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Volume 62, Number 16

Oct. 10, 2011



Fun Facts from Tennessee's Census data

You might already know that there are more females (3,252,601) in the state than males (3,093,504).

But did you know that if you are a young, single male looking for a date, then Haywood County is where you want to be because females make up a larger percentage of the population than in any other county.

On the other hand, if you are a female, then your best bet to find that special man is going to be Lake County, where 64 percent of the county's population is male -- which might explain why Lake County has the fewest children of any county in the state.

TML ALERT

Cities must fill out proper forms for submission of cash bond forfeiture fee

Under a new law that took effect on July 1, a municipal court clerk must collect a fee of \$13.75 for every forfeiture of a cash bond. Simply put, under the new law, any city that does not currently collect a litigation tax from traffic offenders who pay their fines before court must collect a cash bond forfeiture fee of \$13.75 from such offenders.

The city court clerk/finance director in those jurisdictions affected by the law should remit this fee to the Tennessee Department of Revenue, using form PRV 414. Form PRV 414 may be viewed at <u>www.tn.gov/reve n u e / f o r m s / l o c a l t a x e s /</u> <u>prv414july10.pdf.</u>

It is imperative this form be completed accurately by listing this new fee on line 14. The city may keep a 5 percent commission as compensation for collecting and remitting the new fee.

Many municipal courts currently collect a state litigation tax of \$13.75 for any case in which the defendant pleads guilty, is found guilty, or submits to a fine, even if the fine is paid before court. The litigation tax is then submitted to the state each month. This law does not affect such cities and these courts should continue to administer the litigation tax as they have always done. Virtually all municipal police departments lack the equipment, personnel and resources to conduct a scientific analysis of evidence inhouse and routinely send evidence to the Tennessee Bureau of Investigation (TBI) crime labs. TBI conducts this analysis for city departments at no cost.

to offset the impact of state departmental budget cuts and proposed to begin charging local governments \$20 for each piece of evidence submitted to the TBI crime labs for analysis as well as a \$100 fee for DNA analysis. This proposal was estimated to cost local governments about \$2.3 million annually.

The Tennessee Municipal League (TML), in consultation with the Municipal Technical Advisory Service (MTAS), proposed an alternative fee to be collected from municipal traffic violators and submitted directly to the TBI. This alternative was ultimately adopted by the General Assembly and became Public Chapter No. 49 Acts of 2011.

It was anticipated by Fiscal Review the revenues generated by this new fee would be approximately \$200,000 monthly. Collections for July and August of 2011 were considerably less. Should the revenues generated by this fee fail to approach the anticipated amounts, TBI has indicated to TML that they will likely have to pursue the establishment of fees for crime lab services as originally sought. In order to avoid this scenario, TML respectfully requests that any municipality to which this new law applies take immediate action to ensure they are in compliance. If you are not sure if the new law applies to you or you know the law applies to you but not sure how to comply, please contact Rex Barton, MTAS Police/Municipal Courts Management Consultant, at (865) 974-0411. To view a copy of the Public Act, visit www.tn.gov/ sos/acts/107/pub/pc0049.pdf

TN economy shows short-term gains; big improvements not likely until 2013

Tennesseans are in for the long haul and likely won't see significant improvements in the state's economy until 2013.

Many aspects of the economy, however, are showing some gains in the short-term, which is good news particularly in the areas of employment, personal income, sales tax, and state tax revenue, according to a University of Tennessee report.

However, the housing market will continue to struggle, according to the Fall 2011 Tennessee Business and Economic Outlook. The economy could also face a number of downside risks in the months ahead, including the looming financial crisis in Europe.

The study, prepared by the UT Center for Business and Economic Research, predicts the trajectory of the state and national economies by examining several economic and fiscal factors.

"Economic growth has slowed but has not stalled," wrote Matt Murray, CBER associate director and author of the study. "A slight pickup in growth is anticipated in the third and fourth quarters, but annualized growth will come in at a disappointing rate for the year as a whole. The outlook for 2012 is only slightly better."

Tennessee's short-term economic outlook has been downgraded because of slower growth prospects nationally and internationally.



The housing market will continue to struggle. Property tax revenues, which account for more than a quarter of local tax collections, have seen losses for two consecutive quarters due to declines in property values and foreclosures.

"Unfortunately, the worst is not likely over for local governments." - Matt Murray, CBER

Here are some major themes in the CBER report:

Employment

Tennessee's unemployment rate will surpass the national rate in the short-term.

It will average 9.8 percent in the third quarter and 9.7 percent in the fourth. The 2012 projection is 9.4 percent. It's not expected to dip

below 9 percent until 2013.

The nation's unemployment rate was officially 9.1 percent in August, which was an improvement over the 9.6 percent rate in 2010. The national unemployment rate will also remain above 9 percent this year and next year.

Tennessee's nonfarm employ-See ECONOMY on Page 8

NLC Report: Cities cut infrastructure, jobs as finances continue to weaken

The nation's cities are cutting personnel and infrastructure projects as the economic downturn continues to take its toll on city finances according to the National League of Cities' (NLC) 26th annual City Fiscal Conditions report.

The report reveals that general city revenues are continuing to fall, with a projected -2.3% decrease by the end of 2011. This is the fifth straight year of declines in revenue with probable further declines in 2012. The revenue decline is mainly due to the suppressed property market that is negatively impacting property tax revenue. Property tax collections are expected to decline by -3.7% with further declines likely in 2012 and 2013. Income tax receipts are also experiencing a decrease of -1.6%. Sales tax receipts remained largely flat, but this is at last year's level which saw the worst decrease in sales tax revenue in 15 years.

Cities are responding by cutting personnel (72%), delaying infrastructure projects (60%) and increasing service fees (41%). One in three (36%) cities report modifications to employee health care benefits.

"The cuts in personnel and the delaying of infrastructure projects are prudent and responsible actions

lies in the uncertainty about the health of the national economy, which is driven by a collection of city-regional economies," said Christopher Hoene, director of the Center for Research and Innovation at NLC. He continued, "If regional housing markets, unemployment, and consumer confidence struggle, city revenues will continue to lag, city leaders will face more cuts, and those decisions will act as a drag on the national economy." Cities have also been forced to contend with significant decreases in state aid, adding to the pressures facing cities. Since 2009, cities report cuts in general aid (50%), shared revenues (49%), and reductions in reimbursements and other transfers (32%). As states make these cuts to balance their budgets, it puts greater budgetary pressure on local governments that must balance their budgets as well. Confronted with revenue shortfalls, budget cuts, and state aid cuts, 57% of city finance officers report that their cities are less able to meet financial needs in 2011 than in 2010. "Cities are squarely in the center of the economic downturn. We anticipated that property tax receipts would catch up with declining property values. That they are now falling, while consumer confidence and employment falter, make the budget-balancing decisions of cities more challenging than at any-time in decades," said Michael A. Pagano, dean of the College of Urban Planning and Public Affairs at the University of Illinois at Chicago. He continued, "What we may be seeing in this report is evidence of a new normal." To find out more about NLC's City Fiscal Conditions report, go to www.NLC.org.

