

TDOT identifies 450 transportation projects

Projects funded through Recovery Act, bridge bonding, and traditional funds

The state of Tennessee has released a final list of projects to be funded with American Recovery and Reinvestment Act funds (Recovery Act), proposed bridge bonds, and TDOT's regular funding mechanisms. The three-tiered program represents more than 450 projects statewide touching every county in Tennessee.

"The Recovery Act is fundamentally about creating and retaining jobs during one of the toughest economic times our nation and state have faced since the Great Depression," said Gov. Phil Bredesen.

"This three-tiered program represents a record investment in Tennessee's transportation system. The Recovery Act, along with the bridge bonding and TDOT's regular program, will put thousands of Tennesseans to work rebuilding and strengthening one of Tennessee's largest economic drivers, our transportation system."

The Tennessee General Assembly is currently considering the transportation budget for approval. TDOT will let to contract all Recovery Act projects in May and June of 2009.

Tennessee received \$572 million in Recovery Act funds. \$85.8 million was distributed directly to the state's eleven Metropolitan Planning Organizations and the city of Murfreesboro leaving \$486.2 million for distribution by TDOT.

"Not only will these transportation projects help create or save tens of thousands of jobs for Tennesseans, the end result of this investment will be a more reliable transportation system," said TDOT Commissioner Gerald Nicely. "This three-tiered program represents a responsible, balanced and community based approach to transportation. Years of planning and study have gone into each of the projects funded for construction."

TDOT's Region One includes
See TDOT on Page 5

TN lawmakers expand online forums statewide

Begins with Knox County pilot program

BY VICTORIA SOUTH
Communications Coordinator

A Knox County pilot program encouraging local governments to communicate openly online will soon be expanding statewide.

For the past year, commissioners in Knox County have been chatting about government business through an online forum linked to the Knox County Web site. An expansion bill, championed by the bill's original sponsors, Rep. Bill Dunn and Sen. Randy McNally, removes the sunset date on the pilot project, allowing it to continue indefinitely while expanding the process to other locally elected government entities. As a result, county commissioners, city councilmen, school board members and other elected governing bodies will be able to confer with one another via computer without violating the state's Open Meetings Act.

"I got the idea for the forum from my children who were instant messaging their friends on the Internet one night," Dunn said.

"They were communicating, yet I could still see what was being said."

The "Open Meetings" law, HB533, was approved by the Senate 30-3, while the House approved it



Rep. Bill Dunn

unanimously. A minor senate amendment must be approved before the bill moves on to the governor.

A provision to the bill will require a governing body to file a plan with the office of Open Records Counsel prior to their initial establishment and use of the forum. The plan should describe the public notification processes that will be engaged ensuring compliance with the requirements of the law in regard to communications.

These provisions would not apply to any governing body which had
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TML Annual Conference June 13 -16

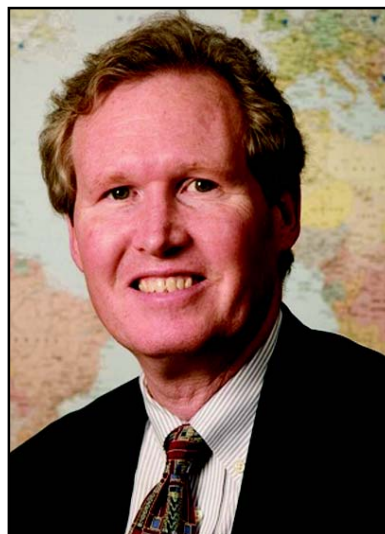
Workshops offers unique approach to city budgeting

The impact of the recession on communities will be severe, as unemployment rises and foreclosures multiply. Local governments will have less money for schools, roads, public safety – and virtually everything government does. But what if, amidst the carnage, community leaders use this economic crisis as an opportunity to both save money and deliver better results?

That will be the focus of two workshops offered by Jim Chrisinger, an experienced consultant in strategic public management, during TML's 70th Annual Conference in Chattanooga June 13 -16.

On Sunday, June 14, Chrisinger will offer a session on *Budget for Outcomes, Not Costs* that will focus on a different approach to budgeting. Rather than the use of traditional budgeting practices, *Budgeting for Outcomes* takes the next critical step beyond performance-based budgeting.

It starts with the results city officials want for citizens instead of just using last year's expenditures. Every dollar is scrutinized – and not



Jim Chrisinger

just the cuts and adds. Decision-makers focus on the "keeps" instead of the "cuts." Clear performance expectations are set-up for the year and cities create a self-executing mechanism for innovation and collaboration.

"As good as it can be, however, 'Budgeting for Outcomes' is no magic bullet," said Chrisinger.
See CONFERENCE on Page 6



Photos courtesy of the State Photographic Service

Murfreesboro Mayor Tommy Bragg walks alongside Gov. Phil Bredesen, Tennessee Emergency Management Director James Bassham, and Tennessee Adjutant General Gus Hargett, to scope the damages following a deadly EF-4 tornado that slammed Murfreesboro on Good Friday.

Mending Murfreesboro: Cities learning tornados' deadly lessons

BY VICTORIA SOUTH
TML Communications Coordinator

Nobody expects a monster on Good Friday. They expect egg hunts, choir practice, Easter bunnies, but not a swirling, inhuman, faceless blob hovering over their streets, businesses and homes. The beast had tiptoed by Murfreesboro unannounced March 28, nibbling on trees and taking out the east side of the Jackson Heights Boys & Girls Club, leaving behind no injuries. It was a taste of more to come.

Friday, April 10, residents awoke to sheets of rain, high winds and thunderstorms. A twister had annihilated a small Arkansas town the night before setting the stage for a moving storm system and tornado warnings were in effect for much of the day in Tennessee.

By 11:00 a.m. the National Weather Service began issuing severe thunderstorm warnings and by 12:45 p.m., a funnel appeared west of the city crouching over I-24, flipping over cars and tractor-trailers. Lumbering north near Tomahawk Trace, the category EF-4 storm roared its way onto Compton Road taking out whatever was in its way. By then, families were no longer on top of their mattresses but

under them covering in closets and bathtubs as the 170 mph winds buzz sawed through their homes.

David Young, a Murfreesboro pastor, found himself directly in the eye of the tornado. Trapped while running along the Stones River Greenway, Young survived by clinging to a tree, as homes and businesses in the northwest corner of his community were leveled.

As Easter dawned cool, sunny and blue-skied, Murfreesboro was dealing with \$41.8 million in damages, two deaths, and 48 injured people. According to the latest Rutherford County Emergency Management Agency Report, 845 homes were damaged, 117 completely destroyed, 298 sustained major damage, 175 minor damage, and another 255 affected by the tornadoes.

The city's two casualties were harsh. The tornado spied an old farm house on Sulphur Springs Road where thirty-year-old Parks and Recreation employee, Kori Bryant, still on maternity leave, had been getting acquainted with her baby daughter, Olivia, for the past nine weeks. That afternoon, the mother and daughter's brief time together would come to a close. John Bryant, Kori's husband and Olivia's father, barely survived his injuries. Before

leveling the home, the twister tore the roof off, embraced and lifted Bryant skyward. In the aftermath, an "It's a Girl!" stork sign on the front lawn flaps in the breeze.

Devastating tornados have become more common in Tennessee, striking one to three years apart since 1995. According to a recent report from the National Oceanic and Atmospheric Administration, throughout the last decade, more people have died in Tennessee because of tornados than any other state.

As the incidents become more commonplace, communities are becoming increasingly adept at response and recovery. Even volunteers have gone professional, undergoing hours of disaster training on everything from setting up emergency shelters to chainsaw operation.

"The resources and training for our emergency response teams provided by our taxpayers has been well worth it," said Murfreesboro Mayor Tommy Bragg, who was at city hall when the first 911 calls came pouring in. The city shifted into high gear, opening the emergency command center as police and fire personnel determined the extent of the damage
See LESSONS on Page 3

State invites public opinion for updated recreation plan

BY VICTORIA SOUTH

Within a matter of minutes, several bikers, some hikers, a jogger, even a Chihuahua cross the Stones River Greenway pedestrian bridge in Donelson. Recreation opportunities in Tennessee are plentiful and as individual as the people who enjoy them. That's why the Tennessee Department of Environment and Conservation (TDEC) is asking for public input to help shape the State's Recreation Plan for 2010-2020.

Every five years Tennessee is required by federal law to prepare a statewide plan that includes outdoor and indoor recreational opportunities, and cataloging current state efforts, trends and needs. Approval by the National Park Service (NPS) will also make the state eligible for continued federal funding through the Land and Water Conservation Fund.

Several meetings have taken place in cities across the state including Farragut, Chattanooga, Jackson and Murfreesboro. Working groups have also held meetings in Nashville and Hermitage.

"With a due date of September 30, 2009, the process for a new plan has begun, including a peer review from several groups and input from the public," said Mark Tummons, director of the Recreation Educational Services division.

"This is a thorough undertaking and not only will it culminate with a very defined State Recreation Plan, it



Photo by Victoria South

The Tennessee Department of Environment and Conservation is asking for public input as they create the State's Recreation Plan for 2010-2020.

also will be included as part of the state's 10-year Land and Water Conservation Strategy.

This year, a handy on-line survey has helped facilitate better communication between TDEC and the public. In the past, the department's ability to reach citizens was limited. The public now has the opportunity to comment on items ranging from recreational needs or concerns in their communities to new fee proposals or taxes dedicated to the improvement of parks and recreation

opportunities.

"This online survey tool means that now, for the first time, anyone in Tennessee can share their opinions with us," the website says.

For more information about Environment and Conservation's Division of Recreation Education Services, visit the website at www.gov/environment/recreation.

