foot traffic data software. This would track location analytics and geolocation data from mobile devices, increasing targeted marketing efforts.
- The Tourism Department would benefit from additional hardware including additional monitors for editing media content.

Appendix – Comprehensive Inventory

For confidentiality purposes, the final report for hardware information has been scrubbed of non-relevant identifying factors, such as a fully qualified domain name. Please note that this is not a complete report of every device within the network, but rather provides a sample of technology that is currently in use.

A. Workstation Report

Name	Computers
Microsoft Windows 10 Pro	49
Microsoft Windows 11 Pro	7
Microsoft Windows 7 Pro	1
Microsoft Windows Server 2016 Standard	1
Microsoft Windows Server 2019 Datacenter	5

B. Application Count Report

PURPOSE	APPLICATION NAME	COUNT
Enterprise Applications	Laserfiche 10.4 Client Suite	10
	Laserfiche 9.0 Client Suite	3
	Laserfiche 10.4 Server Suite	1
	Laserfiche 9.0 Server Suite	1
	Incode Central Shell	3
	MyPermitNow	1
	ArcGIS 10.4.1 ArcReader	2
Virtual Meeting	Mitel Connect	24
	Microsoft Teams	31
	Zoom(64bit)	19
	Cisco Webex Meetings	16
TenHats (MSP)	Huntress Agent	49
	CyberCNS LightWeight Agent	45
	ConnectWise Automate Control Center	1
	CyberCNS Probe Agent	1
	LogicMonitor Collector	1
Microsoft Office	Microsoft 365 Apps for enterprise - en-us	36
	Microsoft Office Professional Plus 2013	2
Web Browser	Microsoft Edge	38
	Mozilla Firefox (x64 en-US)	25
	Brave	1
	Mozilla Firefox (x86 en-US)	1

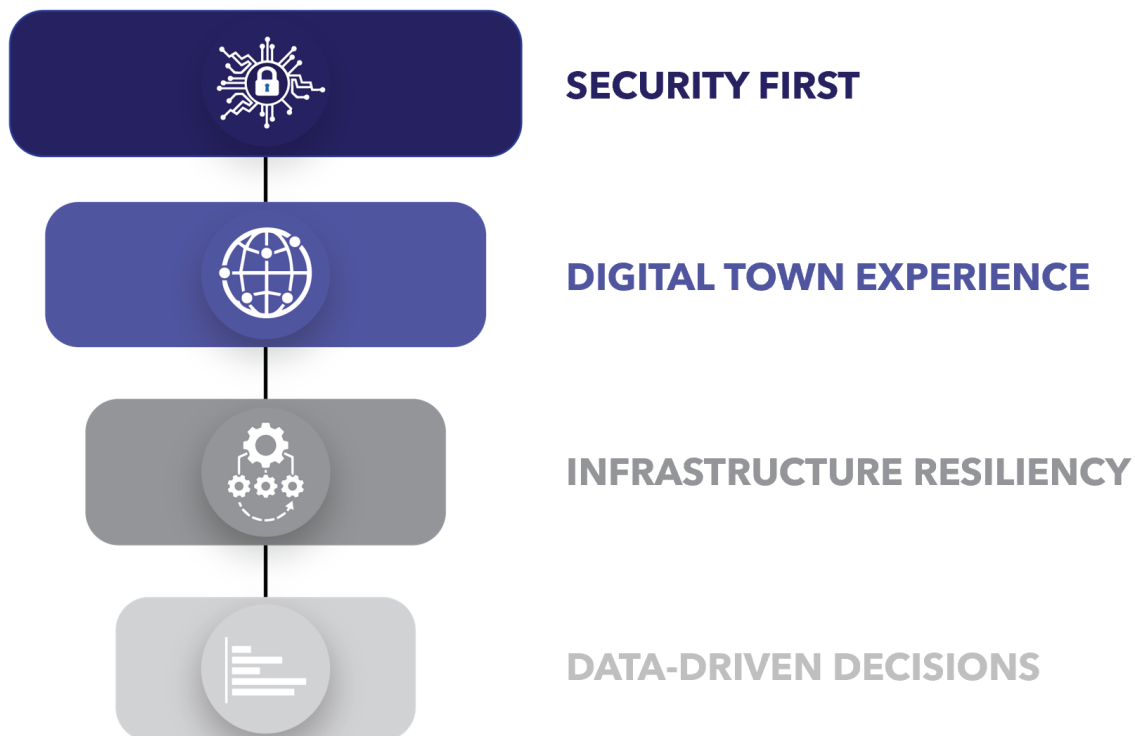
Cybersecurity/VPN	KnowBe4 Phish Alert Button	34
	FortiClient	13
	Pulse Secure Network Connect 8.1	7
	FortiClient VPN	4
IT Operations	VMware Tools	12
	CleanUp!	11
	Arctic Wolf Agent 2022-03_52	2
	SolarWinds MSP Patch Management Engine	2
	Advanced IP Scanner 2.5	1
	Malwarebytes version 4.2.1.89	1
	Octopus Deploy Tentacle	1
	PDQ Inventory	1
	Sentinel Protection Installer 7.6.8	1
	Veeam Backup & Replication	1

III. IT Strategic Roadmap

A. IT Modernization Strategies & Action Items

The IT Strategic Roadmap is comprised of four (4) overarching IT Modernization Strategies based upon industry best practices, as shown in **Figure 3**. The proposed strategies resolve the gaps identified in Phase 2's Current State Assessment Report. They are also based on the Town's priorities, business needs, and goals and consider the interests of Town stakeholder groups. Further, the IT Modernization Strategies identify opportunities to build operational efficiencies through integrated enterprise technology, improve access to data in real-time for informed decision-making, enhance cybersecurity, and expand citizen access to Town services through digital experience.

Figure 3 - IT Modernization Strategies



B. IT Strategic Roadmap

As shown in **Figure 4**, the IT Strategic Roadmap will guide the Town of Farragut in its investments of technology resources for the next three (3) to five (5) years, including strategies that address operational and infrastructure concerns identified in the Current State Assessment. The corresponding Action Items support the implementation of each IT Modernization Strategy for the Town. Avèro Advisors has developed an IT Strategic Plan Report based upon the prioritized IT Strategic Roadmap of IT Modernization Strategies, which subsequently appears in **Section IV - IT Strategic Plan**.

Figure 4₁ - IT Strategic Roadmap (Action Items)

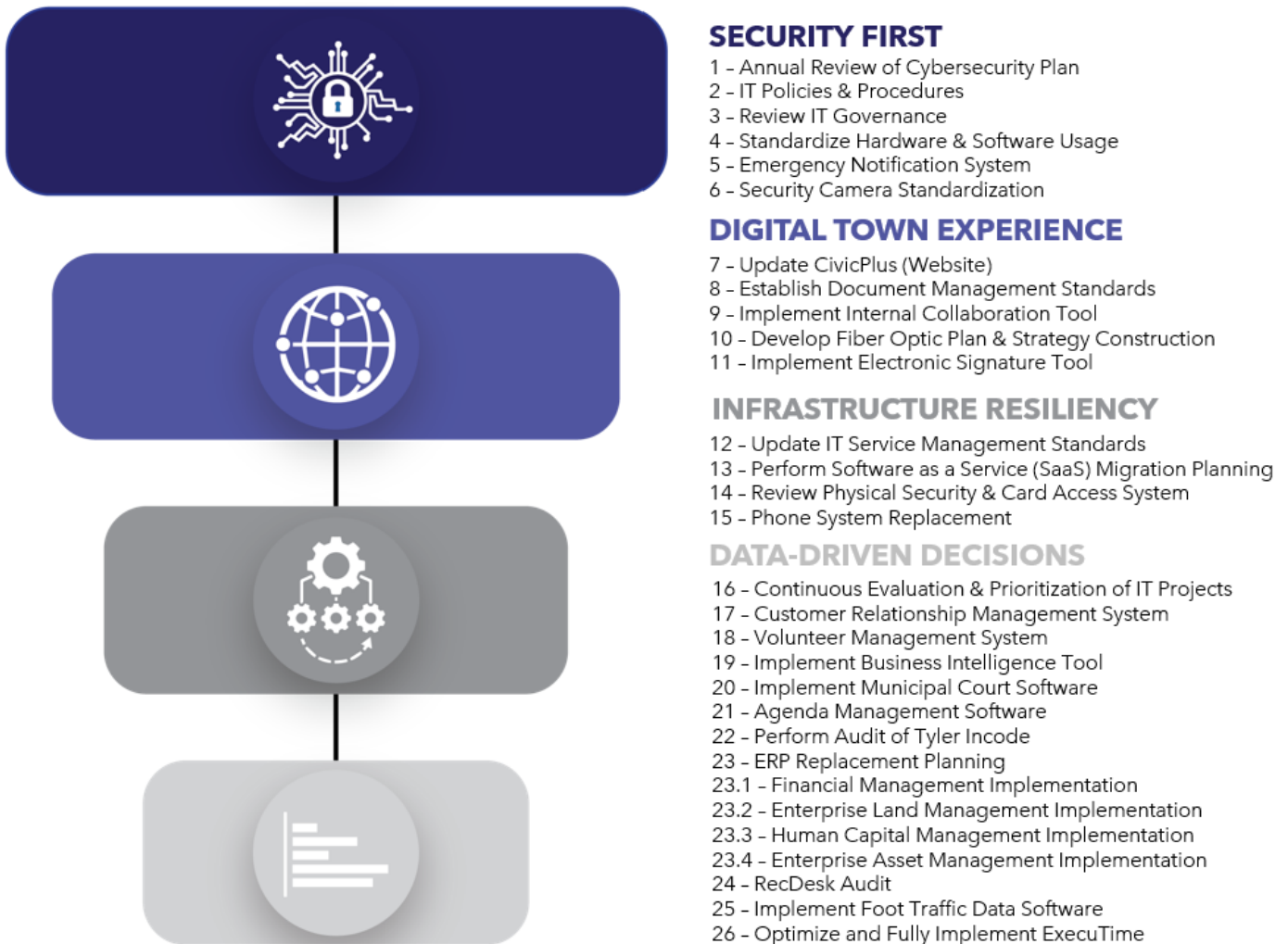
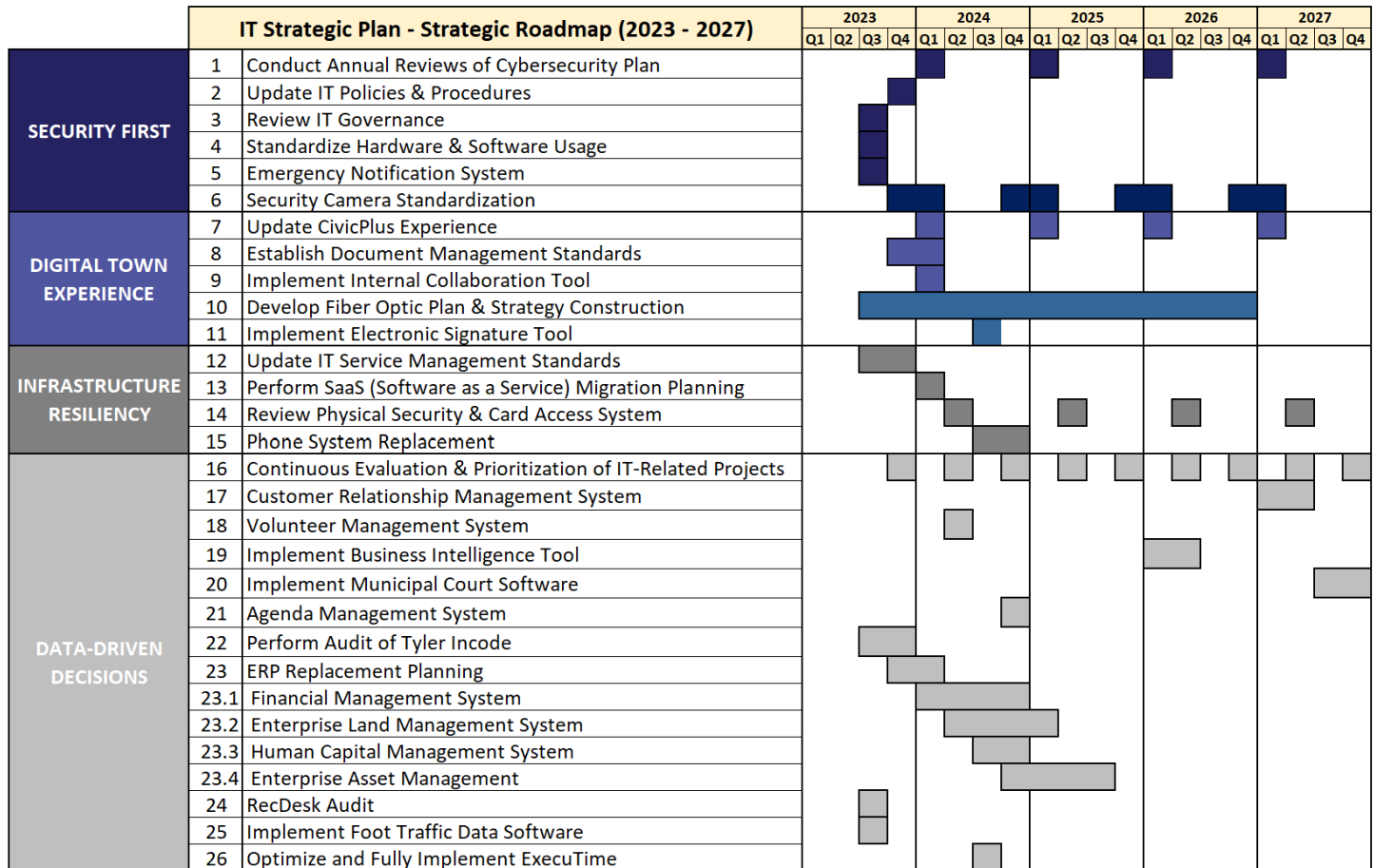


Figure 4₂ - IT Strategic Roadmap (Implementation Timelines)



IV. IT Strategic Plan

A. Overview

The IT Strategic Plan presents Avèro Advisors' proposed IT Modernization Strategies as optimally prioritized, based upon industry best practices, institutional knowledge, and the Town of Farragut's input. The IT Strategic Plan will function as the Town's strategic blueprint for IT Modernization over the next three (3) to five (5) years. The IT Modernization Strategies include improvements to the Town's cybersecurity strategy, IT organization, and enterprise software systems.

This document includes a strategic action plan for each prioritized IT Modernization Strategy showcased in the Roadmap, as shown in **Figure 4**. The detailed template showcases each IT Strategy, a strategic action plan for implementation, the gaps being addressed, the resources required, any prerequisites, the stakeholder groups impacted, and an impact statement. **Figure 5** provides a legend for the IT Strategic Plan.

Figure 5 - Strategic Recommendations Format (Legend)

(#) - Name of Action Item [Border Color indicates urgency]			
Urgent	Immediate (Year 1)	Short-Term (Year 2)	Long-Term (Year 3-5)
Gaps Addressed Gaps addressed (and alleviated) by the implementation of the IT Strategy.			
Action Steps Sequence of activities that must be executed for successful implementation of the IT Strategy.			
Prerequisites Action Item that requires completion prior to the implementation of the IT Strategy.			
Stakeholders All parties that are impacted by the implementation of the IT Strategy.			
Resources Personnel, materials, or other assets required for undertaking the action steps/activities defined in the Action Plan for the implementation of each IT Strategy.			
Estimated Timeline Estimated timeframe associated with the implementation of the recommended IT Strategy based on industry research and institutional knowledge.			
Impact Statement The impact on the Town of Farragut, and its staff, for following through with the implementation of the recommended IT Strategy.			

B. Security First

This section aims to identify areas that need improvement and give the Town of Farragut a set of recommendations and processes to resolve cybersecurity issues through short-term incremental strategies that build upon each other to achieve a sustainable, high-level cybersecurity plan. Inadequate security across Town technologies will likely lead to disastrous results for the organization, its employees, and its citizens.

Recognizing the Town's immediate security needs, Avèro has identified **"Security First"** as the initial IT Modernization Strategy to guide the Town's IT planning efforts. Following the National Institute of Standards and Technology (NIST) guidelines, this layered cybersecurity approach focuses on developing policies and processes in leadership and coordination to better prepare for a significant cyber disruption while building a robust, internal cybersecurity workforce to ensure resilience and continuity.



To help the Town place "Security First," Avèro has identified the corresponding action items regarding security aspects and best practices. These recommended action items focus on establishing an annual review process to evaluate potential vulnerabilities within the Town's infrastructure, develop IT policies and procedures, introduce IT governance, and enhance internal and external security systems within the Town. Implementing the proposed strategies is especially significant because failure to take adequate cybersecurity measures for prevention and protection from cyber-attacks can easily result in legal liability and public trust loss in the Town. Furthermore, building a well-educated internal culture of cybersecurity best practices across the Town will set clear expectations for all employees and help mold the organization into the first cyber defense line while ensuring sensitive business data confidentiality.



SECURITY FIRST

- 1 - Conduct Annual Reviews of Cybersecurity Plan
- 2 - Update IT Policies & Procedures
- 3 - Review IT Governance
- 4 - Standardize Hardware & Software Usage
- 5 - Emergency Notification System
- 6 - Security Camera Standardization

#1 - Conduct Annual Reviews of Cybersecurity Plan

Gaps Addressed

- The documentation concerning cybersecurity objectives and protocols that address potential incidents should be reviewed and revised regularly. Maintaining an up-to-date Cybersecurity Plan, as well as refreshing items that may have naturally become outdated, is pivotal to ensuring the Town's infrastructure is secure.

Action Steps

- Review risks identified in the Cybersecurity Risk Assessment Report
- Prioritize risks based on the identified vulnerabilities
- Develop a formal timeline to address each of the identified risks
- Annual review should include the Cybersecurity Plan of action items as well as the associated documentation

Prerequisites

- Create an inventory of documentation that needs to be developed or updated

Stakeholders

- IT Department
- Town of Farragut Staff

Resources

- IT Department
- External Consultants

Estimated Timeline

- Once every quarter during implementation until plan maturity, then annually.

Impact Statement

- The absence of an annual review of an organization's cybersecurity plan can lead to antiquated policies and procedures that leave the organization vulnerable in a multitude of ways. The annual cybersecurity plan review will help to guide the Town's IT Department to a proactive approach to addressing its cybersecurity concerns. The plan will also ensure the enhancement of security resiliency for the Town's remote workforce infrastructure. The review will serve to increase the Town's network safety to ensure business continuity and compliance with best practices while fortifying the Town network to combat opportunistic cybercrime. Essential pieces of the cybersecurity plan include the maintenance of disaster recovery strategy, documented policies and procedures, the inclusion and application of Information Technology Infrastructure Library (ITIL) principles, and data governance policies including data accessible by staff and the protection of Personal Identification Information (PII).

