

**MARK H. LUTTRELL, JR.
TRANSITION TEAM REPORT**

**FINAL
RECOMMENDATIONS**

Presented October 22, 2010

Team Members

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Special Acknowledgements

The following individuals are recognized for their service to the Transition Team. The members of the Transition Team express their gratitude to each of you for devoting your time and talents to this process.

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TRANSITION TEAM EXECUTIVE SUMMARY

Compiled by Transition Team Chairman Steve Reynolds and Co-Chair Elaine Sanford

RECOMMENDATIONS

Message from the Chairs:

We are pleased to present this summarized version of sub-committee reports submitted by members of Mayor Mark Luttrell's Transition Team. The following Executive Summary highlights the major points contained in the reports which have been approved by Transition Team members.

I. Business Friendly/Economic Development

Charge: Create a more business-friendly County

The Transition Team was charged with exploring barriers to, and developing recommendations on, the following topics:

- I. Provide support for the development and sustainability of small business
- II. Attract new business to Shelby County and the region
- III. Ensure success of the local economy
- IV. Prevent the outmigration of young professionals

Transition Team Results: Four Recommendations

One: Restructure the City / County Economic Development Office

- Create a new umbrella entity to bring the various stakeholders under one organization and one location.
- Build cooperation among other neighboring and state governmental entities in mutual support of economic development.
- Investigate further research regarding Shelby County young professionals

Two: Expand and Promote Development and Support of Small Business, Including Minority and Women Owned Companies

- Support the establishment of a Small Business Office
- Evaluate the Locally Owned Small Business Program
- Develop an awareness campaign to educate small business owners
- Develop an online platform / website

Three: Support action to correct deficiencies impacting zoning and land use

Four: Create and retain a 21st century workforce

- Collaborate with programs designed to increase college attainment
- Engage young professionals to serve on County Boards and Commissions
- Work with MPACT Memphis to ensure that Shelby County’s overall strategic goals align with local and national research regarding the recruitment, retention, and development of young professionals
- Create a “YP Kitchen Cabinet” to consult with the County Mayor

II. Education

Charge: Improve efficiency and quality of education.

The Transition Team was charged with exploring ways to:

- I. Take an active role in education

Transition Team Results: Two Recommendations

One: Support initiatives impacting high quality community –based early learning programs.

- Head Start – Achieve NAEYC Accreditation for Head Start Centers, increase student enrollment for Head Start and Pre-K programs, and track student achievement to ensure goals of such programs are being met
- Improve coordination among existing agencies for more efficient programs aimed at strengthening children and families
- Continue support for the People 1st strategic plan to strengthen the educational pipeline throughout a student’s trajectory from prenatal to college completion

Two: Support initiatives impacting college attainment and talent retention

- Commence a public awareness campaign to encourage children to stay in school, graduate, and seek higher education.

III. Government Relations

Charge: Strengthen relationships with local and state governments

The Transition Team was charged with developing recommendations related to:

- I. Becoming a resource for local officials
- II. Bringing leaders together to work on shared priorities/interests
- III. Establishing a better rapport with officials that is essential for County growth

Transition Team Results: One Recommendation

One: Change the perceptions on both the Local and State levels through communication initiatives

- Embrace a broader “Tennessee-centric” approach to legislative initiatives
- Review the process for developing the legislative agenda, considering priorities, building consensus at both levels, and timely submission.
- Maintain visibility in Shelby County and in Nashville
- Educate local officials and the public on legislative accomplishments

IV. Public Safety

Charge: Address public safety with an emphasis on the Operation: Safe Community Plan (OSC).

Utilizing the OSC plan as a blue print, the Transition Team was charged with:

- I. Defining the Mayor’s role in addressing public safety
- II. Determining how the Mayor can better promote the Plan’s initiatives or provide support to ensure the successful execution of the strategies

Transition Team Results: Eight Recommendations

One: Serve as a Team Leader in implementing the current OSC adult re-entry strategy.

Two: Serve as a Team Leader in implementing the current OSC drug court treatment strategy.

Three: Play a key supportive role in pushing certain other OSC strategies

- Support funding for data driven deployment of officers by the Sheriff's Office
- Advocate the OSC state legislative agenda for 2011
- Support county funding for additional prosecutors
- Expedite the approval process for the Family Safety Center lease
- Assist on problem properties by assigning county code responsibility for inspecting major apartment complexes.
- Assist in recruiting mentors for the Truancy Reduction Program

Four: Provide aggressive leadership in insuring that Shelby County has the resources and organization to respond effectively to major disasters.