In early 2010, TBI was seeking

by local officials," said Donald J. Borut, executive director of NLC. He continued, "City officials are making difficult decisions and are working hard to find innovative solutions to reenergize their communities. But without more resources and more cooperation, the outlook will continue to be challenging."

National indicators in the property markets and consumer spending point to continued economic struggles at the local level. Cities will have a difficult time in raising additional revenue for the immediate future.

"The biggest question for cities



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Downtown shoppers reflect "new normal" across TN, US

BY VICTORIA SOUTH *TML Communications Coordinator*

2008 will be remembered as a pivotal year, where phrases such as economic downturn, fluctuating oil prices and the waning job market helped usher in a "new normal" in consumer spending. So what lies ahead for Tennessee's Main Street Communities?

In a recent session before attendees at the 2011 Governor's Conference on Economic and Community Development, speaker Tom Moriarity, principal at The Eisen Group, discussed how the country's consumers are changing, and how Tennessee's downtowns should recognize and respond to new consumer markets in order to sustain and increase their retail offerings.

"Commercial real-estate today is in distress," Moriarity announced, citing the old normal, about 1950 to 2008, as a period of steady economic growth. "Easy credit sparked over development, overspending and too much consumer debt. We have a big surplus of space, much more than we could afford, and certainly more than we can sustain right now," he said.

The past is reflected in a glut of decayed shopping strips and outdated malls, now considered by the industry to be functionally obsolete. "The enclosed mall as a retail entity may never be built again in our life times," Moriarity stressed, urging Tennessee's Main Street communities to come together as vital downtown entities. With its tempered climate, four seasons, and small town living, along with lower prices overall, Moriarity recognized Tennessee as a good retirement option for boomers selling out and looking for future quality of life.

"Surveys show that communities offering a high quality of life very often correlate with heritage and old buildings," Morarity said. "The quality of life that Tennessee's small towns can offer will help grow a retail consumer base. But if the retail piece is weak, or has declined, you can have all the upstairs apartments and offices you want but it won't be like an active, vibrant downtown."

Cities across the state are finding guidance and information about sustainable downtown revitalization and historic preservation through Tennessee Downtowns, a highly competitive, educationally-tiered training program sponsored by The Department of Economic and Community Development (ECD). Based on the National Main Street Center approach, the Tennessee Downtowns program serves as an excellent starter program toward becoming a certified Tennessee Main Street community. It requires eligible commercial districts to be at least 50



Downtowns in Tennessee's Main Street Communities should recognize how the country's consumers are changing, and how to respond to new consumer markets in order to sustain and increase their retail offerings, according to Tom Moriarity, principal at The Eisen Group.

years or older. Cities are selected to participate in the program according to various criteria: historic resources (economic and physical), demonstrated local effort, overall presentation and probability of success. Information about the Tennessee Downtowns Program can be found by visiting the website at www.tennesseemainstreet.org or by calling Kimberly Nyberg, Tennessee Main Street program director at 615-532-3595 or e-mail kimberly.nyberg@tn.gov.

A younger consumer base, advanced technology and a country rapidly changing in ethinicity, are important components of the new normal, according to Moriarity. As the U.S. becomes much more ethnically diverse, the white population is projected to become a minority by the year 2050, according to Reuters. Also, "the days of disposable income, shopping for entertainment and easy credit have not transferred to the new market of consumers, the GenX, GenY and Millenial generations," Moriarity explains. "Today, shopping is largely cost driven and a matter of necessity. Moriarity urged See CONSUMERS on Page 8

NEWS ACROSS TENNESSEE

BYTML STAFF REPORTS

ARLINGTON

Wright Medical Group Inc. will lay off 80 employees in a restructuring plan that will reduce spending, streamline the company's international operations and product portfolio and review its research and development projects. Overall, the cuts will reduce Wright's total workforce of more than 1,300 by 6 percent.

BARLETT

The Bartlett Historical Society began working toward a marker telling of the city's roots a little more than two years ago, with the Bartlett Arts Council chipping in a grant to cover half the cost. The marker now stands at the Stage Road entrance to City Hall, its two sides bearing information about Bartlett's namesake, Gabriel Maston Bartlett. Bartlett first came to Shelby County in the mid-1840s and served as the city's mayor until 1870.

BRISTOL

Triad Packaging is adding 25 new jobs to its headquarters while retaining 35 current positions. The company will invest nearly \$1 million to consolidate manufacturing operations into its Bristol facility. Founded in 1984, Triad is a manufacturer of high-quality corrugated packaging materials whose services include creative design, fulfillment, distribution and inventory management. The company's portfolio of offerings include point of purchase displays, retail merchandising, table top displays/shippers and industrial packaging as well as formed products such as foam and molded pulp. Triad serves more than 600 customers nationwide.

BRISTOL

Calling a proposed cultural heritage center project crucial for downtown development, city leaders unanimously approved investing up to \$600,000 in a facility planned for the Virginia side of State Street. The vote was in response to a request by the Birthplace of Country Music Alliance and designates money from the city's general fund – beginning in July 2012 – to help establish and operate the \$10.8 million heritage center and museum. The plan designates \$300,000 over the next three years to help cover pre-



the Postal Service's North Metro Georgia center in Duluth, Ga.The amount of first-class mail dropped 25 percent nationwide in the past five years as people shifted their bill payments and communication online, Postal Service figures show, while total mail dropped by more than 43 billion pieces in that same period. Over the next four months, the Postal Service will study 252 centers across the country to see if the drop in the amount of mail has made their machines and workers idle enough to move operations to another facility. If the federally mandated but not federally funded service shuts down all those facilities, it would put about 30,000 full-time and 5,000 part-time employees out of work across the country.