#2 - Update IT Policies & Procedures

Gaps Addressed

- The Town lacks formal IT policies and procedures, including documentation in reference to IT service cataloging and service-level agreements with departments across the Town.
- The IT Department currently lacks critical documentation regarding policies, procedures, standardization, networking and usage. This results in ambiguity regarding current Town infrastructure, vendor management, usage policy and end-user support.
- The IT Department would benefit from defining IT-related policies and procedures and service-level agreements that align with the Information Technology Infrastructure Library (ITIL). This set of standards for IT service management focuses on aligning IT services with the needs of the business.

Action Steps

- Specify IT equipment and software standards
- Specify staff and hardware authorized for remote access
- Establish a VPN policy to outline expectations for remote access
- Establish ramifications of non-adherence to policies
- Publicize policies across the Town
- Obtain end-user signatures on new policies as a form of acceptance
- Continue to maintain and update artifacts as the Town implements new enterprise systems

Prerequisites

- Define department specific hardware requirements

Stakeholders

- Town of Farragut Staff

Resources

- Executive Team
- IT Department
- External Consulting Services

Estimated Timeline

- Urgent: 1 - 3 Months

Impact Statement

- Approaches to computer usage, remote access, internet access, IT equipment procurement, IT service management (including service cataloging), and many other activities should be standardized and communicated throughout the Town. Policies should be defined to establish Standard Operating Procedures (SOP) that are uniform and to establish the foundation for enforcement of these policies. Failure to maintain relevant policies and procedures places the Town in a position of vulnerability related to enforcement and expenditures on inappropriate use of IT infrastructure.

#3 - Review IT Governance

Gaps Addressed

- The Town's IT Department does not have an overall IT strategy in its approach to serving the Town's future technology needs. This results in departments spending time researching systems, hardware, and applications to resolve their own technical needs instead of relying on subject matter experts to keep them apprised of new market offerings. This exacerbates the challenge of departments inadvertently expanding the existing silos of data and resources.
- The IT Department has historically missed opportunities to partner with the Town's various departments. This results in low customer satisfaction and a poor perception of the quality of services provided by Town IT.

Action Steps

- Develop an IT Governance framework as a process for making IT investments and decisions
- Establish an IT Steering Committee for prioritizing investments and decisions
- Establish selection criteria for becoming an IT Steering Committee Member, which may include process leaders and heavy technology users within departments
- Determine a meeting schedule for reviewing the IT Program
- Train primary stakeholders on the IT Governance process

Prerequisites

- IT Policies and Procedures

Stakeholders

- Town of Farragut Staff

Resources

- IT Department
- Town of Farragut Leadership
- External Consulting Services

Estimated Timeline

- Urgent: 1 - 3 Months

Impact Statement

- Introducing IT Governance will ensure that the Town of Farragut has a formal framework in place for evaluating and prioritizing IT investments. IT Governance will consider each IT investment as a business case, including feasibility, how the investment creates value to the Department, and to the Town as an organization, including stakeholder impact. Creating an IT Steering Committee will provide stakeholder groups with the representation needed to ensure that IT decisions are made in the strategic interest of the Town's IT, on a macro scale, and not just on a departmental level. An example of this would be a discussion on the needs and goals of the Town's Executive Team that will be housed within IT but have stakeholders across multiple departments.

#4 - Standardize Hardware & Software Usage

Gaps Addressed

- The Town's various departments are utilizing outdated technology due to the absence of a formal IT hardware replacement schedule. This has resulted in various resources within the Town's departments reporting dissatisfaction with their equipment.
- The current hardware for broadcasting to the cable channel is outdated, and the software does not meet requirements. This results in the retention and use of outdated technology and negatively impacts the quality of broadcasting services being provided to the Town of Farragut citizens.
- The Human Resources Department cannot utilize their desktop computer when holding employee training in the Board Room or the other Town facilities due to lack of mobility. This leads to the use of personal devices by Town staff.
- The IT Department currently does not standardize the hardware provided to the various departments across the organization. This results in ambiguity regarding the procurement of hardware.
- There is currently no standardized process for IT procurement. When staff identifies a need to procure hardware or software, it is unclear where the funds are allocated.
- The Parks & Recreation Department utilizes almost exclusively desktop machines. This results in a lack of mobility and necessitates staff to use personal devices if staff must travel for Parks & Recreation events or need to work from home.
- The Public Works building currently uses outdated equipment, specifically a Windows 7 machine used for training and presentations.

Action Steps

- Determine department specific hardware and software requirements
- Collaborate with each department to prioritize the replacement of workstations
- Standardize the equipment used in each department, including warranty and lifecycle service terms
- Determine which processes within departments require uniform versions of a software
- Utilize an Asset Management Tool to document service life for hardware, such as workstations

Prerequisites

- IT Policies and Procedures
- IT Governance

Stakeholders

- Town of Farragut Staff

Resources

- IT Department
- Town of Farragut Staff
- External Consulting Services

Estimated Timeline

- Urgent: 1 - 3 Months

Impact Statement

- The use of standardized equipment and applications will allow the IT Department to provide high-quality, consistent service due to the control of variations in hardware and software configuration. The IT Department should be involved in all procurement processes that involve technology, whether direct or indirect.
-

#5 - Emergency Notification System

Gaps Addressed

- The Communications Department does not have an emergency crisis communication system to alert or message employees within the Town Hall. This presents risks to Town employees and citizens that are in Town Hall in the event of an emergency.

Action Steps

- Conduct a risk assessment: It is important to identify potential emergencies or crisis situations that are most likely to occur at Town Hall and other Town of Farragut buildings
- Select an emergency notification system: The Town must choose a notification system that fits the needs of the business, such as mobile apps, SMS, email, phone call, and social media.
- Define the notification process: Develop an outline of the notification process, who at the Town will be initiating the notification, who will be receiving the notification, and how the notifications should be delivered.
- Develop notification templates: Create numerous templates for different notifications such as evacuation, lockdown, shelter-in-place, or severe weather alerts.
- Collect contact information: Collect up-to-date contact information from employees who will need to be notified in case of an emergency.
- Test the system: Test the emergency notification to ensure it is functioning as intended

Prerequisites

- None

Stakeholders

- IT Department

Resources

- Emergency Notification System Vendor
- IT Department
- Communications Department

Estimated Timeline

- Urgent: 1 - 3 Months

Impact Statement

- When an effective Emergency Notification System is in place, it drastically increases the safety and protection of employees, citizens, and other stakeholders in the event of an emergency. The implementation of a system will provide the Town with a more secure environment and will ensure that if an emergency event takes place, all of those that may be impacted will be notified of the event.

#6 - Security Camera Standardization

Gaps Addressed

- The IT Department envisions replacing the Town's current security cameras (Hikvision). This would enhance security across the Town and lead to a safer and more secure environment for staff and citizens.
- The Parks & Recreation Department currently has one (1) staff member that has access to security camera footage. This results in a time delay to retrieve security footage.
- The Public Works Department currently has camera systems (Hikvision) that do not accurately read license plates at night. This increases the risk of vandalism as license plates cannot be identified to locate vandals due to the quality of the cameras.
- There is a lack of uniformity in the access to the cameras. Certain cameras are different versions and the process for retrieving footage is different depending on the park, resulting in ambiguity on which cameras have footage that can be accessed.

Action Steps

- Develop a formal project plan
- Detail security camera system requirements
- Select a vendor
- Develop communication plan for Town of Farragut staff and citizens
- Develop a formal training plan for staff use
- Install new security cameras townwide
- Test and troubleshoot new security camera system
- Train staff on system functionality
- Monitor and maintain the security camera system

Prerequisites

- N/A

Stakeholders

- Town of Farragut Staff

Resources

- IT Department
- Security Camera Vendors

Estimated Timeline

- Urgent: To begin immediately and proceed in phases between 2023 and 2027

Impact Statement

- The implementation of a new, uniform, and sophisticated security camera system will help to ensure the Town's various buildings, facilities, and parks are being monitored effectively. A new security camera system will also provide greater accessibility to the footage stored locally or in the Cloud, enhancing safety and the effectiveness of staff or law enforcement when trying to identify offenders, hence creating a safer environment for residents, employees, and visitors.

C. Digital Town Experience

Traditionally, government services in the Town of Farragut have been delivered by individual departments utilizing manual, paper-based processes. In general, this approach to providing Town services to the Farragut community was adequate in the past, but has ample opportunity for improvement in the future. Often, these inefficiencies spill over to create bottlenecks and affect service delivery to citizens and other key external stakeholders. The Town of Farragut's staff largely rely on hard-copy paper in lieu of practicing modern document management standards and utilizing tools for processes such as signing documents. The Town wishes to leverage technology to provide Town citizens and employees with an enhanced **"Digital Town Experience."**

Going forward, the Town envisions providing Farragut citizens with a full-service, digital environment, allowing citizens to conduct business with their Town from the comfort of their residences, with the same consumer conveniences they experience in their personal lives. Additionally, the Town envisions providing its citizens with more relevant and up-to-date information through the Town's website.

This modernization effort includes the optimization of the Town's website on CivicPlus, the establishment of Document Management Standards, the utilization of internal collaboration tools, Fiber Optic maturity, and the implementation of an Electronic Signature tool.



DIGITAL TOWN EXPERIENCE

- 7 - Optimize CivicPlus Experience
- 8 - Establish Document Management Standards
- 9 - Implement Internal Collaboration Tool
- 10 - Develop Fiber Optic Plan & Strategy Construction
- 11 - Implement Electronic Signature Tool

#7 - Optimize CivicPlus Experience

Gaps Addressed

- The Town's departments lack clarity regarding managing updates and changes to the Town website through the web development company, CivicPlus. The responsibility of updating and adding information to each Department's designated page on the website resides in each respective Department. However, the process for making changes and updates is unclear and is not routinely scheduled across the organization, resulting in static or outdated content.
- The Tourism Department lacks documentation for processes such as updating committee members and editing photos and text on to the CivicPlus website. This can contribute to outdated information and inefficient time management when updates are to be completed.

Action Steps

- Develop a comprehensive Business Process Map for managing website content change requests
- Define policies around centralized content management
- Determine process automation and training needs
- Explore self-service tools offered through CivicPlus
- Implement CivicPlus to include Optimized Processes and Auditing Capabilities

Prerequisites

- IT Policies and Procedures (Website Policies)
- IT Governance (Website Management)

Stakeholders

- IT Department
- Town of Farragut Staff
- Communications Department

Resources

- CivicPlus
- IT Department
- External Consulting Services

Estimated Timeline

- Immediate (Year 1): 1 - 3 Months
- Evaluate needs on annual basis

Impact Statement

- Harnessing the full functional capacity of the website would allow for centralized management of content with automation to streamline the posting processes. Centralizing content management will allow a consistent voice and feel across the website. Additionally, the citizen-facing portal will present opportunities for self-service options, such as allowing a more interactive Community Development (electronic permitting) life cycle for citizens to submit paperwork electronically through a portal as well as monitor the life cycle of their request.

#8 - Establish Document Management Standards

Gaps Addressed

- The Town is currently not utilizing standardized file naming conventions for saving and storing files and documents. This leads to duplicate files with various file names and inefficient use of staff time while searching for files that have been stored.
- The Town is currently not utilizing a centralized repository to store Town files and documents. There are currently multiple storage locations, including local hard drives, the Town's **M:** drive, Outlook, SharePoint, OneDrive, and Laserfiche. Utilizing multiple storage locations results in file duplications and difficulties locating documents or photos.
- The Administration Department does not have access restrictions in place to limit staff members' access to certain sensitive documents. This presents a risk to Town of Farragut employees as potentially sensitive information on the Town's **M:** drive, or Shared Drive, is not protected.

Action Steps

- Perform needs assessment of document management requirements across Town departments
- Develop a new business process for electronic signatures and document management
- Select an appropriate system based on the Town's collaboration needs
- Implement system and processes for collaboration
- Finalize new document management standards
- Conduct training and roll out to staff

Prerequisites

- IT Policies and Procedures
- Hardware Upgrades
- IT Governance

Stakeholders

- Town of Farragut Staff

Resources

- IT Department
- External Consulting Services

Estimated Timeline

- Urgent: 3 - 6 Months

Impact Statement

- The introduction of a standardized process for document management will ensure staff are utilizing the most effective tools to share, manage and store documents electronically. Once the document management standards are in place, workflows within the chosen system will be set up to ensure when documents are shared and require involvement from other Town resources, automatic notifications will be sent to assist in the timely execution and turnaround of the forms. This will also result in less time being spent searching through various folders or filing cabinets.

#9 - Implement Internal Collaboration Tool

Gaps Addressed

- The Town is not currently utilizing a uniform tool across the organizations to collaborate on documents that require interaction from multiple staff members. Additionally, the Town is not utilizing a messaging system to communicate across departments, and instead must rely on email communications and phone calls.

Action Steps

- Develop a new business process for information sharing and collaboration
- Define requirements for functionality and usage
- Identify collaboration systems on the market – consider cloud-based (such as Microsoft Teams, which is included with Office 365, or Slack)
- Request informal system demonstrations to determine functionality of options
- Select an appropriate system based on the Town's collaboration needs
- Implement system and processes for collaboration
- Conduct training and roll out to staff

Prerequisites

- IT Policies and Procedures

Stakeholders

- Town of Farragut Staff

Resources

- IT Department
- Software Vendor
- External Consulting Services

Estimated Timeline

- Immediate (Year 1): 1 - 3 Months

Impact Statement

- The introduction of a cloud-based collaboration system, working in conjunction with formal Document Management Standards, will allow Town users to greatly reduce or quite possibly eliminate sending emails back and forth with attachments, thus saving valuable individual mailbox and email server space while increasing response times to urgent or priority tasks. Additionally, the implementation of a formal collaboration system will also allow multiple relevant staff members to access and modify documents simultaneously, improving efficiency.

#10 - Develop Fiber Optic Plan & Strategy Construction

Gaps Addressed

- The Town's cellular service is lacking within Town Hall and other facilities within Town-owned areas. This results in employees having poor cellular connectivity while out in the field and creates work constraints as employees must travel back to Town Hall to complete work that requires them to make phone calls.
- The IT Department envisions a complete network overhaul, including developing current-state and desired future-state network diagrams. This would aid the Department in gaining a complete understanding of the Town's network needs and assist in planning efforts for future development.
- The Parks & Recreation Department experiences frequent issues with internet connectivity. This leads to staff not being able to perform their responsibilities effectively, including a loss of revenue from patrons at the Town's various recreational facilities, parks, and fields when interacting with internet-dependent payment applications.

Action Steps

- Form an Internal Fiber Planning Committee consisting of IT staff and other individuals involved in the planning process of fiber installation
- Identify and map existing fiber optic assets
- Determine connectivity requirements between key Town locations
- Develop short-term and long-term goals for a redundant fiber ring so when installation opportunities come up, the Town is able to seize all opportunities to install fiber
- Discuss plans for construction with involved businesses such as the local internet provider

Prerequisites

- IT Policies and Procedures
- IT Governance

Stakeholders

- Town of Farragut Staff
- Knox County and included Cities

Resources

- IT Department
- External Consulting Services
- Relevant Vendors

Estimated Timeline

- Urgent: To begin immediately and proceed in phases between 2023 and 2027

Impact Statement

- Performing an assessment of the Town's current fiber assets has the potential to provide significant positive economic development benefits to the Town, reduce costs, improve telecommunications and internet services for the business community, and potentially offer high-speed internet access at reduced rates to residents.

#11 - Implement Electronic Signature Tool

Gaps Addressed

- The Administration Department, and the majority of other Town departments, do not utilize electronic signature software. The consequence of this leads to the additional steps of downloading, printing, signing, scanning, and saving all documents that require a signature, and results in the creation of unnecessary hard-copy paper.

Action Steps

- Assess current needs regarding Electronic Signatures across the organization
- Identify processes to be evaluated for integration with an Electronic Signature tool
- Develop Requirements Traceability Matrix of the Town's business, technical, and functional requirements as well as needs related to legal compliance
- Procure & Implement an Electronic Signature tool (such as Docu-Sign)
- Select the appropriate option and implement optimal eSignature solutions
- Work with Town's staff to provide training to ensure successful utilization of the software

Prerequisites

- None

Stakeholders

- Town of Farragut Staff

Resources

- IT Department
- Software Vendor
- External Consultant

Estimated Timeline

- Immediate (Year 1): 1 - 3 Months

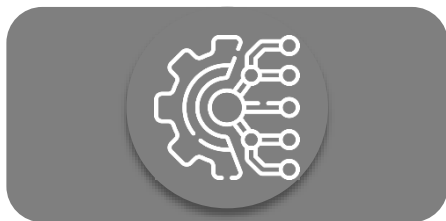
Impact Statement

- The introduction of a secure Electronic Signature tool will provide great value to the Town in terms of process efficiency for document execution. The E-Signature tool will relieve staff from having to print documents, sign in ink, and scan when a document requires a signature. This will drastically reduce the amount of hard-copy paper files stored at the Town and will assist the Town in refining their processes to become paperless.

D. Infrastructure Resiliency

The Town of Farragut's mission moving forward is to strive for **"Infrastructure Resiliency"** in the ability to reduce the magnitude and duration of disruptive IT-related events. The effectiveness of a resilient infrastructure or enterprise depends on its ability to anticipate, absorb, adapt to, and rapidly recover from a potentially disruptive event. The Town would benefit from having well-defined IT Service Management Standards to manage its IT Assets, as well as better manage IT Service Delivery across the Town. The Town would also benefit from evaluating its current systems it hosts on-premises, and seeking opportunities to move certain environments to a cloud-based model. Additionally, the Town would benefit from evaluating and replacing its physical security and card access system to enhance its security. Finally, the Town has the opportunity to address its current phone system deficiencies and replace it with a system that will provide greater functionality to its staff.

Through the implementation of the proposed Action Items, the Town will improve its level of Infrastructure Resiliency over time. These projects will positively impact the Town's network, which will aid the Town in providing services to the Town of Farragut's citizens.



INFRASTRUCTURE RESILIENCY

- 12 - Update IT Service Management Standards
- 13 - Perform SaaS (Software as a Service) Migration Planning
- 14 - Review Physical Security & Card Access System
- 15 - Phone System Replacement

#12 - Develop IT Service Management Standards

Gaps Addressed

- The Town is not utilizing a formal IT Service Management tool to submit helpdesk tickets. This results in staff having to call or email IT to resolve issues, leading to services being completed without proper documentation.
- There is not a clear delineation between the services provided by Farragut IT and TenHats. This results in staff not knowing which resource to contact when experiencing IT challenges.
- There is currently no IT Service Management tool in place. Staff members are currently emailing IT when experiencing issues. This results in a lack of data regarding the nature of the Town's helpdesk tickets, including which tickets are most prevalent, which Departments submit the most, and how many tickets are submitted within a specific timeframe.

