



Mark Your Calendar!
More District Meetings in January 2011

- Jan. 19** District 1
Johnson City 10 - 12
- Jan. 20** District 2
Alcoa 10 - 1
- Jan 21** District 3
Red Bank 11:30 - 1:30
- Jan. 25** District 8
Covington 9 - 11
- Jan 26** District 7
Medina 10 - 12

Cities must adopt model debt plans

Comptroller Justin P. Wilson recommended to the State Funding Board a model debt management policy for governmental entities throughout Tennessee.

The Funding Board adopted the Comptroller's recommendations, which directs state and local governments and other government entities that borrow money to draft their own debt management policies by Jan. 1, 2012, using the state's model policy as a guideline.

The state's model policy was developed after months of input by state and local government officials and professionals familiar with public debt transactions. Comptroller Wilson's staff made revisions based on the comments to the model policy before finalizing the version that will be presented to the Funding Board for consideration.

The model policy urges Tennessee governments to follow four guiding principles while developing their own policies:

- 1) Debt transactions should be clearly understood by the deci-

See **COMPTROLLER** on Page 7

GOP, Dems elect leaders to House, Senate posts

Republican and Democratic Caucuses in both the Senate and the House met this month to hold leadership elections.

Lt. Governor Ron Ramsey was re-elected as the Senate Republican Caucus nominee for Senate Speaker. State Sen. Bill Ketron was elected to be Senate Republican Caucus Chairman, a key leadership post in the General Assembly and formerly held by Congressman-elect Diane Black. Sen. Mark Norris was re-elected majority leader.

Other positions elected by the Senate GOP Caucus were: Sen. Bo Watson as floor leader, Sen. Jack Johnson was re-elected secretary, Sen. Mae Beavers was re-elected treasurer, and Sen. Steve Southerland was re-elected chaplain.

In the House, state Rep. Beth Harwell was elected in November as the Republican's caucus nominee for House Speaker for the 107th Tennessee General Assembly. Rep. Glen Casada was also seeking the nomination.

Harwell, who has served in the legislature for 22 years, will be the first woman in Tennessee history to hold the position of House Speaker.

Also elected to new leadership positions are Rep. Gerald McCormick, who was elected majority leader, and Rep. Debra Maggart as caucus chairman. Rep. Judd Matheny was elected speaker pro-tempore.

Others elected to GOP leadership posts are Reps. Kevin Brooks, assistant majority leader; Ryan Haynes, Caucus vice-chairman; Barrett Rich, whip; Vince Dean, floor leader; Tony Shipley, secretary; Joey Hensley, treasurer; and Mark White, assistant floor leader.

Senate Democrats also met this month to pick their leaders. Sen. Jim Kyle was re-elected minority leader and Sen. Lowe Finney was re-elected caucus chairman.

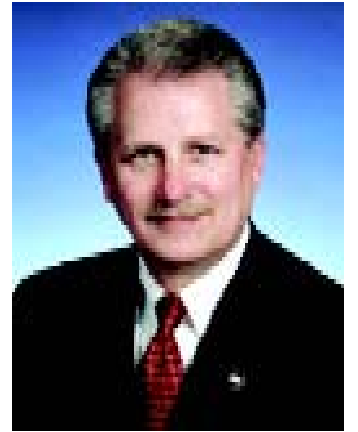
In the House, Rep. Craig Fitzhugh won the post of House Minority Leader, beating out Rep. Gary Odom, who had held that position for four years. Rep. John DeBerry was also seeking that position. Rep. Mike Turner, who was unopposed, was elected to another term as the Democratic caucus chair. Democrats did not nominate a speaker, ceding the office to Rep. Harwell.



Ramsey



Norris



Ketron



Harwell



McCormick



Maggart



Kyle



Fitzhugh

Haslam's team taking shape

Governor-elect Bill Haslam's cabinet and executive staff is beginning to take shape with the appointment of some key positions.

Longtime Hamilton County Mayor Claude Ramsey has been tapped to serve as deputy governor and chief of staff for his incoming administration. He has named his campaign manager Mark Cate as special assistant to the governor. Knoxville attorney Herbert Slatery, the first staff member he announced, was named chief legal counsel.

State department commissioners named thus far include: Mark Emkes, the former head of Nashville-based Bridgestone Americas, as his commissioner of Finance and Administration; Julius Johnson, the chief administrative officer for the Tennessee Farm Bureau, as commissioner of the Department of Agriculture; Shelby County prosecutor Bill Gibbons to lead the Department of Safety and Homeland Security; and Greg Gonzales, appointed by Gov. Phil Bredesen, has been asked to stay on as commissioner of the Department of Financial Institutions.

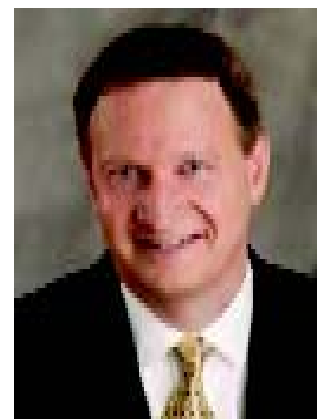
Claude Ramsey

Ramsey will serve "at the right hand of the governor," both for external affairs and internal administration issues. Haslam cited

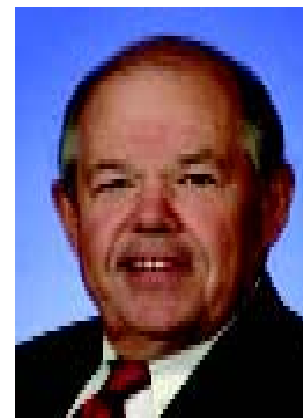
Ramsey's role in economic development projects such as attracting auto-maker Volkswagen to Chattanooga. See **CABINET** on Page 5



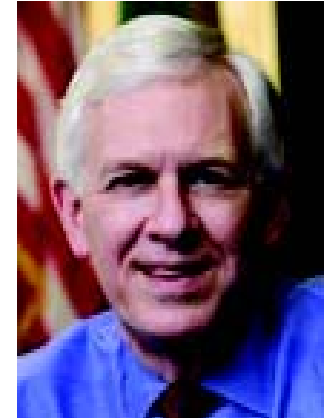
Ramsey



Emkes



Johnson



Gibbons

McDonald named to NLC board

Keith McDonald, mayor of Bartlett, TN, has been elected to the National League of Cities' Board of Directors. He was endorsed unanimously by the TML Board of Directors during the June 2010 board meeting.

Mayor McDonald has faithfully served in municipal government for 13 years on the local, state, and national level. He has already served as the chairman of the NLC First Tier Suburbs Council Steering Committee (2007 - 2008); has been a member of the First Tier Suburbs Council since 2004; and previously served as a member of the NLC Public Safety and Crime Prevention Committee and the NLC Transportation and Infrastructure and Services Committee.

The Tennessee Municipal League has benefited from his effective leadership as a member of



McDonald

the TML Board of Directors since 2005. In addition, he represents TML on the Tennessee Water Study Special Committee and the Tennessee Advisory Committee on Inter- See **MCDONALD** on Page 5

Port dreams coming true in northwest



An architectural rendering by the Tennessee Valley Authority Economic Development Technical Services depicts the future Northwest Tennessee Regional Harbor & Industrial Park at Cates Landing.

BY VICTORIA SOUTH

TML Communications Coordinator

Northwest Tennessee is still aglow from its latest Christmas gift, an additional \$3 million commitment from the state toward the development of a slack water port and Industrial Park in Lake County. Fueled by a \$13 million federal Tiger II grant, a competitive grant from the U.S. Department of Transportation, plus a total of \$7 million in state funding, the port at Cates Landing, along the Mississippi River, is projected to raise the standard of living for the residents of Lake, Dyer, and Obion Counties, creating more than 1,700 jobs and 2,293 indirect positions, according to an impact study by the Business and Economic Research Center at Middle Tennessee State University (MTSU). The adjacent industrial park will house industries that will reap the benefits of

close proximity to the port while generating significant tax revenues to further benefit the area.

"This is the biggest economic development project we've seen in northwest Tennessee in my lifetime," Congressman John Tanner of Union City, an active supporter of the project, announced at the contract signing ceremony Oct. 13. "Because of our prime location and great land resources, this growth will put us on the map of the world's major cargo-shipping points."

A slack water harbor features a steady level of still water which makes for easier loading and unloading than a river with fast moving currents. Within easy access to other important shipping routes, including I-55, I-40 and I-24, the site will be near the future I-69 route, which will serve 17 of the nation's top 25 seaports and is within 30 miles of railroad lines connecting Canada

with the Gulf of Mexico.

"When the expansion of the Panama Canal is complete in 2014 more freight, particularly from Asia, will be coming directly into eastern ports and will then be transported, in part, along eastern waterways, particularly the Mississippi," said TDOT Commissioner Gerald Nicely. "The Port at Cates Landing will be an important economic driver for Tennessee, specifically for Northwest Tennessee, and will further enhance Tennessee's multimodal transportation system, which already has the world's busiest cargo airport, six Class I rail lines and one of the best highway networks in the nation."

Used by the Corps of Engineers as a concrete mat casting field from the 1950s until the early 90s, Cates Landing attracted a number of industrial prospects throughout the See **PORT** on Page 9

NEWS ACROSS TENNESSEE



BY TML STAFF REPORTS

ALCOA

The Tennessee Department of Transportation and the city teamed up to build the state's first diverging diamond interchange, which opened to traffic on Dec. 14. Increased industrial and commercial growth led Alcoa community leaders to search for an innovative way to improve traffic congestion under the U.S. 129/State Route 115 bypass bridge between Middlesettlements Road and Bessemer Street. "The option to build a \$2.9 million interchange that uses an innovative geometric design made sense when it was compared to spending more to build another bridge and construct additional lanes," Alcoa Mayor Don Mull said. "We believe this option will improve traffic flow and will become a model for other communities facing the same situation." The site is the fifth diverging diamond interchange in the country.

ANTIOCH

Booming growth is bringing increased fire protection to Antioch with a new \$2.8 million fire hall. Metro will build the new fire hall at 2034 Hobson Pike. Upon the fire hall's completion, the two engine companies that currently share a station will be split. The move will result in improved response times and service throughout the entire area, according to Deputy Chief Kim Lawson, spokesperson for the Nashville Fire Department.