CLARKSVILLE

The Clarksville location of Bridgestone Metalpha U.S.A., Inc. (BMU) is planning a \$75 million expansion to their site in the Clarksville-Montgomery County Corporate Business Park. This location serves as the US Corporate Headquarters for steel cord production. BMU has been an integral part of the community since 1994 and currently has 418 employees, plus 46 contractors on site. Over the years, BMU has expanded several times and, to date, has invested a total of \$246 million into their Clarksville facility. The upcoming expansion will mean a total of 45 jobs for the community and the ability to increase their production capabilities.

CLEVELAND

Cleveland State Community College was recognized at a Tennessee Board of Regents meeting for a mathematics program that attracted President Barack Obama's attention a year ago. "The Carnegie Foundation made a comment that the biggest problem facing community colleges in this country is developmental math," Cleveland State President Carl Hite told members of MainStreet Cleveland. "We redesigned the math curriculum. It's saving money and raised standards." The college now is considering redesigning its entire curriculum.

COLLIERVILLE

The town of Collierville plans to extend its southern border to the Mississippi state line with the annexation of about 4,600 acres. Numbers are being crunched, garbage routes planned, revenue streams and expenses calculated as town employees scramble to piece together a plan of services to annex the property by year-end. Collierville has 13,951 acres in its reserve, the remaining land the town secured after a state law in 1998 called for all municipalities to establish reserve areas. State law says the town can only annex 25 percent of its town size, which is 18,741 acres. And the town can only annex once every two years.

expand its Dickson facility. The company will invest \$6.3 million and create nearly 60 manufacturing, warehouse and skilled trade jobs. Founded in 1976 and headquartered in Burlington, Ontario, MetriCan is a leading supplier of tooling and stamped metal components.

FARRAGUT

For the first time, Farragut is participating in the AmeriCorps national service program. Often described as a "domestic Peace Corps," Ameri-Corps engages citizens in full-time service to their country through long-term service projects in communities around the nation. Joshua Cunningham, who recently completed his first term of service with AmeriCorps, is the inaugural member of the Town's AmeriCorps Water Quality Assistant Program. Cunningham will receive comprehensive training in stormwater management operations, including GIS mapping and stream analysis. He will also be responsible for the coordination of a variety of education and public engagement activities including the Town of Farragut's Adopt-A-Stream program. Cunningham will be charged with enhancing recruitment and retention of volunteers in the long-term goal of adopting the entirety of Turkey Creek, the North Fork of Turkey Creek and Little Turkey Creek.

FRANKLIN

City fire crews will begin responding automatically to fire calls in portions of unincorporated eastern Williamson County as part of a new six-month agreement. Franklin's city fire support now fills a gap recently created for hundreds of county homeowners who faced higher insurance premiums and uncertainty with the pending relocation of the all-volunteer Williamson County Rescue Squad from its longtime downtown Franklin location. Members of the rescue squad would have responded to calls from the eastern part of the county. Franklin currently serves these areas with a mutual aid agreement, but the automatic aid means increased help from the city. While the arrangement benefits county homeowners, it sets up a potential bigger decision for Franklin leaders should the city make a permanent move to extend its fire service — as well as police and sanitation — by annexing the area and adding new taxpayers to help pay for the city's coverage. The squad's assistance helps partly address needs in Franklin, where longstanding plans to build fire stations in the Westhaven subdivision and in the Goose Creek area have been temporarily grounded, in part, because of cost-cutting measures by the city during the economic recession.

2-TENNESSEE TOWN & CITY/OCTOBER 10, 2011



Bartlett alderman Jack Young joins Mayor Keith McDonald and other city residents in taking a first look at a historical marker with information about the city's namesake.

form to "float" their ideas. Contestants have five minutes to pitch their concept using any presentation aid they may have. A panel of three judges experienced in start-ups critique their delivery, concept, and business fundamentals. Ultimately, however, the audience chooses the winner via text message voting. The winner receives \$1,000 of seed funding, assistance from the local Small Business Development Center, and free space from Spark Plaza, a Johnson City-based co-working venue.

LAWRENCEBURG

A \$500,000 transportation enhancement grant awarded to Lawrenceburg will go toward downtown revitalization. The second phase of the Downtown Revitalization Project is focused on improving pedestrian and vehicular traffic patterns on and around the city's historic square district. The improvements include resurfacing and re-striping of approximately 80,000 feet of asphalt within the square itself and approaching roadways as well as installation of concrete islands at the four intersections of the square. More than 12,000 linear feet of concrete sidewalks will also be replaced along with new landscaping, benches, bicycle racks and waste receptacles.

LEBANON

City officials announced plans for a new arena and shopping center to be built along South Cumberland Street near the Roxy Theater complex. The development will include a facility for a minor league hockey team and one million square foot of retail space, the largest shopping center between Nashville and Knoxville. The city is in negotiations with The Nashville Predators that would bring

SPARTA

Sparta officials have taken the first step in regulating adult-oriented businesses by passing a lengthy ordinance that covers all aspects of the operations of these establishments. Sparta's ordinance is a model of Cookeville's ordinance on adult entertainment establishments detailing where the businesses may be located; signage; distance from homes, school and churches, as well as several other guidelines. "It's a good ordinance for us," said Mayor Jeff Young. "I feel like it will provide the opportunity for anyone to have any type business they want, but at the same time it will provide adequate protection for the people of Sparta."

SPRING HILL

A new four-year contract deal between the United Auto Workers and General Motors Co. will add or keep 6,400 jobs in the U.S. with a \$2.5 billion investment. The deal creates more than 5,100 new jobs. Under the deal, GM has agreed to create or keep the jobs and invest in its factories, including the reopening of the Spring Hill assembly plant. The Spring Hill plant will make two midsize cars. GM will invest \$61 million for one of the cars and add 600 jobs, while it will spend \$358 million on the other car creating 1,100 jobs. A vehicle hasn't been built at the Spring Hill site since November 2009, when production of the Chevrolet Traverse shifted to Lansing, Mich., resulting in the layoffs of about 2,000 employees.

SPRING HILL

New equipment, representing an \$870,000 investment for the city's police department, will maximize the time officers spend on patrol. Six new patrol cars and one administrative vehicle will be outfitted with the equipment. The \$305,000 auto purchase allows the department to take older models with high mileage off the road. Also, three new officers will be hired after three years of no new positions in city government. Officers will be able to do their own driver's license and background searches, which frees up dispatch workers along with filing their reports electronically as well as print out traffic citations. Police will have the ability to plot destinations using GPS coordinates, while digital cameras connected to the rear-view mirrors, will use half of the mirror to display the camera's view during traffic stops.

opening expenses and establish an operating reserve. The \$300,000 balance would be available during the first five years of operation to help address any operating losses that might occur.