Action Steps

- Assess current needs regarding IT Services (Help Desk) Management
- Implement optimal module(s) within the IT Services Management tool
- Develop Service Catalog to better communicate expectations with staff
- Work with Town staff to ensure successful utilization of the software

Prerequisites

- None

Stakeholders

- All Town Staff

Resources

- IT Department
- Software Vendor
- External Consultants

Estimated Timeline

- Urgent: 3 - 6 Months

Impact Statement

- An optimized solution for IT Services Management (ITSM) will enhance the IT Help Desk Management process and allow the IT Department to enhance overall service delivery to the Town of Farragut's staff. The optimized ITSM system will allow the IT Department to establish a catalog of value-added services for consumption by the Town's end user community, with pre-established, metric-based Service Level Agreements (SLAs). This also ensures that IT service requests are handled efficiently and effectively to keep the organization running optimally. Additionally, data analysis and trend analysis of completed tickets will result in proactive helpdesk management over time.

#13 - Perform SaaS (Software as a Service) Migration Planning

Gaps Addressed

- The Town's current environment and several applications are stored on-premises requiring maintenance from the Town's IT staff and TenHats, as opposed to allowing the vendor to be responsible for the software updates and maintenance. This results in the product potentially not being updated regularly and routinely.

Action Steps

- Determine Enterprise Applications for SaaS Migration
- Determine existing fiber layout and ability to provide bandwidth for cloud operations
- Develop SaaS Migration Plan, Timeline, and Budget

Prerequisites

- IT Policies and Procedures (Acceptable Use Policy)
- Hardware Upgrades
- IT Governance
- Fiber Optic Plan & map of existing layout

Stakeholders

- Town of Farragut Staff

Resources

- IT Staff
- Relevant Vendors
- External Consulting Services

Estimated Timeline

- Immediate (Year 1): 1 - 3 Months

Impact Statement

- Planning for the migration of the Town's Enterprise software systems that are currently deployed in an on-premises environment to a vendor hosted, "Software as a Service" environment will ensure that the Town is able to take full advantage of the benefits of the latest version offered, while reducing the application infrastructure required for support. Developing a SaaS Migration Plan will identify the various modules, technical requirements, data conversion planning, implementation time, and budget associated with the migration.

#14 - Physical Security & Card Access System

Gaps Addressed

- The Town lacks standardization concerning physical access to the Town's buildings and workrooms. This results in complications when managing the physical access to certain Town areas and leads to employees carrying both a keycard FOB and physical keys.

Action Steps

- Develop a project plan
- Define requirements of system
- Select card access system vendor
- Procure & Implement the access control system
- Integrate card access system with relevant existing systems (Security Cameras)
- Train staff on the functionality
- Test and troubleshoot the system
- Monitor and maintain

Prerequisites

- IT Policies & Procedures

Stakeholders

- Town of Farragut Staff

Resources

- IT Department
- Card Access System Vendor
- External Consultant

Estimated Timeline

- Immediate (Year 1): To begin in 2024 and completed in phases through 2027

Impact Statement

- Implementing a more sophisticated card access system will provide the Town with enhanced security, tracking, and overall convenience. The system will provide greater ease of access to staff, and greater ease to the IT Department, which will be responsible for managing the new process.

#15 - Phone System Replacement

Gaps Addressed

- The support provided by the Town's phone service provider, Mitel, has been inadequate. This leads to frustration and inefficient use of time by having to search online for workarounds.
- The Town's current phone system software and hardware is outdated and is not meeting the needs of various departments within the organization.

Action Steps

- Conduct phone system demonstrations to learn about modern technologies (VoIP)
- Conduct cost/benefit analysis of on-premise vs. cloud-based VoIP telephone system
- Determine functional requirements for new phone system
- Procure & Implement new phone system
- Train Town staff on usage of new phone system

Prerequisites

- IT Policies and Procedures (Procurement of Hardware and Software)

Stakeholders

- Town of Farragut Staff

Resources

- IT Department
- External Consulting Services

Estimated Timeline

- Immediate (Year 1): 3 - 6 Months

Impact Statement

- Replacing the Town's current phone system will bring numerous benefits to the Town of Farragut. The system will assist in the promotion of remote work and teleconferencing, providing flexibility and collaboration among employees. Overall, the replacement of the Town's current phone system will empower the Town of Farragut to optimize communication processes, enhance productivity, and deliver cost-effective services to the community.

E. Data-Driven Decisions

As the digital world is in a constant state of flux, organizations like the Town of Farragut need to leverage data for more informed, real-time decision-making across the organization. Modernized enterprise software systems offer workflow automation for process optimization and access to data in real-time. Advancements in business intelligence technologies provide executives with dashboarding tools for data visualization of key performance indicators tracked by businesses to assess various aspects of performance while generating actionable insights through scenario planning. The Town currently struggles to leverage its unstructured information and documents using available technological resources and processes. Inadequate technological tools and lack of integration between enterprise systems leads to cumbersome paper-based processes and prevents the Town employees from communicating, storing, analyzing, and managing data across the organization effectively to serve its community better.

Avèro Advisors has developed the corresponding Action Items to help the Town of Farragut mitigate current gaps and achieve its business objectives to enhance **"Data-Driven Decisions"** by harnessing the functional capacities of modern enterprise technologies. These proposed activities offer guidance on driving and improving enterprise content and business process management to help reduce operational cost, streamline processes, and further enhance service delivery through a technology modernization approach. "Data-Driven Decisions" can substantially impact the Town's business depending on the quality of data being provided and how efficiently the business processes and technological tools are being utilized to analyze and produce the value of the data the Town collects.

DATA-DRIVEN DECISIONS

- 16 - Continuous Evaluation & Prioritization of IT-Related Projects
- 17 - Customer Relationship Management System
- 18 - Volunteer Management System
- 19 - Implement Business Intelligence Tool
- 20 - Implement Municipal Court Software
- 21 - Agenda Management System
- 22 - Perform Audit of Tyler Incode
- 23 - ERP Replacement Planning
 - 23.1 - Financial Management System
 - 23.2 - Enterprise Land Management System
 - 23.3 - Human Capital Management System
 - 23.4 - Enterprise Asset Management
- 24 - RecDesk Audit
- 25 - Implement Foot Traffic Data Software
- 26 - Optimize and Fully Implement ExecuTime



#16 - Continuous Evaluation & Prioritization of IT-Related Projects

Gaps Addressed

- The Town's IT Department does not have documented project management standards detailing the selection, prioritization, and proposed timeline of IT-related projects. This results in projects being sidelined and even abandoned due to a lack of staff bandwidth at the time of procurement. Additionally, the differentiation between unique project-based work and operational task work is undefined, causing prioritization and resource allocation issues.
- The Town's IT Department lacks a formal, centralized vision of Information Technology going forward. Departments are often left to fend for themselves regarding procurement related to functional tools and enterprise software systems.

Action Steps

- Develop a Project Charter for all projects, which identifies a Project Sponsor and Project Manager
- Develop a prioritized list of all IT projects planned for the upcoming fiscal year (by quarter)
- Determine a meeting schedule for reviewing the IT Projects (recommended quarterly)

Prerequisites

- IT Governance

Stakeholders

- Town of Farragut Staff

Resources

- IT Staff
- Town of Farragut Leadership
- External Consulting Services

Estimated Timeline

- The Evaluation and Prioritization of IT Projects should be performed bi-annually, at minimum.

Impact Statement

- The quarterly review and prioritization of IT-related projects will enable the IT Department to focus on the progress of critical IT-related initiatives and will increase transparency between the Department and Town Leadership.

#17 - Customer Relationship Management System

Gaps Addressed

- The Tourism Department does not utilize a CRM system to track engagement with citizens and companies. This results in no efficient way to track pertinent interaction information. This can also result in a potential loss of business and revenue for the Town of Farragut.

Action Steps

- Define system requirements for Customer Relationship Management tool
- Select CRM tool based on defined criteria
- Procure and Implement CRM tool
- Configure workflows and integrations
- Test the tool to ensure effectiveness
- Train staff on system functionality
- Go-Live with CRM tool

Prerequisites

- None

Stakeholders

- IT Staff
- Town of Farragut Citizens
- Town of Farragut Staff

Resources

- IT Staff
- External Consulting Services

Estimated Timeline

- Long-Term (Year 4): 3 - 6 Months

Impact Statement

- A Customer Relationship Management tool will assist the Town of Farragut in its efforts to better manage citizen inquiries and requests, ensuring they are solved quickly and effectively. Additionally, the tool will aid Farragut departments in terms of the collaborative on-going management of citizen interactions. The tool will create provide greater ease in the management of data, increased efficiency, and greater transparency.

#18 - Volunteer Management System

Gaps Addressed

- The Parks & Recreation Department does not utilize a volunteer management system. This leads to the manual tracking of volunteer information via Excel or paper, increasing the likelihood of human error and inefficient use of staff time.

Action Steps

- Define system goals and requirements
- Choose applicable Volunteer Management tool
- Procure and Implement tool
- Configure system workflows and integrations
- Conduct system testing
- Train staff on how to utilize the tool
- Go-Live with Volunteer Management tool

Prerequisites

- None

Stakeholders

- Parks & Recreation Department

Resources

- IT Department
- External Consultant
- Software Vendor

Estimated Timeline

- Immediate (Year 1): 1 - 3 Months

Impact Statement

- Implementing a formal Volunteer Management system at the Town of Farragut will provide staff with a tool to efficiently manage Town volunteers. A Volunteer Management tool can help to streamline the volunteer recruitment process, enhance volunteer engagement, simplify the scheduling process, improve communication across volunteer opportunities, and can make the process for managing volunteer data simpler and more efficient.

#19 - Implement Business Intelligence Tool

Gaps Addressed

- The Administration Department lacks a process for scenario planning and forecast automation when manually retrieving data from the goals and measurements document currently in use. This contributes to additional time spent compiling the various reports to be shared with the Board of Aldermen, Directors, and the Town Administrator.

Action Steps

- Perform detailed needs assessment for reporting needs of all stakeholders within the Town
- Evaluate reporting features within (Future-State) ERP
- Determine system requirements
- Scan the market for available solutions (BI tool may be offered with ERP)
- Select optimal solution
- Procure and implement the selected solution

Prerequisites

- Introduce IT Governance
- Complete ERP Replacement project

Stakeholders

- Executive Management team
- IT Department
- All Town of Farragut Staff

Resources

- IT Department
- Software Vendor
- External Consultant

Estimated Timeline

- Long-Term (Year 3): 3 - 6 Months

Impact Statement

- Once major enterprise systems are implemented and optimized, the Town should invest in a robust Business Intelligence (BI) tool to provide historical, current, and predictive views of business operations enabling users to analyze data from different perspectives to make better business decisions. BI solutions provide common functions such as reporting, analytics, data mining, business performance management, and benchmarking. BI solutions also provide role-based access to staff members to visualize operational data in real time and enable decision-making based on multi-dimensional data, which often ties back to Key Performance Indicators (KPIs) established by the Executive Management team.

#20 - Implement Municipal Court Software

Gaps Addressed

- The Administration Department would benefit from utilizing municipal court software to reduce the time spent manually tracking information in Excel spreadsheets.

Action Steps

- Define system goals and requirements
- Facilitate demonstrations of top software options
- Select optimal system
- Procure and implement system
- Plan for data migration
- Configure software
- Test and refine the solution
- Train relevant staff members
- Go-Live!

Prerequisites

- None

Stakeholders

- Administration Department

Resources

- IT Department
- Software Vendor
- External Consultant

Estimated Timeline

- Immediate (Year 4): 3 - 6 Months

Impact Statement

- With a centralized Municipal Court software product, the Town of Farragut will have the ability to more efficiently schedule court dates and hearings as well as process fines and fees with greater ease. Additionally, the system can aid the Town in increasing transparency and accountability by providing public access to court schedules, hearing dates, and other court-related information. Finally, a significant benefit of the software is that it can assist organizations in their compliance goals in relation to legal and regulatory requirements.

#21 - Agenda Management System

Gaps Addressed

- The Office of the Finance Director / Town Recorder does not utilize agenda management software. The process for memo management is cumbersome. Memos are emailed, downloaded, printed, signed, accepted, and returned to the sender.

Action Steps

- Develop requirements for legislative management system
- Procure and implement appropriate system
- Complete system testing
- Train staff to use the Agenda Management System

Prerequisites

- None

Stakeholders

- Town of Farragut Board of Mayor and Aldermen
- Town of Farragut Citizens

Resources

- IT Staff
- Town Administrator's office

Estimated Timeline

- Immediate (Year 1): 1 - 3 Months

Impact Statement

- Implementation of a legislative management system will allow for automation of agenda creation, meeting management, vote recording, and minutes compilation, among other features. A modern legislative management system can also be used to integrate a future video recording system that integrates meeting agendas with timestamped video content for easy retrieval of relevant information through the Town's web site.

#22 - Perform Audit of Tyler Incode

Gaps Addressed

- The Office of the Finance Director / Town Recorder manually enters all utility (gas, lighting, parks, and streetlights) information that is received into a Microsoft Excel spreadsheet. The amounts are then manually keyed into Tyler Incode. This results in a time-consuming duplication of efforts.
- The invoice process is cumbersome and lacks automation regarding the execution of the process. Invoices arrive and are given to the Administrative Assistant who codes them to the associated account within Tyler Incode, then must print them out for the Director to sign in hard-copy format. Once signed, it is scanned in by the Administrative Assistant, and then the information is entered into Excel and is then emailed to the Finance Department's Administrative Assistant.

Action Steps

- Perform Systems Audit
- Document System Functionality
- Develop Systems Audit Matrix
- Develop Systems Audit Report

Prerequisites

- IT Governance

Stakeholders

- Town of Farragut Staff
- Town of Farragut's Citizens

Resources

- IT Department
- Finance Department
- Administration Department
- External Consultant

Estimated Timeline

- Urgent: 3 - 6 Months

Impact Statement

- Completing a Systems Audit of the functionality of all existing modules of Tyler Incode will enable the Town to understand which modules are currently being used, and which workflows are not automated, and require optimization. This will be the first step in determining the ability of the existing system to meet both current and future business needs, or if system replacement is required.

#23 - ERP Replacement Planning

Gaps Addressed

- The Town is facing the underutilization of Enterprise Resource Planning (ERP) options, limiting expansion of ERP to serve all Town needs. There is a significant gap in the workforce's understanding of how ERP should function when aligned with the Town's business processes, preventing the Town from taking advantage of workflow automation. Together, this results in end-user dissatisfaction, on top of workarounds that lead to operational inefficiencies.

Action Steps

- Review Systems Audit findings (Tyler Incode)
- Conduct Future State Visioning Sessions to determine future goals for ERP operations
- Develop a Requirements Traceability Matrix to map the desired functionality to the vendor's ability to provide such functionality
- Develop Request for Proposal and receive responses from vendors, including Tyler Technologies
- Conduct Vendor Evaluation, including system demonstrations, to determine the best ERP product for the Town
- Contract Negotiation
- Implementation Planning

Prerequisites

- IT Policies and Procedures
- IT Governance
- Systems Audit

Stakeholders

- Town of Farragut Staff

Resources

- IT Department
- Department Leadership
- External Consultant

Estimated Timeline

- Urgent: 3 - 6 Months

Impact Statement

- Completing an Enterprise Resource Planning (ERP) Replacement Planning initiative will define the system functionalities that the Town determines are required of a fully-expanded ERP system. Due to the legacy version of Tyler Incode currently in use, the Town may choose to reimplement a Tyler product or select/implement a new product, with a consideration towards a vendor-hosted, Software as a Service (SaaS) option. The hosted solution will push the responsibility of infrastructure, maintenance and support back to the vendor. Additionally, through "Software Assurance" the vendor will guarantee availability and ensure the product will not go extended periods of time between updates. Further, Cloud options through the "Software as a Service" version will provide ease of scalability, along with ensuring that the Town benefits from the latest technologies (including mobility) offered on an on-going basis by the optimal ERP solution.

#23.1 - Financial Management System

Gaps Addressed

- Vendor Management Software is not currently in place to manage the bid process for Town Request for Proposals (RFP). This results in a lack of standardization and accurate status tracking pertaining to the RFP process.
- The Town does not utilize a formal system for purchase requisitions. The process is currently completed using hard-copy paper and is physically delivered to Accounts Payable. The outcome is an inefficient use of staff, time, and causes delays in processing.
- There is no formal system in place to perform contract management. This results in excessive email communications, phone calls, and manual processes to manage the contract life cycle with Town of Farragut partners.
- The Office of the Finance Director / Town Recorder manually enters all utility (gas, lighting, parks, and streetlights) information that is received into a Microsoft Excel spreadsheet. The amounts are then manually keyed into Tyler Incode. This results in a time-consuming duplication of efforts.
- The Office of the Finance Director / Town Recorder does not utilize a standard tool for Town budgeting. This results in a multitude of staff emails and phone calls, issues with version control of budget documents, and additional manual steps to complete the budgeting process.
- The invoice process is cumbersome and lacks automation regarding the execution of the process. Invoices arrive and are given to the Administrative Assistant who codes them to the associated account within Tyler Incode, then must print them out for the Director to sign in hard-copy format. Once signed, it is scanned in by the Administrative Assistant, and then the information is entered into Excel and is then emailed to the Finance Department's Administrative Assistant.
- The purchasing process is cumbersome for Departmental subscription services and other purchases. Staff must fill out a purchase file, print it out, staple the receipt to the purchase file, then physically deliver it to Accounts Payable. This contributes to the inefficient use of employee time.