The current 2003-2008 State Recreation Plan may be viewed at www.tn.gov/environment/recreation/pdf/rec_plan_final.pdf

NEWS ACROSS TENNESSEE



BY TML STAFF REPORTS

CHATTANOOGA

Chattanooga placed second in the 2009 Top 25 Mid-Size Cities for Art, according to the results of *AmericanStyle* magazine's Top 25 Arts Destinations poll. The poll ranks cities as arts destinations in three categories—big, mid-size and small. "Chattanooga's commitment to the arts has helped lead a city-wide revitalization, drawing artists and art lovers to take up residence there," the article says. The attention to Chattanooga includes a summary of arts activities and a three-page story on the city's public arts, arts festivals, and support for artists and art as a catalyst for community revitalization.

CLARKSVILLE

Austin Peay State University is one of few schools in the country to build its own classroom and office space on a military installation. The \$5 million facility at Fort Campbell—built through state bonds—has been in the works for seven years and will open in May. The school has a 25-year lease on the property with an option to extend another 25 years.

CLEVELAND

A new model for math curriculum at Cleveland State Community College has proved so successful; officials plan to expand its uses throughout the two-year school. Instead of using traditional classes and gauging progress with only a few weighty tests, students work in computer labs and are tested several times a week. Teachers, who do not lecture, are available to work with students individually. Officials plan to expand the model into general psychology and developmental reading and writing.

FRANKLIN

Gov. Bredesen joined representatives of Nissan, Oak Ridge National Laboratory, the Tennessee Valley Authority and others in celebrating Earth Day 2009 and highlighting the combined potential of solar and electric vehicle technologies in Tennessee. Bredesen, who previously proposed that state government help develop a network of public charging stations for electric vehicles in partnership with local governments and private partners, test drove an all-electric vehicle that Nissan shipped from Japan. Nissan is expected to introduce electric vehicles for U.S. commercial and government fleets in late 2010 and for mass market globally by 2012.

GATLINBURG

Clingmans Dome parking area in the Great Smoky Mountains National Park was the site of The Governors' Proclamation Ceremony in honor of the park's 75th anniversary. Gov. Bredesen's speech focused on the park's history and importance as more than 200 representatives from the Smokies and surrounding areas gathered in attendance.

GREENVILLE

The Parker Hannifin manufacturing plant will lay off 120 employees in May to cope with the company's declining sales. The company has informed 100 full-time employees and 20 temporary employees their employment will end May 13. The Parker Hannifin plant manufactures hydrostatic steering, hydraulic motors and pumps for the industrial and off-highway markets. It is owned by the Parker Hannifin Corp., based in Cleveland, Ohio.

JOHNSON CITY

Sen. Lamar Alexander recently toured Iris Glen Environmental Center. The visit gave city officials a chance to showcase their "Going Green" initiative, an initiative they hope will save taxpayers money. A gas plant located at the top of Iris Glen was the main thing Alexander wanted to see on this visit. The gas plant takes methane from the ground at the landfill and it is eventually converted to electricity that the city uses in its municipal and school buildings. The renewable power produced saves Johnson City a bundle on its electric bill. "When Johnson City saves two million dollars a year in energy costs, in its school budget, and city budget, that's money that can be spent on text books, lowering property taxes, and on teachers' salaries," said Alexander.

KINGSTON

A Kingston processing plant has received its first Environmental Protection Agency-approved shipments of radioactive waste from Energy Department cleanup sites in Kentucky and Washington. Atlanta-based Perma-Fix Environmental Services Inc. said that its 70-employee waste-burning facility has received 940 gallons of radioactive polychlorinated biphenyl liquids from the Paducah Gaseous Diffusion Plant in Kentucky and 1,500 gallons of PCBs from the Hanford site in Washington state. PCBs were used as lubricants and coolants in electrical components and are now considered low-level radioactive waste. Perma-Fix will burn most of the material and ship the rest for disposal in Utah.

LEBANON

The TRW Automotive commercial-steering components plant in Lebanon will lay off 60 of its 230 hourly workers. Orders for its products have dropped because of the economic downturn. The plant's products are used in commercial trucks.

LEXINGTON

The Tennessee Department of Transportation is currently appraising and acquiring right-of-way properties for a proposed Lexington bypass but says funding would have to be figured out before any construction could begin. By the end of 2010, TDOT should be able to buy up the land needed for the construction of the bypass, which would stretch about eight miles from Broadway Road at U.S. 412 west of Lexington to Airways Boulevard at U.S. 412 east of Lexington. The four-lane, divided highway would run south of the city, according to TDOT spokesperson Julie Oaks,

who said it's too early to estimate when construction could begin or how long it would take to finish.

MEMPHIS

A former military depot in Memphis that was once the dumping ground for tons of hazardous wastes will be given an environmental cleanup award from the federal government. The former Defense Depot was closed in 1997, but cleanup has been going on for years after contamination was discovered in the soil and groundwater. Wastes such as oil, grease, paint thinners, pesticides and cleaning fluids were buried in Dunn Field, a 60-acre tract on the facility. According to award documents, cleanup efforts last year significantly reduced contamination in the soil and groundwater. The depot located about five miles east of the Port of Memphis was built by the U.S. Army in 1942 and was a principal distribution center.

NASHVILLE

A Texas-based grocery wholesaler has announced plans to set up a new manufacturing facility in Nashville. Five Star Custom Foods will move into a warehouse it recently purchased, the former location of bankrupt distributor Commissary Operations Inc. Five Star, based in Fort Worth, produces meat products and sauces. The new facility will serve as the company's base for distribution in the Southeast and East Coast markets. The company plans to spend six months preparing the 100 Oaks facility for its new use. When the plant goes online this fall, the site will employ 75 to 100 new jobs.

NASHVILLE

A joint venture between JetBlue Airways and Germany's Lufthansa is considering Nashville International Airport for a 200-employee airplane maintenance facility that also would come with \$7 million in construction and equipment. BNA is competing for the project with Orlando and Rome, N.Y. The project's jobs should pay an average of \$44,028 per year. The maintenance base will serve commercial airline customers in the Americas. Initial services will include heavy maintenance checks ("C checks") on narrowbody, single-aisle aircraft and/or Regional Jet aircraft that are currently serviced elsewhere in the United States, Canada and Central America."

NASHVILLE

The state will spend \$483,838 over two years in Tony Sudekum and J.C. Napier public housing developments and the Edgemoor community, where infant mortality and low birth weight rates are among the highest in Davidson County. The program, Mothers United for Healthy Babies, will pay two mothers in each of the communities to make home visits for expecting and new mothers, and provide guidance on caring for themselves and their children.



PEOPLE

BY TML STAFF REPORTS

Attorney Lorrie Ridder is the new Shelby County Circuit Court judge for Division 4. Ridder, 51, fills the vacancy created by the death of Circuit Court Judge Rita Stotts in January.

Vanessa Agee Jackson, 54, of Tullahoma has been appointed to the Tennessee Circuit Court for the 14th Judicial District. Jackson will fill a vacancy created by the death of Judge John W. Rollins in January. The 14th Judicial District serves Coffee County.

Emily Ogden, an attorney and Gov. Phil Bredesen's legislative liaison for the Department of Children's Services, has been appointed director of the Tennessee Justice Project. She will assume her new role in May. The Tennessee Justice Project is the local branch of the nationally known Justice Project, headquartered in Washington, D.C.

Roby Williams, the 92-year-old father of Tennessee House Speaker **Kent Williams** passed away in his hometown of Elizabethton after an extended illness. The chamber stood in a moment of silence to memorialize his death.

Chattanooga Public Works first in Tennessee to receive National Biosolids Certification



A formal certification presentation ceremony was held at the Moccasin Bend Wastewater Treatment Plant in honor of Chattanooga's Public Works Department's achievement. Pictured left to right: Chris Hornback, NACWA; Rebecca West, WEF President; Jerry Stewart, Director Chattanooga, TN Waste Resources Division; Alice Canella, Plant Superintendent; and Pete Machno, NBP at Chattanooga, EMS

The Chattanooga Department of Public Works has been named the first agency in Tennessee to receive national recognition for its biosolids program.

The National Biosolids Partnership (NBP) recognized the city as only the 23rd wastewater agency in the nation to be certified and admitted to the Partnership's environmental management system (EMS) for biosolids program.

The achievement is the culmination of extensive efforts by the city to meet and exceed the Partnership's rigorous certification program designed to demonstrate an agency's commitment to environmental stewardship and exceptional operations.

"We are proud to serve the citizens of Chattanooga with a biosolids management program that protects the environment for our children and

grandchildren," said Jerry Stewart, director Waste Resources Division. "Our employees, led by Plant Superintendent Alice Cannella, have put in countless hours to earn this distinction for our community, and we are proud to be the first in Tennessee."

Biosolids are the nutrient-rich organic materials resulting from the treatment of domestic waste at a wastewater treatment facility. Through biosolids management, solid residue from wastewater treatment is processed to reduce or eliminate pathogens and minimize odors, forming a safe, beneficial agricultural product.

The NBP is an alliance of the National Association of Clean Water Agencies and the national Water Environment Federation, with advisory support from the U.S. Environmental Protection Agency (EPA).

Public Service Recognition Week 2009 set for May 4-10

Celebrated the first full week in May for the past 25 years, *Public Service Recognition Week (PSRW)* is a time to honor the men and women who serve our nation as federal, state, county and local government employees.

Throughout the nation and the world, public servants use this occasion to educate others about the work they do and why they have chosen public service careers, as well as the many ways government services make life better for all of us.

Public Service Recognition Week is an ideal time to recognize outstanding individual employees, teams of employees or programs. Peer awards are particularly effective, and awards to programs demonstrate that government can be effective and excellence is the rule rather than the exception.