BROWNSVILLE

Marathon Heater, Inc. has received a warm welcome to Brownville. The company's \$1 million investment there will create 60 jobs during the next three years. Marathon Heater is a leading manufacturer of industrial-grade heating elements and temperature sensors. Texasbased Marathon specializes in custom designed and manufactured industrial products, such as industrial cartridge heaters, industrial silicone rubber heaters, industrial nozzle heaters and industrial air heaters. The company also manufactures the band heaters, ceramic heaters, mica heaters and air heaters.

CHATTANOOGA

The U.S. Postal Service is studying a plan that could cut up to 223 jobs by shutting down Chattanooga's mail processing and distribution center. The four-month study will determine whether the local center's work can be taken over by

COLUMBIA

Columbia State Community College has nearly finalized purchase of a parcel of land that will be home to a new Franklin campus. The 36-acre piece of property is located on Liberty Pike, east of the Liberty Pike-Carothers Parkway intersection. Officials expect the purchase to occur in about two months. A title search and survey are being conducted. The new campus is a highlyanticipated project for the rapidly growing school. The campus has outgrown its existing location in downtown Franklin.

DICKSON

MetriCan has announced plans to

FRANKLIN

MedSolutions has announced plans to expand its corporate headquarters in Franklin. The company will invest \$16 million and create 263 jobs over a three-year period. The company's corporate headquarters is located at 730 Cool Springs Boulevard. MedSolutions specializes in quality-driven, intelligent cost management of medical services for commercial, Medicare and Medicaid payors. With more than 800 employees, the company maintains management contracts for approximately 30 million individuals nationwide.

JOHNSON CITY

The Washington County Economic Development Council received an Excellence in Economic Development Award for their Will This Float competition in the category of Entrepreneurship for communities with populations of 25,000-200,000 from the International Economic Development Council (IEDC). Will This Float is a business pitch competition giving entrepreneurs a plata professional hockey team to Lebanon.

MARYVILLE

Maryville City Schools district won the top prize in the first year of the State Collaborative on Reforming Education's educational reform award. The award recognizes the elementary, middle, high school and district in Tennessee that has the most dramatically improved student achievement despite challenges. As the winner, Maryville receives a \$25,000 prize. Winners in the elementary, middle and high schools categories, which will each receive \$10,000, were: Fairview Elementary, Power Center Academy in Memphis and Mount Juliet High School.

MEMPHIS

Electrolux Home Products Inc. officially launched construction of its \$200 million Memphis manufacturing facility at a groundbreaking ceremony Oct. 5. The kitchen appliance manufacturer's plant, being built in Frank C. Pidgeon Industrial Park, is expected to create more than 1,200 jobs. Site Selection magazine named the Electrolux facility as one of its top 10 economic development deals of 2010.

TULLAHOMA

Tullahoma has received the GFOA's Distinguished Budget Presentation Award for its budget. reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. The city had to satisfy nationally recognized guidelines for effective budget presentation designed to assess how well the budget serves as a policy document, a financial plan, an operations guide, and a communications device.



Residential fire mortality—Tennessee's alarming rise to the top New report on civilian deaths identifies cities' "high risk" areas

BY VICTORIA SOUTH

TML Communications Coordinator

It's the cry no one wants to hear and the fact too stunning to be ignored: an increasing number of Tennessee's citizens: often very young children, the poor, the elderly and minorities are losing their lives to residential fires. In fact, while fire deaths declined nationally during the last 25 years, Tennessee's fire mortality rate has consistently been among the highest in the nation. Now, a landmark study "Fire Mortality—An Analysis of Civilian Residential Fire Deaths in Tennessee, 2002-2010," not only places a face upon the tragedy, but provides a glimpse into the future for city officials and local firefighting entities, by mapping out and identifying high risk areas for future fire mortalities.

"No one is more excited about the map's capabilities than Gary West, assistant commissioner, State Fire Marshal's Office and a co-author of the study. "We have never identified this before," West said. "We have taken all the risk factors. the social/economic demographics, the value of homes where fire deaths have occurred, the age, the capability of the fire departments for those communities, and placed it in a visual format."

Produced and released by the Municipal Technical Advisory Service (MTAS) with the cooperation of the Tennessee Fire Chief's Association, Tennessee Fire Safety Inspector Association and the Tennessee State Fire Marshal's Office, an interactive mapping tool allows users to zoom toward street level, providing the target areas for future fire prevention efforts, areas where research shows a high probability of mortality risk. Small triangles and dates show the fire deaths that have occurred in the state along with the year. The study examines data from the Tennessee Fire Incident Reporting System (TFIRS) related to fire mortality incidents during the 2002 through 2010 period and serves as a foundation for developing a future strategic action plan toward reducing and preventing fire deaths across Tennessee

"I'm not saying we are predicting where the next fire death will occur, but I will say that the darkest areas on the map are the highest risk for the next fire death in Tennessee," West said.

Considerable research concerning the characteristics of residential fire death victims such as the one performed by the National Fire Protection Association in 2010, found that children under five and adults 65 or over faced the highest risk of residential fire deaths. Higher fire death rates also occur among populations in poverty, minorities, smokers, citizens with lower levels of formal education, and higher proportions that live in rural areas. As the U.S. becomes more diverse, cultural issues can present challenges in the area of fire safety. "People of different nationalities have different thoughts on fire departments," said West. "Someone from the Nashville Fire Department observed that there are more than 90 languages in Metro Schools. Some of these countries never have fire issues. These citizens do things there that if done here, would become an issue."

well when recording residential fire mortalities. "I have someone working on proper death certificate codes," West said. "The total number of fire deaths in Tennessee is over 100. Sixty-two were accidental in residential structures. A person in a car wreck trapped in a burning vehicle may be ruled death by fire on their death certificate. We can't control those situations, but we can control fires in residential homes."

While the study found that most civilian residential deaths occurred in the state's largest cities, residents of rural areas and smaller communities actually experienced higher rates of fire mortality. Residential fires in which several individuals perished occurred more frequently in Tennessee compared to the nation.

"We're not trying to say "This is where you don't want to live," West stressed. "That's not the case. We are trying to say these are the places to target fire prevention. And

rural areas are not alpoverty ways stricken areas. It has to do with fire department ability and response times."