Action Steps

- Business Process Analysis / Requirement Definition
- Develop Business Process Inventory
- Review Current State ("As-Is") Documentation
- Conduct Future State ("To-Be") Visioning
- Develop "To-Be" Business Process Model & Notation Process Maps
- Develop Requirements Traceability Matrix
- Pre-Implementation Planning
- System Implementation

Prerequisites

- Systems Audit
- IT Governance

Stakeholders

- Office of the Finance Director / Town Recorder

Resources

- IT Department
- External Consultant
- Software Vendor

Estimated Timeline

- Immediate (Year 1): 9 - 12 Months

Impact Statement

- A modern ERP system can integrate all business processes and functions, providing a centralized platform for efficient management of financial, procurement, and other core business operations. With real-time data analysis and reporting capabilities, the ERP system can help the organization make informed decisions, optimize resource allocation, and improve overall operational efficiency. The system can also improve compliance and transparency by enabling accurate tracking and reporting of financial transactions and other activities. Overall, an optimized and sophisticated ERP system will help the Town reduce costs, streamline operations, enhance decision-making, and deliver better services to citizens.
-

#23.2 - Enterprise Land Management System

Gaps Addressed

- Various departments across the town have reported that the Town's Land Management software vendor, MyGovernmentOnline (MGO), does not meet their current business requirements.
- The support provided by the Town's Land Management software vendor, MyGovernmentOnline (MGO), has been insufficient.
- The Community Development Department does not have access to GIS within MGO to verify Town addresses.
- The Community Development Department does not have a simplified method within MGO to associate a singular master permitting number to various sub-permits within the same project.
- The Community Development Department has received complaints from citizens about the lack of intuitiveness related to the permit application process within MGO.
- There is no case management system within MGO or any other program to log citizen and customer inquiries. This results in instances of multiple departments responding to the same inquiry from citizens or permit owners.
- The park inspection process is cumbersome. Currently, the Department is completing park inspections on hard-copy paper.

Action Steps

- Business Process Analysis / Requirement Definition
- Develop Business Process Inventory
- Review Current State ("As-Is") Documentation
- Conduct Future State ("To-Be") Visioning
- Develop "To-Be" Business Process Model & Notation Process Maps
- Develop Requirements Traceability Matrix
- Pre-Implementation Planning
- System Implementation

Prerequisites

- IT Governance
- Systems Audit

Stakeholders

- Community Development
- Public Works
- Administration
- Citizens

Resources

- IT Department
- Executive Management team
- External Consultants

Estimated Timeline

- Immediate (Year 1): 9 – 12 Months

Impact Statement

- An optimized Enterprise Land Management (ELM) System will provide the Town with the ability to use information technology as a strategic tool to provide improved levels of customer service related to:
 - Streamline business processes through automation across the lifecycle of a building, including permits, inspections, new construction, occupancy, renovations, and demolition
 - Integrate with GIS data layers for lifecycle management of a building
 - Provide a central location for critical data related to the Community Development Department
 - Creation of project dashboards (assignments, due dates, activity)
 - Provide mobile system access for field staff to complete inspections
 - Provide land management performance reporting and query tools
 - Expand customer engagement capabilities with residents and the local development community
-

#23.3 - Human Capital Management System

Gaps Addressed

- The Human Resources Department tracks and processes applicant resumes by paper and manually enters information regarding its applicants into Microsoft Excel.
- The Human Resources Department currently does not have clearly defined security roles, including permission restrictions in place for those who have access to Tyler Incode.
- The Human Resources Department currently processes all benefits enrollments manually.
- The Human Resources Department currently lacks automation for tracking employee turnover.
- The Human Resources Department lacks electronic tracking for Employee Risk Management and Workman's Compensation/Insurance claims.
- The Human Resources Department does not have a complete list of job roles and duties associated with the Town's various systems accessed by each respective department.

Action Steps

- Business Process Analysis / Requirement Definition
- Develop Business Process Inventory
- Review Current State ("As-Is") Documentation
- Conduct Future State ("To-Be") Visioning
- Develop "To-Be" Business Process Model & Notation Process Maps
- Develop Requirements Traceability Matrix
- Pre-Implementation Planning
- System Implementation

Prerequisites

- IT Governance
- Systems Audit

Stakeholders

- All Town Staff

Resources

- IT Department
- Administration Department
- Human Resources
- External Consultant

Estimated Timeline

- Immediate (Year 1): 3 - 6 Months

Impact Statement

- Human Capital Management system planning will include an analysis of Human Resources' various processes (from recruitment through retirement) to capture any existing bottlenecks (e.g., paper-based workflows, lack of functionality & data transparency). The analysis will also focus on developing optimized future state workflows based on IT modernization best practices and identifying system requirements and functionality to mitigate gaps and meet current & future HR-related needs.

-
- A comprehensive Human Capital Management System will enable the Town of Farragut's HR to manage Skill Development, Labor Relations, Planning & Recruitment, Safety & Health, and Employee Benefits. Additionally, this Human Capital Management system will include modules for performance management, talent management, succession planning, and self-service.
-

#23.4 - Enterprise Asset Management

Gaps Addressed

- There has been a lack of system training within MGO concerning the Work Order process.
- The Public Works Department utilizes hard-copy paper for work orders internally and in collaboration with other Town departments.
- The Public Works Department cannot complete work orders in the field due to a lack of mobile devices and connectivity.
- The Public Works Department does not have documentation for workflow processes, such as the various steps to take when work orders are submitted through MGO by residents or Town departments
- There is no case management system within MGO to log citizen and customer inquiries.
- The Public Works Department does not utilize an automatic vehicle and equipment mileage and hour tracking process.
- The park inspection process is cumbersome.
- The Public Works Department does not have documentation for workflow processes, such as the various steps to take when work orders are submitted through MGO by residents or Town departments.
- The Public Works Department does not utilize a standardized online scheduling system for repeated, ongoing mowing. Each employee responsible for mowing is manually assigned jobs and uses a paper calendar on their respective desk.

Action Steps

- Business Process Analysis / Requirement Definition
- Develop Business Process Inventory
- Review Current State ("As-Is") Documentation
- Conduct Future State ("To-Be") Visioning
- Develop "To-Be" Business Process Model & Notation Process Maps
- Develop Requirements Traceability Matrix
- System Implementation
- Pre-Implementation Planning

Prerequisites

- System Audit
- IT Governance

Stakeholders

- Citizens
- Parks & Recreation
- Public Works

Resources

- IT Department
- External Consultant
- Executive Management team

Estimated Timeline

- Immediate (Year 1): 9 – 12 Months

Impact Statement

- Enterprise Asset Management system planning will include an analysis of various Asset Management processes (from Town Fleet Asset Management to Public Works Work Order Management) to capture any existing bottlenecks (e.g., paper-based workflows, lack of functionality & data transparency). The analysis will also focus on developing optimized future state workflows based on IT modernization best practices and identifying system requirements and functionality to mitigate gaps and meet current & future Enterprise Asset Management-related needs.
- The Implementation of an Enterprise Asset Management (EAM) System will provide the Town's Public Works Department with the ability to use information technology as a strategic tool and will help to achieve the following:
 - Streamline business processes across the lifecycle of an asset
 - Establish automated workflows (i.e. electronic plan review, approvals, notifications, etc.)
 - Integrate with GIS data layers for asset management
 - Create dashboards (assignments, due dates, activity)
 - Provide a more accurate understanding of the Town's inventory
 - Provide asset management performance reporting and query tools
 - Provide mobile system access for field staff
 - Expand citizen engagement capabilities through the usage of Service Request Management / Citizen Relationship Management web portal

#24 - RecDesk Audit

Gaps Addressed

- RecDesk is used for scheduling, patron check-in, Point of Sale (POS), and invoicing. However, staff did not receive adequate training on the system's full capabilities, resulting in ambiguity in system functionality.
- Payments within RecDesk cannot be tracked by the due date and, instead, are tracked by the creation date. This makes it challenging for staff to view upcoming payments that are due. Staff are frequently made aware of payments due when the amounts are overdue.
- The Parks & Recreation Department does not believe that the current system is being utilized to its full potential.

Action Steps

- Develop Systems Audit Matrix
- Document system functionality
- Develop System Audit Report

Prerequisites

- None

Stakeholders

- Town of Farragut Citizens
- Parks & Recreation Department

Resources

- IT Department
- External Consultants
- Software Vendor

Estimated Timeline

- Urgent: 1 - 3 Months

Impact Statement

- An optimized Recreation and Event Management solution for Parks & Recreation will enhance customer satisfaction and allow the Parks staff to better manage payments and memberships within its system. The optimized solution will allow citizens to easily access the availability of their desired event through their mobile device. The system will also provide Town staff with greater visibility and organization by staying current on what events are scheduled and at what time and date.

#25 - Implement Foot Traffic Data Software

Gaps Addressed

- The Tourism Department would benefit from location intelligence and foot traffic data software. This would track location analytics and geolocation data from mobile devices, increasing targeted marketing efforts.

Action Steps

- Conduct Needs Assessment to determine future utilization
- Evaluate vendors based on requirements
- Select a vendor
- Create a communication plan with applicable staff and Town business owners
- Install software and hardware (sensors, cameras, etc.)
- Integrate with applicable existing systems (security cameras, networks, etc.)
- Test and troubleshoot
- Train staff on system functionality

Prerequisites

- None

Stakeholders

- Tourism Department
- IT Staff

Resources

- IT Staff

Estimated Timeline

- Immediate (Year 1): 1 - 3 Months

Impact Statement

- Implementing foot traffic data software can have a positive impact on the Town's ability to enhance data related to tourism. By collecting accurate foot traffic data, the Town's Tourism Department can gain insights into visitor behavior and preferences, which can inform marketing and promotional strategies. For example, the Town can identify popular tourist destinations and events and tailor their marketing efforts to attract more visitors to those areas. The data can also help the organization to measure the effectiveness of their tourism initiatives and adjust their strategies accordingly. Ultimately, by implementing foot traffic data software, the Town can make data-driven decisions that improve the quality of their tourism offerings, increase visitor satisfaction, and drive economic growth in the community.

#26 - Optimize Executime

Gaps Addressed

- The Parks & Recreation Department utilizes manual paper time tracking for most staff members by submitting a Microsoft Word document to the Administrative Assistant. This impacts the payroll process, requiring staff to utilize hard-copy documentation containing the information needed to execute the process.
- The Public Works Department currently utilizes a laser timestamp for most employees at the Public Works office. This results in the manual entry of hours for each employee utilizing a paper timecard.

Action Steps

- Conduct Current State Assessment of ExecuTime functionality
- Facilitate demonstration of the product's current service offerings
- Facilitate update of system configuration
- Facilitate training of the updated version of ExecuTime
- Create quick reference guides to support future training

Prerequisites

- IT Governance

Stakeholders

- Town of Farragut Staff
- Human Resources

Resources

- IT Staff
- Department leadership
- External Consultant

Estimated Timeline

- Immediate (Year 1): 3 Months

Impact Statement

- Implementing a system such as ExecuTime can be a large undertaking. Many features and functions are often being underutilized in the beginning. Completing the optimization of ExecuTime will serve to ensure the Town is utilizing the product to its full potential. Having the vendor (Tyler Technologies) provide a system demonstration as a refresh to departments will allow staff to understand the capabilities of the software against their current needs. The vendor may then work with the Town to ensure the system is configured properly and that staff understand how to utilize it.

V. Conclusion

Avèro Advisors, working closely with Town of Farragut IT, completed a Current State Assessment, and Information Technology Strategic Plan between February and May of 2023. The Current State Assessment outlines the software each department is currently utilizing to perform their stated job duties and a snapshot of Farragut's technology assets as captured by PDQ. The Current State Assessment also includes "wish list" software or hardware requests that departments are seeking to procure soon. Lastly, the Information Technology Strategic Plan provides the Town with prioritized recommendations to bolster their technology infrastructure, make much needed upgrades, and remove current silos to allow for organization-wide collaboration when procuring new technology.

Avèro's strategic recommendations are built upon the importance of documentation within the IT Department. This includes, but is not limited to, developing IT Policies and Procedures, managing expectations in terms of IT service delivery with end users, and formalizing IT asset management and procurement protocols. Avèro emphasizes the importance of business process analysis and improvement. As the Town's various departments are staffed lean, it is imperative that the Town explores all opportunities to increase efficiency with the tools at its disposal and address the software limitations that may be present with outdated or insufficient products. Lastly, Avèro recommends that the Town revisit this plan every six (6) months during the plan's initial rollout, and then annually thereafter. It is important to document (and celebrate) completed milestones while still looking ahead to the next critical initiative.

BMA MEETING MINUTES

May 25, 2023

WORKSHOP

4:15 PM

Emergency Operations Plan Update

Trevor Hobbs gave an overview of the Emergency Operations Plan.

Committee Appointments

The Board reviewed the applicants who applied for the FY24 committee appointments.

Discussion of First Baptist Concord access to Kingston Pike

The board discussed the First Baptist Concord entrance to Kingston Pike. Representatives from the church provided a new access plan.

BMA Meeting

Roll Call

Mayor Williams called the meeting to order at 6:00 PM. Roll Call for attendance: Alderman Burnette, absent; Alderman Meyer, absent; Vice-Mayor Povlin, yes; Alderman White, yes; Mayor Williams, yes; In addition to staff and member of the press.

Approval of Agenda

Motion was made to approve the agenda deletion of item VI.A, Agreement between the Town of Farragut, and Smithfield Homeowners Association. Moved by Vice-Mayor Povlin, seconded by Alderman White; voting yes; Mayor Williams, Vice-Mayor Povlin and Alderman White; Aldermen Burnette and Meyer were absent; no nays; motion passed.

Approval of Minutes

Motion was made to approve the minutes of June 8, 2023, as presented. Moved by Vice-Mayor Povlin, seconded by Alderman White; voting yes; Mayor Williams, Vice-Mayor Povlin and Alderman White; Aldermen Burnette and Meyer were absent; no nays; motion passed.

Mayor's Report

Farragut Committee Annual Reports

1. Farragut Municipal Planning Commission
2. Parks and Athletics Council
3. Stormwater Committee
4. Museum Committee

Mayor Williams announced that the Farragut Freedom Run and 4th of July Parade are coming up.

Ordinances

Public Hearing and Second Reading

Ordinance 23-08, Ordinance to amend the Farragut Municipal Code, Chapter 2, Article 6-Finance, Section 2-299, Authorization of Purchases, by deleting in its entirety and substituting new language for purchasing authorization.

Motion was made to approve ordinance 23-08 on second and final reading. Moved by Alderman White, seconded by Vice-Mayor Povlin; roll call vote, Vice-Mayor Povlin, yes; Alderman White, yes; Mayor Williams, yes; Aldermen Burnette and Meyer were absent; motion passed.

Business Items

Approval of a request for a variance from the distance between driveways requirement, as provided for in the Driveways and Other Access Ways Ordinance, in association with a proposed access onto Kingston Pike for the Knoxville Tennessee Temple, 13001 Kingston Pike, Zoned C-1, 5.26 Acres (Moody Nolan, Applicant)

Motion was made to approve the proposed full access and variance of 93 feet from the distance between driveway requirement in the Driveways and Other Access Ways Ordinance. Moved by Vice-Mayor Povlin, seconded by Alderman White; voting yes; Mayor Williams, Vice-Mayor Povlin and Alderman White; Aldermen Burnette and Meyer were absent; no nays; motion passed.

Approval of a Letter of Intent to purchase property off McFee Road and adjacent to the railroad track in Farragut, TN, being a portion of Knox County Tax Map 24.02 and 24.03

Motion was made to approve the Letter of Intent to purchase property off McFee Road and adjacent to the railroad track in Farragut, Tennessee, being a portion of Knox County Tax Map 162, parcels 24.02 and 24.03 and to authorize the Town Administrator and Town Attorney to negotiate the terms of the final contract that would be consistent with the Letter of Intent and authorize Mayor Williams to execute the final contract. Moved by Vice-Mayor Povlin, seconded by Mayor Williams. The following citizens spoke concerning the Letter of Intent.

Steve Maddox, 13190 Razell Way
Larry Doss, 12735 Evans Road
Ron Pinchok, 12618 Red Canyon Road
Kim Frasch, 853 Belle Grove Road
George Ellis, 12650 Brass Lantern Lane
Lawrence Segrest, 12103 Valley Trail
Michael Wilson, 412 Eisenhower Street
Joe LaCroix, 11123 Farragut Hill Blvd.
Derek Wright, 12951 Pine Meadows
Mike Mitchell, 716 Brixworth

Alderman White made a substitute motion to table the approval of the Letter of Intent. Moved by Alderman White; the motion failed due to a lack of a second.

Roll call vote for the original motion of the approval of the Letter of Intent. Vice-Mayor Povlin, yes; Alderman White, no; Mayor Williams, yes; Aldermen Burnette and Meyer were absent; motion passed.

Approval of a Professional Services agreement with Cannon & Cannon, Inc. for due diligence investigation of property located off McFee Road and adjacent to the railroad track in Farragut, TN, being a portion of Knox County Tax Map 24.02 and 24.03

Motion was made to approve the Professional Services agreement with Cannon & Cannon, Inc. in the amount of \$71,200 for due diligence investigation of property located off McFee Road and adjacent to the railroad track in Farragut, TN, being a portion of Knox County Tax Map 24.02 and 24.03. Moved by Vice-Mayor Povlin, seconded by Mayor Williams; voting yes; Mayor Williams, Vice-Mayor Povlin and Alderman White; Aldermen Burnette and Meyer were absent; no nays; motion passed.

Approval of the PJ Parkinson's 5K

Motion was made to approve the PJ Parkinson's 5K race. Moved by Vice-Mayor Povlin, seconded by Alderman White; roll call vote, Vice-Mayor Povlin, yes; Alderman White, yes; Mayor Williams, yes; Aldermen Burnette and Meyer were absent; motion passed.

Approval of the Admiral's Run Against Leukemia

Motion was made to approve the Admiral's Run Against Leukemia. Moved by Alderman White, seconded by Vice-Mayor Povlin; roll call vote, Vice-Mayor Povlin, yes; Alderman White, yes; Mayor Williams, yes; Aldermen Burnette and Meyer were absent; motion passed.

Approval of the Town of Farragut Committee Charters Updates for the Arts and Beautification Committee, Education Relations Committee, Farragut Museum Committee, Parks & Athletics Council, Stormwater Advisory Committee, Tourism Visitor Advisory Committee, Visual Resources Review Board.

Motion was made to amend the committees by deleting the term limit requirements and change the Stormwater Committee to have one Lodging Representative and five At-Large positions along with minor other changes. Moved by Vice-Mayor Povlin, seconded by Alderman White; roll call vote, Vice-Mayor Povlin, yes; Alderman White, yes; Mayor Williams, yes; Aldermen Burnette and Meyer were absent; motion passed.

Approval of the FY24 Town of Farragut Committee Appointments

Motion was made to approve the following citizens for Farragut Committees. Moved by Vice-Mayor Povlin, seconded by Alderman White; roll call vote, Vice-Mayor Povlin, yes; Alderman White, yes; Mayor Williams, yes; Aldermen Burnette and Meyer were absent; motion passed.