BRISTOL

The Exide Technologies plant is adding 90 jobs to its current work force of 375. The jobs are related to two new arms of business the battery production and distribution center has brought on recently, to support and deliver products to Nissan's Smyrna facility and supplying products to Chrysler-Fiat for its Fiat 500, which is assembled in Toluca, Mexico. The majority of the jobs are manufacturing, while some are also indirect support positions such as maintenance and building service.

CHATTANOOGA

The state is in discussions with Seattle-based Amazon.com, Inc., about locating two fulfillment centers in Tennessee, one at the Enterprise South Industrial Park in Chattanooga and the other along State Route 308 in Bradley County. If negotiations are successful, the two projects would represent a combined investment of more than \$164 million to create more than two million square feet of distribution space and up to 1,400 new jobs over a period of years. Economic and Community Development Commissioner Matt Kisber has been leading a team which includes Hamilton County Mayor Claude Ramsey; Chattanooga Mayor Ron Littlefield; Gary Farlow, Cleveland Chamber of Commerce president; and Trevor Hamilton, Chattanooga Area Chamber of Commerce vice president, in discussions with Amazon.com, Inc. All parties have pointed out a number of procedural steps must be completed involving the state, the county commissions, and the local city councils before the project is a go.

CHARLESTON

Missouri-based Olin Corporation has decided to invest \$160 million in new technology at its Charleston plant. Olin will expand the production of potassium hydroxide at the facility, preserving 350 jobs while

ending the plant's use of mercury cell technology in 2012. Olin's Tennessee facility is adjacent to the planned site of Wacker Chemie's \$1 billion polysilicon production facility and Olin will be a supplier of chlorine to Wacker as well as other major customers throughout the region. Olin's investment in the plant also is expected to generate hundreds of construction and related jobs. Construction will likely begin in the second quarter of 2011 and be completed by the end of 2012.

CLARKSVILLE

The Tennessee Department of Environment and Conservation gave Clarksville's water system a perfect rating in a recent inspection of its operations. General Manager Pat Hickey of the Clarksville Gas and Water Department said it was the first time in the city's history to receive a 100 on the survey. The annual inspection, conducted over a three-day period at the end of September, involves a thorough look at the department's operations, to include water quality, record-keeping, and how well employees are following state and federal protocols.

CLEVELAND

With roughly \$475 million in financing in hand —Cuyahoga County, Ohio, and a private partner hope to break ground early next year on a rival medical trade mart in Cleveland to compete with a larger one planned for Nashville's Lower Broadway. Both the Cleveland and Nashville medical marts aim to be the first of their kind where hospitals and other industry purchasing agents could do one-stop shopping for everything from hospital beds to new clinical systems.

FRANKLIN

Civil War preservationists Franklin's Charge and the state Historical Commission have won a \$960,000 grant from the state Department of Transportation to help preserve the city's historic battlefield. The one-acre site on the corner of Columbia and Cleburne streets is near a former cotton gin and the Carter House. The money will be used to buy the property, to build a replica of the cotton gin, and restore the Union trench lines. Historians describe it as the epicenter of the Battle of Franklin where Union and Confederate forces met on Nov. 30, 1864.

JOHNSON CITY

Johnson City will be losing 140 jobs next year as Heartland Payment Systems reduces the workforce at its service center. The reductions in Johnson City are part of an effort to streamline operations, as Heartland integrates the functions of that center with one it operates in Jeffersonville, Ind.

KINGSPORT

Kingsport Town Center announced

Special elections set to fill vacant seats

Gallatin pharmacist Ferrell Haile was named interim state senator for the 18th District by a unanimous vote of the Sumner County Commission. Haile will fill the seat vacated by Diane Black, who was elected to the U.S. Congress, until voters choose a replacement on March 8, 2011.

The lifelong Sumner County resident is co-owner of Perkins Drugs in Gallatin and a cattle farmer. Haile said he will not run for the office in the special election.

Gov. Bredesen has issued two Writings of Election to fill the vacancies of Office of State Senator for

the addition of The Children's Place to the retail tenant mix. Construction on the 4,200 square foot retail space is scheduled to begin early January 2011 with a target completion date of in the second quarter. The Children's Place Retail Stores, Inc., is a leading national specialty retailer of children's merchandise, ages newborn to 14 years old. The company designs, contracts to manufacture and sells high-quality, value-priced merchandise.

MILLERSVILLE

Millersville city officials gathered for a groundbreaking at 1181 Louisville Highway where a new 9,000 square foot community and conference center is scheduled to open in May 2011. The facility will include a park, playground and an amphitheater for outdoor concerts along with meeting rooms and a 3,000 square foot multi-purpose facility for large events, celebrations and receptions. Other outdoor amenities include picnic shelters, a walking path, and a covered patio surrounding the main building. An overflow parking area is connected by a footbridge that spans Slater's Creek. The facility will also be available as a regional events venue. City staff secured \$110,000 in state-based grants to assist in the construction and operation of the future site.

MILLINGTON

A groundbreaking ceremony was held recently at Millington Regional Jetport to celebrate a future Aircraft Rescue and Firefighting Station. "The new station will provide a climate controlled facility to maintain the serviceability of the equipment and put us closer to the terminal and runway access for quicker response to airport emergencies," said Millington Fire Chief Gary Graves. The station design will resemble an aircraft hanger but function as a fire station that is staffed by the Millington Fire Department 24 hours 365 days a year. The \$500,000 facility was made possible through grant funding from the Tennessee Department of Transportation Aeronautical Division, and will house four airport fire trucks along with living quarters for the crew. In the event a plane cannot land at Memphis International Airport, the Regional Jetport serves as an alternate landing site for major air carriers.

SPRING HILL

A state board approved Centennial Medical Center's plans for a 24-hour emergency department in Spring Hill. Centennial, a part of HCA's TriStar division, plans to build the \$9.1 million satellite emergency department at the intersection of Kedron Road and Saturn Parkway. The facility will include eight treatment rooms, CT, X-ray and laboratory areas.



PEOPLE

BY TML STAFF REPORTS

U.S. Sen. Lamar Alexander

was recently re-elected as chairman of the Senate Republican Conference, the No. 3 leadership post for the 112th Congress that begins in January. The Republican Conference seeks to advance Republicans' activities and views before the public.



Alexander

Retired Tennessee Supreme Court Justice Adolpho A. Birch, Jr.

was presented the Lifetime Achievement Award by the Tennessee chapter of the American Civil Liberties Union. Birch rose to prominence defending students at the Nashville lunch counter sit-ins of 1960. He went on to serve as the first African-American to become Chief Justice of the state Supreme Court.



Birch

Josh Walker

Germantown, has been named First Responder of the Year in Tennessee by Gov. Bredesen. Walker is a maintenance worker for the city's water department and is also a Fayette County firefighter. He received the award for his heroic actions during an ice storm in January. He was assisting in clearing a section of Highway 196 when an ice-covered tree fell and trapped two firefighters, Fayette County Fire Chief Bo Boshers and Assistant Chief Glenn Kneeland. Walker reported the situation, took control at the scene, and started rescue efforts. His fast actions are credited with saving lives.



Walker

Donna Patterson

of Toccoa, Ga., has been appointed as Oak Ridge city clerk. Patterson will replace longtime City Clerk Jacquelyn Bernard. Patterson, a certified municipal clerk, previously served as assistant city clerk in Duluth, Ga., and as assistant to the police chief. She was also county clerk in Stephens County, Ga.



Patterson

Former House Majority Leader **Jason Mumpower** has been named as the executive assistant to the Tennessee Comptroller Justin P. Wilson. His duties will include serving as



Mumpower

a liaison to the General Assembly, representing the Comptroller on several boards and commissions, and dealing with the overall management of the Comptroller's office. He joined the office Dec. 14, prior to the reconvening of the General Assembly in January. Mumpower previously served 14 years as the state representative for Sullivan and Johnson counties in the General Assembly. During his tenure, he served in key roles on the House Finance, Ways and Means Committee and the House Budget Committee. He is a graduate of King College with a major in economics and a minor in political science.

Assistant Commissioner for Community Development **Rick Meredith** has left the Department of Economic and Community Development



Rick Meredith

to accept a position as senior vice president for community development with the Hollingsworth Companies. In his role as assistant commissioner for Community Development, Meredith oversaw the agency's Local Planning, Grants and Loans, Energy Policy, Three Star, Main Street and Retire Tennessee divisions.

La Vergne City Administrator **Mark Moshea** has submitted his resignation after more than 11 years service. Moshea was hired as city engineer in September of 1999, and was promoted to the position of city administrator 18 months later.



Moshea

Franklin Police Chief **Jackie Moore** plans to retire in February. Moore said he plans to spend more time with his family and may do consulting work in the future. Moore's first day as a sworn police officer was July 4, 1964.

Dandridge's Ownby retires after 34 years

BY GAYLE PAGE

Standard Banner Staff Writer

Karen Ownby began working for the town of Dandridge five mayoral administrations ago. It was November 1976, and Ownby had recently graduated from Walters State Community College. She started out as a secretary, but over the years her responsibilities changed and expanded until ultimately Ownby became the Business Office Coordinator in the old Dandridge Town Hall building, handling everything from payroll to accounts payable/receivable to business taxes.

"I've surely seen a lot of changes," said Ownby. "When I first started, they didn't even have an electric calculator. It was one of those big adding machines where you punched the numbers in and pulled down a hand crank."

Ownby fondly remembers each of the mayors who have at one time or another been her boss. First there was Herbert Webb, fol-

lowed by Everett Gantte, then Tom Eslinger, David Jones and last and still mayor, George Gantte.



After 34 years, Ownby says she's ready for a change, some new and fun activities, so she plans to travel and do volunteer work. Dec. 31 will be her last day.

"I will always appreciate the opportunity that the Town of Dandridge gave me for my personal and professional development," she said. "I've been very blessed to work here."

A reception will be held for Ownby on Dec. 20 at the Dandridge Town Hall. "I hope they'll miss me," said Ownby. "because I'm sure going to miss them."

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Christmas memories across Tennessee



BY VICTORIA SOUTH

TML Communications Coordinator

Whether it's the smell of pine, the twinkling lights or that first spray of winter snow, the holidays stir irreplaceable memories of Christmas pasts, of time worn traditions, of loved ones, friends and family, and the communities we care to serve.