You can show appreciation by doing some of these things:

- Use the bulletin boards in your building, or create your own to celebrate your employees. You can include photos of agency award winners or a "who's who" of your employees.
- Decorate with balloons, banners or colored streamers.
- Create a display of implemented employee suggestions to demonstrate your agency's continuous effort to improve.
- Have employees dress in red, white and blue one day.

- Use butcher paper to create a "Wall of Public Service" in your lobby and invite employees and customers to write what public service means to them on the wall.
- Arrange for Public Employee Night at a sports or cultural facility—a baseball game, bowling alley, movie theater, opera or the zoo. The evening could include free or discounted admission for public employees and/or a special tribute at intermission or half-time. Have a public employee throw out the first ball in the game.
- Have an appreciation breakfast or organize a lunch.
- Organize an employee appreciation event or rally. Remarks can come from agency heads, elected officials and local celebrities.
- Highlight the diversity of your work force, focusing on a different ethnic group each day.
- Hold a contest to create a slogan for your agency or office and award the prize during PSRW.
- Challenge another division or agency to a softball game or other sporting event and invite your colleagues and families to come watch.
- Display letters your agency has received from citizens who appreciated your service. Make sure they're displayed in an area the public can see as well.
- Give employees special buttons or ribbons to wear.

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Cities learning tornados' deadly lessons

LESSONS from Page 1

and closing off streets to the affected areas. With 5,000 homes without electricity, emergency generators were operating 24 hours a day.

"We mobilized our street and solid waste departments immediately to clean the streets of debris so that the emergency response teams could get in and help the people," said Bragg. "Fire and police officers were deployed door to door in order to make sure no one was trapped inside and remained on the premises to help keep the situation calm as friends, relatives and volunteers began arriving by 1:30 p.m."

Even the tornadoes' victims were amazed at how quickly volunteers began hammering blue tarps over the damaged houses. The tarps were donated by local big box hardware stores that opted to stay open 24-hours. According to Bragg, 500 tons of storm debris have been removed to date.

"We really appreciate all the calls and support from other cities," Bragg said. "We've had a devastating hit, but we will rebuild our community stronger than ever." The city issued a list of questions and answers to help residents affected by the storm and updates have been provided on the local channel 3 station. Updates and information can also be found on the city's website at www.murfreesborotn.gov.

"When people know what to do, it makes it easier for city officials to do their jobs during an emergency," Jackson Mayor Jerry Gist told a group at the 2008 TML Annual Conference in Memphis.

On Feb. 5, 2008, a category EF-4 tornado ripped through the campus at Union University leveling buildings and causing 86 injuries. Thirteen students were trapped beneath the rubble, but no deaths occurred. Response teams were credited for knowing what to do, especially when freeing trapped victims.

"Moving the wrong thing at the wrong time could have created a second tragedy," Gist said.

While cities are picking up the pace in clean up and recovery, national studies indicate most Ameri-



Murfreesboro suffered \$41.8 million in damages, two deaths, and 48 injured from a category EF-4 tornado that struck Good Friday, April 10. Devastating tornados pack winds between 210 and 260 miles per hour, according to the National Weather Service.

cans haven't taken steps to prepare for natural disasters.

The National Weather Service (NWS), the Tennessee Emergency Management Agency and other supporting organizations are working together to help in providing the public with information about severe weather safety as advocates for the national StormReady program, in which Rutherford County is an active participant.

The program encourages communities to take a new, proactive approach to improving local hazardous weather operations by providing emergency managers with clear cut guidelines on how to improve their hazardous weather operations.

To be officially StormReady, a community must:

- Establish a 24-hour warning point and emergency operations center.
- Have more than one way to receive severe weather warnings and forecasts to alert the public.
- Create a system that monitors

weather locally.

- Promote the importance of public readiness through community seminars.

- Develop a formal hazardous weather plan, which includes training severe weather spotters, and holding emergency exercises.

"We seek opportunities to go out through Middle Tennessee and talk to audiences about storm preparedness," said NWS Meteorologist Mark Rose. According to Rose, requests for NWS talks and training has increased recently.

"Our talks are geared to the audience whether it's a school or civic group," he said. "We also conduct storm spotter training sessions."

SKYWARN is the program developed by NWS to recruit and train storm spotters who are volunteers trained by NWS meteorologists.

While Doppler radar may indicate that a storm may be producing large hail, damaging winds or a tor-

nado, it cannot tell exactly what's happening on the ground underneath the storm. Coming from all professions and walks of life, SKYWARN spotters act as the eyes and ears of the NWS. A large number are amateur radio operators volunteering their time and equipment. Their eyewitness reports, radar data and other information result in timely and accurate warnings.

StormReady information is available on the Internet website: www.nws.noaa.gov/stormready/

For more information on what is required for your community or county to be certified StormReady contact Larry Vannozzi at the National Weather Service Forecast Office in Nashville at 615-754-8504 or Tom Johnstone at 615-754-8506.

The Council for Excellence in Government, a non-profit, non-partisan organization has developed an online Readiness Quotient (RQ) Test where individuals and families can find their Readiness Quotient and get tips and links to information about how to raise their scores. The test's questions range from whether people know about their community's disaster plan to whether they've prepared a home disaster kit.

Local and state government leaders can administer the RQ survey to a random sample of residents to learn how prepared they are; to pinpoint groups who are more or less prepared, and to target their communications campaigns and programs accordingly, while workplaces can learn how prepared their employees are and how to integrate individual and family preparedness into the workplace emergency plans. Schools can use the test to help students, teachers and parents and connect family preparedness to the school plan.

Municipalities can link to www.whatsyourRQ.org to encourage residents to get their individual scores and link to tips and resources to improve their preparedness.

A survey by the National Association of Insurance Commissioners (NAIC) revealed a significant lack of preparedness among consumers in documenting their belongings. Nearly 48 percent said they did not have an inventory of their possessions or had stored their inventory in a remote location. The NAIC recom-

Tennessee's Killer Storms

Some of Tennessee's worst storms: **March 21, 1952:** 38 killed in West Tennessee, most in Chester County.

April 13, 1974: Multiple tornadoes in the 1974 "super outbreak" kill 47 people and injure 774.

May 18, 1995: 56 tornadoes roar across Tennessee, killing three. Property damage costs millions, including widespread destruction at Rivergate Mall.

April 16, 1998: Tornadoes tear through Nashville, heavily damaging neighborhoods in East Nashville. The damage totals \$176 million. Officials estimate 20,000 trees were leveled, including hundreds at The Hermitage, home of President Andrew Jackson.

Jan. 22, 1999: A monster storm destroys the Clarksville courthouse, dozens of historic downtown buildings and two large churches. Austin Peay State University suffers extensive damage.

Nov. 11, 2002: Two lines of storms churn through West and Middle Tennessee, killing 18. Damage is spread from Tipton County, at the state's southwestern edge, to the Cumberland Mountains in East Tennessee. Sixteen counties are declared disaster areas.

May 4, 2003: Middle and West Tennessee were slammed with tornadoes, killing 11 people in Madison County. Parts of downtown Jackson were leveled.

April 2, 2006: Tornadoes and hailstorms leave 11 people dead and destruction across West and Middle Tennessee with Gallatin and Hendersonville hardest hit.

Feb. 5, 2008: Tornadoes plow through West and Middle Tennessee, damaging several counties and killing 33 people. Hundreds of homes and businesses are destroyed. The hardest-hit areas are Madison, Sumner, and Macon counties.

Reprinted from *The Tennessean*

mends taking photos or a video of each room of the home. This documentation will provide proof of your belongings to the insurance company and help process claims more quickly in the event of a disaster.

"Most people in Murfreesboro are still in the process of assessing the damage to their homes and companies," said Christopher Garrett, communications director, Tennessee Department of Commerce and Insurance. "We hope that home owners will utilize licensed contractors and not fall victim to scams. Unscrupulous individuals usually like to take advantage of people when they're desperate."

The Department will be setting up a temporary Consumer Insurance Services center at the Rutherford County Emergency Management Agency April 28 and 30 to help residents affected by recent storms.

"It is crucial that storm victims with insurance concerns know that they have a resource," says Commerce and Insurance Commissioner Leslie Newman. "The Insurance Division will be on location to help make sure residents' storms-related insurance issues are being addressed."

September is National Preparedness Month with a goal to educate Americans about the importance of emergency preparedness and encourage individuals to take action. For more information about the National Preparedness Month events taking place across the nation, see the National Preparedness Month calendar at www.Ready.gov

State offers storm-related tips

In the wake of the storm activity and tornadoes that devastated Middle Tennessee, the Department of Commerce and Insurance offers these tips for interacting with insurance companies and for selecting contractors:

- As soon as possible after an event that affects your home, contact your insurance carrier or your agent. Locate a copy of your policy and read through it;
- Make a thorough inventory of all the items missing from or damaged in your home for your adjustor;
- Take pictures, if possible, of all damage, inside and outside, from several angles to get full documentation before any repairs are made;
- Secure and protect your property against further rain or other damage as much as possible without making permanent repairs; so that the adjustor can see and document the full extent of the damage;
- Keep records for expenses of protecting your property from

further damage.

- Follow the claims-filing procedure set forth in your policy. If there is a dispute, follow the company's dispute process.
- Many larger companies have quick-response teams that come into areas of heavy damage to process large numbers of claims as quickly as possible. Others will not send someone unless you call them. Call your company to be sure.
- Call the Department of Commerce and Insurance with insurance claims at 800-342-4029 or the Consumer Affairs hotline for noninsurance issues at 800-342-8385.
- Consumers may verify a licensed contractor status by calling 800-544-7693, or may check on the website for various trades at <http://licsrch.state.tn.us/>

The Insurance Division of the Department of Commerce and Insurance will be setting up a temporary Consumer Insurance Services center in Murfreesboro to help residents affected by recent storms from 2 p.m. to 7

p.m. on April 28 and 30. The Division will be at the Rutherford County Emergency Management Agency on 1221 West College St.