Arts & Beautification Committee

Annie Dittmann

Sue-Ann Hansler

Farragut Board of Mayor and Aldermen

June 22, 2023

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Bill Battle

Linda McCarthy

Board of Zoning Appeals

Jeffrey Devlin

Museum Advisory Committee

Sue-Ann Hansler

Dot Lamarche

William Rhodes

Henry Byrd

Steve Wilson

Eric Johnson (one-year term)

Farragut Tourism/Visitor Committee

Darryl Whitehead-Attractions Representative

Phil Dangel-Retail Representative

At Large Members:

Ashley Lynch

Marianne McGill

Debbie Pinchok

Kim Frasch

Parks & Athletics Council

Randy Armstrong

Mark Geller

Jeff Ullian

Dian Hall

Brian Walker

Jeanie Stow

Joe LaCroix (one year term)

Stormwater Committee

Jennifer Mayfield (Landscape)

Violet Freudenberg (PE)

Qiang He (At-Large)

Visual resources Review Board

Marty Layman

Steven Marlowe

Sue Stuhl

Scott Russ

Mayor Williams appointed Bob Cross to the Farragut Planning Commission.

Town Administrator's Report

David Smoak, Town Administrator, announced that the Bluegrass Summer Solstice was a great event, Monday June 26 will be the ribbon cutting for the Tennova Trail at McFee Park.

A recess was taken at 8:00 PM

The board reconvened at 8:05 PM

Citizens Forum

George Ellis, 12650 Brass Lantern Lane, requested the board provide security at McFee Park during the night until the gates are installed.

Larry Doss, 12735 Evans Road addressed the board concerning the height of the lights at McFee Park.

The meeting adjourned at 8:12 PM.

Ron Williams, Mayor

Allison Myers, Town Recorder

REPORT TO THE BOARD OF MAYOR AND ALDERMEN

PREPARED BY: Karen Tindal, Tourism Coordinator

PRESENTED BY: Darryl Whitehead, TVAC Chair

SUBJECT: Annual update of the Tourism/Visitor Advisory Committee

INTRODUCTION: This is the annual update of the activity of the Tourism/Visitor Advisory Committee for fiscal year 2022/2023.

DISCUSSION: TVAC set forth two main goals for fiscal year 2022/2023.

Goal 1 – Establish a Mobile Visitor Center.

- In February a 2023 Chevy Tahoe was purchased and delivered for the program, the car was wrapped with Visit logos and equipped with materials enabling staff to meet visitors where they are.
- Since launching in 4th quarter tourism staff has deployed the MVC to local businesses 24 times; We have engaged with guests and handed out 291 pairs of sunglasses, 135 dog bandanas, 90 summer cups; 70 keychains and 75 tubes of sunscreen; each guest we engage with also receives a quarterly brochure, a dining guide and an area map.
- T/VAC is committed to working with the staff to launch the Visit Farragut Ambassador program in fiscal year 2023/2024.

Goal 2 – Ensure marketing speaks to visitors.

- T/VAC subcommittee supported the release of an RFP for a Wayfinding/Placemaking Assessment Plan.
- The subcommittee reviewed and scored all eight proposals received and participated in on-line interviews of the top three proposal teams; the subcommittee voted to recommend moving forward with Guide Design Studio as the best fit for the Farragut.

Additional Achievements:

- Supported the second annual hospitality luncheon in May.
- Created a subcommittee to support the establishment of the Visit Farragut Ambassador program.
- Members of TVAC supported the following Town sponsored events: 34th Independence Day Parade; Lawn Chair Concert Series; Freaky Friday Fright Night; Light the Park; and the Songwriters Showcase.

Long term Goals for the TVAC committee include:

- Identifying opportunities to increase event space in Town.
- Identifying opportunities to connect Entertainment District to shopping and dining amenities in Town.
- Identifying opportunities to utilize the Campbell Station Inn and McGill Plaza for tourism revenue.

If you have any questions about the packet of information, please call Karen Tindal at 218-3373.

MEMO

To: Farragut Board of Mayor and Aldermen

From: TOF Arts & Beautification Committee
Annie Judkins Dittman, Chair

Date: June 12, 2023

Subject: Fiscal Year 2023 Activities

Fiscal Year 2023 Activities.

- Participated in a focus group for Parks & Rec Master Plan
- Sponsored and participated ArtFest in September of 2022
- We participated in Freaky Friday Fright Nite in October of 2022
- Decorated Town Hall and Community Center for Christmas 2022
- Sponsored Celebrate the Season event at the Community Center in December of 2022
- We hosted the Quilt Show in February of 2023
- Maintain flower urns outside of the Community Center this spring

Fiscal Year 2024 Activities Include

- Art Fest
- Freaky Friday
- Christmas Decorations Contest
- Celebrate the Season
- Return of the Living History Event at Pleasant Forest Cemetery in April of 2024



Town of Farragut

PROCLAMATION

Park and Recreation Month

WHEREAS parks and recreation programs are an integral part of communities throughout this country, including the Town of Farragut; and

WHEREAS parks and recreation promotes time spent in nature, which positively impacts mental health and wellness by increasing cognitive performance and well-being and alleviating illnesses such as depression, attention deficit disorders, and Alzheimer's; and

WHEREAS parks and recreation programs build healthy, active communities and encourage physical activities by providing space for popular sports, walking trails, and many other activities designed to promote active lifestyles; and

WHEREAS parks and recreation programs increase a community's economic prosperity through increased property values, expansion of the local tax base, increased tourism, the attraction and retention of businesses; and

WHEREAS parks and recreation areas are fundamental to the environmental well-being of our community; and

WHEREAS parks and natural recreation areas ensure the ecological beauty of our community and provide a place for children and adults to connect with nature and recreate outdoors; and

WHEREAS the U.S. House of Representatives has designated July as Parks and Recreation Month; and

WHEREAS the Town of Farragut recognizes the benefits derived from parks and recreation resources.

NOW THEREFORE, BE IT RESOLVED, I, Ron Williams, Mayor of the Town of Farragut, Tennessee do here by designate July 2023 as

Park and Recreation Month

And urge citizens to explore and enjoy the parks and recreation programs of the Town of Farragut.

Signed this 13th Day of July 2023

Ron Williams, Mayor

REPORT TO THE BOARD OF MAYOR AND ALDERMEN

PREPARED BY: Trevor Hobbs, Assistant to the Town Administrator

SUBJECT: Approval the Town of Farragut emergency management plan supplement to the Knoxville-Knox County Emergency Operations Plan

INTRODUCTION: The purpose of this agenda item is to approve updates to the Knoxville-Knox County Emergency Operations Plan and the Town's Emergency Management Plan supplement.

BACKGROUND: The Knoxville-Knox County Emergency Management Agency (KEMA) recently updated their Emergency Operations Plan as of 2022. This new plan replaces the one adopted in 2013, and addresses emergency response operations for the entire geographic region encompassed by Knox County, including both the City of Knoxville and the Town of Farragut.

The Town's supplement addresses several basic internal operational concepts regarding how the Town will participate in KEMA's plan, and specifically how the Town would maintain continuity of operations during and after an emergency event.

KEMA Director, Colin Ickes presented an overview of the updates to the Knoxville-Knox County Emergency Operations Plan during the Board of Mayor and Aldermen workshop held June 22, 2023. The plan directs actions intended to respond quickly, efficiently, and effectively in a coordinated and integrated manner to the needs of the community during and immediately after major emergencies and disasters. It defines the roles and responsibilities associated with the response to natural disasters, technological accidents, terrorist attacks and other major incidents that may impact Knox County.

DISCUSSION: In similar fashion to the KEMA Emergency Operations Plan, the Town last updated its supplement in 2013. Proposed changes to the supplement provide added clarity regarding the relationship between the Town of Farragut and KEMA's plan, specifically in terms of mutual aid agreements between response agencies, additional detail regarding communications, and expands upon previous plans for continued service delivery and now addresses continuity of operations planning for each department's essential services.

RECOMMENDATION BY: Assistant to the Town Administrator Trevor Hobbs for approval.

PROPOSED MOTION: To approve the Town of Farragut emergency management plan supplement to the Knoxville-Knox County Emergency Operations Plan

BOARD ACTION:

MOTION BY: _____ **SECONDED BY:** _____

<u>VOTE/TOTAL</u>	<u>WILLIAMS</u>	<u>POVLIN</u>	<u>BURNETTE</u>	<u>MEYER</u>	<u>WHITE</u>
YES	_____	_____	_____	_____	_____
NO	_____	_____	_____	_____	_____
ABSTAIN	_____	_____	_____	_____	_____



TOWN OF FARRAGUT EMERGENCY MANAGEMENT PLAN
-supplementing-

KNOXVILLE-KNOX COUNTY EMERGENCY OPERATIONS PLAN



**Knoxville-Knox County
Emergency Operations Plan
July 2022**



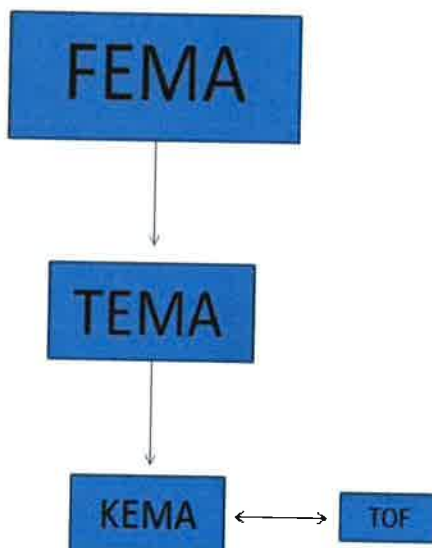
**Emergency Management Plan
Town of Farragut
July 2023**

Purpose

The purpose of this plan is to provide standard procedures for how the Town of Farragut will, to the maximum extent possible, mitigate the consequences of any emergency situation that may affect the Town. This plan is intended to assure the continuity of all governmental functions by the Town of Farragut should conditions arise that impede or prevent normal governmental functions within the Town of Farragut. In addition to covering procedures for local non-emergency incidents this plan is designed to *assist* in the local implementation of the Knoxville-Knox County Emergency Operations Plan. This plan is not intended to replace or supersede any portion of the Knoxville-Knox County Emergency Operations Plan.

Scope

This plan is intended to be referenced during designated incidents or emergencies that may threaten the health or property of the citizens of the Town of Farragut. This plan also applies to functions normally conducted by the Town of Farragut that may be interrupted by emergency situations. It is the intent of this plan to provide such assistance as may be requested by the Knoxville-Knox County Emergency Management Agency (KEMA) in implementing the Knoxville-Knox County Emergency Operations Plan.



KEMA, Knoxville-Knox County Emergency Management Agency:

KEMA is an inter-governmental Agency consisting of appointed members from all of the incorporated municipalities within Knox County. [KEMA](#) answers to [TEMA \(Tennessee Emergency Management Agency\)](#) who answers to [FEMA \(Federal Emergency Management Agency\)](#).

KEMA's mission is to protect lives and property through mitigation, preparation for, response to, and recovery from the effects of natural and man-made disasters, as well as, national security concerns consistent with the resources provided.

KEMA is the central point of contact for all major emergencies and disasters and is responsible for incidents throughout the entire county, regardless of municipality. The plan developed by KEMA offers detailed operating procedures, along with incident command systems, agency responsibilities during Emergency Operations Center (EOC) incidents as well as disaster recovery.

Concept of Operations

Through KEMA's pre-arranged mutual aid agreements, local response agencies have the primary responsibility to respond to emergencies and to take actions that protect life and property. If response needs exceed local capabilities, mutual aid will be requested from neighboring jurisdictions or from the State. Similarly, the State may request assistance from neighboring states or from the federal government to meet the needs imposed by disasters beyond its response capabilities.

Emergency functions of response organizations during disasters generally parallel daily functions. To the greatest extent possible, the same people and resources will be used in disasters.

Daily local government functions which do not directly contribute to emergency operations may be suspended for the duration of the emergency. Personnel normally required for those functions may be redirected to tasks assisting with and supporting the emergency response.

KEMA's response plan is developed to address all hazardous situations that may develop within Knox County. The framework in this plan will be used to guide the response to all hazards.

As organizations develop and implement their own plans and procedures to execute their responsibilities identified in this plan they are expected to address and integrate the needs of community members with disabilities, access and functional needs.

EOC Activation

Notification of a potential emergency situation will normally be received at the Knoxville-Knox County E-911 Center. The individual receiving the call at E-911 will utilize their Standard Operating Procedures to determine if a potential emergency situation exists. E-911 will then notify the KEMA duty officer of the situation. The KEMA duty officer will evaluate the situation, and if necessary, activate the Knoxville-Knox County Emergency Operations Center (EOC).

Upon activation of the EOC, the designated Town of Farragut EOC representative(s) will be notified of the activation by the EOC and may be required to report to the EOC. The EOC consists of command and control, communications, and logistical support.

The Assistant to the Town Administrator and Risk Manager are designated points of contact for EOC activation.

EOC Address:

**Emergency Operations Center
605 Bernard Avenue
Knoxville TN, 37921**

The designated EOC representative will report back to The Town Administrator after an EOC activation meeting. Together, they will determine the need for additional notification of Town officials and the recall of any essential Town personnel. Typical variables analyzed to determine additional notification and recall may be:

- Type, Intensity, and Duration of the Incident
- How the Incident Affects the Town
- Assistance Requested by the EOC

TO REQUEST KEMA ASSISTANCE

In the event that the Town experiences an incident or emergency situation that is beyond the abilities of local staff and responders, the Town of Farragut may contact the Emergency Operations Center to request assistance by calling:

(865) 215-1166 (Daytime)

(865) 215-1167 (Evenings, Weekends, Holidays)

Recall of Town Personnel

The Town Administrator will determine if there is a need for TOF personnel activation. Department Heads will be contacted first. Each Department Head shall be responsible for contacting their departmental personnel for recall if directed (**Appendix A- Recall Roster**). Unless otherwise directed, all recalled personnel shall report to the Town's Incident Command Center in the Town Hall Board Room. The recalled personnel will "open" the Town Incident Command Center (**Appendix B- Town Incident Command Center**). Recalled personnel shall not leave the Town Incident Command Center area without permission from the Town Administrator.

The Town Administrator or his/her designee will determine if there is a need for immediate Mayor and Aldermen notification; otherwise, the Mayor and Aldermen will be updated post incident.

Interoperable Radio System

The Town has interoperable handheld radios designated for incident management. If an incident occurs these radios will be utilized for inter-departmental communication and communication with the EOC. These radios and accessories are located in the vault on the 1st floor of Town Hall. The initial operating channel is "**A Farr Main**".

Media Relations/Mass Public Notification

Upon determination by the EOC, and to the extent possible, the town will utilize its media outlets to disseminate public information (**Appendix C- Communications**).

Facilities and Shelters

Immediate facilities that may be used, if not damaged, or in a contaminated area, may be:

- Farragut Town Hall
- Farragut Public Works Facility
- Farragut Community Center
- EOC Designated Red Cross Shelters:
 - Faith Lutheran Church, 225 Jamestown Blvd.
 - First Baptist Church of Concord, 11704 Kingston Pike
 - Shelter openings are broadcast through media outlets by KEMA.
 - Local Red Cross Contact is Kristin Rice 865-719-4126 (Cell), kristin.rice@redcross.org



Farragut Town Hall



Farragut Community Center

Evacuation

The need for evacuation from the Town of Farragut will be determined by KEMA. Evacuation routes along available roads will be communicated to the public through media outlets. Knox County Sheriff's Office will be responsible for traffic control and public safety as coordinated through KEMA.

Town Equipment Available for Emergency Use

- 4 F250 trucks
- 7 F150 trucks
- 2 single axe dump trucks/snow plow attachments
- 2 Backhoes with Clamshell Buckets
- 1 Veneer 935 Chipper
- 1 Skid Steer loader
- 1 Bucket Truck
- 1 10 Ton trailer

Continuous Service Delivery

To the extent possible, the Town will continue to provide service delivery to its residents. **(Appendix D- Continuity of Operations)**

Training Resources for Local Government

The following web-links will redirect you to interactive training for various disciplines. All local government officials and employees should take the basic entry level courses to familiarize themselves further with the emergency management process.

Entry Level Courses:

<http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=is-700.a>

<http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=is-800.b>

<http://training.fema.gov/EMIWeb/IS/courseOverview.aspx?code=is-100.b>

FEMA/TEMA/KEMA Contact Information:

FEMA Website: <http://www.fema.gov/region-iv-al-fl-ga-ky-ms-nc-sc-tn>

Main Number: 770-220-5200

Federal Emergency Management Agency

3003 Chamblee Tucker Road

Atlanta, GA 30341

TEMA Website: <http://www.tnema.org/ema/regions/east/index.html>

East Region Office

803 North Concord,

Knoxville, TN 37919

865-594-5650

east@tnema.org

KEMA Website: <http://www.cityofknoxville.org/kema/>

Colin Ickes, DIRECTOR

ALAWSON@CITYOFKNOXVILLE.ORG

605 BERNARD AVENUE

KNOXVILLE, TN 37921

865-215-1166

Photo of Emergency Operations Center entrance- 605 Bernard Ave. Knoxville TN



Driving Directions from Farragut Town Hall:

1. Turn right onto Municipal Center Dr
2. Turn left onto S Campbell Station Rd
3. Turn right to merge onto I-40 E/I-75 N toward Knoxville
4. Merge onto I-40 E/I-75 N
5. Use the right 2 lanes to take exit 387A for I-275 N toward Lexington
6. Continue onto I-275
7. Take exit 1A for Baxter Ave
8. Take Marion St to Bernard Ave
9. Turn right onto W Baxter Ave
10. Turn right onto Marion St
11. Turn right to stay on Marion St
12. **Turn left onto Bernard Ave:** Destination will be on the left

Appendix A- TOF Personnel Recall Roster

*A roster of cell phone numbers for town personnel is kept by each department director

Appendix B- Town Incident Command Center

The Town Incident Command Center is located at Town Hall in the Board Room. An alternate site will be selected in the event that Town Hall is impacted by an incident.

Opening the Center

During an incident recall the first person to arrive at Town Hall shall:

- Unlock the rear doors of Town Hall
- Disengage the alarm
- Open both doors of the Center
- Turn on all lights
- Retrieve the hand held interoperable radios, their chargers, extra batteries, lapel mics
 - Radios and accessories are located in the vault on the 1st floor of Town Hall
- Return to the Center, plug in/charge all radios
- Turn all radios to "A Farr Main" channel (home button) with appropriate volume
- Setup the two easels and large Town Base maps (located in the large closet in the committee room)
- Once set up all recalled personnel shall remain in the Center area to await instructions from the Town Administrator

Appendix C- Communications

OBJECTIVES OF THIS PLAN

- To prepare the Town of Farragut to manage communications to our key audiences in a crisis
- To be able to respond in a unified, compassionate and professional manner
- To manage the distribution of correct and timely information
- To strategically enhance understanding of the value provided by the Town of Farragut

What is the definition of a crisis in the Town of Farragut?