Five: Provide the leadership to streamline and refine our current 911 system, including construction of a new 911 center.

Six: Take the lead on early childhood development (which is recognized as a long-term public safety issue).

Seven: Work with Mayor Wharton to provide technical support to neighborhoods.

Eight: Play a leading role in the development and implementation of Operation: Safe Community Plan II.

TRANSITION TEAM

FULL REPORT ON RECOMMENDATIONS

Introduction

The Transition Team began its work on gathering information shortly prior to Mayor Mark H. Luttrell, Jr. taking office. The focus or charge of the Team from Mayor Luttrell was to examine and provide recommendations to him in a few key areas focused on during his campaign for office: (1) business friendly/economic development; (2) education; (3) government relations; and (4) public safety.

In carrying out its work, the Team divided into four sub-committees and conducted a number of meetings for the purpose of gathering information, defining issues, and developing recommendations. To accomplish this, the subcommittees reviewed selected documents and data they deemed necessary as well as met with personnel, legislators, and a variety of advocates and experts. Although the members of the Transition Team focused on their respective subcommittee assignments, many crossed over participating in various discussions throughout the process. Therefore, this final report reflects the collective viewpoint of the entire Team.

I. Business Friendly/Economic Development

Charge: Create a more business-friendly County

The Transition Team was charged with exploring barriers to and developing recommendations on the following topics:

- I. Provide support for the development and sustainability of small business
- II. Attract new business to the area
- III. Ensure success of the local economy
- IV. Prevent the outmigration of young professionals

Transition Team Results: Four Recommendations

Recommendation One: Restructure the City / County Economic Development Office

1. Restructure Office of Economic Development

The Office of Economic Development (OED) is currently a component of the Office of Planning and Development (OPD). As such, the office has no direct report to either the City of Memphis or the Shelby County Mayor and is essentially “buried” within the OPD.

Observations reflect that the OED lacks the personnel and technological resources to take an aggressive approach to economic development. The OED has a staff of only four (4) people consisting of the Executive Director, Administrative Assistant to the Industrial Development Board, Economic Development Specialist for Re-Entry Coordination, and a Compliance Officer. As such, the office is unable to fully serve the needs of existing businesses and to successfully recruit new businesses. This lack of resources prevents the OED from providing the highest caliber of small business services necessary to build a strong county-wide economy. For example, the office is unable to effectively gather and communicate successes and priorities to the public as OED staff are unable to discern which administration (city or county) is responsible for gathering and sharing this information. The OED is not the “first point of contact” with companies interested in identifying area economic development incentives. To translate -- a lack of resources means a lack of visibility. Companies, therefore, generally learn about these incentives after first talking with the Chambers of Commerce rather than being able to directly access the OED.

One of Shelby County’s most important economic development incentives is the PILOT program, administered by the Industrial Development Board. For large businesses, PILOTs will often make or break the deal. Two areas of the program, however, require revision. The first is the matrix utilized to determine the length of the PILOT. The matrix, as written, provides very little flexibility, and should be revised to allow the IDB to better respond to unique situations. Second, companies wishing to avail themselves of a PILOT must convey the property to the IDB in order to avail themselves of the tax abatements. Such a requirement has a strong chilling effect on potential business recruits, and can become extremely costly and complicated. Unlike the PILOT matrix which can be revised by the IDB (with proper approval), any changes to the title-conveyance rules will require state legislative action.

In summary, the current structure is believed to be inefficient and has a cumbersome procedural process with no real oversight involving the number of organizations. It does not have the necessary interaction and therefore, operates without the coordination required to be an effective organization representing the best interest of Economic Development in Memphis and Shelby County.

It is recommended that an umbrella entity be formed to bring the various individual stakeholders with oversight authority under one organization in one location. The organization should be moved out of government and set up with a board to include the Mayors of the City of Memphis and Shelby County Government, or their representatives, a representative of the Suburban Mayors, and business leaders with the necessary experience to effectively move to the 21st century and deal with the increasing competition. As noted above, the OED currently lacks the capacity to adequately address the needs of area small businesses. Any restructuring should be executed to ensure OED employees and programs are capable of properly serving and promoting small business. Therefore, this structure should include a small business component with at a minimum having a point person giving direction to small business entities wanting to do business in

Memphis and Shelby County, including how to maneuver through government procedures. (Please see Recommendation II for further explanation.)