Consumer Insurance Services will be on hand to:

- Assist consumers with mediation issues,
- Assist with reading and understanding insurance policy language and
- Ensure that insurance companies are acting in accordance with Tennessee laws, rules and regulations.

Vickie Trice, the Consumer Insurance Services director, encourages residents with insurance-related problems to contact her section at 615-741-2218 or 1-800-342-4029 to set up an appointment.

Walk-ins will be welcome as well. Residents should bring copies of their policies if they have them; however, her section will be able to secure policies from insurance companies, if needed.

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STATE BRIEFS



BY TML STAFF REPORTS

Want to know how the \$4.5 billion in federal stimulus funds coming to Tennessee is being spent? The answer's online. Tennessee has recently posted Web pages with lists of grant funds received from the American Recovery and Reinvestment Act to help people learn about Tennessee's implementation of the act and to link to similar information located on state agency or other Web sites, according to the Tennessee Department of Finance and Administration. State and local governments are not required to post such information online, but federal officials have encouraged them to do so. For more information, visit State of Tennessee:tnrecovery.gov.

State lawmakers are working on a bill that would give the state Department of Economic and Community Development more power to create the large industrial parks called megasites. The measure would let the state purchase, develop and turn land over to local authorities using proceeds from government bonds. The legislation also would allow a megasite authority to purchase land for new highway ramps, rail spurs and other improvements that are needed to make the site viable. The bill has cleared the Senate and is close to passage in the House.

Gov. Bredesen has asked the Small Business Administration to declare six Tennessee counties, including Rutherford and Dickson, disaster areas in the wake of the April 10 tornadoes. The move will make homeowners and businesses eligible for low-interest loans. More than 800 homes and 25 businesses were damaged in the storms. The declaration would also cover Benton, McMinn, Moore and Sequatchie counties. Four neighboring counties — Cannon, Carroll, Houston and Humphreys — would also be eligible for assistance.

Tennessee's credit ratings haven't suffered despite difficult economic conditions. All three national credit ratings agencies have announced that they are keeping Tennessee's rating at the same level as last year. The agencies also kept Tennessee's outlook as stable. Fitch Ratings, Standard & Poor's and Moody's Investors Service rate Tennessee at one notch below their top-tier bond rating. That means borrowing money won't get any more expensive. Nationally, suffering state budgets have driven bond rating agencies to downgrade the entire sector of state governments.

The state's unemployment rate jumped to 9.6 percent in February, and the number of unem-

Lawmakers vote to expand online forums

FORUMS from Page 1

established such a forum prior to the effective date of the new bill. "Some use the site more than others," concedes Dunn. "There's still that hesitation people have about putting things in writing. Yet, it helps with communication situations that could become cumbersome, like setting up a meeting between two people to talk about potholes."

Dunn adds that the forum can also help pare down lengthy meetings. "Some of our commission meetings were lasting until 1:00 or 2:00 in the morning," he adds.

As the bill only applies to local governments, the state House and Senate remain exempt from the "technological sunshine law."

"State legislators e-mail one another and the e-mails are a matter of public record," Dunn said.

According to the *Municipal Advocate* "Striving for Online Excellence" the elements of municipal Web sites considered to be exemplary by today's standards include:

- Helping citizens feel a connection with their local government;
- Serve as models of transparency in government;
- Strive to empower and educate citizens; and
- Raise the level of government accountability

To visit the Knox County online forum, click the "Commission Forum" section on Knox County's website, www.knoxcounty.org.

ployed people has reached a record high, according to labor officials. The March rate a year ago was 5.7 percent. The national unemployment rate for March was 8.5 percent, up from the revised February rate of 9.0 percent.

Businesses, nonprofit organizations and local governments will be able to apply for billions of dollars in federal stimulus money in the coming months to help expand broadband Internet access in rural areas. Tennessee may receive more than \$150 million to improve broadband connections. According to Connected Tennessee, a Nashville nonprofit whose mission is expanding broadband access, Ten percent of the state's households don't have access to broadband, mostly in rural Tennessee.

Tennessee's state-funded pre-kindergarten initiative has once again been lauded as a national leader, according to a study assigned by the National Institute for Early Education Research, a unit of the Graduate School of Education at Rutgers University in New Jersey. Tennessee missed one out of 10 accountability measures, a nearly perfect score. The new report warns that the quality and expansion plans for pre-K programs nationwide may be in jeopardy as states face budget cuts due to recession.

Tennessee Department of Transportation is moving forward with plans to widen the most congested section of interstate in the county. The state plans to begin purchasing right-of-way to widen about six miles of Interstate 65 between Highway 96 and State Route 840. Acquisition of right-of-way could begin as early as July and could cost up to \$6 million. Heading south, the road narrows from four lanes to two near Highway 96. Heading north, it widens from two lanes to four near the same spot. More than 66,000 vehicles travel on this section of interstate each weekday, according to TDOT.

A national professional group for civil engineers recently gave Tennessee a D-plus for its state parks, a system that a recreation group hailed as the best in the nation in 2007. The two issues cited are not enough in the budget to

cover a mounting maintenance deficit and aging infrastructure. While the structures might need improvement and a good coat of paint, experts say they're safe. More than 30 million people visited Tennessee parks last year. State officials expect that number to rise in 2009, following a national trend.

Tennessee's tax collections have fallen short of budget by more than \$100 million. Figures released by the Tennessee Department of Finance & Administration show that March revenues, which reflect February sales, totaled almost \$780 million, \$106 million off projections. March marked the eighth consecutive month that sales and corporate income tax collections were below year-ago levels. According to Commissioner Dave Goetz, March marked the eighth consecutive month that sales and corporate income tax collections were below year-ago levels. Over the last six months, collections have fallen short by more than \$550 million. The numbers from November and January also topped \$100 million.

Gov. Phil Bredesen announced that parents and caregivers in all 95 counties can now easily register children under age five for the Imagination Library online at www.GovernorsFoundation.org. Originally created by Dolly Parton, the program mails a new, age-appropriate book every month to registered children from birth to age five - at no cost to the family, regardless of income. Providing online registration allows the Governor's Books from Birth Foundation® to expedite the registration process, save the program thousands of dollars in printing costs and reduce its net environmental impact.

Anxious, depressed and stressed-out Tennesseans are turning to the mental health system in droves to cope with the emotional toll of the economic downturn. The Vanderbilt Outpatient Psychiatry Clinic, has seen a surge of new patients reporting mood disorders, panic attacks, insomnia and other problems stemming from their fears about their jobs, their ability to provide for their families and their economic future. Eighty percent of Americans named the economy as a significant source of stress in their



Photo by Victoria South

Nearly 3,000 protesters gathered outside the state Capitol to take part in a grassroots nationwide "Tax Day Tea Party," the latest and largest version of a widespread conservative effort to protest taxes and government spending.

lives, in a September survey by the American Psychological Association. Tennessee's unemployment rate hit 9.1 percent in February.

A U.S. economic well-being survey from MainStreet.com, a personal finance site says Tennessee was the least "happy" Southern state and 40th nationwide. Oregon came in last as the country's least happy place, while Nebraska ranked No. 1. MainStreet.com's new Happiness Index ratings were based on a variety of financial factors: average non-mortgage debt relative to average annual income, foreclosure filings and unemployment rate.

Nearly 3,000 protesters gathered outside the state Capitol to take part in a grassroots nationwide "Tax Day Tea Party," the latest and largest version of a widespread conservative effort to protest taxes and government spending. The event was one of dozens staged across the state and hundreds nationwide, built on anger over increased government spending ushered in under the \$787 billion stimulus package. The symbolic "Tea Parties," were inspired by CNBC reporter Rick Santelli and his anti-mortgage bailout rant from the floor of the Chicago Commodities Exchange.

All applicants who want to work in Tennessee schools will be checked for warrants now, even if they were never arrested. The policy change, which will affect about 20,000 applicants annually, comes after the arrest of a Metro Nashville teacher who passed three background checks even though he

was wanted in a sex crime case involving Chattanooga children. Charges did not show up because the Tennessee Bureau of Investigation did not search a national database of warrants in his background check.

Tennessee is ready to spend more than \$30 million in federal stimulus money to help retrain dislocated workers and prepare low-income adults for the work force. The funds are flowing to the state now, thanks to the American Recovery and Reinvestment Act. The appropriations include \$21.2 million to retrain workers who have been laid off, and \$9.2 million for training of low-income and underemployed adults. State officials say they're going to use it to train people to fill "emerging" and high-demand occupations, such as jobs in health care and green industries. Dislocated workers and low-income adults can apply for occupational skills training and assistance at one of the state's career centers.

In Tennessee, 488,000 children are exposed to secondhand smoke in their homes each year, contributing to the \$5.5 billion spent annually in the U.S. on health care related to secondhand smoke. Pediatricians typically have a short amount of time to cover the topic of smoking with patients and their parents, according to a presentation at T.C. Thompson Children's Hospital. Those methods include offering specific cessation tools and focusing on the health of a smoker's child as the primary reason for quitting.