A crisis is any event or activity that requires the involvement of other (emergency, county, state or federal) agencies. Examples include:

- Criminal investigation of a Town employee/elected official
- Discrimination/sexual harassment accusation of a Town employee/elected official
- Fire at a Town facility
- Theft of Town resources
- Violent act at a Town facility
- Cyber attack
- Mass shooting
- Service interruption
- Natural disaster
- Shutdown of I-40/I-75 that requires detour through Farragut
- Strike
- Protest

INCIDENT RESPONSE TEAM

In the event of an emergency at a Town of Farragut facility, the first priority is the safety of staff and citizens who are on the premises. If the emergency involves injury, the first response is to request medical treatment by calling 911. (Operators will also send fire services and law enforcement based on the circumstances.)

- A. In the event of an emergency in the Town of Farragut, the Incident Response Team will meet to discuss next steps. The team includes:
 - Town Administrator
 - Assistant to the Town Administrator
 - Public Works Director
 - Finance Director
 - Risk Manager
 - IT Manager
 - Affected department head(s)
 - Communications Manager
- B. Safety partners (KCSO, KEMA, TEMA, Rural Metro) would be contacted immediately and public communications will be based on recommendations of safety partners as part of the incident command structure for the event.

SAFETY PARTNER CONTACT INFORMATION

Emergency Dispatch: 9-1-1

Knox County Sheriff's Office- Brad Hall (865) 392-1670

Rural Metro- (865) 546-9960 (Dispatch)

LCUB- (865) 988-0833

CRISIS COMMUNICATIONS TEAM

The Town Administrator, the Assistant to the Town Administrator, the Communications Manager, the Media Assistant, and other impacted department directors are the Crisis Communications Team.

The Town Administrator serves as the key spokesperson during a crisis (all quotes, comments, and interviews) but may pass responsibility to the Assistant to the Town Administrator or Communications Manager during an ongoing crisis.

The guiding principle of the Crisis Communications Team is to communicate incident facts accurately and quickly, updating information as circumstances change to ensure safety, transparency and continued operations.

CRISIS COMMUNICATIONS POLICY

1. Only the Town Administrator and Communications Manager are authorized to release information to the media and to the public. Other staff can help by connecting media and other stakeholders to those authorized on behalf of the Town. All media inquiries should be referred to the Communications Manager.
2. If a media organization asks a question that cannot be immediately answered, the Crisis Communications Team will note the question and media representative and get back quickly with a response. "No comment" is not an acceptable response. If the question can't be answered because of a policy, such as sharing personnel information or an ongoing investigation, let the journalist know.
3. Responses should be proactive and action-oriented, whenever possible. Provide guidance on how to stay safe, where to go for help and how to provide help.
4. Maintaining effective media relationships is important to bolstering public confidence in the Town of Farragut.

CRISIS COMMUNICATIONS CHECKLIST

These are the steps to managing a crisis.

1. (If an emergency) Ensure safety of staff and residents. Call 911 if necessary.
2. The Incident Response Team meets to discuss next steps:
 - a. What safety partners should be alerted (KCSO, EOC, etc.)?
 - b. What staff members need to be alerted?
 - c. Contacting Board of Mayor and Aldermen regarding incident
 - d. Do we need to seek outside consultant assistance?

3. The Crisis Communications Team develops factual, detailed messaging that reflects the status of the crisis, organizational response, and if possible, steps to resolve the situation. Before communicating publicly:
 - a. The Communications Manager assigns duties regarding cooperation with safety partners, media response, web updates, social media and internal communication.
 - b. The team provides a script for those answering TOF phone lines.
 - c. Key audiences are contacted: neighborhoods, school families, Community Center members, Knox County Trustees Office, etc.
4. Reach out to local media (see below) with messaging that has been cleared by Town Administrator and/or safety partners.
5. After public announcement the team will:
 - a. Evaluate effectiveness of message as situation progresses
 - b. Monitor email and social media and respond as necessary
 - c. Update website as needed
 - d. Determine how to update key audiences with ongoing information
6. After the crisis, the team will:
 - a. Distribute post-crisis communications
 - b. Evaluate crisis communications efforts: discuss lessons learned, messages that worked well, what needs to be updated

LOCAL MEDIA ORGANIZATIONS

Shopper: nancyanderson1116@gmail.com

Farragutpress: asloan@farragutpress.com; mhollenhead@farragutpress.com;

tcheek@farragutpress.com

KnoxTNToday: news@knoxtntoday.com

Knox News: news@knoxnews.com

Loudon News Herald: news@news-herald.net

Maryville Daily Times: mike.sisco@thedailytimes.com

The Oak Ridger: editor@oakridger.com

WATE: newsroom@wate.com

WBIR: newstips@wbir.com

WVLT: wvlt.news@wvlt-tv.com

Appendix D- Continuity of Operations

NOTE- Each department will maintain an internal continuity of operations plan to address chain of command contingencies, communications plans, essential services, as well as technology, equipment, and supply needs.

INFORMATION TECHNOLOGY

The Town shall maintain secured backups and digital copies of all records in the event if our primary system is inoperable. The Town's IT department utilizes an off-site backup solution that maintains 30 days of encrypted backups. A managed service provider is also under contract to assist with information technology services.

ADMINISTRTION

The Administration department includes the office of the Town Administrator, risk management, municipal court, and communications. Staff are issued laptops and other mobile devices in order to access cloud-based software, town social media accounts, and website in order to continue operations in the event that Town Hall is impacted. The Community Center or Public Works facilities may be used as alternate work locations for Town personnel.

HUMAN RESOURCES

The Human Resources Manager is issued a laptop device in order to access cloud-based software and files in order to maintain operations remotely, or from alternate work locations. The director would seek to maintain all core services through an incident or emergency as they are critical to on-going operations of the Town. The Human Resource Manager is also equipped to access payroll and finance programs in the event finance personnel are impacted by the incident.

COMMUNITY DEVELOPMENT

The Community Development Department maintains an "emergency box" at the Public Worksbuilding on Fretz Road. The box includes copies of ordinances, flashlights, batteries, inspection tickets, building permit applications, and other items relevant to inspections and permitting. Staff are issued laptops and other portable devices which will allow for them to continue operations remotely, in the field, or from temporary work stations in the event that Town Hall is impacted. In the event of an emergency, priority would be given to permitting and inspecting repairs to damaged property over new construction.

FINANCE

The Town Recorder and Accounts Payable Office maintains all staff-related information in Incode. Because Incode is cloud-based, payroll, and payment process can be maintained from any work location. All staff receive payroll disbursements via direct deposit, so payroll can still be processed to personnel even in the event of impacts to Town Hall. Staff are issued laptops and other mobile devices which enable them to maintain operations remotely or from alternate work locations in the event that Town Hall is impacted.

PARKS & RECREATION

The Parks and Recreation department will continue to offer all programming according to schedule, if electricity and weather allow. In the event the Community Center is impacted, parks will remain open and operational to the greatest extent possible. Laptops and other mobile devices are issued to the department to allow for registration, check-in, and other park operations to be maintained remotely, in the field, from alternate work locations in the event the Community Center is impacted. Parks & Recreation social media channels may also be utilized to share important information with the public related to the incident response.

PUBLIC WORKS

The Public Works department is issued a cell phone for 9-1-1 dispatch and have staff on-call each week in order to be prepared to respond to fallen trees, road closures, flooding, etc. Additionally, the department's emergency call-back policy is in place to allow for the department to quickly expand the personnel dispatched to respond to an incident, beyond those who were on-call for the given week. A laptop and other mobile devices are issued to the department in order to allow for work orders to be received, managed, and assigned to work teams. The Public works department has limited supplies on-hand to repair and maintain operations of town vehicles in the event that local suppliers are unable to operate.

TOURISM

The Tourism department is equipped with laptops and other mobile devices, as well as the Mobile Visitor Center in order to maintain operations remotely, or from alternate work locations, in the event that Town Hall is impacted. Visit Farragut social media accounts and webpage may be used to share important information regarding incident response, including local businesses and hotels that are operational.

ENGINEERING

The Engineering department will prioritize maintaining a functional traffic control system, and has staff trained to address outages. A consultant is under contract to assist with repairing and maintaining the system. Staff are issued laptops and other mobile devices to access cloud-based software for inspections and permitting that will allow them to maintain operations in the field or from alternate work locations in the event that Town Hall is impacted. In the event of an emergency, priority would be given to permitting and inspecting damaged properties over new construction.

EMERGENCY PURCHASES POLICY

I. PURPOSE

To provide detailed instructions for performing an emergency purchase.

II. SCOPE

This procedure applies to all purchases recognized as an emergency as defined in the "Emergency Purchases Policy."

III. GENERAL

OBTAINING EMERGENCY AUTHORIZATION DURING NORMAL PURCHASING OFFICE HOURS

When an emergency is identified, contact the Town Administrator immediately and advise:

1. The nature of the emergency;
2. The estimated cost of the services/good required; and,
3. The vendor who will receive the order.

Even though competition is not required, it is the department's responsibility to attempt to obtain the goods or services required at competitive prices.

A written explanation of the emergency shall be prepared using the Emergency Purchase Explanation Form. Suppliers shall furnish sales tickets, delivery slips, invoices, etc., for the supplies or services rendered. Terms of the transactions, indicating price and other data, shall be shown. Attach all information to the form and forward the entire package to the Accounts Payable Clerk. No invoice will be paid unless the Accounts Payable Clerk has received an acceptable Emergency Purchase Explanation form.

A sample form for duplicating is located in the Sample Forms Appendix.

OBTAINING EMERGENCY AUTHORIZATION OUTSIDE NORMAL PURCHASING OFFICE HOURS

When an emergency need is identified outside the normal office hours, and immediate action is required to correct a threat to the safety, health or welfare of the public, the ordering department has the authority to procure the goods or services necessary to correct the problem with approval from the Department Head or Town Administrator.

Process in the same manner as above.

ONLY THE QUANTITY OF GOODS OR SERVICES NECESSARY TO ALLEVIATE THE EMERGENCY MAY BE PURCHASED UNDER THE PO NUMBER

EMERGENCY PURCHASE EXPLANATION FORM

EMERGENCY PURCHASE EXPLANATION FORM

Emergency Purchase Order number assigned: PO# _____ on (Date) _____
Purchase Order number assigned by: (Name) _____, (Title) _____

Material or Services Purchased (General Description):

Nature of emergency affecting safety, health or welfare of the public. Be concise but describe the emergency completely:

Vendor: _____
Total Actual Cost of Emergency Purchase: \$ _____
Prepared By: (Name) _____
Department: _____
Date Prepared: _____

Attach receiving report or packing slip and any other supporting documentation and forward to the Town Administrator for review and approval. Once approved forward all documentation to the Accounts Payable Clerk for processing of the payment.

Approved by Town Administrator: _____ Date: _____

REPORT TO THE BOARD OF MAYOR AND ALDERMEN

PREPARED BY: David Smoak, Town Administrator



SUBJECT: Approval of rental agreement for temporary modular office space from Vesta Modular for Town Hall renovations

INTRODUCTION: The purpose of this agenda item is to approve a rental agreement for temporary modular office space from Vesta Modular for Town Hall renovations

BACKGROUND: The Town of Farragut will be remodeling the Town Hall building starting in the fall of 2023. In order to expedite the construction of the project, all staff will be relocated to office space within the existing community center or in a modular office space also located at the community center.

DISCUSSION: Staff began reviewing options for temporary office space at the beginning of 2023. Unfortunately, there was no existing office or retail space available in Farragut that was either large enough, economical, or a landlord willing to rent on a short-term basis. Next, we began reviewing options for modular office space and also how we may use some existing space at the community center. After reviewing several companies that offer modular office space, staff recommends contracting with Vesta Modular as the most economical and responsive for the needs the Town has during this construction period.

Vesta Modular is a registered and approved vendor through the BuyBoard cooperative purchasing program for which the Town of Farragut is authorized and able to buy directly from for this purpose. The terms of the rental agreement with Vesta include a 12-month period for:

- | | |
|--|-----------|
| 1. Delivery, set-up and takedown of a 36'x60' office space and 21 workstations | \$60,045 |
| 2. Monthly rental for office, workstations and ADA ramps | \$5,975 |
| 3. Total 12-month cost | \$131,745 |

If the renovations of the Town Hall take longer than 12 months, the agreement would be extended on a month-to-month basis at \$5,975/month. The town will be responsible for connecting water, sewer, power and IT/communications cabling to the building. The rental of the office space will allow for up to 25 employees to utilize that space, along with an additional 10 employees that will relocate to the community center.

FINANCIAL SECTION: FY2024 budget as adopted by the Board of Mayor and Aldermen on June 8, 2023

Line Item: <u>ARPA Fund: 316-41830-9210</u>			
<u>Total Budget</u>	<u>Current Expenditures</u>	<u>Encumbrances to Date</u>	<u>Remaining Amount</u>
<u>\$2,500,000</u>	<u>\$131,745</u>	<u>\$0</u>	<u>\$2,368,255</u>
Approved By: A. Myers			

RECOMMENDATION BY: Town Administrator David Smoak for approval.

PROPOSED MOTION: To approve the attached rental agreement for temporary modular office space from Vesta Modular for a total of \$131,745, with monthly rental of \$5,975 if extended beyond the initial 12-month rental period.

BOARD ACTION:

MOTION BY: _____ **SECONDED BY:** _____

<u>VOTE/TOTAL</u>	<u>WHITE</u>	<u>MEYER</u>	<u>POVLIN</u>	<u>BURNETTE</u>	<u>WILLIAMS</u>
YES	_____	_____	_____	_____	_____
NO	_____	_____	_____	_____	_____
ABSTAIN	_____	_____	_____	_____	_____



Presented by:
 Brian Kelly
 615-410-1287
 bkelly@vestamodular.com
 www.VestaModular.com

Unit #'s MO02564 MO2588 MO02582
 Serial #'s AMS-7905 AMS-7929 AMS-7923
 Factory New Unit

Building Description	
36x60 3 Plex Office Trailer (Nashville) ▼	
Unit #	Serial#
Estimated Delivery Date – TBD	
Monthly Rental Rate: USD \$3,975	
Delivery: Factory Promo First Freight NEW	
Installation (Block/Level/Anchor): Non-Code Set	
Translift Rental for Trailer Placement	
Teardown, Anchor Removal: Estimate Only - Actual TBD at expiration for contracts greater than 1 year	
Return Delivery: Estimate Only - Actual TBD at expiration for contracts greater than 1 year	
Optional Features Available:	
OSHA Steps: (1) Set (s) @ \$65 mo. (Rear Exit)	
VESTA to Provide & Install Vinyl Skirting	
Deliver/Install – Tear Down/Return ADA Ramp	
ADA Alum Switchback Ramp with Steps \$360 mo	
Remove Vinyl Skirting	
Furniture Rental (See Breakout Sheet) \$1575 mo.	
Del/Set Up – Dismantle/Return (See Breakout Sheet)	
Total Before Taxes	

Proposal and Rental Agreement

Lessee: Town of Farragut
 11408 Municipal Center Drive
 Farragut, TN 37934

Attn: Jenn Hatmaker

Date: May 25, 2023

E-mail jhatmaker@townoffarragut.org

Phone 865-966-7057

Cell

Other

Project Info Temporary Office - Farragut

Site Address: 239 Jamestown Blvd
 City/State/Zip: Farragut, TN 37934
 Site Contact & Phone:
 County: Knox
 Minimum Rental Term: 12 Months

P.O. Number:

QTY	
12	\$47,700
1	\$1,000
1	\$19,110
1	\$975
1	\$15,325
1	\$6,400
12	\$780
1	\$4,095
1	\$3,875
12	\$4,320
1	\$465
12	\$18,900
1	\$8,800
	\$131,745

Attached terms and conditions and scope of work apply to this order. Prices quoted exclude all sales taxes, property taxes, licenses, permits and fees. Delivery and installation prices are based on the site being accessible, level, and having adequate drainage. Lessee is responsible for obtaining any building permits and securing local installation and foundation approvals. Quote valid for 30 days. Used buildings are sold "as is, where is" with no warranty. Please go to <https://vestamodular.com/customer-credit-application/> to complete the credit application.



Scope of Work

Customer and Lessee are the same entity.		Lessee	Not Applicable	VESTA Modular
1.	Floor plan			X
2.	Foundation Pad -minimum 2500 PSF recommended	X		
3.	Third party certification of drawings of building		X	
4.	Delivery to customers site			X
5.	Site access including all weather road (Vesta Modular does not restore access wheel ruts and damaged grass, landscaping and trees)	X		
6.	Site leveling, compaction and drainage (note positive drainage is required from foundation pad)	X		
7.	Stake location (all four corners) and site plan showing building layout	X		
8.	Site utilities (electrical, water, sewer, and telcom including crawl space harnessing)	X		
9.	Provide pier (dry stack CMU) foundation plans (above grade only)			X
10.	Permits and fees (other than delivery)	X		
11.	Set buildings on foundation pad provided by customer			X
12.	Provide concrete piers (dry stacked piers using 8 x 8 x 16 CMU blocks) on precast concrete pads 16" x 16" x 4" or equal			X
13.	Remove axles, tires and hitches (hitches removed and placed in crawl space on doublewide and larger installations only)		X	
14.	Provide temporary power for hand tools if required	X		
15.	Provide dumpster service for trash removal at the jobsite if required	X		
16.	Provide bathroom facilities at jobsite for setup crews if required	X		
17.	Anchor building – type of site (check one) Dirt ___ Gravel ___ Rock ___ Concrete ___			X
18.	Install skirting to match siding – type		X	
19.	Install interior and exterior finishes			X
20.	Weatherite roof			X
21.	Site adjustment of all doors after setup (related to site settlement)	X		
22.	Level floor during setup			X
23.	Supply/install electrical panel box (es)			X
24.	Engineer, supply and install electrical distribution system, and sub feed to electrical panel box(es)	X		
25.	Supply/install transformer, if needed	X		
26.	Supply/install Step and Landings – Type			X
27.	Broom sweep of interior floors– all other cleaning by customer			X
28.	Supply/install awning/canopies		X	
29.	Hookup HVAC to electrical panel box or boxes (by factory)			X
30.	Balance HVAC system			X
31.	Supply/install miniblinds			X
32.	Supply/install guttering and downspouts	X		
33.	Supply/install fire alarm system, if needed	X		
34.	Supply/install fire sprinkler system if required	X		
35.	Supply/install emergency lighting	X		
36.	Supply/install telephone J-boxes and computer J-boxes	X		
37.	Supply/install telephone and communication wiring	X		
38.	Connect power during set-up	X		

IN WITNESS WHEREOF, the parties hereto have executed this Agreement by their duly authorized agents.

