

# **Resume: RON LITTLEFIELD, AICP**

## **Specialty:**

City, County and Regional Planning and Development

## **Certification:**

American Institute of Certified Planners, (Cert. No. 2546) *Charter Member*

## **Experience:**

### **Current and Continuing**

**Senior Fellow, Governing Institute** – Lead Analyst, City Accelerator Initiative  
**Chairman, Partners for Livable Communities** – until Sept 16, 2015 then boardmember  
**Principal, Littlefield Associates LLC**

### **2005 to 2013**

#### **Mayor, City of Chattanooga, TN**

- Led successful city team in convincing Volkswagen to build their first and only manufacturing facility in the United States in Chattanooga, “Giving the city a new industrial heart” – and the first (and still only) Platinum LEED certified auto plant in the world.
- Led city in development of advanced fiber optics and established Chattanooga as “Gig City” – with gigabit digital connectivity and the fastest internet in the US
- Ultimately, achieved the long-sought Chattanooga Venture / Vision 2000 goal: “Putting Chattanooga on the short list of progressive communities”

### **2001 to 2005**

#### **Member, Chattanooga City Council**

- Re-elected to Chattanooga City Council in 2001 and selected by members to serve (once again) as Chairman FY 2002-03

#### **Realtor, Specializing in Commercial and Industrial Development**

- Licensed in Tennessee and Georgia

**2000 to 2002**

**Principal, Paladin Strategic**

- Participant in a professional association made up of a number of experienced urban planners and designers who assemble special project teams to undertake selected tasks.

**Consultant, Parsons Brinckerhoff**

- Subcontractor on master plan for Chattanooga Metropolitan Airport

**Consultant, Parsons Transportation Group**

- Subcontractor on engineering feasibility study of the Atlanta-Chattanooga MagLev High Speed Rail Proposal

**Adjunct Instructor, University of Tennessee at Chattanooga**

- Instructor for a summer postgraduate course on metropolitan politics and policies.

**1997 to 2000**

**Acting Director of Planning and Development, Walker Co., GA**

- Assisting new public officials with transitional problems and issues related to changes and improvements in a local county government following an administration that held office for 32 years.
- Responsible for remediation of the community's landfill that had exceeded its legal capacity and was in serious violation of State environmental regulations
- Working with a 19-member planning commission, drafted and secured adoption of amendments in local land development regulations to effectively deal with increasing growth pressures
- Proposed and negotiated a creative "bridge swap" between communities in two states. Secured Federal Transportation Enhancement funds to return two historic but unused structures to productive service as pedestrian bridges on regional greenways.
- In response to a need to update and replace the county's 1981 tax maps, initiated a process to develop a geographic information system linking resources in several departments

- Settled a long-standing judgment against the county (based on land use lawsuit lost in 1993) by purchasing the property involved for development of a public business park. Drafted restrictive covenants for the park to address neighborhood concerns.
- Served on special task force, advising and assisting Regional Development Center staff with preparation of a three-county transportation plan.

## **1995**

### **Market Development/Government Relations, Infrastructure Services Inc.**

- Responsible for the design and implementation of a plan to achieve market dominance for a new company formed to offer a private alternative to public works services.
- Secured contracts in New Orleans and Pensacola,
- Made presentations before city councils and other public bodies and moved initiatives to bid in various cities in North Carolina, Texas and Tennessee.

## **1992**

### **Consultant/Public Sector, Roadtec Inc.**

- Employed to seek ways to merge the interests of a major private sector manufacturer of road construction equipment with the needs of government for increased quality and efficiency in public works.
- Helped secure desirable changes in standards, methods and machinery used in highway construction in Ohio and Michigan.
- Prepared a plan for “Pvt. Works” - a national chain of local private service companies designed to undertake a wide range of municipal and county infrastructure maintenance operations.

## **1990**

### **Chairman, Chattanooga City Council**

- Supported a court-mandated change in government from an at-large system of representation to single member districts--was elected to head the new council.
- As initial Chairman of the City Council, played a key role in organizing and implementing a new system of government for a city of 155,000--Replacing a commission form of government that had been in place for 78 years.