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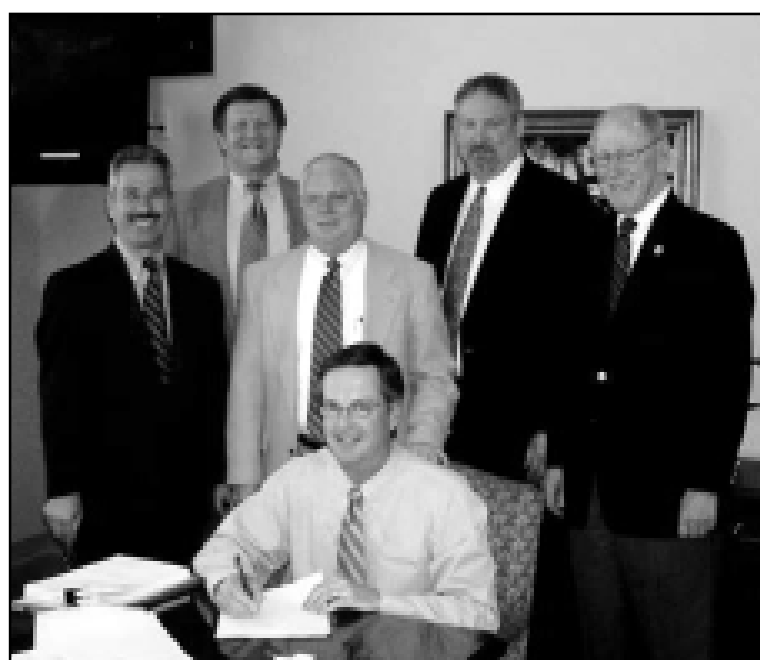
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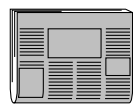
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The city of Murfreesboro closes a \$103 million loan, the largest in TMBF history.



The town of Nolensville closes a \$21,000 loan.



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CITY PLANNER

GALLATIN. The city is accepting applications for the position of City Planner. Reporting to the Mayor, and responsible to the city council, the city planner manages the Planning Department; is responsible for current and long-range planning; coordinates and takes part in plans review processes; prepares elements of the comprehensive plan related to a variety of elements; makes presentations to boards and commissions; works closely with other city departments and interfaces daily with the Codes and Engineering Departments. Minimum qualifications include any combination of education and experience equivalent to graduation from an accredited college or university with major course work in urban planning coupled with significant supervisory experience. A Masters degree in a related field is preferred. Considerable professional planning experience (5 years or more preferred). Must possess a driver's license valid in the State of Tennessee and AICP professional planner certification. Salary DOQ (Salary Range \$53,145 - \$84,960). To apply, please submit cover letter summarizing reasons for interest and qualifications, a detailed resume including salary history, and three professional references. Mail Resumes to City of Gallatin, 132 W. Main Street, Gallatin, TN 37066, Attn: Dave Crawford, Personnel Official. Position open until filled. EOE.

ELECTRICAL ENGINEER

COOKEVILLE. The city seeks applications for a qualified Electrical Engineer reporting to the Director of the Cookeville Electric Department. The Engineer provides direction to the Engineering Division to insure compliance with RUS and ANSI codes; performs and approves engineering calculations related to line design and operation; assists in system planning, develops equipment specifications and evaluates personnel; coordinates and recommends policies for new service, line extension, system maintenance and renovation; serves as liaison to TVA. Degree in Electrical Engineering and a valid TN driver's license required with specialization in electric power preferred. Salary range is \$44,247 - \$64,459 plus full benefit package. Send resumes/applications by May 1, 2009, to City of Cookeville, Human Resources Department, 45 E. Broad Street, Cookeville, TN 38501 or email jobs@cookeville-tn.org

DIRECTOR OF FINANCE

CLARKSVILLE. The City has an opening for a Director of Finance and Revenue. The position will be responsible for oversight of the fiscal affairs of Clarksville and will serve as the primary authority and spokesperson for the city on all financial matters. Duties include but are not limited to: advising the mayor, city council, and department heads on all fiscal matters; providing oversight and directions for preparation of the annual budget for all funds, including appropriations to external agencies; directing the execution of the city's financial reporting; formulating and implementing fiscal policies and procedures to ensure proper internal controls; and reviewing and approving hiring, promotion, and reclassification of finance personnel. Work is performed in an office environment with the maximum degree of initiative and prudent judgment. Minimum job qualifications include but are not limited to: A Bachelor's Degree in Accounting, Finance, Business, or a related field plus 10 years of progressively responsible accounting experience, with five years at the management level; Certified Public Accountant Certification, Certified Public Finance Officer (Government Finance Officers Association) and/or Certified Government Financial Manager (Association of Government Accountants) preferred; compliance with the provisions of the Municipal Finance Officer Certification and Education Act of 2007 within eighteen months of hire; knowledge of leadership and managerial principles; governmental accounting principles and practices; project manage-

ment principles; applicable federal, state, and local laws, ordinances, codes, rules, regulations, policies, procedures, and standards; fund accounting systems and principles; internal control practices; financial analysis principles and methods; generally accepted accounting principles (GAAP); research methods and techniques; policy and procedure development and implementation practices; skill in monitoring and evaluating the work of subordinate staff; preparing and analyzing complex financial reports and financial information; handling multiple tasks simultaneously; collaborating with external agencies, and communicating with coworkers, supervisor, the general public, etc., sufficiently to exchange or convey information. The Director of Finance will perform duties under the direction of the city council and the Mayor. The salary range for this position is \$66,126 - \$103,200, and starting salary will be based on experience and overall job qualifications. A complete job description is available upon request from the Human Resources Department. Qualified candidates should send resume/cover letter no later than Friday, May 8, 2009, to: Ms. Jackie Perkins, City of Clarksville- Human Resources, 1 Public Square Suite 200, Clarksville, TN 37040, (931) 645-7451 Jackie.perkins@cityofclarksville.com

LABORATORY TECHNICIAN-Water Quality Control Department

COOKEVILLE. The city is accepting applications for the position of Laboratory Technician. Requires high school education or equivalent and a valid TN driver's license. Training or experience in Water/Wastewater Analysis and possession of a Wastewater Plant Operator's License is preferred. Work is performed in a Wastewater Treatment plant laboratory analyzing wastewater and industrial samples for biological, chemical, and physical properties requiring specific protocol for collection, transportation and analysis. Sample collection may involve manhole and other potentially hazardous site entries involving potential biological, chemical, electrical and other physical hazards. Primary duties involve sample collection, laboratory analysis, record keeping and report preparation. May also assist with general non-laboratory plant maintenance, upkeep of laboratory facilities and related equipment, some custodial functions and other duties as assigned. May be required to serve in an "On-Call" status. Pay begins at \$12.64/hr. Applications must be received by: April 30, 2009. Indicate position for which you are applying. Send to: City of Cookeville HR Department, RE: Lab Tech., P.O. Box 998, Cookeville, TN 38503-0998 or E-mail jobs@cookeville-tn.org. EOE.

PUBLIC WORKS DIRECTOR

SPARTA. The city is accepting employment applications for the position of Public Works Director. Application forms and job descriptions can be obtained at Sparta City Hall, 6 Liberty Square, Mon. through Fri., 7:30 AM until 4:30 PM. Applications will be accepted until the position is filled. For more information, call 931-836-3248 or email llspivey@citlink.net. It is the policy of the City of Sparta not to discriminate on the basis of race, color, national origin, age, sex or disability in its hiring and employment practices, or in admission to, access to, or operation of its programs, services and activities.

REQUEST FOR PROPOSALS MUNICIPAL PLANNING SERVICES

The Town of Kingston Springs is requesting proposals for the provision of professional, contractual planning services on a part-time basis. Proposals will be accepted at City Hall beginning March 30, 2009 and ending on May 15, 2009. Services are to be provided beginning July 1, 2009. Applicants must minimally have a bachelor's degree in planning, Masters' Degree preferred. Five years of experience preferred, government experience a plus. Specifications for the RFP are available on the website at www.kingstonsprings.net or at City Hall or by calling 615-952-2110, ext. 15 during business hours, 8 a.m. until 4 p.m. Mon. through Fri. City Hall is located at 396 Spring Street, Kingston Springs, Tenn. The mailing address is P.O. Box 256, Kingston Springs, TN 37082, Laurie Cooper, City Manager.

TDOT breaks ground on state's first Recovery Act project in Gibson County

Local bridges replaced with 100 percent Recovery Act Funds

Gov. Phil Bredesen joined U.S. Congressman John Tanner, TDOT Commissioner Gerald Nicely, State Senator Lowe Finney, State Representative Curtis Halford and officials from Gibson County to break ground on Tennessee's first transportation project funded with American Recovery and Reinvestment Act funds. The Gibson County project will replace three aging timber bridges along McMurry Road in Trenton.

"The McMurry Road bridges have served the citizens of Gibson County well for more than 37 years, but are clearly in need of replacement," said Bredesen. "This project will save the county government close to \$200,000 in matching funds, will employ more than 150 Tennessee workers and, most importantly, will give the residents of Gibson County peace of mind as they travel this roadway."

The Gibson County project is one of 10 local bridge replacement projects included in TDOT's March 20 letting. The \$924,000 project was awarded to Ford Construction Company and involves the replacement of three county owned and maintained bridges. Normally, the county would be required to provide a 20 percent match in order to receive bridge replacement funds; however, that match is waived for projects funded through the federal Recovery Act.

"This infrastructure improvement and others like it starting across our state in the coming weeks will help create jobs in Tennessee in the short term and make our economy stronger in the long term," Congressman Tanner said. "These investments are necessary to help meet the serious economic chal-



Gov. Bredesen joined U.S. Congressman John Tanner, TDOT Commissioner Gerald Nicely, State Senator Lowe Finney, State Representative Curtis Halford and officials from Gibson County to break ground on Tennessee's first transportation project funded with American Recovery and Reinvestment Act funds.

lenges facing working families and small businesses in Tennessee. We want to thank Governor Bredesen, Commissioner Nicely and local leaders for their commitment to these crucial efforts."

"Local bridges are a vital piece of any county's overall transportation system," State Sen. Lowe Finney added. "I'm pleased to support this investment in Gibson County and appreciate the Governor and TDOT for selecting this project as the first Recovery Act project in Tennessee."

"This project will rebuild more than just three county bridges. More than 150 people will work on this job and those workers will spend their paychecks at local businesses, so this project will also help improve our local economy," said Rep. Curtis Halford.