According to the study's data, there are 715 fire departments in Tennessee,

306 that serve cities, 391 that serve some or all of a county outside of an incorporated city, and 18 that serve both a city and county. Less than five percent of these fire departments are classified as "career." About 16 percent are classified as a combination of "career" and "volunteer" but most fire departments (79.3 percent) are "volunteer."

"The volunteer fire department is the life blood of firefighting," acknowledges West. "It requires time and training. One of the big reasons we are having trouble staffing them is that people have more going on in their lives today. In Tennessee, volunteers have come forth and asked for training standards. We are trying to save their lives through these standards. It's not the training that is keeping them from coming forth. We've done some things at the fire academy to help volunteers with training. In the ACI program, for example, we train some of the staff in volunteer fire departments. Then they can go back and train the rest of their people at no cost. We've also assisted in recruitment of volunteers. MTAS Fire

prevented them from escaping."

> Fire chiefs across the state, in a recent poll, named smoke detectors as the No.1 line of defense against fire mortality. The State Fire Marshal's Office alone has distributed 10,000 smoke detectors across the state throughout the month of October with the help of a FEMA fire prevention grant. "We're hoping to have partnership both statewide and locally, that will take this on as a challenge," said West. "We have to

educate local officials to know where their high risk areas are.

"If our collective effort to develop a coordinated, coherent and comprehensive strategic action plan does nothing more than help save the life of one little girl whose body we do not have to carry out of a burnedout dwelling, then the time and energy we invested in this study will have been worth it." —Study Participant

> These are the places where fire departments should hand out smoke detectors and conduct public fire education programs locally."

> Across the state, several departments serve as examples of quality community fire education and prevention tactics. For example, Annual Fire Prevention Week has always been a tremendous event for the community of Greenfield thanks to the Greenfield Fire Department. For 20 years, the department has hosted a festival and parade that brings home the importance of fire prevention and safety locally. With activities for children and adults, the event is educational and memorable.

> > "We've had children attend this

Tennessee's fire mortality rate has consistently been among the highest in the

nation. To view the fascinating study "Fire Mortality— An Analysis of Civilian Residential Fire Deaths in Tennessee, 2002-2010," including an interactive map showing Tennessee's high-risk areas, visit www.tnfirechiefs.com/tn-fire-mortality-study.

> event who grow up and become firefighters," said Fire Chief Bob

> > Dudley. Fire trucks, exhibitors, a Med-Vac helicoptor and the Weakley County Sheriff's Department are just a small

portion of contributors to the event. A group of firefighting thespi-

ans have taken to the stage in Murfreesboro to teach young children about fire prevention and home exit strategies. "We're doing a musical where we actually sing and dance," said Murfreesboro Fire Marshal Carl Pease. "Some of the men and women are a little nervous about it until they see that first child smile. Then it's all worth it from there," Pease adds.

Since 2000, the department has conducted a program called Project SAFE, where smoke alarms are distributed free of charge to the general public. The department has recently received a grant for the hearing impaired and people with disabilities to receive free alarms and installation. "To this day, if someone gives us a call and they do not have the money to purchase smoke detectors, we send an engine company out with three or four to be installed at no cost," said Pease.

The Tullahoma Fire Department, in an effort to better educate residents about smoke alarm recommendations, is supporting the National Fire Protection Association campaign theme of "Protect Your Family from Fire." "We look forward to helping make Tullahoma a safer place for our citizens and visitors by participating in this national educational effort," said Fire Chief Richard Shasteen. To promote the importance of fire prevention week, the Tullahoma Fire Department will be offering the following free safety services: home safety inspections; help with establishing evacuation plans; fire station visits and safety briefings; group safety talks and fire extinguisher training. "Whether volunteer or career, I am very proud to know the dedicated fire chiefs of Tennessee," said West.

October is Fire Safety Month/Week

About 2600 civilians perish each year in residential building fires in the US. The history of National Fire Prevention Month has its roots in the Great Chicago Fire which occurred on October 8, 1871. This tragedy killed some 300 people, left 100,000 homeless and destroyed more than 17,000 structures. In 1922, President Woodrow Wilson declared October the first National Fire Prevention month. Fire Safety Week is Oct. 9-15.

National Fire Prevention Tips





Variances in fire death codes in Tennessee presents challenges as

Management consultants are currently working on recruitment and retention."

Yet, as the study reveals, even a fire department with the fastest response time, staffed by the most proficient and well-trained personnel, and armed with the latest equipment and technology can do little to prevent some fatalities that occur before first responders arrive on the scene. Very young children, the elderly, and the disabled require help to make their way to safety in a fire. They are unlikely to receive such help if the occupants of a residence have no warning from a smoke detector or alarm.

"In the 62 fire deaths that we have had this year, most of them did not have working smoke detectors at all," West said. "There were some issues where detectors were present, but people had an impairment and were unable to escape. They may have been bedridden, or were on medication that somehow

Most home fire injuries can be prevented through early warning and quick response. Smoke alarms save lives but they must be properly maintained and tested regularly.

- Test smoke alarms monthly and change the batteries every six months (a good way to remember this is to change at daylight saving time).
- Install smoke alarms on each level, including the basement and outside each sleeping area.
- If you encounter smoke on your way out of a building, use your second way out instead.
- If you must escape through smoke, crawl low under the smoke to your exit.
- If your detector is more than 10 years old, it should be replaced.
- Don't overload extension cords or run them under rugs.
- Replace any cord that is cracked or frayed. If an appliance smokes or has an unusual smell, unplug it and have it repaired by a professional.
- Use the proper size fuses in your fuse box.
- Keep portable and space heaters at least 3 feet (1m) from anything that can burn.
- Never leave heaters on when you leave home.

Exit Plan (EDITH) Exit Drills In The Home

- Make sure you have a fire escape plan and practice it often.
- · Find two ways out of every room and have an outside meeting place.
- When the smoke alarm sounds, get out and stay out!

Cooking in the Kitchen

- Never leave cooking unattended.
- Wear short or tight fitting sleeves. Loose clothing can catch fire.
- Watch children closely. When old enough, teach children to cook safely.
- · Clean cooking surfaces to prevent food and grease buildup.
- Keep curtains, towels, pot holders and other flammable items away from stove surfaces.
- Turn pan handles inward to prevent food spills.





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PEOPLE IN THE NEWS

BYTML STAFF REPORTS

Joseph Galbato, III, has been named as the new Chief of Administration for theTennessee Department of Transportation. Galbato will also assume the



role of Deputy Commissioner for TDOT. In his new post, Galbato will direct the Administrative Bureau which oversees the Central Services Division, Finance Division, Human Resources Division, Information Technology Division, Strategic Planning Office and the Governor's Highway Safety Office.Before joining TDOT, Galbato served as the Chief Financial Officer for Alive Hospice based in Nashville and as Chief Financial Officer of HCCA International, Inc., a Franklin-based recruiting firm. Galbato will assume his role with TDOT Oct.17.