If structured properly, the new entity could become self-sustaining and function somewhat similar to the Center City Commission with a broadened territory that would include all of Shelby County.

2. Build cooperation among neighboring municipalities, counties, and states in mutual support of economic development.

Effectively recruiting businesses to the area requires a comprehensive, regional approach to economic development. County government should work with neighboring cities, counties, and states to better understand their economic development efforts and how they complement (or compete with) those in Shelby County. Particular attention should be paid to leveraging each other's assets for the betterment of the entire region.

A better understanding of neighboring economic development initiatives and incentives will also help Shelby County compete to retain existing businesses.

3. Investigate further research regarding issues specific to young professionals living in Shelby County outside the Memphis city limits.

Recommendation Two: Expand and Promote Development and Support of Small Business, Including Minority and Women Owned Companies

Small businesses account for 100% of net job growth in the U.S. over the last 20 years. A strong small business community creates a diverse tax base and provides critical support products and services to larger companies. Shelby County government can make a meaningful impact on the area's small businesses by:

1. Supporting the establishment of a Small Business Office for economic development. Whether housed in the Renaissance Business Center or as a component of the current or a restructured OED, the office would be charged with connecting area small businesses to the incentives and support services necessary to their success. Consideration should be given to the location of such office to ensure ease of access for Shelby County small businesses. Among other services, the Small Business Office will focus on:
 - a. Working with the appropriate organizations to create a strategy to facilitate awareness of and access to capital.
 - b. Working with the appropriate organizations to provide business owner training and support.
2. The Small Business Office should be used to evaluate the Shelby County "Locally Owned Small Business Purchasing Program" with the goal of:

- a. Developing more expeditious approval methods to qualify vendors; and
 - b. Standardizing the bid evaluation process to ensure ratings are applied correctly and equally. (Staff training may be required for bid evaluation.)
 - c. Training to provide instruction to small businesses on how to do business with County government, possibly in partnership with the Tennessee Small Business Development Center.
3. Working with the appropriate organizations to develop an awareness campaign to educate small business owners about:
- a. Local small business resources;
 - b. County small business purchasing initiatives; and
 - c. Process by which small businesses can do business with County government.
4. Working with the appropriate organizations to develop an online platform that: extends a Small Business Office hours of operation; promotes collaboration; connects users to knowledge resources; opens the business community to all interested parties both within and outside of geographical boundaries of Shelby County; and otherwise promotes developing business support systems that are consistent with 21st century emerging technologies and best practices.

Recommendation Three: Support action to correct deficiencies impacting zoning and land use.

The Private Acts should be revised to grant governing bodies the authority to make zoning decisions regarding areas that are within their jurisdiction or annexation reserve.

Shelby County is 1 of only 3 governmental entities in the United States in which zoning matters require approval of two separate governmental entities. This redundancy is burdensome and detrimental to economic development efforts and should be eliminated. Zoning approval should only require approval by one government entity, either City or County government.

Recommendation Four: Develop and retain a 21st century workforce.

Shelby County has been suffering a net loss of 5 young professionals per day AND 5 middle class families per day for the last 20 years. Shelby County has lost close to \$2B in income over the last 13 years, with almost 1/3 of that money going to DeSoto County. This “brain drain” has left Shelby County unprepared to meet the demands of the 21st century global economy. Shelby County can begin to turn the tide on this debilitating loss, thereby stabilizing and improving the local tax base by:

1. Collaborating with programs designed to increase Shelby County college attainment;
2. Engaging young professionals to serve on County Boards and Commissions;
3. Working with MPACT Memphis to ensure that Shelby County's overall strategic goals (particularly those contained in the county's strategic plan) align with local and national research regarding the recruitment, retention, and development of young professionals; and
4. Creating a "YP Kitchen Cabinet" to consult with the County Mayor (and hopefully the County Commission) on at least a quarterly basis.

II. Education

Charge: Improve efficiency and quality of education.

The Transition Team was charged with exploring ways to:

- I. Take an active role in education

Transition Team Results: Two Recommendations

Recommendation One: Support early childhood development initiatives, especially those impacting high quality community –based early learning programs.