At the close of 2010, TML wishes you the very best of holiday seasons and a Happy New Year as officials across the state share their Christmastime memories....

Brentwood Mayor Betsy Crossley, was eight years old when this picture was taken of her family. She is standing beside her great grandmother Mammy in the rocker. Seated in front of the desk is her grandmother Nana, who will be 103 Dec. 30, and her mother Ruth is seated on the floor.

even today every time I come into Brownsville that way, I still look for those two landmarks in the sky – and I know I'm home once again...

Chattanooga Mayor Ron Littlefield:

Around 1969, we had a white Christmas in Chattanooga. It's the only one I recall and I'm 64. It

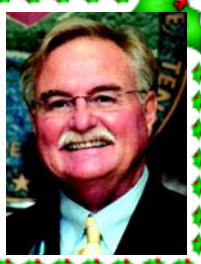


started snowing early Christmas morning and snowed all day. It was very white about seven inches of snow in this area. My oldest son, who is 42 now, was about two. We weren't able to do a lot of playing in the snow, but it really was a picture book kind of Christmas. The lights were on across the city, we had a fire going in the fireplace and my mother, father and sisters were all gathered at my parent's house in Lafayette, GA. It was just like a movie...

share Christmas with all the other soldiers. That experience reminds me of what we're going through today in our country with so many of our military personnel being away from home. We need to remember those individuals that serve to protect our freedom as well as their families back home. With so much to be thankful for, we wish everyone a merry Christmas and a happy and prosperous new year...

Crossville Mayor J.H. Graham III

My daughter, Jordan, who died in an automobile accident 14 years ago at the age of 16, always told me how much she loved Crossville's Christmas Light display—so I'm reminded of that every time our lights go up the Monday before Thanksgiving...That's how I spend Christmas with her....



Dyersburg Mayor John Holden

I remember the old aluminum silver colored artificial tree that our family put up in the living room. It wasn't complete without a color wheel plugged in beside the tree which would rotate casting those lovely colors of blue, red, and green onto the tree. As an adult, my fondest memory of Christmas was when our first born, my precious daughter Whitby, was born on Dec. 21, 2000. We brought her home from the hospital on Christmas Eve wrapped in a huge red stocking, the same stocking we put out every year in anticipation of Santa coming to visit...



Farragut Vice Mayor Dot LaMarche

One of the fondest memories of my childhood was that we never saw our tree until Christmas morning and that was only after we had been to church. I was one of six children and after all these years it is still amazing to me how my parents were able to manage all the preparations for such a special time in our family. I feel certain they had to be up all night getting things ready and today I am still grateful for that wonderful tradition and surprise Christmas morning...



Kingsport Mayor Dennis Phillips

I believe Christmas 2010 has to be one of my fondest memories during my time as Mayor of Kingsport. With the ribbon-cutting



on 32 new homes, the last project in Kingsport's Hope VI HUD grant program, dozens of substandard 1940's era public housing apartments and rental homes have been replaced with modern single-family and duplex housing providing residents an opportunity to move towards home ownership. Also, the city's \$8 million investment in renovating a historic African-American high school has transformed it into a modern community center, with a wing for non-profit groups such as United Way, Big Brothers/Big Sisters and the American Legion. Today, this neighborhood, which used to have the highest crime rate in the city, is bursting with civic pride and is one of our safest neighborhoods. This proves government can get some things right, and I can't imagine a better Christmas present for the community than a renewed neighborhood that we will all be proud of for decades to come...

Knoxville Mayor & Gov-Elect Bill Haslam

My favorite Christmas memories revolve around Christmas Eve. We would eat a family dinner usually followed by a movie or an event with friends, and the best part of the night would be the midnight service at our church. After church, the ride home with our kids was always memorable. They were tired (we were even more exhausted) but all of us were excited about celebrating Christmas morning...



Lebanon Mayor Phillip Craighead

The Christmas that made a permanent impression on me and the way I look at life now is back in '69



when I first moved to Lebanon, our family owned the KOA Campground south of town. It was snowing and we were driving into town and my father, who was a Methodist minister, stopped to help a family stranded on the side of the road. He helped get them to a gas station. They were fretting that their children would not get home in time to see their grandparents, and then he pulled out \$50 and gave it to them. I never told him how that affected me. Even at a young age, children are always watching their parents. They learn by watching, they mimic and then they eventually become us. It's something for all parents to keep in mind...

Lt. Gov. Ron Ramsey

the Ramsey family, it's all about traditions. For 20 years in a row, my wife and I and three daughters have gone up to Virginia, about 50 miles up from the house, for Christmas trees. Over the years my family's grown. My three daughters and three sons-in-law go up there and cut our trees live, we bring them back home and make sure we get them all up that night. My girls now are 29, 27, and 25 years old and they were very small when we started doing this. It means a lot to them. Also, on Thanksgiving night, we always go to a movie, usually whatever new Christmas movie is out. When we first started doing this, there were just five of us, my wife and I and three daughters. Now my brother and his family join us and on Thanksgiving night, it's not unusual for 30 of us to go to the movie. We have family over, and it will be a little tough this year because my father passed away. But, we're just going to keep those traditions going even though time passes on...



MTAS Executive Director Steve Thompson

Early in my career, I worked in a wonderful city in South Carolina that had a great tradition for decorating the downtown. On a cold weeknight the week after Thanksgiving the city council, employees and their families would gather in the downtown fire station for dinner – usually Beaufort boil, with shrimp, corn, potatoes and sausage – and invite the local electric and cable companies to send crews, trucks, and their families as well. After dinner, the entire crowd would move down the main street, singing and hanging decorations on the streetlights and stringing lights in the street trees. Many of the downtown merchants would remain open to serve cider and hot chocolate to the workers, and at the end of the evening, those remaining would sing a few Christmas carols before heading home. It was magical – the employees and families had a great experience with a wonderful tradition, and the next morning the town woke to a beautiful downtown ready for holiday shoppers and the lighting of the Christmas tree...



Morristown Councilmember Kay Senter

When my son, now 38, was in the third grade, he asked, "is there really a Santa Clause?"



I can still see him standing there with tears in his eyes as he waited for my answer. I felt that he wanted me to reassure him that, yes, there is a Santa Clause. I had to regroup because I had not expected this question for a few more years. I talked about the meaning of Christmas, the spirit of Christmas, the love given and received as presents are exchanged, and ultimately I answered his question as his tears streamed down his face. After acknowledging that, yes, Mom and Dad are the ones who buy the presents for Santa, his eyes widened. His next question, "do you and Daddy leave me alone on Christmas Eve while you go shopping for Santa? I promised that we had not ever left him alone, while shopping for Santa presents because all shopping was finished by Christmas Eve. After that, the search throughout the house was on for his Christmas presents! I told him that Santa would be a part of our Christmas as long as we believed in the spirit of Christmas, and we still do...

Oak Ridge Mayor Tom Beehan

"My favorite Oak Ridge Christmas was just last year, when my wife Kay and I learned that our son and daughter-in-law were expecting their first child. Our granddaughter Soly, is our very own Christmas angel, and I look forward to seeing the joy in her face as she sees the bright lights and Santa Claus during Oak Ridge's Christmas parade..."



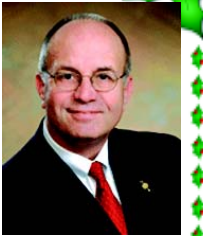
Signal Mountain Town Manager Honna Rogers

Every Christmas my husband and I give each other an ornament that represents something that happened that year. We've done this every year since we were engaged. We also buy an ornament when we travel somewhere or make an ornament from something we got there. When we decorate the tree each year, we can look at the ornaments and remember what was going on in our lives the year we bought it. It makes our tree full of memories and each ornament special...



Bartlett Mayor Keith McDonald

I'm from Vermont and my Grandparents were from Alabama. As a small child, my mother's father would come up for Christmas and there would be lots of snow. It was the only glimpse I got of the real Santa Claus. There would be bells and reindeer and my grandfather, who was a large man, would dash across the yard dressed as Santa...



Bean Station Mayor Terry Wolfe

Although we love to receive presents, my favorite memory is when my family gets together to read the Christmas story and remember what the holiday is all about, that Christ came to this earth to save his people. It's the reason for the season...



Brentwood Mayor Betsy Crossley

This year I have a wonderful gift for Christmas...my grandmother, Nana, will turn 103 on Dec. 30th. My great grandmother, Mammy, Nana, my mother, Ruth; these three ladies have been strong influences in my life as wonderful loving women. They put family first, but still gave so much back to their communities. I think telling your family that you love them is the best gift you can give... at Christmas ...and every day...



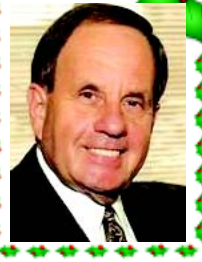
Brownsville Mayor Jo Matherne

When I went to college at UT Knoxville, I couldn't wait to get back to Brownsville for the holidays. I remember driving in on the "Jackson Highway," as Highway 70 east of town is called, and looking for the water tower and the spire of the First Methodist Church, which are visible from a hill just outside of town. Seeing that water tower and church spire always gave me a sense of calm, peace, and belonging, because I knew I was HOME – with loving family and friends waiting to smother me with smiles, hugs, and loads of traditional goodies. Funny how small things stick in your mind all these years, but



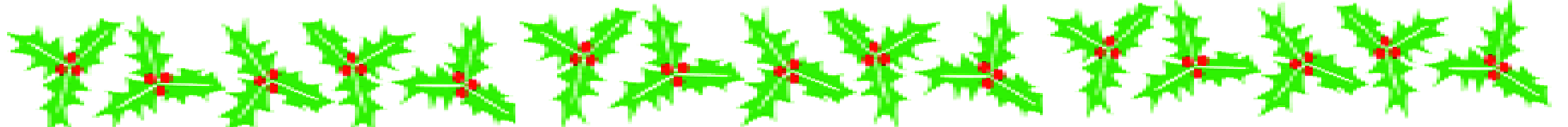
Cleveland Mayor Tom Rowland

Childhood Christmas memories, for me, reflect on my love of trains. A new train was always my Christmas wish. The most memorable Christmas, however, was a year when money was tight and my gift was one of my old trains that had been repaired and was running on the track beneath the tree on Christmas morning. As a youngster, I truly believed Santa had repaired my train for me. As an adult, Christmas memories are made in a different way — as we join our friends and associates who work together to help give children less fortunate a memorable Christmas. Forty years ago, my wife Sandra and I founded The Empty Stocking Fund for area foster children. Today that fund raises more than \$30,000 a year, and now goes to support a city-wide Christmas party for underprivileged children. Now, we have fresh new Christmas memories created each year as we see the faces of these children and know they are our city's future — and they— will carry on these traditions to create Christmas memories for future generations...