All three bridges, which cross Reagan Creek, Davis Creek and a branch of Davis Creek, were constructed between 1968 and 1972 with wooden, or timber, beams and supports that remain in place today. No reconstruction or major repairs on the bridges have occurred since their original construction. All three bridges are rated as structurally de-

ficient and have been posted for a maximum allowable weight.

"From the paving crew to the surveyors to the men and women who mix the asphalt and drive the dump trucks, this is the first of many projects that will put Recovery Act funds to work employing Tennesseans," said Commissioner Nicely. "TDOT staff considered several factors in determining which projects would be funded by the Recovery Act. The most important was that a project be ready to go to construction by July."

TDOT also gave consideration to projects that can be completed in three years and are in economically distressed areas. TDOT plans to let all ARRA funded projects by July, which means all ARRA funded projects will be underway this summer. Some 24,000 direct and indirect jobs are estimated to be created or maintained through Recovery Act infrastructure funding in Tennessee.

For more information on the American Recovery and Reinvestment Act, visit www.recovery.gov or visit www.tn.gov/tdot and click on the American Recovery and Reinvestment Act link in the middle of the page.

TDOT identifies 450 transportation projects

TDOT from Page 1

Anderson, Blount, Campbell, Carter, Claiborne, Cocke, Grainger, Greene, Hamblen, Hancock, Hawkins, Jefferson, Knox, Loudon, Monroe, Morgan, Roane, Scott, Sevier, Sullivan, Unicoi, Union and Washington counties.

In TDOT's Region One, 48 projects will be funded through the American Recovery and Reinvestment Act, including a project to widen State Route 66 in Sevier County which has received strong support from state and local leaders.

Another 55 bridge repair or replacement projects in Region One are funded through bridge bonds and 29 other projects are funded through TDOT's traditional Three-Year Multimodal Work Program.

TDOT's Region Two includes Bledsoe, Bradley, Cannon, Clay, Coffee, Cumberland, DeKalb, Fentress, Franklin, Grundy, Hamilton, Jackson, Marion, McMinn, Meigs, Overton, Pickett, Polk, Putnam, Rhea, Sequatchie, Van Buren, Warren and White counties.

In TDOT's Region Two, 39

projects will be funded through the American Recovery and Reinvestment Act including a project to reconstruct State Route One/US70-S in Warren County between Centertown and Spring Valley Road which has received strong support from state and local leaders.

Another 21 bridge repair or replacement projects in Region Two are funded through bridge bonds and 18 are funded through TDOT's traditional Three-Year Multimodal Work Program.

TDOT's Region Three includes Bedford, Cheatham, Davidson, Dickson, Giles, Hickman, Houston, Humphreys, Lawrence, Lewis, Lincoln, Macon, Marshall, Maury, Montgomery, Moore, Perry, Robertson, Rutherford, Smith, Stewart, Sumner, Trousdale, Wayne, Williamson and Wilson counties.

In TDOT's Region 3, 50 projects will be funded through the American Recovery and Reinvestment Act, including a project to construct a Bypass around Shelbyville which has received strong support from state and local leaders.

TDOT's Region Four includes Benton, Carroll, Chester, Crockett, Decatur, Dyer, Fayette, Gibson, Hardeman, Hardin, Haywood, Henderson, Henry, Lake, Lauderdale, Madison, McNairy, Obion, Shelby, Tipton and Weakley counties.

In Region 4, 47 projects are funded through the Recovery Act, including a project to widen US64/SR15 from near SR225 to Sandy Flat Road in McNairy County, which was strongly supported by former Senator John Wilder and former Representative Randy Rinks.

Another 65 bridge repair or replacement projects in Region 4 are funded through bridge bonds and 16 other projects are funded through TDOT's traditional Three-Year Multimodal Work Program.

A complete listing of all projects and programs identified for funding are posted on the TDOT web site, http://www.tdot.state.tn.us/Chief_Engineer/transadmin.htm.

For more information on Tennessee's portion of American Recovery and Reinvestment Act visit www.tn.gov/tdot/recovery.

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TML conference lineup offers variety of workshops, events

CONFERENCE from Page 1

"Tough choices are still required, but they are made in a framework built around value for tax dollars, not what it costs to do what we currently do."

Chrisinger will also present a workshop on Monday entitled, *More Tools for the Budget Gap Toolkit*.

"For most of us, there's no single or easy answer to the budgeting dilemmas we face today. And it's probably going to get worse before it gets better," explains Chrisinger. "But most of us are not using all the entrepreneurial tools that are available to us."

This session will highlight what other jurisdictions are doing across the county that have worked, including:

- A negative line-item in the budget that forces saving and innovation.
- Co-production with other governments, non-profits, and even-for-profit companies that takes partnering the next big step and helps close the budget gap.
- Gainsharing that incents savings by sharing some with the employees who find the savings.
- Charter Departments that produce better results and give up money or entrepreneurially raise more money in return for more flexibility and authority.
- Mandate reviews that re-examine all those things you have to do.
- Lower the cost of mistrust by busting outdated, duplicative, or wasteful procedures.

Involved in government for some 30 years, Chrisinger led performance, accountability, and "budgeting for outcomes" for the state of Iowa from 1998 through 2006. His public service experience spans all three levels of government – local, state, and federal – and all three branches – legislative, executive, and judicial. In addition, Chrisinger teaches strategic public management courses as part of Iowa State University's

Masters in Public Administration program.

Other conference workshops will focus on greening America's cities, housing and the economic crisis, immigration issues in Tennessee, results from a statewide health care survey, communicating through Web 2.0 tools, and designing for the future through regional planning.

Annual Conference June 13 - 16 Program At-A-Glance

Saturday, June 13

2 - 3 p.m. Board Meeting
3 - 5 p.m. Elected Officials
Alumni Event

Sunday, June 14

9 am - 5 pm Registration
10 - 10:45 Vendor Workshop 1
11 - 11:45 Vendor Workshop 2
12 noon Lunch
12 - 2 Ice Cream
1:15 - 2 Vendor Workshop 3
2:15 - 2:45 District Meetings
3:00 - 4:15 Opening Session
4:30 - 5:30 Workshops
• Budgeting for Outcomes
• Green Expert Panel Presentation

6:30 - 8:30 Host City Reception

Monday, June 15

8 - 8:45 Breakfast
9 - 9:45 Second Session
10 - 11:15 Workshops
• Tools for the Budget Gap
• Immigration Issues
• Tennessee Healthcare Survey
• Treasury Management
• Green Roads for Red Budgets
11:30 - 12:15 Business Meeting
12 - 2 MTAS Advisory Lunch
12 - 1:15 Lunch
1:15 - 1:45 Door Prizes
2 - 4:30 Workshops
• TN Cities Green Initiatives
• Sustainable Land Use Planning
• Web 2.0 in Government
• Recycle for Rewards Program
• THDA's Response to Economic Crisis
• Council-Manager Government
• Administrative Utility Hearings

5:30 - 6:30 Capitol Steps

6:30 - 11 Pool Party

Tuesday - June 16

8 - 10 Annual Awards Breakfast

* Some workshop topics and times are still tentative and subject to change.

There's so much to see and do while in Chattanooga, make plans to come early

A new wave of excitement is coming to downtown Chattanooga as the Tennessee Aquarium and Hunter Museum of American Art team up to bring *Jellies: Living Art* to Chattanooga in May, 2009. This special exhibit showcases jellyfish, some of the most mysterious creatures on Earth, alongside breathtaking glass sculptures inspired by nature.

Visitors to the Aquarium's Ocean Journey building will find themselves immersed in a glimmering world of animals and art. Six species of jellyfish will capture the imagination as they pulse in specially designed exhibits beside striking studio glass. The exhibit is designed to illustrate how the jellyfish and the art share common characteristics of color, pattern, movement and rhythm.

In one portion of the gallery, jellyfish displays will be paired with mirrors which will produce a visual feast for the eyes surrounding guests with an endless swarm of moon jellies. In other areas, slowly pulsing sea nettles will dance a watery ballet. Blubber jellies will strike a chord with those who imagine what it's like to venture to another world - the ocean realm.

At the nearby Hunter Museum of American Art, *Jellies: Living Art* will be enhanced and extended by the glass art in the Hunter's galleries.

This collaborative effort promises to draw visitors to downtown Chattanooga who will be encouraged to relax and enjoy all that the pedestrian-friendly "Scenic-City" has to offer. The Tennessee Aquarium and Hunter Museum are located on the Chattanooga



The Tennessee Aquarium inspires wonder and appreciation for the natural world. The IMAX® 3D Theater is next door to the Aquarium. Excursions aboard the new River Gorge Explorer depart daily.

riverfront and linked by a short walking corridor which leads guests through an outdoor sculpture garden and across a unique glass bridge.

"I think *Jellies: Living Art* represents a great opportunity to capitalize on the assets of an accredited art museum and an accredited aquarium which are located just a short walk apart from one another," said Rob Kret, director of the Hunter Museum. "Cultural institutions such as ours create the opportunity for people to unplug a little bit and enjoy each other's company while seeing something that they wouldn't normally see. And I think this exhibit will be a magical surprise for visitors."

Visitors wishing to complete their *Jellies: Living Art* experience may choose to purchase discount combination tickets for the Tennessee Aquarium, Hunter Museum and IMAX 3D Theater. "Under the Sea 3D" features stunning images of



Six species of jellyfish will capture the imagination as they pulse in specially designed exhibits

several jellyfish species as well as playful sea lions, fierce-looking great white sharks and graceful leafy sea dragons.



Perched on an 80-foot bluff on the edge of the Tennessee River, the Hunter Museum of American Art offers stunning views of the river and the surrounding mountains.

Make Your Hotel Reservations Today!

Chattanooga Marriott at the Convention Center

There are a few rooms left at the Marriott!

