



MASSENGILL CONSULTING

Innovative Solutions to Your Downtown's Development

Bridgett S. Massengill, M.P.A
President and Chief Consultant



Professional Biography

Bridgett Massengill is founder and President of Massengill Consulting, providing innovative solutions to downtown development with a special emphasis on incentive financing tools. Bridgett has consulted with multiple cities and towns in Tennessee, assisting them to strengthen their downtown economic toolbox and help guide them in various ways to achieve their development goals.

Prior to forming her own business, Bridgett served as executive director to the Johnson City Development Authority in Johnson City, Tennessee from 2004 to 2007, where she successfully initiated the city's first Main Street Certification and pioneered the Downtown Redevelopment Loan Program, obtaining nearly half a million dollars from eight local banks for low interest capital loans to downtown businesses. After working to change state law to allow for a more competitive and innovative use of tax increment financing (TIF), Bridgett authored and implemented Johnson City's first TIF district downtown in 2006. Not only was this the first TIF district for the city, but it was also the first TIF district of its kind in the entire state of Tennessee. As the leader of Massengill Consulting, she has since helped additional cities in Tennessee re-shape their TIF districts to become more competitive, serving as a self-financing mechanism for overall downtown development efforts.

Prior to her time as executive director of the Development Authority, she spent nearly 6 years analyzing a multi-billion dollar state budget and economic development policies as a staff member of the Office of Legislative Budget Analysis for the Tennessee General Assembly. Bridgett now enjoys taking her economic development experience into the consulting world to help communities achieve their goals.

Related Projects

Incentives for the Future: Kingsport, Tennessee (Fall 2008)

- Served as lead and sole consultant to develop an organizational and programmatic analysis of the economic development incentives in place for downtown Kingsport
- Studied current incentives and made recommendations on ways to strengthen those existing incentives
- Recommended incentives not currently in place that would further strengthen the economic development toolbox for downtown Kingsport
- Presented the report to an inclusive council comprised of all economic development leaders

Main Street Board Retreat: Greeneville, Tennessee (Spring 2008)

- Conducted a workshop with the Main Street Greeneville Board of Directors to assist in creating and implementing a workable, action-oriented work plan for future activities
- Assisted the leadership team in creating a Work Plan Vision for 2008 during a time of transition between the outgoing and incoming Main Street executive director
- Provided a workable Work Plan document to the Board for future activities based solely on the workshop and board of directors input

Vision for Tomorrow: Downtown Johnson City, Tennessee (Fall 2007)

- Served as lead and sole consultant to develop and author visionary document for a newly established downtown Redevelopment District for the Johnson City Development Authority
- Compiled numerous studies and visioning sessions of the past to develop a cohesive, comprehensive document of potential private projects for the future
- Conducted analysis of existing conditions and successful projects of the past that were instrumental in driving the successes of today and those that will lead to tomorrow



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Continued

Tax Increment Financing Policies and Guidelines (Fall 2007)

- Served as the lead and sole consultant to develop guidelines and policies for the Johnson City Development Authority's Board of Commissioners to follow when reviewing TIF proposals
- Wrote and established guidelines to ensure mixed-use, urban scaled projects would be assisted by the TIF incentive tool
- Developed policies to discourage non urban scaled projects from developing downtown

Downtown Johnson City Redevelopment Plan (Spring 2007)

- Directed, authored and implemented the Redevelopment Plan for the downtown area of Johnson City, Tennessee
- Led authority's board of commissioners through the process of implementing the Redevelopment Plan from its inception to final approval
- Led multiple consensus building sessions resulting in support from the public-at-large

Education

Master of Public Administration, Concentration in Planning & Development
East Tennessee State University, 2004

Bachelor of Science, Political Science, Minor in English Writing
University of Tennessee at Chattanooga, 1997

Published Work

"TIF, loan pool, developments stimulate downtown revitalization"
Johnson City Business Magazine, March 2007

"Tax Increment Financing: Newly introduced tool paving the way for downtown redevelopment"
Johnson City Business Magazine, November 2006

"Downtown Johnson City energized by new business investments"
Johnson City Business Magazine, April 2005

Frequent Contributor, DownTowne Matters Newsletter

Speaking Engagements

Tennessee Preservation Trust Statewide Conference, March 29, 2007
"Innovations in Downtown Revitalization: Tax Increment Financing Districts"

Johnson City Rotary Club, September 25, 2006; Johnson City Lions Club, July 27, 2006;
Johnson City Civitan Club, May 17, 2006; Washington County Economic Development
Board of Directors, July 28, 2005
"Main Street Johnson City: Cool City. Old Buildings. New Attitudes."

First Methodist Church Meeting, April 11, 2007
"Redevelopment Plan for Downtown Johnson City's Future Growth"

Milligan College, East Tennessee State University, *Frequent Guest Speaker and Presenter*

Professional Recognition

40 Under Forty Emerging Business and Community Leaders Recipient by the Tri-Cities
Business Journal (2005)
Five Years' Service Award, Dedicated Tennessee State Legislative Employee (January 2003)
Senate Joint Resolution No. 356, State of Tennessee, Outstanding Work (Adopted May 1997)