Columbia Mayor Dean Dickey

I can remember as a young man what a joy it was spending the first Christmas with my new wife. After having a family of our own, celebrating with our children was an even happier occasion. Our family has continued to grow and we now share Christmas not only with our children but also with our grandchildren and friends. The most memorable Christmas for me was when I was in the Army stationed in Pusan, Korea. It was exciting to



STATE BRIEFS

BY TML STAFF REPORTS

Hate crimes drop statewide

For the first time in five years, hate crimes in Tennessee dropped in 2009, according to new FBI data. Nationwide, crimes committed against people because of their race, religion, sexual orientation, ethnicity or disability declined about 15 percent from 2008 to 2009, police reported to the FBI. Tennessee saw its reported hate crimes decline by more than a third, with drops in every category of bias.

State unemployment rate steady

Tennessee's unemployment rate is holding steady. The October jobless figure is 9.4 percent, the same as in September. The national rate is also unchanged, at 9.6 percent. Tennessee's Labor Commissioner, James Neeley, says there's growth in a healthy range of industries: 3,700 jobs were added in transportation, trade and utilities; 3,300 in professional and business services; and 2,500 in local government educational services.

TN ends prepaid tuition plan

Tennessee is ending its prepaid tuition plan, state Treasurer David Lillard Jr. announced, because it is not self-sustaining. Since its creation in 1997, the program has allowed Tennesseans to buy tuition credits at today's rates then redeem them later — hedging against rising tuition costs. It didn't work, Lillard said. The state had hoped interest on the investment would outpace tuition gains. Instead, the state wound up spending \$40 million over the past four years to make up the difference between what was paid in and what was eventually paid out. Members of the Baccalaureate Education System Trust Board of Trustees made the decision to stop selling the "tuition units." Those that already have been purchased will be honored. Lillard touted a new program to help Tennesseans save for college — a matching savings program called the Path2College 529 plan. The match, however, is \$50, less than the cost of many textbooks. And it's only available on a first-come, first-serve basis, with \$250,000 set aside by the state.

New summit for state leaders

A new program is seeking to improve the leadership skills of people in state government. The program called Lead Tennessee, lasts a year and aims to help people in all levels of state government better develop skills state officials say are important to become better leaders. Trish Pulley is director of the strategic learning solutions division of the Tennessee Department of Human Resources. She says every other month participants attend a summit where they study those skills and hear from national speakers on leadership. Pulley said about 125 people participated in the first 12-month session.

New TN tourism initiative

As part of an effort to encourage people to visit Tennessee's more rural areas, state officials are planning 16 "driving trails" across Tennessee, including one originating at Graceland. "Discover Tennessee Trails and Byways," a project of the state Department of Tourist Development,

hopes to encourage both visitors and residents to leave the well-worn highways for something a little different. The project doesn't include any new roads or trails, but essentially maps out a path along existing roads that officials think people would enjoy. "It's basically anything we think a visitor would enjoy doing. It's Civil War and historic sites, it's antique shopping, restaurants and that kind of thing," added Jennifer Spence, the state group's assistant commissioner of marketing.

State settles with Lifelock

More than 22,000 Tennesseans will get refunds from Lifelock Inc. and the company will pay the state \$79,000 to settle allegations that it misled consumers about its advertised claims. The Tempe, Ariz.-based company sold a "proven solution" that it said would protect consumers against all forms of identity theft including criminal, mortgage and child identity theft. The company paid \$11 million to 35 states and the U.S. Federal Trade Commission to settle allegations that it misrepresented the nature of the specific services it provided. As a part of the settlement, the company will also stop claiming it can protect against all types of identity theft, constantly monitor customers' consumer reports, alert them if a new account has been opened in their name and eliminate the risk of identity theft. "We are pleased consumers are getting refunds," Tennessee Atty. Gen. Robert Cooper said. "But I hope this occasion also serves as a reminder there are no absolute guarantees that any company can protect you from identity theft."

Brief rise in mass layoffs

Mass layoffs in Tennessee took a turn upward last month after two months of declines, according to a report issued by the U.S. Bureau of Labor Statistics. In October, there were 15 mass layoffs, defined as a layoff of 50 or more employees by a single company. That compares to nine in August, six in September, and 14 in October 2009. For the month, 1,006 people made initial claims for unemployment insurance, compared with 417 in the prior month and 1,108 a year ago. In September, U.S. employers initiated 1,651 mass layoff actions involving 148,059 workers. That was 121 more mass layoffs over the prior month after dropping three consecutive months. The number of associated initial unemployment claims increased by 9,839 after hitting its lowest level since April 2008 in September. Manufacturing accounted for 356 mass layoff events nationally, resulting in 37,438 initial claims.

Quake threat spurs rescue plans

Seismologists estimate a 25 percent to 40 percent probability of a major quake within the next 50 years in the New Madrid Seismic Zone, which stretches from Memphis to southern Illinois. The threat is so great that Tennessee and seven other states have adopted catastrophe plans for an earthquake. State and federal emergency officials met in Nashville to figure out how to allocate scarce rescue resources if a New Madrid quake hits. New Madrid is our biggest threat," said Jeremy

Heidt of the Tennessee Emergency Management Agency. "The May flood is such a big event, but it's really minor compared to something like this." Middle Tennessee residents would see chimneys collapsing and structural cracks in older buildings, but they would feel the loss of power the most. "We'd be plunged into darkness, some of us without feeling the quake," Heidt said, as downed power lines and collapsed stations shut down electricity to 2.6 million in the eight states. "All communications would be out. All air travel would be out as the FAA air control would go down. All rail travel would fail. Ports would shut down; oil and natural gas pipelines could be off line."

Cracker Barrel installs chargers

Cracker Barrel Old Country Store is joining the electric vehicle revolution. The restaurant chain will install electric vehicle chargers at 24 Tennessee locations, including restaurants in Farragut and Harriman. As part of the EV Project, a national initiative to promote development of an electric vehicle infrastructure, the chargers will be installed starting next spring at restaurants along "The Tennessee Triangle," a 425-mile stretch of Interstates 75, 40 and 24 that connects Nashville, Knoxville, and Chattanooga.

TN Meth fight continues

The fight against methamphetamine will rage on two fronts next year — one on the streets and one on the legislative floor. "We're doing a good job with the tools we've got, but is it sustainable?" Tommy Farmer, director of the Tennessee Methamphetamine Task Force, asked leaders of anti-drug coalitions from around the state. Police around Tennessee reported seizing nearly 1,700 suspected meth labs through



This is just one of many scenic views along The Great River Road, one of 16 driving trails in the "Discover Tennessee Trails and Byways" series, a project by the state Department of Tourist Development designed to encourage both visitors and residents to leave the well-worn highways for something a little different.

October — already the highest number in the state's history. Authorities expect the year's final total could be around 2,000. Addicts make meth by using household chemicals to break down pseudoephedrine, the main ingredient in some cold and sinus pills. The state moved pseudoephedrine behind the counter five years ago, but addicts regrouped, forming gangs of "smurfs" to scatter from store to store and adopting the simpler, quicker "shake-and-bake" recipe that requires fewer pills.

State partners to strengthen families

Tennessee is among four states named as partners in an initiative designed to strengthen families. The Center for the Study of Social Policy also chose Idaho, Massachusetts and Washington. The four were cited for leading the way in pioneering creative ways to strengthen families in

their own state systems of early care and education, child welfare, public health and even probation.

TDOT ready for winter weather

The Tennessee Department of Transportation notes that it is stocked and ready to clear state roadways of ice and snow this season. TDOT crews will once again use a variety of tools to battle winter weather including salt, salt brine, beet juice, and potato juice. For the 2009/2010 winter season TDOT's maintenance costs were double that of the previous year. The 2010/2011 statewide budget has been increased by 23 percent to \$14.7 million in the event of above average precipitation. TDOT currently has more than 174,000 tons of salt and more than 1.4 million gallons of salt brine ready for use. The department is also adding 10 new snow plows.

NATIONAL BRIEFS

Electric cars usher transformers

The first mass-market electric cars go on sale in December, and the nation's electric utilities couldn't be more thrilled — or worried. Plugged into a socket, an electric car can draw as much power as a small house. The surge in demand could knock out power to a home, or even a neighborhood. That has utilities across the state scrambling to upgrade transformers and other equipment in neighborhoods where the Nissan Leaf and Chevrolet Volt are expected to be in high demand. Not since air conditioning spread across the country in the 1950s and 1960s has the power industry faced such a growth opportunity. The main obstacles to wide-scale use of electric cars are high cost and limited range, at least until a network of charging stations is built. But utility executives fret that difficulties keeping the lights on for the first crop of buyers — and their neighbors — could slow the growth of this new niche.

Disabled cell phone use in cars

The U.S. Department of Transportation (DoT) is considering adding technology to automobiles that would disable cell phones. The move is a response to the growing number of deaths and injuries related to distracted driving. Statistics indicate nearly 5,500 people died from distracted driving last year, and that about half a million were injured. The DoT has launched a new video

campaign, "Faces of Distracted Driving," and plans to add a new video every few weeks. While there is no federal law against using a cell phone while driving a vehicle, dozens of states prohibit texting while driving in an effort to reduce the number of deaths or injuries. Several other states forbid drivers from using hand-held cell phones.