You must be registered with TML to reserve a hotel room. To guarantee your room, the Chattanooga Marriott at the Convention Center requires a one night's deposit plus tax. This is required even if you plan to arrive before 6 p.m. If accommodations are not guaranteed, the reservation will be cancelled.

Chattanooga Marriott at the Convention Center

Two Carter Plaza, Chattanooga, TN 37402 Website: www.marriott.com/chad
(423) 756-0002 or (800) 841-1674 Booking Code: TMLTMLA

When calling in your reservation, please let the agent know you are with the Tennessee Municipal League. When making your reservation online, fill out the reservation information and enter TMLTMLA (not case sensitive) into the box marked group code.

The Marriott at the Convention Center is located in the heart of downtown. Take a free electric shuttle to the Tennessee Aquarium, Southern Belle Riverboat, IMAX 3-D Theatre, Creative Discovery Museum and many more attractions. This hotel has a smoke-free policy. No pets are allowed unless they are service animals. There is ample parking with overnight guest rates \$9 per day for self parking and \$11 per day for valet parking.

The Marriott will offer a guest room rate of \$105 to participants arriving early or departing late, two days prior or after the conference based on availability.

Group Room Rates: () \$105 Single Rate () \$105 Double Rate Check-in: 3 p.m./Check-out: 12 p.m.
Room Dates: Arrival Date ___/___/___ Departure Date ___/___/___

Reservations must be received on or before Thursday, May 21, 2009.

The Chattanooga Hotel

Rooms are still available at this beautiful hotel.

Reservations will be accepted with a one-night deposit guaranteed with a credit card, no later than 30 days prior to arrival. In the event that you cancel your reservation less than 72-hours prior to arrival, the deposit of one-night will be forfeited.

The Chattanooga Hotel

1201 South Broad Street, Chattanooga, TN 37402-2708
(423) 424-3760 or ((877) 756-1684 between 8:30 AM and 5:30 PM, Monday-Friday
Please let the agent know you are with the Tennessee Municipal League.

The Chattanooga, is an upscale hotel and conference center that features exquisite rooms and suites, and outstanding restaurants. There is ample parking in the garage across from the hotel. The fee for 24 hr. self parking is \$8 and 24 hr. valet parking is \$12.

The Chattanooga Hotel will offer a guest room rate of \$124 to participants arriving early or departing late two (2) days prior or after the conference based on availability.

Group Room Rates: () \$124 Single Rate () \$124 Double Rate
Check-in: 4 p.m./Check-out: 12 p.m.
Room Dates: Arrival Date ___/___/___ Departure Date ___/___/___

Reservations must be received by **Tuesday, May 19, 2009.**

Keep America Beautiful boosts grant amount for 2009

According to the U.S. Department of Justice, graffiti contributes to lost revenue associated with reduced ridership on transit systems, reduced retail sales, and declines in property value.

Keep America Beautiful, Inc. has announced it will increase 2009 grant amounts to help communities step up local graffiti prevention activities.

The 2009 Graffiti Hurts® Grant Program will offer three grants of \$2,500 to communities, an increase of \$500 for each grant over 2008 awards. Grants are offered to one community under 100,000 population, one community between 100,000 and 300,000 population, and one community over 300,000 population.

"The Graffiti Hurts Grant Program supports grassroots efforts that improve local quality of life and engage individuals in taking personal responsibility for their neighborhoods," said Keep America Beautiful President and CEO Matt McKenna. Proposed projects can address

graffiti prevention and education, rapid removal, or help to enforce local anti-graffiti laws. Programs that focus on prevention initiatives, including Crime Prevention Through Environmental Design (CPTED), and engaging and educating youth are encouraged. Funds must be used for projects that begin by Fall 2009 and are completed no later than December 31, 2010.

Local governments, police departments, youth groups, downtown associations, crime prevention organizations, and other groups dedicated to eradicating graffiti vandalism are encouraged to apply. Businesses that make or operate graffiti removal equipment or technologies are not eligible. Grant awards will be announced by August 1, 2009.

The application deadline is June 5, 2009. Download an application at Keep America Beautiful's Web site, www.kab.org, or the Graffiti Hurts® Web site, www.graffitihurts.org.

Nashville, a KAB national spotlight city, seeks volunteers

The 2009 Great America Cleanup™ (GAC) in Tennessee is halfway over, but still there is a lot of volunteer work to do. Tennessee will host its spotlight event in Nashville on Thursday, May 14.

Keep Tennessee Beautiful (KTnB) and the Metro Nashville Beautification and Environment Commission are looking to recruit 1,000 volunteers from all 95 counties in Tennessee. Volunteers will be sent out at 8 a.m. and at 1 p.m. Kickoff

Nashville will include the "Green Starts Here" education showcase along the north Bicentennial Mall area at 10 a.m. More than 21 booths will be on display.

The National Spotlight Celebration will be held at 11 a.m., highlighted by Nashville Mayor Karl Dean and Gov. Phil Bredesen.

For more information and to register, call the Metro Nashville Beautification and Environment Commission at 615-862-8418 or visit us online at www.nashville.gov.beautification.

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TML Associate Profile: OHM Engineering

Working with communities large and small for more than 50 years

John J. Hiltz has a lot on his mind these days. In January 2009, he took on the role of president of the 150-person engineering company founded by his great-uncle almost 50 years ago. Since 1962, when former city engineers, John E. Hiltz and Ernie Orchard joined to found the company now known as Orchard, Hiltz & McCliment, Inc., OHM has worked for government organizations.

"As a consulting firm, we've done a little bit of private development work in the past, but about 15 years ago we asked ourselves what really made us excited to go to work every day and what we thought we could be best in the world doing," Hiltz reflects. "And for us, it's all about working with communities: large and small, developing and re-developing."

Since opening its first Tennessee office in 2008, OHM staffers have brought the company's guiding philosophy to half a dozen projects. Steve Chizek, PE, manager of OHM's Gallatin branch office, credits the firm's Engineering Advisor approach for its success.

"We strive to work with a community's leaders and staff members to understand its goals and determine the optimal solutions to reach the goals. We'll tell a client when what they've asked for is not what they need, even when that



means lower fees."

The city of Gallatin recently hired OHM to update its development standards. The project involves close collaboration with the city's Planning and Engineering staff to develop a comprehensive system of rules and standards to guide the community's long term growth.

OHM is prequalified by Tennessee Department of Transportation in 17 disciplines. While the company is known for having broad experience in public infrastructure, OHM has gained a reputation for expertise in a number of specific service areas:

- **Traffic modeling and transportation planning.** OHM is currently managing the country's largest concentration of multi-lane roundabouts and performed engineering review and construction engineering inspection on the nation's first dual roundabout interchange. The company's traffic experts are national leaders in pedestrian accommodations at roundabouts. Beyond roundabouts, OHM is one of the nation's leaders on

diverging diamond interchanges.

- **Water and sewer systems.** Kurt Heise, environmental director of the 13th most populous county in the United States credited OHM's ideas with saving its citizens \$170 million on sewer system improvements.
- **Bridge design, inspection and repair recommendations to extend service life.**
- **Facility renovations/rehabilitations that preserve the character-defining elements of a building.**

Meet OHM in person, Sunday, June 14 at the TML Annual Conference at the Chattanooga Convention Center.

OHM is offering a vendor workshop Sunday morning from 10 – 10:45 a.m. entitled: *Funding Green Street\$: How to Find \$ for Storm Water Infiltration*. The workshop will be presented by Evan Pratt, PE, OHM Principal.

You can also visit OHM's booth No. 406 for a free Storm Water Management Tool Kit.

For more information, contact Steve Chizek, P.E. Gallatin Branch Manager, 254 W. Eastland St, Gallatin, 37066; or call (615) 230-1000 or email: steve.chizek@ohm-advisors.com

Municipal Administration Program May Schedule

Retail Economic Development

In today's competitive world to attract retail development, it is important that each city know how to compete. This course focuses on the "basics" of how to attract retail business to your city. It provides numerous tips on how to maneuver in the world of retail development and to be competitive.

To assist cities in preparing themselves for economic development, it also introduces a detailed economic assessment tool and provides assistance in its completion and use. This class will provide the participants information that will have immediate and long term benefits.

Instructor

Bill Hammon, assistant city manager, Alcoa.

Time

Public administration courses begin at 8:30 a.m. and ends at 12:30 p.m.

Dates and locations

May 1	Knoxville
May 4	Johnson City
May 5	Collegedale
May 12	Bartlett
May 13	Jackson
May 14	Smyrna

Training Facilities

Bartlett Bartlett Performing Arts and Conference Center, 3663 Appling Road
Collegedale Collegedale City Hall, 4910 Swinyar Drive
Jackson West Tennessee Center for Agricultural Research, Extension, and Public Service, 605 Airways Boulevard
Johnson City Johnson City Public Library, 100 West Millard St.
Knoxville University of Tennessee Conference Center, 600 Henley Street



Smyrna Town Center, 100 Sam Ridley Pkwy E.

To register for this municipal administration program class, please visit the MTAS web site at www.mtas.tennessee.edu or contact Elaine Morrisey at Elaine.morrisey@tennessee.edu, or 865.974.0411. For program information, contact Izetta Slade, MTAS Training Program manager, at 865.974.9855 or e-mail Izetta.slade@tennessee.edu.

Fees are \$25 per person per class for municipal employees and \$55 per person per class for all other participants.

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May 1-31: Memphis In May International Festival

Memphis hosts Chile as its 2009 honored country. Some of the events include the Beale Street Music Festival, World Championship Barbecue Cooking Contest, and Sunset Symphony. For more information, call 901-525-4611.

May 1-2: Old Timers Day

Dickson, Holland Park. Everything from a liars contest to Miss Old Timers Talent Contest. Includes parades, crafts and quilt shows, live entertainment, dancing in the street. For more information, call 615-446-2349.