1. Achieve NAEYC Accreditation for Head Start Centers, increase student enrollment for Head Start and Pre-K programs, and track student achievement to ensure goals of such programs are being met. NAEYC is the National Association for the Education of Young Children.

NAEYC Accreditation of the Head Start Program and the Pre-K programs will set the highest professional standards for early childhood education and is conducive to helping participants be prepared for learning beyond preschool. There are only 4 Head Start locations out of 73 (Headstart collaborates with Memphis City Schools to allow the program in the schools) with this designation, and the committee believes it is in the best interest of the participants for all locations to be accredited. The cost of accreditation is \$2000 per location.

Of the 9000 children born each year in Shelby County who are eligible for Head Start, only 3186 slots are funded annually through the federal government. Realigning the funding with the needs of the community would ensure a more successful start to school for many children. Involving the private sector in the fundraising endeavor may be needed to help cover all children who are eligible, but not able to participate because of the limited slots available.

Tracking the progress of participants through the Head Start program was another area of interest for the committee. Since the programs' inception in 1964, there has been no official tracking protocol. Parent surveys are used to track progress through third grade only. The committee feels that tracking a student's progress after Head Start and through High School graduation is important in knowing that the goals of the Head Start program are being achieved.

2. Improve coordination among existing agencies for more efficient programs aimed at strengthening children and families.

Better Coordination among existing agencies who work with young children and their families would be beneficial to help combat issues that prevent children from being prepared to begin school. Poverty is a large barrier to school readiness. There are already programs in place to help families but with more cooperation/coordination, agencies could be more effective.

3. Continue support for the People 1st strategic plan to strengthen the educational pipeline throughout a student's trajectory from prenatal to college completion.

Recommendation Two: Support initiatives impacting college attainment and talent retention

Shelby County is losing many young professionals each year to other cities and opportunities. The dropout rate for high school and college students in this area is high. A public relations push encouraging high school students to stay in school, graduate and strive to attend and graduate from college, could be instrumental in retaining the talent of our young people to be productive members of our local business community.

III. Government Relations

Charge: Strengthen relationships with local and state governments

The Transition Team was charged with developing recommendations related to:

- I. Becoming a resource for local officials
- II. Bringing leaders together to work on shared priorities/interests
- III. Establishing a better rapport with officials that is essential for County growth

Transition Team Results: One Recommendation

Recommendation One: Change the perceptions on both the Local and State levels through communication initiatives

The Transition Team has drawn the following conclusions after a series of meetings and interviews conducted by the subcommittee with a variety of stakeholders important to the Luttrell Administration's success in state and local governmental relations. The

subcommittee, collectively or as individual members, met with and received input from more than 140 individuals. The subcommittee did not consider federal governmental relations as that was beyond the scope of the charge. The work of the subcommittee has been part of an ongoing dialogue with the Luttrell Administration, some additional recommendations may already have been considered and implemented.

Stakeholders consulted included the suburban mayors and interim County Mayor, the President of Memphis Tomorrow, Memphis Regional Chamber President and Vice President of Public Policy & Community Affairs, a representative of the Suburban Chamber Alliance, various members of the Shelby County Legislative Delegation including its Chairman, as well as representatives of the City of Memphis and Shelby County Government, members of the Crime Commission and Operation Safe Community, and citizens at large.

The primary barriers to effective intergovernmental relations are very basic: poor communication and the perception of dysfunction. The general perception is that the State of Tennessee does not care about Shelby County. Conversely, the State often seems to feel that Shelby County too often wants special treatment. Overcoming this perception requires better communication of a coordinated and collaborative agenda and effective communication of results.

1. Embrace a broader “Tennessee-centric” approach to legislative initiatives

It is recommended that Shelby County take a less “Shelby-centric” approach to legislative initiatives and embrace a broader “Tennessee-centric” approach. As the gubernatorial candidates have publicly acknowledged, Shelby County is the engine that drives the state. The attitude that what is good for Shelby is good for all of Tennessee will likely be more successful in the future. Initiatives should be presented in that light whenever possible. Whether it is funding for health care, reductions in crime, improvements to education, or economic development, investments made here should be analyzed and presented in the context of what is beneficial to the greater good.

2. Review the process for developing the legislative agenda, considering priorities, building consensus at both levels, and timely submission.