**1987**

**Commissioner of Public Works, Chattanooga, TN**

- Successfully challenged a 12 year incumbent and secured this significant citywide elected position based on a campaign promising progress and change.
- Responsible for the provision of all public works services including engineering, streets and sanitation. Managed a department of 600 employees. Operated a municipal sewage treatment plant rated at 65 million gallons per day plus a major landfill accepting 1000-1500 tons per day of residential, commercial and industrial solid waste.
- Developed and implemented plans for reorganizing the department in order to respond to increasing service demands in a period of declining revenues.
- Established a computerized service request tracking system--assuring that citizen complaints were resolved quickly and efficiently.
- Designed and employed the city's first pavement management plan.
- Installed the city's first fuel monitoring program and initiated an equipment maintenance and replacement schedule--resulting in reduced costs and lower downtime due to equipment misuse and breakdowns.
- Prepared the city's first integrated solid waste management plan and began the process of implementation in order to meet and exceed state and federal standards for recycling and reduction of the waste stream.
- Transformed the city's landfill from a subsidized operation to a profit center--generating \$2.1 million per year in excess cash flow.
- Organized the city's efforts to respond to new federal stormwater regulations.
- Led the efforts by the City Commission to undertake renovation of the historic Walnut Street Bridge. Selected national consultants, assisted in obtaining Federal support, negotiated and managed contracts with the Tennessee Department of Transportation.
- Utilized Washington based consultants employed for the Walnut Street Bridge to secure funding for Chattanooga's downtown shuttle system. Oversaw participation by the City's engineering division and Public Works Department in evaluation of early streetcar/rail proposals and participated in selection of sites for parking garages and initial route system for the electric buses.

- Headed City Commission initiatives to implement plans to construct the Tennessee Aquarium and pursue comprehensive redevelopment of the riverfront. Managed infrastructure projects related to these initiatives: Closed Broad Street (a major downtown thoroughfare), rerouted and reconstructed sewers, directed installation of the first concrete pavers in downtown streets and sidewalks.
- Developed a remedial land use and transportation plan for an area surrounding Hamilton Place Mall – a major regional shopping center constructed in 1986 with grossly inadequate traffic infrastructure and serious neighborhood conflicts. Succeeded in connecting disjointed streets, achieving significant improvements in three years.

## **1984**

### **Executive Director, Chattanooga Venture**

- Served as an incorporator, organizer and first chief executive for a major community based planning organization with a diverse board of 60 individuals.
- Directed "Vision 2000" a 20 week open planning process designed to achieve community consensus on basic goals and objectives. The process eventually involved more than 1000 people and produced an action agenda for the city that included a new commitment to riverfront development. Chattanooga's 45 million-dollar aquarium and 750 million-dollar riverfront development program was a direct outgrowth of this effort.
- Produced "Visions 86"--a major conference on community goal setting which attracted national speakers such as Al Gore, James Rouse and Alex Haley and a paid attendance of 400.

## **1981**

### **General Manager, Chattanooga Area Economic Development Council**

- Organized and managed the first economic development effort jointly undertaken by the City of Chattanooga, Hamilton County, The local Private Industry Council and the Chamber of Commerce.
- Produced a new community image campaign "Chattanooga Shines" which won the Grand Award in 1984--the top award given annually by the American Association of ChamberCommerce Executives.
- Conducted studies of area taxes, labor characteristics and target industries to establish a base of accurate information for use in pursuing effective business development activities.

- Headed a successful effort to save 350 manufacturing jobs in Chattanooga by brokering the sale of the local 3M Ceramics Division to the General Electric Co.
- Worked with a Board of Directors of 30 individuals representing a wide variety of community interests and constituencies.

**1979**

**Economic Development Coordinator, City of Chattanooga, TN**

- Designed and developed the city government's role in a local effort to promote economic growth.
- Prepared a comprehensive economic development strategy that included goals, objectives and specific projects aimed at economic expansion and an improved quality of life.
- Responding to a mandate by the Mayor and Commission focused city efforts to resurrect a stalled convention center proposal. Working with potential developers and architects, succeeded in sparking interest in building new facilities to replace those located at the city's aging Memorial Auditorium.
- Prepared, presented and successfully defended an application before a panel of officials of the U.S. Department of Housing and Urban Development requesting assistance through the Federal Urban Development Action Grant program.
- Worked with selected developer and staff to firm conform design elements with surrounding downtown properties and public facilities such as nearby office towers and the Chattanooga-Hamilton County Bicentennial Library
- Assisted the Mayor and other principals in the organization of the Carter Street Corporation - a public/private effort designed to carry the trade center proposal through to completion.