U.S., tiny house phenomenon

As Americans downsize in the aftermath of a colossal real estate bust, a small but growing number of people are buying or building homes that could fit inside a living room. Some put these wheeled homes in their backyards to use as offices, studios or extra bedrooms. Others use them as mobile vacation homes they can park in the woods. But the most intrepid of the tiny house owners live in them full-time, paring down their possessions and often living off the grid. The Tumbleweed Tiny House Company, designs and builds miniature homes that can be hooked up to public utilities. The houses, which pack a range of amenities in spaces smaller than some people's closets, are sold for \$40,000 to \$50,000 ready-made, but cost half as much if you build it yourself. Compared to trailers, these little houses are built with higher-quality materials, better insulation and eye-catching design. But they still have wheels that make them portable — and allow owners

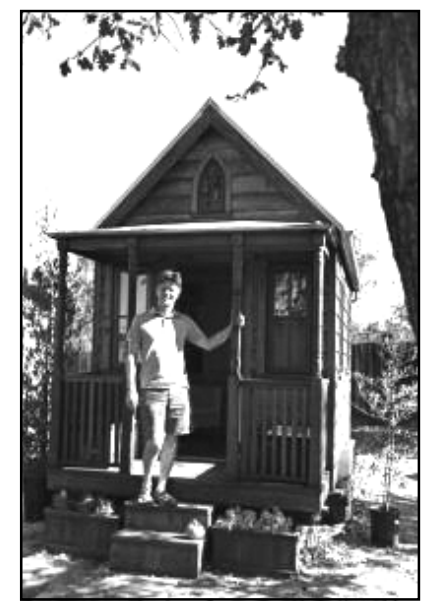
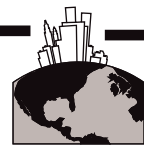


Photo By Terence Cheu/Associated Press

Miniature homes are selling following the real estate downturn.

to get around housing regulations for stationary homes.

Army revamps fitness training

The U.S. Army plans to get new recruits into better shape with a revamped approach to health, fitness and diet at basic training, the first substantial change to basic fitness training in the Army in 30 years. Gone are the five-mile runs, bayonet drills and fatty foods in the chow line. New recruits will now work on core strength, injury prevention and healthy eating habits. Milk and juice dispensers will replace soda fountains and whole grains will be substituted for white bread and pasta.

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Haslam selecting Cabinet

CABINET, from Page 1

nooga and his focus on improving public education. Ramsey is a former strawberry farmer who was first elected county executive - a position later renamed county mayor - in 1994. He was recently elected to his fifth term. Ramsey previously served as the county's property assessor for 14 years and in the state House for two terms in the 1970s.

Mark Emkes

Emkes was the president and CEO of the Japanese tiremaker's North, Central and South American subsidiary until he retired in February after 33 years with the company. As chief budget officer, Emkes will play a key role in drafting the new state budget which will include a \$1 billion reduction in state spending due to the end of federal stimulus money.

Julius Johnson

Johnson has worked for the Tennessee Farm Bureau for 37 years. "Julius is a perfect fit for the Department of Agriculture," Haslam said in a statement. "He's been around farming and the Tennessee Farm Bureau all of his life, and he understands the issues inside and out." Johnson is a native of Forbus in Fentress County.

Bill Gibbons

Gibbons will oversee law enforcement and homeland security issues in the state, and is in charge of the Tennessee Highway Patrol. Haslam said Gibbons will foster cooperation between state and local law enforcement agencies. Gibbons was appointed as Shelby County District attorney general in 1996 and was elected to full eight-year terms in 1998 and 2006. Gibbons is a strong death penalty supporter who has argued that the extended appeals process diminishes its deterrence to crime.

Greg Gonzales

Gonzales has worked in the department governing state banking regulations since 1986. Gov. Phil Bredesen named him acting commissioner in 2005 and commissioner in 2007. Gonzales is a Cookeville native.

Mark Cate

Cate will serve as political adviser, working on special projects and assisting Deputy Gov. Claude Ramsey. Cate has been working on Haslam's three-man transition team



Gonzales



Cate



Slatery

since the Knoxville mayor was elected to the post in November. In naming Cate to the position, Haslam lauded his professionalism during the governor's race, saying he "made the trains run on time."

Herbert Slatery

Slatery, chairman of the Knoxville-based law firm Egerton, McAfee, Armistead & Davis, served as Haslam's campaign treasurer. He will oversee legal matters for the governor and his administration.

Haslam plans to step down as Knoxville mayor prior to his inauguration on Jan. 15, in Nashville.

Bartlett's McDonald named to NLC Board of Directors

MCDONALD, from Page 1

governmental Relations, as well as served on TML's Streamlined Sales Tax Committee. Other state boards include the Tennessee Technology Development Corporation Board of Directors and advisory board chairman of the University of Tennessee's Municipal Technical Advisory Service.

On the local level, he has served as mayor of Bartlett since 2003 and has served on the Bartlett Board of Mayor and Aldermen since 1997. During that time he has held numerous leadership positions on various public and private committees, including:

- Member of the Memphis Crime Commission Board of Directors

- Member of Memphis Fast Forward
- Member of newly-elected Mayor of Shelby County Mark Luttrell's transition team.

In addition, Mayor Keith McDonald has good working relations with Tennessee's Congressional delegates, and is an effective leader who brings a suburban perspective.

"He possesses the leadership qualities that a NLC Board member should possess," said Dale Kelley, TML president and Huntingdon mayor. "His experience and knowledge of municipal issues uniquely qualify him to represent municipalities on a national level."

NLC awards Kingsport with Municipal Excellence Award

The city of Kingsport was recently recognized as a gold award winner by the National League of Cities for its Higher Education Initiative.

NLC recognized eight winning cities with Awards for Municipal Excellence during the 2010 Congress of Cities & Exposition held in Denver this month.

"Each of these winning cities have demonstrated how collaborative efforts between public and private partnerships can enhance the quality of life for their citizens," said Don Borut, NLC executive director.

This year's winning program selections focused on: education initiatives that will help students be successful in overcoming obstacles with receiving a quality education; neighborhood revitalization programs that will help to stimulate economic growth in communities while encouraging community inclusiveness; and promoting community growth and savings through financial empowerment, technological advancement and renewable energy.

The awards are divided into four population categories, with two winners in each category — Gold



and Silver. Gold winners receive cash awards of \$2,000 and Silver winners receive \$1,000. The cash awards will be donated to community nonprofit organizations of the city's choice.

Kingsport was recognized as a gold winner in the population category of under 50,000.

Focusing on education as a way to spur economic development, Kingsport created the Higher Education Initiative. Through the initia-

tive, the city created a scholarship program to provide up to four semesters at Northeastern State Community College (NeSCC) at no cost to city high school graduates who met the entrance criteria. Kingsport has also built the Regional Center for Applied Technology, a building for the college's medical programs, a facility for in-house apprenticeship programs and NeSCC's existing electrical/mechanical and technical programs.

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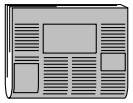
Cities and municipal agencies have joined together to create in the TML Pool what has grown to be the largest municipal insurer in Tennessee. The extent of the coverage provided for municipal exposures is staggering.

The Pool insures:

- 40,575 municipal employees for workers' compensation representing more than \$951.7 million in annual payroll exposures;
- 18,960 municipal vehicles with total insurable values of some \$350 million for liability coverage; and provides
- general liability coverage for 16,407 miles of streets.



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ANIMAL SHELTER DIRECTOR

MT. JULIET. The city is seeking applicants for the position of Animal Shelter Director. This position will require someone with a strong background in running an operation and facility in excess of \$1 million dollars, and with familiarity of animal control requirements, standards and animal care practices. Responsible for overseeing and planning all aspects of a first class, state of the art animal shelter and adoption program. Position provides opportunities to directly influence decisions related to operations, future development, and more. A bachelor's degree is strongly preferred with recommended studies in business management, finance or animal science. Preference will be given to candidates with experience. Candidates will be required to complete a pre-employment physical, drug screen and background check and hold a valid TN drivers license. Compensation includes the city's insurance programs, retirement, uniform allowance, and longevity pay when appropriate, etc. Must be able to perform executive functions while working alongside team members. Salary will be DOQ but will not exceed the mid \$40's. Applications must be filed electronically and are available online at the city's website, www.cityofmtjuliet.org. We will accept electronic applications until such time when a qualified candidate is chosen with the first cut-off date being December 1, 2010. The city of Mt. Juliet reserves the right to stop accepting applications at any time. For questions, regarding the electronic application process, call 615-754-2552. The city of Mt. Juliet does not discriminate based on race, color or national origin in federal or state sponsored programs, pursuant to Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d).EOE/Drug-free Workplace.

BUDGET DIRECTOR

UT-IPS. The University of Tennessee Institute for Public Service invites applications for Budget Director for the Institute for Public Service (IPS). The Budget Director is responsible for all IPS business operations including sponsored projects; oversees the daily business operations including serving on strategic planning teams, department organizations, and work groups that impact all IPS operations; overseeing budget, financial planning and business operations in all of the IPS agencies and working directly with the business managers in each respective agency; responsible for the financial stability and operational efficiency of IPS by providing proactive leadership in managing funds and business operations; providing oversight into university-wide policies, operations and financial decisions; and engaging in negotiations with vendors, contractors, subcontractors, and working with state and federal agencies on contracts and sponsored projects. Qualifications include a BA/BS in Business Administration or related field and a minimum of six to eight years of total experience with three to five years managerial experience, including extensive experience with governmental fund accounting and evidence of progression in career (growth in responsibilities). A Master's degree and/or relevant certifications preferred (e.g., CPA, CGFM, CPFO, etc.). Applicant must have strong oral and written communication skills, ability to supervise accounting, administrative and support staff, knowledge of fund accounting and generally accepted business practices, ability to analyze and continuously improve complex administrative processes and prefer knowledge of University Fiscal Policy and administrative procedures. This person must have strong leadership skills and the ability to interact with a diverse set of leaders, groups, and employees of the University of Tennessee. This person must have strong skills in software such as Excel, IRIS, SAP, MS word and Adobe Acrobat. The position will be based in Knoxville, Tn. and will require statewide travel. A valid driver's license is required. To apply, send a

resume and cover letter detailing how the applicant's credentials meet the requirements of the position. Send all information to IPS Budget Director Search Committee Chair Chuck Shoopman via email at chuck.shoopman@tennessee.edu. For more information on the position and the statewide UT Institute for Public Service, visit <http://www.ips.tennessee.edu>. EOE

CHIEF BUILDING/CODES OFFICIAL

MT JULIET. The city is seeking applicants for the position of Chief Building and Codes Official. The person selected will be responsible for developing, overseeing and planning all aspects of fast paced, multi-faceted building and property codes inspection and compliance programs. The position provides opportunities to directly influence decisions related to operations, building and codes inspection and enforcement activities, building and property code updates, employee development, and more. Experience in building construction, inspection, codes inspection and enforcement, administration, budgeting/finance, and team management strongly desired with clear demonstration of experience in a comparable or larger municipality. Required academic credentials (High school diploma with a minimum of twelve (12) years experience in a supervisory role in the building construction industry or a bachelor's degree from an accredited college or university with major coursework in construction management, public administration, engineering, architecture or other related field. Must be able to perform executive functions while working

alongside team members. Candidates will be required to complete a pre-employment physical, drug screen and background check and hold a valid TN drivers license. Salary DOQ. Applications must be filed electronically and are available online at the city's website, www.cityofmtjuliet.org. Electronic applications accepted until a qualified candidate is chosen with the first cut-off date being Nov. 29, 2010. The city of Mt. Juliet reserves the right to stop accepting applications at any time. For questions regarding the electronic application process, call 615-754-2552. The city of Mt. Juliet does not discriminate based on race, color or national origin in federal or state sponsored programs, pursuant to Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d).EOE/ADA/Drug-free Workplace.