A similar approach should be taken regarding municipal projects; *i.e.*, an economic development project for a particular municipality should, to the extent possible, be embraced as part of Shelby County’s package and presented as an economic benefit to the entire state. This requires cooperation between governments and Chambers of Commerce and adequate time to implement coordinated strategies.

Doing so, however, will require a more proactive approach to governmental relations in order that Shelby County has enough time to develop a meaningful agenda and a broad consensus of local support for it. The government relations function should be given a higher administrative priority in terms of internal reporting directly to the Mayor and external responsibility vested in representatives with authority to represent and execute

the County's plan. One objective should be to develop a consensus sufficient to avoid conflicting communications by individuals who attempt to circumvent the process which can lead to confusion and the perception of dysfunction as legislation advances in Nashville.

Shelby County needs to develop a good working relationship with the new governor and his administration as well as the Shelby Delegation and committees of House and Senate to the fullest extent possible. Legislative priorities should be carefully crafted and timely submitted for inclusion in the governor's legislative package and budget whenever possible.

3. Maintain visibility in Shelby County and in Nashville

It is beneficial for the Mayor and his representatives to maintain visibility on the legislative front both at home and in Nashville while the General Assembly is in session. Active participation by the Mayor in the Tennessee County Commissioners' Association is recommended. The suburban mayors recommend continuing regular meetings with the County Mayor as well as improving communications about relevant details of pending agenda items.

4. Educate local officials and the public on legislative accomplishments

It is incumbent upon all to understand, appreciate and account for what is and is not accomplished during each legislative session. Just as the Shelby Delegation needs to improve its communications of progress, the Mayor's Administration also needs to communicate and educate the County Commission, municipal officials and the public at large of what has been accomplished each year.

This is a time of great optimism. Everyone with whom the subcommittee interacted expressed respect and admiration for Mayor Luttrell as sincere, honest and one who will work well with others to move our community forward in a positive and forthright manner.

IV. Public Safety

Charge: Address public safety, with an emphasis on the Operation: Safe Community Plan

Utilizing the OSC plan as a blue print, the Transition Team was charged with:

- I. Defining the Mayor's role in addressing public safety
- II. Determining how the Mayor can better promote the Plan's initiatives or provide support to ensure the successful execution of the strategies

Transition Team Results: Eight Recommendations

Leadership implementing the current Operation: Safe Community strategic plan.

Recommendation One: Serve as a Team Leader in implementing the current OSC adult re-entry strategy.

As the person ultimately in charge of the County Division of Corrections, the county mayor is a critical player in making sure county inmates return to the community with greater chances of success.

This leading role will include, but in no way be limited to, urging state funding of a Shelby County Re-entry Office called for under the plan, which will coordinate community resources for inmates returning to the community.

As a former sheriff, Mayor Luttrell is in a unique position to help make sure the individualized plans developed for county jail inmates (treatment plans, etc.) follow those inmates to the county correctional center.

Recommendation Two: Serve as Team Leader in implementing the current OSC drug court treatment strategy.

Funding drug court treatment continues to be a patchwork approach. The county mayor should take the lead in providing a dependable funding source of \$2.0 - \$2.5 million per year. Note: The Team recognizes the mayor's interest in diversion programs beyond the drug court, such as the Jericho Project. The thought is that as OSC partners work over the next year to develop Plan 2 (see below) the Mayor could help transition this strategy to one that is an umbrella strategy for diversion programs that would include drug court and others.

“Key roles” in other current OSC strategies:

Recommendation Three: Play a key supportive role in pushing the following other OSC strategies:

1. Continue to support funding for data-driven deployment of officers by the sheriff's office.
2. Take a lead in advocating the OSC state legislative agenda for 2011 which is expected to include:
 - a. state funding for additional prosecutors for enhanced vertical prosecution of cases
 - b. continuing efforts to provide tougher state sentences for gun crimes, and

- c. funding for Shelby County Re-entry Office (mentioned above) which would coordinate community resources for inmates returning to the community.
3. Support county funding for additional prosecutors for enhanced vertical prosecution of cases.
4. Expedite county government approval of a lease agreement for the proposed Family Safety Center.
5. Assist on problem properties by assigning to county code responsibility for inspecting major apartment complexes (a responsibility which neither the county or city government is now assuming).
6. Actively help recruit citizens as mentors for the Truancy Reduction Program.