LESSOR: VESTA Housing Solutions, LLC

LESSEE: Town of Farragut

Brian Kelly

PRINT NAME: Brian Kelly

PRINT NAME: _____

TITLE: Branch Sales Manager

TITLE: _____

DATE: 07/13/2023

DATE: _____



RENTAL AGREEMENT – TERMS & CONDITIONS

Rental customers ("Customer") who have executed a Proposal and Rental Agreement ("PRA") with Vesta Housing Solutions, LLC ("VESTA") accept and acknowledge these terms and conditions and agree to be bound hereby. Rental Agreement - Terms and Conditions are available upon request or can be viewed at www.vestamodular.com/branches-terms.

LEASE/TERM. The Equipment rental initial term is stated on the PRA ("Initial Term"). The PRA can be terminated at the Initial Term's or Extended Term's end date by giving the VESTA at least 60 days' notice prior scheduled end date. At VESTA's option, the Initial Term and subsequent terms will automatically renew for successive terms (each an "Extended Term") if notice of termination is not provided by the Customer. Rent will be the current rate plus, 5%, for a term totaling the length of the Initial Term. These terms and conditions are applicable to any Extended Term.

RENT. Rent is payable the 1st of each month unless otherwise stated. Invoices are for convenience only, and payments more than 5 days late are subject to a 10% late charge. The parties further agree: (a) the PRA is a net lease, and paying rent is absolute and unconditional; (b) Customer's obligation to pay rent is not altered due to defect, destruction or damage from any cause, unless said defect, destruction, or damage renders the Equipment unfit for use and was not caused by the negligence or willful misconduct of Customer. During such time, and subject to the foregoing sentence, Customer's obligation to pay rent will toll for the period during which the Equipment is unfit for use; (c) Customer is responsible for all applicable taxes; (d) Customer will pay for all utility services.

WARRANTY. VESTA will correct or repair HVAC and major structural integrity defects in the units. This limited warranty does not extend to Customer's responsibilities for defects and duties to maintain plumbing, electrical, mechanical and/or aesthetic components of the Modular Building(s) and will be voided if Customer fails to perform all maintenance requirements in Customer's Preventative Maintenance Responsibilities document. This limited warranty does not apply to any costs, repairs, or services if the unit(s) have been damaged or in any way altered due to abuse, misuse, negligence, accident, vandalism, or pest infiltration, if corrective work is due by repairs made by anyone other than VESTA, or if Customer fails to report defective parts or conditions with 5 days of discovery. VESTA disclaims all other warranties, express or implied, including without limitation warranties of merchantability, fitness for particular purpose or usage of trade. VESTA shall not be liable for any form of consequential damages for breach of this warranty or Agreement. Lessee's sole remedy against Lessor is limited to the actual costs of repair.

TITLE. Title to the Equipment will always remain wholly with VESTA. Customer will not permit liens or encumbrances thereon. The Equipment is personal property and will never be affixed to the premises where it is located. Customer may not assign the PRA or sublet without VESTA's written consent. With 24 hours e-mail notice, except in emergent circumstances, VESTA may inspect the Equipment. Customer may not relocate Equipment or remove any VESTA insignia from the Equipment.

USE. Customer will use the Equipment in a careful and proper manner complying with all laws and regulations. Customer will not use or store hazardous materials in the Equipment. Customer is responsible for all permitting and represents and warrants to being the lawful owner or has the owner's permission for use and occupancy at the Equipment's location.

INDEMNITY. To the full extent permitted by applicable law, Customer will indemnify and hold VESTA, its successors and assigns, harmless from any claims, losses, costs or expenses (including attorneys' fees) alleged or sustained by third parties and/or resulting from a breach of these terms and conditions, including, but not limited to, claims of property damage, liens or encumbrances, death and/or bodily injury, caused in whole or in part by Customer's use, operation, maintenance, condition or alteration of the Equipment or Customer's failure to comply in any respect with this Agreement.

REPAIRS/MAINTENANCE. Customer will maintain the Equipment in good repair and condition, reasonable wear and tear excepted, at its sole cost and expense. Customer's duties include, but are not limited to, those described in the Customer's Preventative Maintenance Responsibilities document available at www.vestamodular.com/maintenance and maybe contained within the unit. Customer must obtain VESTA's approval for Equipment repair, and work must be completed in a good and workmanlike manner. Customer will compensate VESTA for any damages caused by approved or unapproved work and/or failure to perform maintenance as described in the foregoing Preventative Maintenance Responsibilities document.

LOSS OR DAMAGES. Unless Customer accepts and makes Damage Waiver payments, Customer bears the entire risk of loss and damage to the Equipment from any cause whatsoever. If such occurs, Customer shall, at VESTA's option, (i) repair the Equipment to good repair and working order; (ii) replace with like Equipment; or (iii) pay VESTA the greater of the Equipment's book value or fair market value.

INSURANCE. As evidenced by certificates of insurances, Customer will procure and keep in full force during the lease the following with premiums prepaid: i) *Commercial General Liability Insurance*, minimum combined single limit of \$1,000,000 per occurrence, written on an occurrence form, including coverage for premises, operations, contractual liability, broad form property damage, independent contractors and personal injury liability, naming VESTA as an additional insured and endorsing VESTA on this insurance policy; ii) *Commercial Property Insurance*, protecting against all loss and damages, at full replacement cost, sustained or suffered

due to the loss of or damage to the Equipment as a result of collision, fire, lightning theft, flood, windstorm, explosion or any other casualty, naming VESTA as a loss payee, and will endorse VESTA on this insurance policy. Customer will deliver certificates evidencing all such insurance to VESTA prior to acceptance/occupancy of the Modular Building(s), time being of the essence. Each certificate will state that such insurance will not terminate or be materially changed without prior written notice to Lessor. If Customer fails to deliver, or keep in effect, the insurance certificates required by this Agreement, at VESTA's option VESTA may obtain such insurance on behalf of Customer and charge Customer the total cost of obtaining such insurance plus a \$250 monthly administrative fee for acquiring and carrying the insurance. VESTA Modular uses 'myCOL Central' to track and establish insurance compliance with the contract terms. Subcontractor will receive an email from VESTA Modular with instructions on how to register. Evidence will need to be submitted and approved for each project by Subcontractor's agent. If you do not receive this email within two (2) days of issuance of this Subcontract Agreement, please contact our office immediately.

EQUIPMENT DAMAGE WAIVER. The Equipment Damage Waiver relieves Customer of financial responsibility in excess of \$1,000 if Equipment is lost or damaged due to theft, act of God or vandalism. The Damage Waiver shall be void unless Customer (a) takes reasonable precautions against theft or vandalism, (b) notifies VESTA of such event within 3 days of discovery, (c) delivers to VESTA satisfactory proof of the loss and police report regarding the event within 30 days and (d) Customer is in compliance with the PRA. The Equipment Damage Waiver is not total protection, is void if the Equipment is damaged due to neglect or inadequate security and does not relieve Customer of its obligation to provide liability insurance.

DELIVERY & RETURN OF EQUIPMENT. Customer will pay for the Equipment's delivery and return costs as stipulated in the PRA. Customer is responsible for site preparation and accessibility subject to VESTA's approval. Customer is responsible for additional charges incurred by VESTA for unacceptable site preparation and inaccessibility. Customer must provide a minimum of 14 days written notice prior to the requested pick-up date which can be no earlier than the end of the guaranteed term of the lease. All damage, return and unpaid rent must be paid in advance of return of the units. If pick-up is attempted but the Equipment is not accessible or ready, Customer is liable for VESTA's delay costs and expenses. The Equipment is to be available for return in good condition and repair, ordinary wear and tear excepted. Customer will not perform any tear down or return activities and/or services. Equipment with accessories, attachments or other items missing, Equipment requiring repairs of any kind, or requiring restoration to original specifications will remain on rent until replacements, repairs or restorations have been made or paid for by Customer in a manner acceptable to VESTA. Any changes, alterations, or improvements immediately upon their completion, become VESTA's property without compensation to Customer. Customer will be solely responsible for all tires, axles, hitches, and related hardware, and will pay for replacement of such parts if missing. The contract price for this project has been calculated based on the current prices for the component building materials and services. However, the market for the building materials and transportation is considered to be volatile, and sudden price increases could occur. VESTA agrees to use reasonable efforts to obtain the lowest possible prices from available vendors, but should there be an increase in the prices for services, materials, supplies and/or components that are purchased after execution of this Agreement for use in this project, Customer agrees to pay that cost increase to VESTA. Any claim by VESTA for payment of a cost increase, as provided above, shall require written notice delivered by the VESTA to Customer stating the increased cost.

DEFAULT, REMEDIES & BANKRUPTCY MATTERS. After providing the Customer with 5 days' notice to cure any breach of this PRA or these terms and conditions, VESTA has right to exercise any one or more of the following remedies: (a) to terminate the PRA and declare the entire amount of rent and damage assessments immediately due and payable; (b) to take possession of the Equipment, without demand, notice or court, and Customer waives all damages occasioned by such taking; and/or (v) to pursue any other remedy at law or in equity. Customer grants VESTA a lien in all contents and proceeds thereof to secure payment of the damages in the event of default under this Lease. Customer agrees to pay all costs of collection including, but not limited to, reasonable attorney's or collection agency fees. Upon default interest on all unpaid amounts shall accrue at the rate greater of 21% per annum, compounded monthly or the maximum allowed by law. Customer must provide notice of any event of insolvency within 10 days thereof. If any proceeding under a bankruptcy act is commenced by or against the Customer, or if the Customer is adjudged insolvent, or if Customer makes any assignment for the benefit of its creditors, or if a writ of attachment or execution is levied on the Equipment and is not released or satisfied within ten (10) days thereafter, or if a receiver is appointed in any proceeding or action to which the Customer is a party with authority to take possession or control of the Equipment, VESTA has and may exercise any one or more of the remedies set forth in this section; and this Agreement shall, at the option of the VESTA, without notice, immediately terminate and shall not be treated as an asset of Customer.

MISCELLANEOUS. The PRA and these terms and conditions are the entire agreement between the parties and can only be modified in writing executed by both parties. VESTA's failure at any time to require strict performance by Customer with any of the provisions hereof does not constitute a waiver by VESTA or diminish VESTA's right thereafter to demand strict compliance. This Agreement is governed by and interpreted under the laws of the State of Michigan. Written notices are to be delivered to the addresses contained in the PRA and may be sent via email to satisfy any notice

provisions.

Vesta Furniture Rental Proposal

Today's Date: 05/15/23

Project	Farragut Triplewide + 2nd Flr
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CLIENT INFORMATION	
Client:	Town of Farragut
Contact Name:	Jenn Hatmaker
E-Mail:	jhatmaker@townoffarragut.org
Phone:	865-966-7057

SHIP TO ADDRESS		
City:	Farragut	
State:	TN	

VESTA MODULAR INFORMATION	
Vesta Contact:	Brian Kelly
E-Mail:	bjkelly@vestamodular.com
Office Phone:	
Cell Phone:	615-410-1287

State:	TN	RENTAL INFORMATION			
Delivery Date:	TBD	Rental or Purchase	Rental	Lease Length:	12

[illegible]

IMPORTANT NOTES:

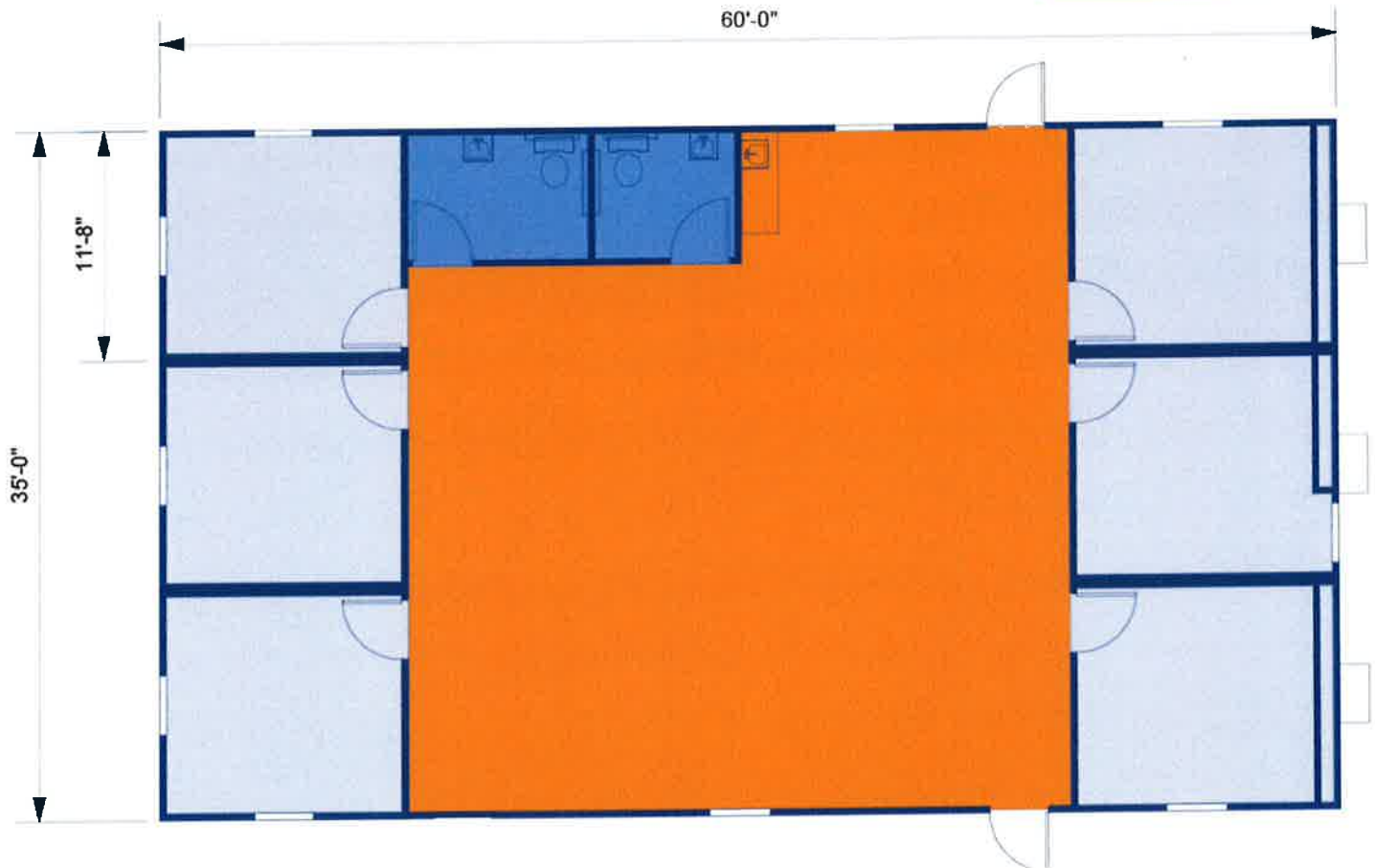
Items listed are subject to stock availability.

**** Rental Customers("Customer") who have executed a proposal and Rental agreement("PRA") with Vesta Housing Solutions, LLC ("VESTA") accept and acknowledge the terms and conditions of the Lease located at www.vestamodular.com/branches-terms. Your signature below is acceptance of these terms and conditions.**

Authorizing Signature: _____
Print Name: _____
Position/Title: _____

Furniture Charges:	
Subtotal	\$ 1,575.00
Does not include Applicable Taxes:	\$ -
Total Rental Rate (Month)	\$ 1,575.00
Term Length (Month):	12
Total Rental Term :	\$ 18,900.00
One Time Charges:	
Roundtrip Delivery and set up-Modular :	\$ 6,550.00
Roundtrip Delivery and set up 2nd Fl Bldg:	\$ 2,250.00
Does not include Applicable Taxes:	\$ -
Total One Time Charges:	\$ 8,800.00
Total Contract Charge (Rental and One Time Charges):	
	\$ 27,700.00

60' X 36' MODULAR OFFICE BUILDING A-B-D MODEL



REPORT TO THE BOARD OF MAYOR AND ALDERMEN

PREPARED BY: Mark Shipley, Community Development Director

SUBJECT: Approval of Steering Committee for the Mixed-Use Town Center Visioning Plan and Updates to the Comprehensive Land Use Plan (CLUP)

INTRODUCTION AND BACKGROUND: At the May 25, 2023 meeting, the Board of Mayor and Aldermen approved a Professional Services Agreement with Tunnell-Spangler & Associates (TSW) for the development of a vision plan for the Mixed-Use Town Center (MUTC) and other updates to the Comprehensive Land Use Plan (CLUP).

BACKGROUND: The consultant has provided staff with a draft schedule. One of the tasks identified in the schedule, as part of the information gathering task of the overall project, is to conduct at least one in person and one virtual meeting with a Steering Committee established by the Town. The Steering Committee will primarily be tasked with not only providing input on their vision for the MUTC area but also offering advice concerning changes to the project based on community input as the project develops.

RECOMMENDATION: Included in the packet is a list of candidates that staff are proposing to serve on the MUTC Visioning Plan Steering Committee. The candidates have agreed to serve if appointed. In putting together the list of candidates, staff wanted to ensure that a wide range of perspectives were included so that a comprehensive evaluation would be evident in the project's outcomes. Staff has included some information about each candidate as it may benefit the Committee's objectives. Community Development Director, Mark Shipley, recommends approval of the candidates proposed for the MUTC Visioning Plan Steering Committee.