Rich Boyd, executive director of the Tennessee Arts Commission, announced plans to leave the state arts agency after 28 years of service, effective Jan. 31,

Boyd

2012. Boyd began his career with the Commission in 1984, where he served as the assistant director before he was appointed to his current position in 1999. During his tenure. the TAC has become one of the foremost state arts agencies in the nation.

Bill Bradley, head of the state Finance Department's budget office for the last 14 years, is moving into a new role as senior adviser. David Thurman, 45, director of the office of Legislative Budget Analysis since 2007, will succeed Bradley Oct. 10.

Jim White, executive director of the Legislature's Fiscal Review Committee, has resigned to join the Nashville law firm of Jones, Hawkins and Farmer.

Former Jackson Mayor Bob Conger has died after an extended illness. Conger was mayor from 1967 to 1989. A past president of the Tennessee Municipal League, Conger was voted TML's Mayor of the Year in 1977. He was coordinator for industrial waste reduction in 1991 and past president of the West Tennessee Mayor's Council.

Daryl Brady is the new executive director of the Tullahoma Area Economic Development Corporation. Brady, formerly of Jefferson County, was most recently vice president of Marketing and Business Development for Community Tectonics Architects, Jefferson County Chamber of Commerce president and CEO and director of Tourism.

Principal Planner Shannon Logan has been selected as Murfreesboro's Service Excellence Coordinator. Logan will coordinate the delivery of training to city employees and conduct training sessions in customer service. She will also look for ways the city can increase its engagement efforts with the community. A native of Asheville, N.C., Logan is an experienced planner who served both Brentwood and Gallatin's planning departments prior to joining Murfreesboro's Planning Department in 2006.

Deputy Fire Chief Darryl Kerley is Oak Ridge's new fire chief. Kerley replaces Mack Bailey, who retired ear-

lier this year. Kerley Kerley served as deputy fire chief for five years, has 33 years of experience in both fire service and the private sector, and is an adjunct instructor for the TN Fire Service & Codes Academy.

Margaret Tolleson, who for 52 years was the smiling face that greeted visitors at the office of the Tennessee Secretary of State on the main floor of the State Capitol, has

passed away. Tolleson would have turned 87 this year.

Tolleson

Mark Scott was named Johnson city's new fire chief. Scott was hired as a firefighter in March 1987. He

was promoted two Scott years later to sergeant, and again in 1994 to lieutenant. He was named a fire captain in 1997 and was appointed interim chief in February of this year.

U.S. Rep. Phil Roe administered successful first aid to an apparent heart attack victim in between connecting flights at the Charlotte airport.



Roe, a retired obstetrician/gynecologist, was on his way to Washington, D.C. and had landed in Charlotte, when the unidentified man collapsed. Roe immediately began CPR until paramedics arrived.

Alexander to step down from Senate GOP leadership post

U.S. Sen. Lamar Alexander plans to step down in January as chairman of the Senate Republican Conference, a key GOP leadership position.

"Stepping down will liberate me to work for results on the issues I care the most about," Alexander said.

"I said to Tennesseans when I first ran for the Senate that I would serve with conservative principles and an independent attitude. I will continue to serve in that same way," Alexander said. "I am a very Republican Republican. I intend to be more, not less, in the thick of resolving serious issues. And I plan to run for re-election in 2014."

In December 2007, Senate Re-



Alexander

sippi, as Whip. Alexander was reelected without opposition in November 2008, and again in November 2010. In January, he will have served the equivalent of two full terms as Conference Chairman.

Law enforcement agencies earn state, national honors

The Tennessee Department of Transportation Governor's Highway Safety Office announced the winners of the 7th Annual Law Enforcement Challenge at an event on Sept. 9.

This year's winners included not only state awards but also, 11 national awards. The Law Enforcement Challenge is presented to law enforcement agencies statewide by the Governor's Highway Safety Office.

A total of 44 awards were presented. Nationally, Tennessee agencies won 11 awards including five top honors. Regardless of type or size, all of the agencies that applied were considered for these awards.

The Law Enforcement Challenge is an annual competition designed to recognize and reward the best overall traffic safety programs across the state and across the country as judged by the International Association of Chiefs of Police (IACP). Similar sizes and types of agencies are judged on their local efforts to enforce laws and educate the public about the dangers of driving impaired and speeding as well as the importance of occupant protection. The winning safety programs combined officer training, public information and enforcement to reduce crashes and injuries within their jurisdictions.

Municipal National Challenge Winners:

Wartburg Police Department: 1st Place; Benton Police Department: 3rd Place; Jackson Police Department: 3rd Place; Metro Nashville Police Department:2nd Place; Tennessee Highway Patrol: 2nd Place

Special Category Awards:

Child Passenger Safety: Franklin Police Department: Underage Alcohol Prevention: Wartburg Police Department

State Challenge Winners:

1st Place: Benton Police Department; 2nd Place: Middleton Police Department; 3rd Place: Dover Police Department;1st Place: Collegedale Police Department; 2nd Place: Somerville Police Department: 3rd Place: White House Police Department; 1st Place Union City Police Department; 2nd Place; Martin Police Department; 3rd Place Crossville Police Department

Category 46-75 Officers

1st Place: Cookeville Police Department; 3rd Place: Oak Ridge Police Department

Category 76-100 Officers

1st Place: Collierville Police Department

Category 101-200 Officers

3rd Place: Johnson City Police Department

2nd Place: Kingsport Police Department

1st Place:Franklin Police Department

Category 201-500 Officers

3rd Place: Montgomery County Sheriff's Office

2nd Place: Chattanooga Police Department

1st Place: Jackson Police Department Category 1,001 or more Officers 2nd Place: Memphis Police Department

1st Place: Metro Nashville Police Department

Category TN Highway Patrol Districts

3rd Place:Knoxville District 1 2nd Place: Memphis District 4 1st Place: Cookeville District 6

Special Category Awards:

Rookie of the Year Jackson Police Department **Occupant Protection** Franklin Police Department Impaired Driving Middleton Police Department *Speed Awareness* **Crossville Police Department** Child Passenger Safety Franklin Police Department Underage Alcohol Prevention Wartburg Police Department Technology Award Jackson Police Department Bicycle / Pedestrian Award Metro Nashville Police Commercial Motor Vehicle Fall Branch THP, District 5 Motorcycle Safety Award Fort Campbell Police Director's Cup Wartburg Police Department Challenge Championship Brownsville Police Department



The Pleasant View Board of Mayor and Aldermen recognized fire chief Shane Ray, who retired to become the superintendent of the South Carolina

Ray Fire Academy. Ray, served as the chief of the Pleasant View Volunteer Fire Department since 1988. He also served as Pleasant View's mayor for six years. Consulting Engineers, Inc.