Immediate leadership or other, non-OSC public safety concerns.

Recommendation Four: Provide aggressive leadership in insuring that Shelby County has the resources and organization to respond effectively to major disasters.

1. Take the lead in insuring that Shelby County has the resources and the organization to respond effectively to major man-made or natural disasters (i.e. avoid a “New Orleans” type situation here).
 - a. For homeland security, there is a regional network in place. The Urban Area Security Initiative (UASI) - encompassing six counties.
 - As part of the Initiative, local governments are supposed to have Continuing Operations of Government (COOPs) plans in place. Not all local governments do.
 - The Initiative has resulted in a good public/private partnership, with up to 75 entities represented at meetings. There are especially strong ties with the faith community regarding emergency shelters, etc. On the other hand, most small businesses don’t have the funds necessary to invest in emergency management.
 - As part of the UASI, Shelby County maintains an Office of Preparedness.
 - The Stafford Act is the governing federal law for how state and local governments receive assistance under a disaster environment to aid citizens. It dictates the process for obtaining a presidential declaration opening up federal funding for public infrastructure

repair, cleanup, and individual assistance. Local officials need to have more knowledge about how the process works and how to move promptly for federal assistance.

- The county mayor is the obvious choice for taking the lead in beefing up the UASI.

b. A new state law was enacted in 2009 under which the county mayor is responsible for appointing an executive director of a county Emergency Management Agency (EMA). The current director of the County Office of Preparedness is also the current EMA director. It is clear that emergency management is a county government responsibility.

- First response agencies are ready to respond to a natural disaster.
- However, the EMA staffing to coordinate a response is inadequate. Currently, there are seven employees – five dispatchers, a secretary, and a planning/training officer. They are on the City of Memphis payroll but are paid through a 50/50 split with Shelby County. The national model calls for 12-15 planning/training officers.
- The EMA offices are not seismic resistant!

c. Strengthening relations with State Government is essential.

- The state lead agency is the Tennessee Emergency Management Agency.
- The county mayor should take the lead in building strong relations to ensure improving the working relationship.

Recommendation Five: Provide the leadership to streamline and refine our current 911 system, including construction of a new 911 center.

1. Streamline and refine our current 911 system with its multiple dispatch centers.

a. Due apparently to cost issues, the suburban cities do not map anything geographically beyond their municipal boundaries, even though calls may be received beyond those boundaries.

- Apparently mapping is an expensive undertaking.

- The county mayor should work with the suburban cities to figure out a way to address any funding issues. One possible source of funding is the 911 board.
- b. Great effort has been put into designing a co-located 911 center (a Public Safety Communications Center). It is designed to withstand a major disaster and would cost \$35 - \$40 million to construct.
- The 911 board has agreed to fund \$26 million of the cost, proposing that the City of Memphis and Shelby County split the remaining cost of up to \$7 million each.
 - Shelby County has agreed to \$5 million.
 - The county mayor should take the lead in getting the new 911 center constructed.

Recommendation Six: Take the lead on early childhood development (which the Team recognizes as a long-term public safety issue).

Position county government to take the lead on early childhood development. The Education Subcommittee has addressed this issue.

Recommendation Seven: Work with Mayor Wharton to provide technical support to neighborhoods.

Develop a plan to implement Community Action Partnerships under which technical support is provided to neighborhoods on crime prevention, community organizing, code enforcement, and a variety of other issues that can be addressed, at least in part, at the neighborhood level.

A lead role in developing and implementing Operation: Safe Community Plan II.

Recommendation Eight: Play a leading role in the development and implementation of Operation: Safe Community Plan II.

In 2011, a community-wide process will need to be implemented to develop a second five-year OSC plan (for 2012-2016), which will be part of an updated Memphis Fast Forward plan.

It is essential that the county mayor take a leading role in (a) mobilizing community involvement in the process and (b) developing and implementing a final new five-year plan.

CONCLUSION

The members of the Transition Team want to thank Mayor Luttrell for the opportunity to participate in this process and contribute input into his new role and focus for his Administration. It is our hope that these recommendations will assist him in developing strategic goals and objectives. The Team recognizes the many challenges and opportunities that lie ahead and certainly wish Mayor Luttrell and everyone at Shelby County Government well as they work on these issues during the Mayor's term in office.