CITY MANAGER

Galloway. The city is now accepting resumes for City Manager. Candidates must have a minimum of bachelor's degree, preferably a master's or advanced degree in Political Science and Urban Planning or Law. Two years experience managing a business and must be able to pass a background check. Starting salary between \$34,000 to \$42,000 depending on qualifications or at least five years of city management experience could be qualified without a degree. Please mail resumes to: City of Galloway; PO Box 168 Galloway, TN 37046

TML requests E-mail addresses

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Atoka Mayor Walker retires

BY ECHO DAY

The Covington Leader

History was made when Atoka swore in its first new mayor since the original lunar landing. The now former mayor, Charles Walker, was elected in 1969 after serving as an alderman and county commissioner. He is considered by the state to be the longest-serving mayor in Tennessee history. "Well this is about it," he said as he opened his last meeting of the board of mayor and aldermen. "I'm just a wore out ol' man; I figured it was best to get out before you kicked me out."

Known for his quick wit – and his famous Buick – the former mayor gave a short speech to family members, friends, citizens and county officials in attendance before turning the floor over to the new mayor and aldermen. In addition to Walker's departure, longtime vice mayor Earl Billings and alderman Tommy Rogers were also leaving the board. Billings served 41 years as alderman. Rogers served for 31. "It looks like we just got hung up and just kept going," the mayor joked. "We started out with very little, but it's been a long, wonderful ride."

Forty-one years ago, Walker was elected to take the office of mayor after Billings' brother. And Billings took Walker's seat on the

board. Back in those days, the men said, meetings were held in the back of the old Walker Store and then across the street at the old Quisenberry Store. Under Walker's administration, the once sleepy town of Atoka has grown by leaps and bounds. Its population has increased from less than 300 in 1969 to approximately 9,000 in 2010.

During the past four decades, a municipal water system was established, 60 miles of roadways were constructed in the 1970s, four parks were established, the fire department merged with Munford's fire department, a new post office was built, the wooden bridge over the railroad tracks was replaced with a concrete bridge, the municipal sewer system was established, a new town hall was built, the first full-time city employees were hired, a full-time police department was established, a new fire station was constructed in the Walker Parkway area, traffic lights came to Hwy. 51, a 16-screen movie theater was built at Crosstown, an elementary school opened, and the first hotel, which houses the town's first and only elevator, was built.

Walker, who also retired from the county commission this year after 50 years of service, is also considered the second longest-serving commissioner in the state's history. County executive Jeff Huffman said it's not the number of years of service, but it's the accomplishments under Walker that really stand out. "It's not just that he served so long, but that he served so long in a town that's grown so much." In a closing note to the new Mayor, Daryl Walker, to whom he is not related, Charles Walker delivered one last joke. "There's one thing about it: you have a good name!"



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City poll reveals money's not everything

BY NEAL PEIRCE
Washington Post Writers Group

Could it be there are smarter ways for cities and towns to bolster their local economies and tax bases? We know the old and familiar way — grant tax subsidies or other special favors to nail down new office or factory prospects. Local tax bases take a hit and all taxpayers end up subsidizing the favored businesses.

But to draw both investment and talented individuals — demonstrably the base of strong economies in today's globalizing world — cities might focus more intensely on the qualities that most prominently build residents' attachment to their communities.

That's the key finding emerging from three successive years of polling in which the Gallup organization has queried close to 43,000 people on commission from the John S. and James L. Knight Foundation (available at www.soulofthecommunity.org).

Notably, the usual suspects — jobs, the economy, safety — don't register as the top drivers of higher attachment. Rather, the surveys indicated that loyalty and passion for cities are most powerfully formed by "soft" factors.

First, the polling suggests, it's social offerings — places where people can meet and mix, ranging from social community events to vibrant night life, all contributing to a sense that people of a community care about each other.

Second, it's openness — a substantial share of residents feeling their communities are good places for older people, young singles, families with young children, or racial and ethnic minorities. They do tend to be more negative about the welcoming mat for immigrants, gays and lesbians.

Third, aesthetics — parks and attractive watersides, tree-lined streets, playgrounds and trails — contribute to feelings of attachment.

Finally, education — especially having colleges and universities in town — is nudging up in the surveys.

The significant point is that communities scoring well on these soft factors also have higher economic rates of growth than jurisdictions that offer less "quality of life" assets and presumably stick with "hard" growth strategies like direct

subsidies to business.

Gallup's polling for the project covers 26 cities where the Knight brothers once owned newspapers. They range from such big urban centers as Philadelphia, Detroit, Charlotte and Miami to small-city America in such spots as Lexington, Ky., and Aberdeen, S.D. — in sum, not a bad cross-section of urban America.

Not surprisingly, some of the lowest levels of citizen attachment were found in such economically hard-pressed cities as Detroit and Gary, Ind., and some of the highest in cities both university-rich and relatively affluent, such as Boulder, Colo., and State College, Pa.

But the significant "takeaway" of the survey is "to design interventions to increase residents' attachment to the place they live" — regardless of the city's size or current complexion — notes Paula Ellis, the Knight Foundation's vice president for strategic initiatives.

"Our theory," says Jon Clifton, Gallup deputy director, "is that when a community's residents are highly attached, they will spend more time there, spend more money; they're more productive and tend to be more entrepreneurial."

Having been personally acquainted with the late George Gallup, father of the Gallup poll (and modern opinion surveying), I'm sure he'd be delighted seeing the organization he founded probing the ties between a city's civic values and economy. For years, Gallup chaired the National Civic League's All-America Cities juries, hearing and honoring stories of communities' self-help efforts.

But Gallup's poll for Knight goes further: It runs in the flow —

and may well be the global leader for cities — of a growing trend to measure citizens' sense of well-being and satisfaction by other means than cold fiscal reckoning.

The groundwork was laid by Nobel Prize-winning economist Joseph Stiglitz's criticism of standard GDP measures, which gauge levels of production and money income but ignore what easily matters as much or more — the safety and quality of people's communities, social inclusion, educational opportunities and health, and controlling greenhouse gas emissions and other unsustainable burdens on the natural environment.

In today's GDP world, the auto body work and hospital bills following a car wreck qualify as GDP gains — but not a cleaned-up brownfield turned into city park or housing.

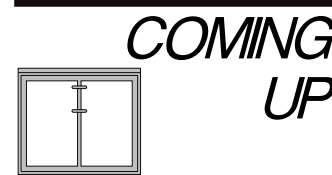
In response to Stiglitz's findings, French President Nicolas Sarkozy last year announced he would include happiness and well-being in France's measure of economic progress.

In Britain, the new prime minister, David Cameron, appears poised to initiate nationwide measures of citizens' psychological and environmental well-being — notwithstanding, as the Guardian reports, "nervousness" of testing the public mood in the midst of draconian nationwide budget cutting.

Gauging peoples' well-being, Cameron has declared, is one of the "central political issues of our time."

If he's right, it's as important for cities as for entire countries.

Editor's note: The opinions expressed in this column are not necessarily those of the Tennessee Municipal League or *Tennessee Town and City*.



Jan. 12: Chattanooga Chamber of Commerce Governor's Luncheon "Reflections on the Last Eight Years" featuring Gov. Phil Bredesen. Held at the Chattanooga Convention Center. To register, contact Chrissy Nolan at events@chattanooga-chamber.com or call 423.763.4375.

Jan 12-13: Alliance for Innovation workshop: Raising Revenue Without Raising Taxes. This free half-day interactive workshop is presented in partnership with Active Municipal Marketing. Review case studies and gain insight into how your city or county can boost revenues without increasing taxes or fees. Attend Jan. 12 at 5 pm, in Cornelius, NC or Jan. 13, at 5 pm, in Chesterfield County, VA. For more information, contact the Regional Director, Toni Shope, at 800-777-2509 or e-mail tshope@transformgov.org.

Jan. 19-21: US Conference of Mayors 79th Winter Meeting held at the Capitol Hilton Hotel, Washington, DC. For more information, visit <http://usmayors.org> or contact Alyse Tennermann at 202-861-6763 or atennermann@usmayors.org.

Feb. 7-8: Memphis Grant Writing Workshop presented by the Memphis Police Training Academy and Grant Writing USA. Applicable to grant seekers across all disciplines. For more information, contact Officer Anita Bennett, Memphis Police Training Academy, 901.354.1702 or anita.bennett@memphistn.gov.

Cities must adopt debt management plans

COMPTROLLER from Page 1

- 1) sion-makers
- 2) Citizens should be able to get clear explanations about transactions
- 3) Steps should be taken to avoid conflicts of interest among the parties involved in transactions
- 4) Costs and risks associated with transactions should be clearly disclosed

The model policy contains some minimum requirements for governments. For example, deferral of debt payments is only allowed

if specific justification is provided — and no payments of principal or interest may be extended beyond the useful life of any asset financed through debt.

The model policy recommends that governments set limits on their total debt and the variable rate debt they will assume.

"I believe this model policy provides a common sense roadmap that governments can use in developing their own debt management policies," Comptroller Wilson said.