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Good Risk Management is just Good Management



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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 includ ing 6,450 firefighters (2,263 full-time, 240 part-time & 3,947 volunteers), representing more than \$951.7 million dollars in annual payroll exposures; and provides liability coverages for some
- 18,960 municipal vehicles with total insurable values of some \$350 million.



STATE BRIEFS

BYTML STAFF REPORTS

New Homeland Security program The General Physics Corp. of Maryland has been tapped to implement a comprehensive homeland security exercise program across the state. The award from the Tennessee Department of Safety Office of Homeland Security is worth \$2.9 million.Under the contract, General Physics will research, plan and develop, facilitate and conduct a series of seminars, workshops, tabletop exercises, drills and functional and full-scale exercises for state and local jurisdictions as defined by the U.S. Department of Homeland Security's Homeland Security Exercise and Evaluation Program guidelines. General Physics, together with the Tennessee's Department of Health, Office of Homeland Security, and the Tennessee Emergency Management Agency, will provide assistance to local governments, state partners and additional first response agencies to validate plans,

state partners and additional first response agencies to validate plans, update procedures and enhance training.The contract calls for conducting 59 exercises across Tennessee's 11 Homeland Security Districts in the next 27 months.

TDOT nets Preservation Award

The Tennessee Department of Transportation (TDOT) has been awarded the 2011 James B. Sorenson Excellence in Pavement Preservation Award. This national award focuses on pavement preservation programs and is given annually by the Foundation for Pavement Preservation, Inc., a non-profit trade association that works in close cooperation with the Federal Highway Administration and others promoting the importance of protecting and preserving investments in pavement infrastructure. TDOT was recognized because of its outstanding support and for the implementation of a Pavement Preservation Program. The program enables the department to develop cost-effective strategies for maintaining each state owned roadway while maximizing the state's investment in Tennessee's transportation system.

TN joins Science education project

The state will be involved in a national project to improve science education for all students. Tennessee will join 19 other states to develop Next Generation Science Standards, designed to determine what students

DRTS TN unemployment rate down Tennessee's unemployment rate

Tennessee's unemployment rate for August was 9.7 percent, down from the July revised rate of 9.8, the state Department of Labor and Workforce Development said. The national unemployment rate for August 2011 was 9.1 percent, unchanged from the July revised rate. According to the state, non-seasonally adjusted unemployment rates for August show that the rate decreased in 57 counties, 28 counties increased, and 10 counties remained the same.

State prepares for ID backlog

Long waits at Tennessee's 48 driver service centers have been a problem for years, but a spotlight is now on the issue after the General Assembly passed a law this year mandating that all Tennesseans have state or federally issued photo IDs to vote in elections beginning in 2012. State Safety Commissioner Bill Gibbons said his department is cooperating with Secretary of State Tré Hargett in getting information out to voters about how to get a photo ID. The department also is working to set up "express lines" for voters seeking such IDs, which come at no cost to the voter. Other plans include moving time-consuming functions such as getting a driver's license reinstated following a DUI or other offenses into a different building. The department is also working with county clerks — who already issue driver's license renewals - to handle efforts by drivers who have no picture on their licenses when they come in to obtain a new photo license.

Study estimates state losing \$3B online tax revenue

A new study commissioned by brick-and-mortar retailers claims Tennessee could lose as much as \$3 billion in tax revenue and more than 10,000 jobs over the next five years because the state cannot force online retailers to collect sales taxes from its customers. The report released by the retailers' coalition — the Alliance for Main Street Fairness employed a multiplier effect to arrive at those numbers, which were greater than any previous studies. According to the coalition, the loss of online sales taxes would "also trigger losses of other types of state tax revenues as spending on taxable items such as gasoline, alcohol, tobacco and amusements decline.

TN cities offered planning help

State Museum receives award The Tennessee State Museum has received a national Leadership in History Award of Merit from the American Association of State & Local History for the exhibition We Shall Not Be Moved: The 50th Anniversary of Tennessee's Civil Rights Sit-ins. The downtown Nashvillebased museum was the only Tennessee institution to receive the honor. AASLH gives Leadership in History Awards to establish and encourage standards of excellence in the collection, preservation and interpretation of state and local history. The Tennessee State Museum curatorial and public programs staff developed and produced the Civil Rights exhibition for the 50th anniversary of Tennessee's sit-ins. The exhibit is now traveling to other venues throughout the state.

THP hosts trucker's Ed program

Tennessee state troopers are working with the state trucking industry group on an education program for drivers and companies. The Tennessee Highway Patrol and the Tennessee Trucking Association conducted a roadside inspection event in Manchester. Troopers demonstrated how roadside inspections are carried out daily in the program, which is designed to educate the industry on commercial vehicle safety and enforcement.

State ranks 4th business climate

Tennessee has been ranked as having the country's fourth-best business climate on Development Counsellors International's "Winning Strategies in Economic Development Marketing" survey. The survey is conducted every three years. It has tracked trends in economic development since 1996. Tennessee was cited by 13.5 percent. When asked why they selected various states as being best for business, respondents frequently mentioned low operating costs and a pro-business climate.

TN citizens pay highest sales tax Tennesseans pay the highest average state and local sales tax burdens in the country, a statewide average of 9.43 percent, according to a report released by the Tax Foundation, a tax research organization based in Washington. The Tax Foundation also ranks Tennessee 47th — or third lowest — in its overall average state and local tax burden, and 49th — second lowest — in the total average tax burden (foderal state

average tax burden (federal, state and local) borne by its residents.

State parks certified TN Green



Three Tennessee State Parks' general managers received recognition for their efforts to become certified "Tennessee Green Hospitality" facilities by the Tennessee Hospitality Association. Pictured left to right are: Gary McEntire, Paris Landing State Park; Cindy Glover, Natchez Trace State Park; George Ross, Pickwick Landing; and Lauren Hill, western regional hospitality director.