May 2 -25: Tennessee Renaissance Festival Triune.

Held every Sat. and Sun. in May. 16th century England comes to life with full contact jousting, food, crafts, and artisans. For more information, call 615-395-9950.

May 16: Portland's 68th Annual Strawberry Festival

Portland. This year's festival theme is "Home Grown Fun" with numerous activities for the entire family beginning Tues. and throughout the week. Saturday at 9:00 a.m., Strawberry Lane features locally grown strawberries and every type of strawberry food imaginable for sale. Other activities include: Kid Town USA on Main Street, food, arts& crafts, vendors and Strawberry Jam music all day. The big parade starts at 2 p.m. and a free concert at 6 p.m. featuring Vanessa Mandrell, Portland City Limits and Rex Graves. Fireworks finale that evening. For more information, call the Portland Chamber of Commerce at 615-325-9032 or visit the website at www.portlandcofc.com.

May 17: Eleventh Grand Old Dulcimer Day

Nashville Two Rivers Mansion from noon -6 p.m. The free festival has a full schedule of great musical entertainment, opportunities to jam with musicians, historical exhibits, and great food. Sponsored by Metro Parks and the Grand Old Dulcimer Club with support from Vanderbilt University's Blair School of Music. For more information, visit www.grandolddulcimerclub.org

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Advancing our region through quality growth practices and collaborative action

BY BRIDGET JONES EdD

Executive Director,
Cumberland Region Tomorrow

This is the third article of a four-part series featuring CRT's quality growth efforts across Middle Tennessee.

I often describe the focus of the *Quality Growth Toolbox* approach as creating the awareness that comprehensive planning can be the best foundation for community and economic decision making that a community, rural or urban, can have. I open Cumberland Region Tomorrow's (CRT) four-hour Toolbox courses with the simple description that quality growth strategies and comprehensive planning first allows a community to decide *how* it wants to grow...and then the community can put the right development and infrastructure into place, with the right design and function.

There is nothing scary about this common sense approach. It fits the practical approach that Tennesseans are known for. For decades in our region and state, growth in *any* form was considered desirable. To plan for growth — much less require developers and land owners to conform to a plan — was thought to stymie growth and harm a community.

With the pace of growth experienced in our 10 counties — Cheatham, Davidson, Dickson, Maury, Montgomery, Robertson, Rutherford, Sumner, Williamson and Wilson, communities of all sizes have come to recognize the increasing value of good planning and design combined with guided infrastructure investments.

Based on the call for different growth and development outcomes, CRT's leaders and other key partners such as the Tennessee Department of Transportation (TDOT) determined that a pilot project approach would be best in our efforts to take the *Quality Growth Toolbox* to the region.

CRT engaged more than 150 key leaders from multiple constituencies throughout the region to develop and use implementation tools to help local elected and planning officials, private sector business and development leaders, non-governmental organizations and regional leaders bring new growth and devel-



Bridget Jones

This realization was one of the main reasons that Maury County Commissioners and later Columbia, Spring Hill and Mt. Pleasant municipal leaders decided to work together to develop a county-wide comprehensive plan that will include all four local governments.

The focus of this county-wide pilot project is to conserve open space and revitalize all of the communities of Maury County. Joined efforts to understand the costs of development decisions also are the focus of this first pilot project.

"The real purpose and opportunity of the Quality Growth Toolbox pilot project was to provide state and local officials with the latest insights into the best policies and practices available for guiding growth in ways that maximize the quality of daily life while controlling infrastructure costs and avoiding painful choices for future generations," said Ed Cole, TDOT Environmental Bureau chief, the *Toolbox* project's lead state agency sponsor.

The work on the ground through the *Quality Growth Toolbox* pilot project is creating a firm foundation of comprehensive plans that will allow our region to successfully support future transit and multi-modal investments with supporting land use as transit systems develop.

Many regions wait to address land use, until transportation investments are made. It is great to know that so many leaders of our ten-county region have already stepped up to prepare our communities to competitively pursue future transit funding and support the investment once it is made.

Progress in creating a new standard of practice for compre-

Cumberland Region Tomorrow gains ground with the Quality Growth Toolbox

CRT's work, along with AIA Middle Tennessee, the UT School of Architecture and Planning GNRC, TDOT, TWRA, TACIR and other key partners have allowed us to successfully complete the following activities using the *Quality Growth Toolbox* resource:



- Coordinated Tennessee's first regional Quality Growth Toolbox Pilot Project
- Delivered training and technical assistance services to six of our ten counties in support of local quality growth planning and sustainable objectives.
- CRT pilot efforts were combined with great work in Williamson and Davidson counties in creating critical mass with comprehensive county and community plans in our region. Eight of the 10 counties, along with several towns and cities, are actively engaged in comprehensive planning and community revitalization efforts.

- Created a coalition of technical assistance partners including AIA Middle Tennessee, UT School of Architecture and Design and Institute of Public Service-MTAS and CTAS, and state advisory including the Tennessee Departments of Transportation, Economic and Community Development -Local Planning, Agriculture- 319 Program, as well as the Tennessee Advisory Commission on Intergovernmental Relations and Wildlife Resource Agency.
- Trained more than 500 regional public and private sector leaders and engaged over 1000 community leaders through local Advisory Com-

mittees and involved local groups.

Cumberland Region Tomorrow is currently completing preparation of an on-line resource center that will contain all Quality Growth Toolbox pilot projects deliverable such as community education presentations, *Toolbox* training and technical assistance tools and all pilot project publications and resources.

The target date to complete these upgrades is early Summer 2009 and more information will be provided during CRT's conference *Toolbox* session in Chattanooga.

and desired outcome is to convene 400 – 500 regional leaders and gain regional consensus and commitment among public and private leaders and the region's 54 units of local government to work collaboratively on defined steps for the planning, funding and implementation of a Regional Transit System for the ten-county CRT region.

Leaders from our city and county governments and the Nashville Area MPO are preparing our ten-county region to plan for, pursue funding,



Members of the Lebanon Advisory Committee visit Springfield in June of 2008 and learn about successful revitalization efforts there from City Manager Paul Nutting.

create and operate a regional transit system. CRT is proud to join with their efforts, along with TDOT to address this first regional issue in 2009.

CRT has also created the *GIS Greenprint Tools for Quality Growth* in partnership with the Tennessee Wildlife Resource Agency and other land conservation partners as part of the *Toolbox* pilot project in 2008. This planning decision making tool is mentioned in the "Conserving Land, Water, Natural and Cultural Resources" chapter of the *Quality Growth Toolbox*.

This online resource fulfills the need for regional GIS based decision making tools now being used by state

and local planners, designers and developers to insure access to and knowledge of critical lands for conservation.

Consolidated information in the on-line, web-based publication provides a better basis for planning and decision making as projected impacts and costs of land use and transportation decisions are being made and land resource priorities are incorporated into local and regional plans. Consolidated GIS information can also assist land conservation efforts in a strategic manner.

Leaders from Robertson County, Springfield and the other municipalities in the fourth pilot project also plan to develop comprehensive plans that accomplish the same objectives as the Maury County project. Work is underway in this pilot through the Nashville Area MPO, Tri-County Land Use and Transportation Plan that hopefully will provide base data and growth scenarios that Robertson leaders can build on.

Leaders from Rutherford County have begun a comprehensive plan for the unincorporated

parts of this county that also work toward the same objective. The focus to understand the costs of future growth and development is also a focus of the Rutherford pilot project. The community will create a comprehensive plan and take the next step to align zoning and codes to insure successful implementation.

What all of this completed *Quality Growth Toolbox* work really means is that our ten-county region is preparing an updated policy and planning framework, along with design and financial incentives that will provide a better foundation for future local and regional growth and development decisions.

I believe that luck is where preparation meets opportunity. Hopefully our region and Tennessee will benefit greatly through the good luck we have created through the *Quality Growth Toolbox* work we have been fortunate to develop in collaboration with so many leaders across the state and in our region.

CRT thanks the Tennessee Municipal League for the Spring 2009 series of articles that they have sponsored in *Tennessee Town & City*.

Cumberland Region Tomorrow is a non-profit organization that brings people together to address regional challenges and opportunities we face with the future growth and development of Middle Tennessee. Our mission is to foster communication, collaboration and action as we help plan for the long-term livability, economic vitality and sustainability of this place we call home.

Save the Date!

Cumberland Region Tomorrow and TDOT will host a Quality Growth Toolbox Session scheduled for Monday afternoon, June 15, at the 2009 TML Annual Conference in Chattanooga. For more information about Cumberland Region Tomorrow or *The Quality Growth Toolbox*, visit CRT's website at www.cumberlandregiontomorrow.org



Lebanon Advisory Committee leader, led by Co-Chairs John McDearman and Magi Tilton, learn about Springfield Streetscape improvements around the historic town square. The group considers the façade of the Robertson County Museum.

opment patterns to reality. This effort led to the *Quality Growth Toolbox*, which is now our region's lead training and technical assistance resource for communities wishing to create comprehensive planning

hensive planning that consolidates land use, transportation, as well as housing, community design and better use of infrastructure funding, into an integrated framework to guide growth and development is the

pearl that TDOT's been after.

Speaking of the future, it looks like updates to the federal transportation bill to come in late 2009 will likely call for integration of land use and housing with transportation funding, to create livable communities and support future transportation investments.

CRT, in partnership with the Nashville Area MPO and TDOT will co-host the Annual Convening the Region Summit on May 27 at the War Memorial Auditorium in Nashville. The Summit event objective



and sustainable design and development frameworks in response to continuing growth and development challenges and opportunities.

Everyday, more and more of our pilot project communities and others across our region, have come to recognize that our quality of life and economic control is adversely impacted by unplanned or unchecked growth. Communities also recognize the significant expense of supporting growth through costs of added infrastructure and community services.