"We are not trying to stop Tennessee local governments and state agencies from issuing debt. No policy will safeguard against bad decision-making or unforeseen events that might negatively affect an entity's financial situation. However, it seems smart for government officials to understand the transactions they are considering, to make available to the citizens clear explanations of the transactions, to avoid conflicts of interest and to disclose costs and risks associated with transactions."

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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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TML holds District Meetings in Middle Tennessee

Membership briefed on upcoming legislative session



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Crossville Mayor J.H. Graham, III; McMinnville Mayor Norman Rone; Jim Payne, Sparta Housing Community Development; Patricia Berlin, McMinnville Housing Community Development



Toby Compton, Metro Nashville legislative director, and Lebanon Mayor Phillip Craighead



Murfreesboro Mayor Tommy Bragg, City Councilman Doug Young and Assistant City Attorney David Ives with Dawn Crawford, TML Risk Management Pool President



Andy Wright, Lebanon city attorney, and Charles "Bones" Seivers, President and CEO Tennessee Municipal Bond Fund



Fayetteville Alderman Danny Bryant, City Administrator Jim Lee, and Alderman Tom Young



Above, Berry Hill Mayor Harold Spray and City Manager Joe Baker

At right, White House Alderman Cliff Hutson, Ashland City Mayor Gary Norwood and Ashland City Attorney Jennifer Noe

Photos by Carole Graves



Port dreams coming true in NW Tennessee

PORT from Page 1

years, all in search of a viable port. "It looked like it might have been ready to use, but of course it wasn't," an ecstatic Jimmy Williamson of Dyersburg, explains. Williamson is the chair of the Northwest Tennessee Regional Port Authority. "Our city and county will benefit greatly from this project," he said. "Lake County does not have any manufacturing jobs. They have all closed. People would stop by here and say 'If you only had a port, we would bring our industry.'"

In 1999, Williamson, who was Chamber of Commerce president at the time, the three county mayors, Congressman Tanner, Reps Judy Barker of Union City, Rep Craig Fitzhugh, Ripley, Rep Roy Herron of Dresden, the state, ECD, TDOT and many others joined together with the Corps of Engineers to bring the \$20 million project to life.

"Lake County Mayor Macie Roberson stepped up to the plate and issued bonds for the 350-acre industrial park adjacent to the port plus his 1/2 cost of the harbor construction," Williamson continues. "And it took courage for County Mayor Richard Hill and County Mayor Bennie McGuire to ask their respective county commissions to spend a substantial amount of money on a project in another county."

"To step away from this project would be a disaster," adds Dave Forkum of Union City, a board member of the Port Authority. "This is a blessing and a gift to the area, a long time coming. It will mean jobs for the region and growth to the families of Lake County. We can move forward now as a regional hub."

According to Williamson, construction for the project will begin as soon as the Port Authority finds out how the money will be administered. "The money's going to come down from the federal government through TDOT. When we find out what types of rules and regulations we must abide by, we are ready for bids." Williamson also notes that in anticipation of the new port activity, the cities of Dyersburg and Union City have applied for free trade zone

designations along with other areas of West Tennessee. With a free trade zone designation, tariffs and quotas are eliminated and bureaucratic requirements are lowered in hopes of attracting new business and foreign investments.

"What that'll mean for the port, is if a manufacturer comes in, they don't have to clear customs until they get to the Port of Cates Landing," Williamson explains. "The finished product is not taxed as highly as the individual pieces would be. Another major advantage is there are no locks or dams to go through. When you get on the Tennessee, Ohio or Missouri Rivers there are locks and dams, which slows the freight down and raises the costs. So we'll be very competitive. Of course, there will be agricultural products coming in and out."

"We've had several prospects come to Dyersburg that have indicated that if the port had been here nine or 10 years ago, there would have been a billion dollars worth of investment that could have been placed in this area," said Dyersburg Mayor John Holden. "That's why it's so important to us that we develop and build this port for our future."

The National League of Cities (NLC), at the recent Congress of Cities & Exposition in Denver, held an informational session to discuss port infrastructure and other port issues and how NLC can assist member cities.

"Waterways and ports are an integral part of a comprehensive, intermodal transportation system vital to our nation's economic security and the financial health of cities," said Julia Pulidindi, NLC Senior Associate, NLC Infrastructure Program. "The effects of ports go beyond their immediate boundaries."

During the session, the following were identified as general policy areas worth exploring within the realm of ports, waterways, and landside connections:

- Infrastructure investment
- Environmental mitigation
- Job development
- Travel/tourism

- Sustainability
- Homeland security

Officials attending the Congress of Cities also identified policy and lobbying issues on ports, waterways, and landside connections that will be referred to the NLC Transportation Infrastructure and Services (TIS) Steering Committee as an agenda item for their 2011 schedule. The issues include:

- Funding for freight mobility
- Port connectivity to other transportation modes
- More local representation on port authorities
- Labor issues
- Environmental impacts
- Land use issues
- Implications of the widening of the Panama Canal
- Port Security
- Dedicated federal funding for ports

"Underlying all these issues are the greater needs of more funding and better partnerships between all levels of government and other stakeholders," said Pulidindi.

According to the American Association of Port Authorities, issues surrounding ports and port operations include details such as: Passenger Services Act reform; dredged material management along with air quality and surface transportation policy and legislation.

"Underlying all these issues are the greater needs of more funding and better partnerships between all levels of government and other stakeholders," writes Julia Pulidindi, NLC Senior Associate, Infrastructure Program.

To view an MTSU analysis study on the Port of Cates Landing, visit www.portofcateslanding.com NLC recommends resources for officials of port cities:

- The Maritime Administration, US Department of Transportation;
- State Departments of Transportation;
- White House Council on Environmental Quality; and
- The American Association of Port Authorities.



Memphis District Commander Col. Charlie Smithers, U.S. Congressman John Tanner, Gov. Phil Bredesen and ECD Commissioner Matt Kisber at the ground breaking ceremony of the Port at Cates Landing in Northwest Tennessee.

Port News

According to the American Association of Port Authorities, issues surrounding ports and port operations include details such as: Passenger Services Act reform; dredged material management along with air quality and surface transportation policy and legislation.

The National League of Cities (NLC) recommends that the federal government consider the following funding and public safety issues related to ports:

- A. Local Infrastructure, which connects land transportation to ports - NLC expects the federal government to provide the needed financial resources to support the landside infrastructure required to operate an efficient intermodal system and to support efficient port operations including commuter transportation at port facilities such as ferries.

- B. Operations Funding to Implement the Transfer of Cargo to Portside Distribution - NLC supports the design and implementation of equitable waterway commercial user fees and customs duties necessary to generate sufficient revenues to finance waterway and port operations and improvements.

- C. Funding for Harbor Maintenance and Dredging to Increase Capacity - Recognizing the importance of ports and their impact on the national economy and job creation, NLC supports funding for harbor maintenance and funding for dredging to increase capacity. NLC urges Congress to recommend a defined revenue source for this purpose.

- D. Security - Because cargo containers are distributed throughout the country, any dangerous cargo in a particular container could pose a threat to any city in the nation. Greater security can be achieved by establishing partnerships with industry and foreign ports to encourage increased security in their supply chains and the federal government should continue to establish such partnerships as quickly as possible. To reduce cities' vulnerability from cargo containers, NLC recommends that the federal government:

- Increase funding for waterways and port security;
- Allow locally elected officials to coordinate waterway and port security at the local level, in conjunction with the U.S. Coast Guard and other affected federal agencies;
- Continue to provide technical guidance and oversight for port vulnerability assessments, entrusting one federal agency with this responsibility;
- Require screening and background checks of port personnel;
- Establish a grant program for ports to acquire new security technology;
- Increase inspections on cargo containers, through the U.S. Customs Service, and provide additional funding and equipment to Customs to monitor cargo without slowing the movement of commerce;
- Establish criteria for identifying high risk containers; Pre-screen containers, according to international agreements, before shipment; and
- Develop and require the use of containers that are resistant to tampering.

New lockbox address for TML Risk Pool members

Notice of current mailing address for payments

Over the past 12 months TML Risk Management Pool has been notifying members of the following new lockbox address for mailing payments for insurance premiums:

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Crawford leads TML Pool's 3rd generation into an era of transparency

BY GAEL STAHL

The best part of a good biography is finding what ignited a high achiever's life. Folks featured in these backpage interviews almost always gratefully remember spiritual, family, educational, or career mentors who were part of the root system that flourished into the person they would become. Dawn Crawford didn't have all of those same advantages. Her migratory family and four different high schools in four years was somewhat hard on her growing up. But instead of letting the contingencies of life overwhelm her, she was driven to stay upbeat, positive, and hopeful. Crawford says this is a main trait she continues to share with her own family, friends, and colleagues -- to seek the silver lining in all that life throws at them.

That's the person Crawford was when she arrived at the Tennessee Municipal League Risk Management Pool (TMLRMP) a few years after college. At the Pool she found a mentor, found she loved the Pool, began to take on increased responsibilities, and during her 22 years became one of the Pool's most admired, capable and understanding employees.

Long before Dawn was born in San Diego in 1960, her grandparents and parents were on the move. Her maternal grandmother had moved from Montgomery, Ala., to San Diego where she worked at an airplane manufacturing company. Her husband was in the Navy and then worked for the San Diego Public Works Department.

Crawford's paternal grandfather owned a dry cleaning business in Indiana, sold it and moved to San Diego with his brother and their wives to manage apartment complexes. Dawn's father, who was adopted, was a teenager at the time of the move. He and Crawford's mother, Donna, would meet, marry, and give birth to Dawn and her older brother in that city. When Crawford was in the fifth grade, the family moved to Loudonville, Ohio, where her father supervised start-up operations and managed a new plant.

Dawn was a freshman in high school when the company her father worked for opened a second plant in Delaware, Ohio, so Crawford had to transfer to that high school. When that plant was up and running, her father moved the family to Rainsville, Ala., Crawford attended 10th and most of 11th grade in a school building for grades K-12. Since they'd come from north of the Mason-Dixon line – even though it was no fault of their own – she and her brother were not easily accepted. Dawn, extremely shy, had forced herself to meet folks, was gradually accepted, and enjoyed some good times with some great people. When Republic Steel closed that plant, her father was recruited to run plant operations for a local manufacturing plant in Nashville. On April 1, 1977, with two months in her junior year left, Dawn would finish at her fourth high school. In an effort to meet and make new friends, Dawn tried out for the Flag Corps and was selected. She graduated from Bellevue High in 1978.