**1977**

**Director of Current Planning and Operations, Chattanooga-Hamilton County Regional Planning Commission**

- Reorganized and streamlined procedures for handling subdivision plats, zoning initiatives and other development plans.
- Proposed and secured adoption of amendments to local zoning and subdivision regulations designed to cut red tape without sacrificing necessary standards.

**1974**

**Senior Planner, Chattanooga-Hamilton County Regional Planning Commission**

- Responsible for all planning activities in selected cities and neighborhoods
- Coordinated the city capital improvement program and budget
- Wrote and administered Federal grants for a variety of community needs.

**1973**

**Planner III, Tennessee State Planning Office**

- Directed a one-year study of continuing education needs of regional health professionals. Designed survey procedures, hired and trained temporary staff, supervised total effort and wrote final report.

**1971**

**Field Office Director, Research Triangle Institute**

- Headed the research team in Chattanooga for a U.S. Environmental Protection Agency study of health effects of air pollution associated with the Volunteer Army Ammunition Plant--A basis for national standards for oxides of nitrogen and other automobile related emissions.
- Directed the collection of human blood, hair and placental tissue specimens through a participating local hospital for a companion EPA study of pollutant burden resulting from ingestion or absorption of lead, mercury, cadmium and other heavy metals in the environment
- Assisted in nationwide field studies of the livability of new communities developed under the HUD "New Towns" program.

**1969**

**Planner-in-Charge, Tennessee State Planning Office**

- Served a staff planning consultant for a number of cities and counties in Southeast Tennessee.
- Wrote Tennessee Scenic Routes System Act, which was adopted for statewide application by the Tennessee Legislature in 1971

**Education:**

Bachelor of Science, Business Administration, Auburn University, 1968

**Professional:**

American Planning Association, Member

American Institute of Certified Planners, Private Practice Division

Urban Land Institute, Member

Former Chairman, Chattanooga Metropolitan Planning Organization

Solid Waste Association of North America, Charter Member--TN Chapter

One of seven members of the Advisory Committee on Rural Transit for Aged and Disabled Citizens in the State of Georgia.

Former Member: Tennessee Municipal League, Environmental Issues and Public Works Committee

Former Member: National League of Cities, Energy and Environment Committee

Former member of Governor's Solid Waste Task Force, Tennessee

**Selected Publications:** *(Samples from 40 years' work)*

City Accelerator – (Currently write a weekly blog column for a joint Living Cities / Governing effort focusing on civic innovation and engagement

Independent for Life – Contributed a chapter: “Local Community Action” co-authored with Robert McNulty for a book on aging in America assembled by Henry Cisneros

Chattanooga Integrated Solid Waste Management Plan, City of Chattanooga, 1990

Do It Yourself Kit, (A public participation primer), Chattanooga Venture, 1986

Stewardship Report – The State of Economic Development in Chattanooga and Hamilton County, Chattanooga-Hamilton County Economic Development Council, 1981

"Bottles, Wrappings, Scraps, Old Kitchen Appliances, etc." (on roadside blight)  
Tennessee State Planning Commission, Local Planning News, Vol. 2, No. 7, July 1970

Marion County Land Use Plan, Tennessee State Planning Commission, 1969

### **Public Speaking:**

A frequent speaker at local, state and national events. – including national, state and local events by American Planning Association

### **Related Civic Projects:**

Incorporator and Charter Member of the Board of Directors, Chattanooga Museum of Regional History.

Incorporator, Southeast Tennessee Local Development Corporation

Chattanooga - Hamilton County Business Development Center (Proposed original idea and facilitated early efforts as an outgrowth of the 3M/GE sale brokered while serving as Economic Development Coordinator.)

Hamilton County Riverport and Industrial Park (As member of the public development team, obtained funds and contracted for necessary archaeological studies, etc.)

Bonny Oaks Industrial and Office Park (As member of the public development team, secured funding and facilitated early architectural and engineering design)

Special Consultant to the City of Chattanooga for the Chattanooga-Atlanta High Speed Rail Initiative, 1999

Served on the 2013 National Planning Awards Jury for American Planning Association

Participated in the mentorship program for APA in 2014

**Personal**

Ron Littlefield: Sixty-nine years old; married to childhood sweetheart 48 years; two grown sons who live in Birmingham, AL and Denver, CO. Born in LaGrange, GA; grew up in LaFayette, GA; moved to Tennessee after graduating from college in 1968. Has made a career of taking on major urban/regional projects dealing with change.

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