PROPOSED MOTION: To approve the attached Steering Committee members for the Mixed-Use Town Center Visioning Plan and Updates to the Comprehensive Land Use Plan (CLUP)

BOARD ACTION:

MOTION BY: _____ **SECONDED BY:** _____

<u>VOTE/TOTAL</u>	<u>WILLIAMS</u>	<u>MEYER</u>	<u>WHITE</u>	<u>POVLIN</u>	<u>BURNETTE</u>
YES	_____	_____	_____	_____	_____
NO	_____	_____	_____	_____	_____
ABSTAIN	_____	_____	_____	_____	_____

MUTC Visioning Plan Steering Committee (draft candidates)

1. Louise Povlin (Fox Run resident and Vice Mayor)
2. George Ellis (Brass Lantern resident and has served on a Planning Commission in another Town)
3. Dan Johnson (Holly Oaks resident and former Rural Metro Fire Marshal)
4. Sue Stuhl (Cove at Turkey Creek resident and former Director of Farragut Parks and Recreation)
5. Suzanne Parham (Concord Hills resident and Principal of Farragut Intermediate School)
6. Phil Dangel (Andover Place resident and retired owner of Shrimp Dock business in Town)
7. Stephen Marlowe (Kingsgate resident and serves on Visual Resources Review Board)
8. Scott Russ (Turkey Creek Woods resident and serves on Farragut Municipal Planning Commission and Farragut Tree Board)
9. Darryl Whitehead (Berkeley Park resident and General Manager of Pinnacle Turkey Creek)
10. Julie Blaylock (President/CEO of Farragut West Knox Chamber of Commerce)
11. Don Mann (Glen Abbey resident within the MUTC and active member of the Farragut Neighborhood Preservation Partnership)

REPORT TO THE BOARD OF MAYOR AND ALDERMEN

PREPARED BY: David Smoak, Town Administrator



SUBJECT: Approval of Agreement, restrictive covenant and security agreement between the Town of Farragut and Smithfield Homeowners Association for public infrastructure located in the Smithfield subdivision

INTRODUCTION: The purpose of this agenda item is to approve an agreement between the Town of Farragut and the Smithfield Homeowners Association for infrastructure repairs.

BACKGROUND: Smithfield subdivision located to the east of Smith Road near the intersection of Grigsby Chapel Road was established in the early 1990's and has 40 lots. When the subdivision was first developed there were oak trees planted in the six-foot grass strip between the sidewalk and the street that have grown over the years and provide a beautiful streetscape for the neighborhood.

DISCUSSION: Although street trees are encouraged in our subdivision design regulations, the use of oak trees in such a tight space is problematic due to how large the trunks get and the damage that can occur as the root systems continue to mature. In the case of Smithfield subdivision, our public works department has been making numerous repairs to the sidewalks and catch basins for several years due to damage the roots from these street trees are causing.

Early this year staff identified Smithfield subdivision as needing to be repaved during the annual repaving program. Staff had discussions with the neighborhood and provided them options to repair the existing sidewalks and streets, which included the removal of all sidewalks (no future repair costs needed), bridging over the existing tree root systems in 36 areas that need to be repaired (the HOA would pay for future repair costs due to root issues) and then milling and repaving the streets. The neighborhood decided it was very important to them to preserve the trees and keep their sidewalks as well.

The attached agreement provides the town will make the necessary milling and repaving of the streets in the subdivision as is standard in all town residential subdivisions. If future repairs are needed due to root damage caused by the trees in the subdivision prior to 15 years after the current repairs are made, the Smithfield HOA would be responsible for the cost of those repairs. Between 15 and 25 years after the current repairs are made, the Town and Smithfield HOA would share the cost based on the age of the street at the time and under the formula that is defined in Section 5.b. of the agreement. All repair cost of the streets after 25 years would be the responsibility of the Town as stated in Section 5.b.iii. Any future sidewalk, curb or drainage inlet repairs that would need to be made due to root damage, the Smithfield HOA would be responsible for the cost to repair. As these public infrastructure items identified in the agreement are all within the Town of Farragut's right of way, all repairs would be the responsibility of the Town of Farragut and at the Town's sole discretion to decide on the method of repair.

FINANCIAL SECTION: The costs to repave the streets and perform sidewalk repairs are included in the FY23 repaving contract with APAC Atlantic, Inc.

RECOMMENDATION BY: Town Administrator David Smoak for approval.

PROPOSED MOTION: To approve the attached agreement, restrictive covenant and security agreement between the Town of Farragut and the Smithfield Homeowners Association

BOARD ACTION:

MOTION BY: _____ **SECONDED BY:** _____

<u>VOTE/TOTAL</u>	<u>WHITE</u>	<u>MEYER</u>	<u>POVLIN</u>	<u>BURNETTE</u>	<u>WILLIAMS</u>
YES	_____	_____	_____	_____	_____
NO	_____	_____	_____	_____	_____
ABSTAIN	_____	_____	_____	_____	_____

AGREEMENT, RESTRICTIVE COVENANT AND SECURITY AGREEMENT

This **AGREEMENT, RESTRICTIVE COVENANT AND SECURITY AGREEMENT** (the “Agreement”) is entered this ____ day of _____, 2023 by and between the **TOWN OF FARRAGUT**, a Tennessee municipal corporation, (the “Town”), and the **SMITHFIELD HOMEOWNERS’ ASSOCIATION**, a not-for-profit corporation (the “Association”) (the Town and Association are referenced herein as the “Parties”).

***** W I T N E S S E T H *****

WHEREAS, the Town owns and controls the public rights-of-way that are located within the limits of the Town, including the rights-of-way that are within the Smithfield subdivision (Smithfield”); and

WHEREAS, contained within the rights-of way of Smithfield are paved roadbeds, sidewalks, and landscaped strips that are generally six (6) feet in width that separate the sidewalks from the curb and gutters (the “Road Verge Areas”); and

WHEREAS, the Association has enjoyed planted trees within the Road Verge Areas that have matured over time to the point that, as the root systems of the trees grow and become more mature, the root systems are displacing and causing damage to the sidewalks and streets in numerous places in Smithfield; and

WHEREAS, such displacement and damage to the sidewalks have created uneven surfaces in the sidewalks that are potentially unsafe for use by the public; and

WHEREAS, the Town had advised Smithfield that in order to remedy these potentially unsafe conditions it must remove, or in the alternative, repair the sidewalks within the rights-of-way of the subdivision, so as to prevent a recurrence of similar displacement and damage to any replacement sidewalks; and

WHEREAS, at the request of the Association, the Town has devised a method of repairing the sidewalks that removes the unsafe conditions, but would also allow the preservation of the trees, a solution the Association prefers as it desires to retain the mature trees in the Road Verge Areas; and

WHEREAS, the Town has developed a method that its representatives believe will allow the trees to be preserved, the specifications and details of which are described on the attached documentation which is incorporated herein by reference and which is designated as **Exhibit A** (the “Plan”); and

WHEREAS, the employment of the Plan will result in the continuation of the growth of the root systems of the trees for a period of time that is estimated to be substantially shorter than would be the normal useful life of newly installed sidewalks were the trees permanently removed thereby completely eliminating the cause of potential future damage; and

WHEREAS, the Town is currently unwilling to agree to employ the Plan in order to preserve the existing trees, knowingly using its funds to currently install sidewalks that will have

a shorter useful life, unless the Association on behalf of itself and its members, agrees as provided herein that in the future it will bear the costs incurred by the Town when future replacement, as a result of Tree Roots, becomes necessary to replace the sidewalks currently being installed pursuant to the Plan, such replacement to occur at the time when the Town determines, in its sole discretion, that the health, safety and welfare of the public requires the removal and replacement of the sidewalks; and

WHEREAS, the Parties hereto desire to memorialize the terms and conditions of their agreement with respect to the current replacement of the sidewalks pursuant to the Plan and the future repairs of the Road Verge Areas, the roadways and the replacement of the sidewalks in Smithfield.

NOW, THEREFORE, for and in consideration of the mutual covenants and promises herein contained, the Parties do hereby agree as follows:

1. Recitals. The recitals hereinabove set forth are accurate and are incorporated herein by reference with the same legal force and effect as though repeated herein verbatim.

2. Responsibility for Rights-of-Way; Purpose of the Agreement. The Parties acknowledge that the sidewalks, Road Verge Areas, curbs, gutters and roads within Smithfield are within the public right-of-way owned by the Town, and that by reason of such ownership, duties are owed by the Town with respect to the proper maintenance and care of the rights-of-way, which are created and maintained to be used by the public as ways of ingress and egress for members of the Association. Moreover, the Parties acknowledge that it is not the intention of this Agreement for the Town to delegate in any way its responsibilities for designing and maintaining its rights-of-way in Smithfield. Rather, the Parties agree that it is the purpose and intent of this Agreement to provide for an allocation between the Parties of the future costs to the Town resulting from its agreement to accommodate the requests of the Association to employ the Plan and to preserve the trees in the Road Verge Areas.

3. The Plan. Conditioned upon the Association, for itself and its members, agreeing to the terms hereof and submitting this Agreement for recording in the Knox County Register's office, such that it will run with land owned by the Association, the Town agrees to remedy the current deficiencies in the sidewalks located in Smithfield in accordance with the specifications as outlined in the Plan, and without removing the trees that are located under and adjacent to the sidewalks.

4. Town's Responsible for Cost of the Current Improvements. The Town will bear the professional costs to develop and engineer the Plan, and will also construct the sidewalks in accordance with the Plan at its expense inasmuch as, in the absence of this Agreement, it would be responsible for such costs to make these improvements to its rights-of-way in Smithfield.

5. Association Responsible for Costs of Future Expense to Replace Sidewalks and to Repair or Replace Curb and Gutter and Roadways. The useful life of subdivision

sidewalks built to the Town's specifications would be 50+ years. The useful life of the asphalt surface to the streets built to the Town's specifications would be approximately 25 years.

- a. Sidewalks, Curbs and Drainage Inlets.** Because of the continued growth and presence of the trees and their root systems in the Road Verge Areas, the Town will incur expenses, sooner than it would have had the current project been, as preferred by the Town, the removal of the trees and their root systems followed by the repair and/or removal and replacement of the sidewalks. When the Town determines in the future that the replacement sidewalks installed pursuant to the Plan must be repaired or replaced, the Association agrees to pay the costs to the Town of repairing and/or replacing the sidewalks and any costs to repair the damage to the curbs, drainage inlets within Smithfield caused by the continued growth of the root systems of the trees.
- b. Streets.** When the Town determines in the future that areas of the asphalt streets must be repaired because of damage caused by the root systems of the trees, the Parties hereto agree that the party responsible to bear the cost of repairing the asphalt streets will depend upon the length of time the streets that are currently being resurfaced have lasted before resurfacing is again required.

 - (i) If it is determined at any point prior to January 1, 2038 that, as a result of the continued growth of the tree roots, an area or areas of the streets require repairs or replacement, then the Association and its members will bear the cost of the repair, including, but not limited to, the excavation of the street to get access to the problem, the removal of the tree roots involved, the placement of material to fill the void left by the tree roots, and the required resurfacing.
 - (ii) If it is determined at any point between January 1, 2038 and January 1, 2048, that as a result of the continued growth of the tree roots an area or areas of the streets require repairs or replacement, then the Town and the Association and its members will share, on a pro rata basis, as defined hereinafter, the cost of the repair, including but not limited to the excavation of the street to get access to the problem, the removal of the tree roots involved, the placement of material to fill the void left by the tree roots, and the required resurfacing. The portion of the cost to be borne by the Town will be the total cost multiplied by a fraction, the numerator of which is the number of years since 2023 that the streets were used, and the denominator of which would be 25, representing the useful life of a subdivision street (the "Town's Share"). The portion of the cost to be borne by the Association and its members will be the portion of the total cost remaining after subtracting the Town's Share.
 - (iii) If it is not determined that resurfacing of the streets is required until after January 1, 2048, then all repair and resurfacing costs shall be the

responsibility of the Town and any responsibility of the Association for repairs or resurfacing of the asphalt streets shall cease. Consistent with the foregoing, the decisions with respect to when and specifications for making modifications to, or to take actions with respect to repairs and maintenance now and in the future remain decisions within the discretion and control of the Town, including the exercise of the Town's right to remove from the Town's right-of-way the trees and their root systems in the event this Agreement is not amended to extend its terms.

6. Methods of Collection Available to the Town. The Association hereby grants the Town a security interest in its right to receive assessments from its members as security for the amount the Association is obligated to pay the Town for the costs resulting from the provisions of Section 5 hereof. The Association acknowledges that pursuant to Tenn. Code Ann. §6-2-201(3) and (16)(A) in the event Association does not pay the Town all of the expenses to which the Town is due pursuant to Section 5, the Town has the authority to assess a portion of the cost of the sidewalk and other improvements upon the private property owned by members of the Association that abuts on or is adjacent to the sidewalks or other public infrastructure being repaired or replaced.

7. Mediation. Notwithstanding any provision in this Agreement to the contrary, in the event (i) a dispute develops between the Parties concerning any matter in connection with this Agreement and (ii) if such dispute cannot be resolved, then unless immediate injunctive or similar equitable relief is necessary, the Parties agree that such matters shall first be submitted for mediation using a mediator located in Knoxville, Tennessee and mutually agreed to by the Parties with the Parties sharing equally in the cost of such mediator. Such mediation shall occur within thirty (30) days of the dispute being brought to the attention of the other party or at such other time as agreed upon by the Parties in good faith and without delay. Except in such situation where immediate injunctive or other immediate equitable relief is necessary, only if such mediation is unsuccessful and the Parties are unable to resolve the matter or matters in conflict, may either party proceed with litigation.

8. Entire Agreement. This Agreement, including and together with any related exhibits, schedules, attachments, addendums, and appendices, constitutes the sole and entire agreement of the Parties with respect to the subject matter contained herein, and supersedes all prior and contemporaneous understandings, agreements, representations and warranties, both written and oral, regarding such subject matter. The Parties acknowledge and agree that if there is any conflict between the terms and conditions of this Agreement and the terms and conditions of any proposal or other agreement between the Parties not made a part of this Agreement, the terms and conditions of this Agreement shall supersede and control.

9. Notices. All notices and communications under this Agreement shall be made in writing, signed by the Party making the same, shall specify the section of this Agreement pursuant to which it is given, and shall be deemed given on the date delivered if delivered in

person or on the third (3rd) business day after mailed if mailed certified mail (with postage prepaid), return receipt requested, as follows:

If to Association:

If to the Town:

David Smoak, Town Administrator
Town of Farragut - Town Hall
11408 Municipal Center Drive
Farragut, TN 37934

With a copy to:

Thomas M. Hale, Esq.
Kramer Rayson LLP
800 S. Gay Street, Suite 2500
Knoxville, Tennessee 37929
865.525.5134

or to such other representative or to such other address as the Parties hereto may furnish to the other Parties in writing. If notice is given pursuant to this section of a permitted successor or assigns of a Party of this Agreement, then notice shall be given as set forth above to such successor or assign of such Party.

10. Severability. If any term or provision of this Agreement is found by a court of competent jurisdiction to be invalid, illegal, or unenforceable in any jurisdiction, such invalidity, illegality, or unenforceability shall not affect any other term or provision of this Agreement or invalidate or render unenforceable such term or provision in any other jurisdiction. Upon a determination that any term or provision is invalid, illegal, or unenforceable, the court may modify this Agreement to effect the original intent of the Parties as closely as possible in order that the transactions contemplated hereby be consummated as originally contemplated to the greatest extent possible.

11. Amendments. No amendment to or modification of or rescission, termination, or discharge of this Agreement is effective unless it is in writing and signed by each Party.

12. Waiver. No waiver by any Party of any of the provisions of this Agreement shall be effective unless explicitly set forth in writing and signed by the Party so waiving. Except as otherwise set forth in this Agreement, no failure to exercise, or delay in exercising, any right, remedy, power, or privilege arising from this Agreement shall operate or be construed as a waiver thereof, nor shall any single or partial exercise of any right, remedy, power, or privilege

hereunder preclude any other or further exercise thereof or the exercise of any other right, remedy, power, or privilege.

13. Assignment. This Agreement may not be assigned by either party. Subject to the foregoing, all of the terms and provisions of this Agreement shall be binding upon and inure to the benefit of and be enforceable by the successors and assigns of the Parties. Any attempted assignment of this Agreement by either party in violation of this Paragraph 11 shall be null and void.

14. Successors and Assigns. This Agreement is binding on and inures to the benefit of the Parties to this Agreement and their respective permitted successors and permitted assigns.

15. Choice of Law. This Agreement and all related documents, including all exhibits attached hereto, and all matters arising out of or relating to this Agreement, whether sounding in contract, tort, or statute are governed by, and construed in accordance with, the laws of the State of Tennessee, without giving effect to the conflict of law provisions thereof to the extent such principles or rules would require or permit the application of the laws of any jurisdiction other than those of the State of Tennessee.

16. Choice of Forum. Any legal suit, action, or proceeding arising out of or relating to this Agreement shall be instituted in any United States federal court or state court located in the State of Tennessee in the County of Knox, and each party irrevocably submits to the exclusive jurisdiction of such courts in any such suit, action, or proceeding.

17. WAIVER OF JURY TRIAL. EACH PARTY ACKNOWLEDGES THAT ANY CONTROVERSY THAT MAY ARISE UNDER THIS AGREEMENT, INCLUDING EXHIBITS, SCHEDULES, ATTACHMENTS, AND APPENDICES ATTACHED TO THIS AGREEMENT, IS LIKELY TO INVOLVE COMPLICATED AND DIFFICULT ISSUES AND, THEREFORE, EACH SUCH PARTY IRREVOCABLY AND UNCONDITIONALLY WAIVES ANY RIGHT IT MAY HAVE TO A TRIAL BY JURY IN RESPECT OF ANY LEGAL ACTION ARISING OUT OF OR RELATING TO THIS AGREEMENT, INCLUDING ANY EXHIBITS, SCHEDULES, ATTACHMENTS, OR APPENDICES ATTACHED TO THIS AGREEMENT, OR THE TRANSACTIONS CONTEMPLATED HEREBY.

18. Attorneys' Fees. In the event that the Town institutes any legal suit, action, or proceeding against the Association arising out of or relating to this Agreement, the Town, if it is the prevailing party, shall be entitled to receive, in addition to all other damages to which it may be entitled, the costs incurred by the Town in conducting the suit, action, or proceeding, including reasonable attorneys' fees and expenses and court costs.

19. Counterparts. This Agreement may be executed in counterparts by one or more of the Parties hereto at different locations and at different times it being the intent of the Parties that all copies of the same when signed by all of the Parties hereto shall constitute binding originals with the Effective Date first written above. Signature pages delivered electronically (in pdf or other similar format) or by facsimile shall be considered binding.

IN WITNESS WHEREOF, the Parties hereto have executed this Agreement as of the Effective Date.

Smithfield Homeowners' Association

The Town of Farragut

By: _____

By: _____

Ron Williams, Mayor

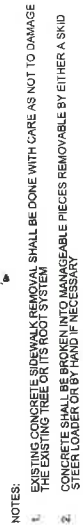
Its: _____

[illegible]

Vertical tubes and bars will be constructed and installed to be plumb. Horizontal tubes and bars will be constructed and installed to be parallel with the top of the Sothembu.



NTS



NT 3



CITY OF KNOXVILLE DEPARTMENT OF ENGINEERING CONSTRUCTION DETAILS	2015 SIDEWALK REPLACEMENT PROJECT SHEET 12 OF 14	DRAWING NO. PROJECT NO. DATE: 10-1-2015 APPROVED BY:
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