She attended Middle Tennessee State University (MTSU) and graduated there with a degree in accounting. She worked full-time jobs in summers to pay her way. At MTSU she met John Crawford. When he graduated in 1981, they married. He was 22, she 20 and still two years away from graduation. She worked full-time and graduated in 1983. The Crawfords have two grown children, Amber to whom Dawn and John's first grandchild will be born in January 2011, and Kevin who will start at Candler Seminary at Emory University next year.

Crawford's first job was in a manufacturing environment handling inventory and office management. In 1988 she began at the TML Risk Management Pool, which was still in its infancy but soon to take off dramatically. On July 1, this year, she became the Pool's third president in 31 years.

Crawford's focus on the Pool is that the No. 1 priority is to do what is best for the membership as a whole. That is evidenced by the events she is undertaking to make things more efficient internally and externally.

TT&C: What did going to four different high schools in three different states in a four-year period mean for you?

DC: You've got to learn not to be shy if you're going to survive. I was not an outgoing person. Initially meeting

strangers, I would clam up, but once I got to know people I was fine. To survive those transitions, I had to learn to get over being shy. I don't recommend this type of educational transition for any kid. I told my husband John that when we started a family we needed to make one commitment; when our kids get to junior high level, we will not make them switch schools.

The effects of moving so much made me appreciate the differences in people. It made me be a stronger person and develop the ability to deal with difficult situations with reason and purpose.

TT&C: How did those early life conditions mold your approach to life and relationships?

DC: My understanding and formation of values and ethics was greatly impacted by my life experiences. I am very steadfast in doing what is right; not doing what might be convenient or easy. I do not believe in personal agendas as the way to guide an organization, or in personal life. I believe in treating people with respect and understanding that everyone is different. I also have a strong faith in the Lord and trust in His guidance in my life.

TT&C: What was your first job at the Pool?

DC: I began as an account clerk in February 1988 handling the Pool's accounts payable and all the books for the Pool's health fund until it was shut down. After three days on that job, the person handling accounts receivable went out with emergency gall bladder surgery, so I handled that too. After I'd worked my way up to accountant, Pool President Lee Holland said: If you want to be controller you have got to have your CPA. I had been out of school nine years, had two little ones running around, and my husband traveling to Europe for three weeks at a time as an OEM salesman, but I did it. There were a lot of sleepless nights. It was worth it. I went on to become controller, CFO, and executive vice president.

TT&C: What was the Pool like when you arrived in 1988?

DC: There was a lot of dysfunction. We were still in the early stages and hadn't worked out all the kinks new businesses can have. The Pool was two years behind in getting an audit done. Lee Holland came on staff six months after I did. He saw the potential for the organization and ways to shape it and work the kinks out. We had similar mindsets on how a business ought to run – with integrity, smoothness, and being focused on service to the members, not service to ourselves. When he started instituting his changes as president, I absolutely fell in love with this organization, loved getting up in the mornings and coming to work. And I still do.

In the very early days, the risks that the founding cities took in starting the pool were tremendous. The risks they had to take to have insurance coverage after the commercial insurance market dried up in the 1970s were enormous. The risks were worth it when you look at where we are now. It's been wonderful to watch and be part of where we were to where we are now. Everything in this organization runs like clockwork. If something gets out of whack, it is easy to get things back on track because of the way we do things, the mindset of the folks, and the culture we have. It's a unique and wonderful place. We provide a great service and there is nowhere else I would want to work.

TT&C: Was Lee a major mentor for you?

DC: He was. He was good to all of us, took care of us, and mentored all of us. He taught me a lot. Obviously, there are things you don't always agree on, but that only made us better. Our management styles are not the same and shouldn't be. We're different people. He did a lot of good things for this organization. I appreciate how his heart and soul were wholeheartedly into this organization.

TT&C: By definition, a risk management pool stresses loss control to mitigate risks. The first Pool employee hired was a loss control expert?

DC: Yes, Jim Richardson was the Pool's first employee and his legacy carries on. Loss Control is the largest department in the organization. It has eight people out of our total staff of 27. You can't quantify the results of loss control



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because you can never know how many claims or lawsuits it prevents from happening. You just know you are mitigating losses by working with and training folks, and giving them operational guidelines and recommendations. Even though you can't put a number to it, I can tell you, our losses would be exponentially higher if our Loss Control folks weren't out there doing what they do everyday. The best loss is the one that doesn't occur. We also have an extensive library of training DVDs that members can use for loss control, and we're beginning to videotape our training sessions for members' use.

TT&C: What are the main reasons member cities want to belong to the Pool?

DC: Service is No. 1. We provide a level of service that is above the industry standard. Our Loss Control is foremost in the state in mitigating losses. Our Claims service is head and shoulders above. Because we're a niche organization dealing only with governmental entities, our folks are specialized experts in that arena. The commercial industry has a much more varied insured base: from restaurants, to trucking, to you name it. They are diversified; we are specialized.

We have three CPAs in the organization – the CFO, the controller, and me. With three bean counters looking over the finances of the organization, we're making sure that everything is the way it's supposed to be. There is a lot of integrity and we take enormous pride in that. The 2010 audit just came back for the 21st straight year with no audit findings and no recommendations. It's not that the auditors are giving us a pass on anything. The audit firm that does our audit also does an independent review for the Pool Board. They reported to the board this year that our organization just does things right.

Our share-holders are our members. Commercial insurance companies have to pay dividends to

stock holders. The organizations buying commercial insurance are not getting the benefit of the profits like our members. We give any operating profits above and beyond requirements for surplus adequacy back to the membership. The Pool Board declared at our recent November meeting, that for the year 2011-2012 year, we will return \$7.5 million in dividends to our members. It's a great deal for our members, which include cities and agencies of cities such as housing authorities and utility districts.

TT&C: What elements of change are you looking at for the Pool?

DC: Our board meetings minutes and our filings such as the financials have always been available, but one had to ask for them. I think it's more important to put relevant information out there and make it

equally accessible to the membership rather than to make them ask for it. Therefore, our minutes and our audit reports are now on our website. We are having a new web site designed and will have more service information available as well. This is part of a three-phase project we are currently working on.

The first part of the project is a document management system that will reduce our use of paper by perhaps 70 percent. If you walk into the underwriting file area, you'll see that we produce tons of paper. With 1,300 policies issued each year and an inch thick file for each one, that's a lot of paper from just one department. Then you've got to bill those premiums, collect them, and then you have the whole claims side of things. That phase is going to allow us to cut back a lot on killing trees.

The second phase of the project is a CRM, or customer relationship management system. Right now, each department has information about the membership in different systems. Finance, Underwriting, Loss Control Administration and Claims all have their own. We're going to be able to integrate all of that information into one system so that Claims doesn't have to go to Underwriting and ask who has the contact for so and so. It will all be in an integrated system that everybody has access to.

The final project piece is an intranet within the organization and an internet open to public view. Additionally, the third and most exciting as regards direct impact for the membership is the creation of an extranet. This will be a secured member-services piece where members can go in and run their own loss runs, request DVD's from the Loss Control training library, as well as other member related services. Eventually, there will be functionality to fill out renewal applications and submit claims online. This too will allow us to reduce the paper flow back and forth between us and our members, as well

as making our internal operations more efficient.

All of these projects are in process now. We started the analysis and vendor selection over a year ago and hope to have the defined phases of the three part project completed in about a year from now, enabling us to serve our membership more efficiently.

TT&C: Any other plans with regard to Pool communications?

DC: We're going to start producing newsletters again. We haven't done a newsletter in a number of years. We want to issue an annual report book to the membership as well. I would also like to put focus groups together to better address the needs of our members and get more articles in the TT&C. Additionally, I will be going to all the TML district meetings, making myself available to city officials and answering questions. I am also participating in the city managers' and other regional member-related meetings. I consider member interaction to be an important responsibility of mine. I also believe we need to be pushing information out, not having members pulling it from us.

TT&C: Are there other avenues of change you're going to implement as president?

DC: Yes. I walked into this position inheriting things that some people in the media are writing about (whether right or wrong) – things that happened before I became president. Dealing with those is taking up a bit of my time. We need to get through the three-phase systems project before taking on other huge projects. We are also addressing some housekeeping things like looking at the policies that we issue to the membership to make sure that everything is defined the way it should be. We'll be looking at the rate structure that the membership's premiums are based on and making a recommendation to the Board if we need to make any such changes.

TT&C: You also have some outsourced folks not working out of this office?

DC: The main function that is outsourced is claims processing. They are specialized in what they do. They are dedicated to having expertise in governmental insurance. As part of the claims function we have an approved attorney network from different parts of the state, attorneys that have been approved to handle defense work for the Pool. They are experts in understanding the governmental tort liability act and tort caps. That network gives us specialized local representation throughout the state. They know the local people and understand the legal culture. It's a huge boon to have that expertise.

We also have a legal hotline service. Members are encouraged to call our contract attorney if they wonder how to handle a situation. This person fields questions such as land usage, personnel issues, and administrative and municipal policy questions.

TT&C: Finally, what are your feelings about the recent news story that criticized the Pool?

DC: I agree with those who point out we need more transparency. I don't have a problem with that. I was working on that before the comments in the newspaper, as mentioned before, the systems project planning that started over a year ago. Additionally, I told the membership at the June TML conference, we are a great organization and I don't intend during my tenure as president to change who we are or the company philosophy. We will, however, do the things we do now, just better, and transparency is one of those things.

TT&C: What was the time line for your starting this project?

DC: Basically, Lee turned the operations of the organization over to me a year in advance of his retirement so I could get my feet on the ground while he'd still be here if I needed a back stop. July 1, 2009 is when I started planning things for the future including being able to put the three-phase project in the budget for the current year.

As our mission statement says, we will provide the very best in products and services, with absolute integrity. I don't think you will find a member of our staff who does not believe in our mission. We are all committed to carrying out that mission.



Pictured with Dawn Crawford are: Anthony Ponessa, systems manager; Bill Magoon, property conservationist; and Jia Zhuang, senior systems analyst and programmer