The inns at Paris Landing, Natchez Trace and Pickwick Landing state parks have been certified as "Tennessee Green Hospitality" facilities by the Tennessee Hospitality Association. The three hotels join a roster of only 33 certified facilities in the state, including the Inn at Fall Creek Falls State Park.

To achieve Tennessee Green Hospitality certification, a hotel must demonstrate a high degree of environmental quality in a number of areas including an optional linen service; recycling and reducing waste; water conservation; energy conservation; offering a "green events" package; and a written plan for continued environmental improvement.

The Association's Green Hospitality Program encourages lodging facilities and restaurants to be aware of their impact on the environment and to take steps to reduce their carbon footprints, while enhancing the overall sustainability of their operations.

The program is designed to

give assurance to guests through a third-party audit that certified facilities are environmentally responsible.

Paris Landing State Park is an 841-acre park located on the western shore of the Tennessee River, which is dammed to form Kentucky Lake.

Natchez Trace State Park is named for the famous "Natchez to Nashville" highway, an important wilderness road during the early 18th century. With the many acres of scenic woodlands, Natchez Trace State Park includes four lakes, a swimming beach, a 47room resort inn and restaurant complex, cabins, camping, picturesque hiking trails and 250 miles of horse riding trails.

Pickwick Landing State Park is located just south of Pickwick Dam and 12 miles south of Savannah, Tenn. The lake and river offer excellent fishing, boating, swimming and a marina. Accommodations in the park include a modern inn and restaurant, cabins and camping.

Beginning Oct. 17 ECD accepting applications for Energy Efficiency and Conservation Block Grants

The Tennessee Department of Economic and Community Development will accept applications for a third round of Energy Efficiency and Conservation Block Grants (EECBG) beginning Oct. 17. The department has previously awarded

Applications will be accepted by the department starting on Oct. 17 and will be scored on the local government's overall conservation strategy, project feasibility, readiness to proceed, community impact, partnerships and the ability to extend funding impact beyond a one-time use. Applications will be accepted and scored on a first-come, firstserved basis until the funds are depleted. Previous recipients of the EECBG grants are not eligible. The EECBG program is projected to cumulatively produce more than 92 million kilowatt-hours (kWh) of energy savings annually, resulting in an estimated cost-savings of \$8 million per year for Tennessee communities. In addition, approximately 149 jobs will be created by the more than 140 grants awarded. The EECBG program is funded by the American Recovery and Reinvestment Act, through the Department of Energy, Award Number DE-EE0000958. For more information on the EECBG program in Tennessee, visit http://www.tn.gov/ecd/recovery/ eecbg.html.

will need to learn from kindergarten through high school. The project is being managed by Achieve, an education reform nonprofit organization. Achieve officials said the standards will give students a strong foundation in science, and prepare them for college and careers.

Libraries to aid parental literacy

Public librarians across the state are learning new ways to help parents increase their children's early literacy skills. Librarians are attending workshops to learn about the Public Library Association's kit *Every Child Ready to Read*, 2nd Edition. It's a program that encourages parents to develop oral language and vocabulary, phonological awareness, letter knowledge and other skills. The Tennessee State Library and Archives is assisting with the workshops.

Before July, local governments' planning commissions could contract with the state for planning help, but the service was eliminated from this year's state budget as part of cost-cutting measures. The Southeast Tennessee Development District, and its sibling associations around the state, have stepped in to assume those responsibilities for local governments that want to contract under the same conditions they had with the state before. Smaller communities often have fewer resources beyond a group of appointed citizen planning commissioners. To serve the 19 smaller and midsize local governments that signed contracts as of Aug. 1, the district beefed up its staff, hiring two more planners and a geographic information systems technician, and the state shared its historical and ongoing planning data.

GPS to monitor travel, health

Hundreds of Middle Tennesseans will soon be asked to wear GPS monitors to record their travel and accelerometers to measure physical activity, as part of a unique study of connections between transportation and health. The million-dollar study of 10 counties will inform decisions regarding an estimated \$6 billion in transportation funds overseen by the Nashville Area Metropolitan Planning Organization. The MPO selected firms to carry out the research, which will begin with a survey of the daily travel and commuting patterns of 6,000 residents living everywhere from urban apartments to rural homes, followed by a more comprehensive and tech-savvy look at the health and activity levels of 600 people wearing monitors.

\$12.1 million in grants to 135 communities throughout the state to implement energy efficient projects.

"The EECBG grants have allowed us to work with communities across the state in their efforts to become more energy efficient," said Molly Cripps, director, Energy Division, ECD. "These efforts will not only benefit our state environmentally but also provide jobs for Tennesseans."

The grants may be used to fund a variety of energy efficiency and conservation programs in the local communities, including retrofits to lighting and HVAC systems, as well as the installation of renewable energy systems.

The application for the EECBG grants can be found here, <u>http://www.tn.gov/ecd/recovery/eecbg.html.</u>



Baldridge Forum scheduled for Oct. 19 in Nashville

The University of Tennessee Naifeh Center for Effective Leadership in partnership with the Tennessee Center for Performance Excellence presents the Baldridge Forum: Excellence Performance Maximizes Taxpayer Investment.

Scheduled for Oct. 19 in Nashville, the workshop will focus on maximizing efficiency while saving tax dollars.

Government leaders are always striving to be good stewards of the taxpayer's dollars and to operate their organizations as efficiently and effectively as possible. The workshop will introduce you to a proven approach to enhance the effectiveness of your government's programs and operations, while maximizing efficiency and saving those tax dollars.

For more than two decades, the Baldrige process has helped organizations sharpen their focus and improve results. Hear about actual stories from representatives in government who have successfully implemented worthwhile improvements, many resulting in positive financial savings.

The workshop will be held in the Harvey P. Gassaway Building, 2nd floor, Room 227, at the Nashville Internation Airport, from 8:30 am to 12 noon. Registration fee is \$25.

For information or to register: www.leadership.tennessee.edu. For registration assistance: Contact Sherri Brown at (865) 974-6621 or sherri.brown@tennessee.edu.



Advertising: \$9.25 per column inch. No charge to TML members. Send advertising to: TT&C Classified Ads, Mona Lawrence, 226 Capitol Blvd. Suite 710, Nashville TN 37219; e-mail: mlawrence@ TML1.org; or fax: 615-255 4752.

CITY ADMINISTRATOR/ RECORDER

ROCKWOOD. The city is accepting applications for the position of Municipal Administrator/ City Recorder. Minimum Qualifications include: a college degree and experience in municipal management, public administration, business administration, planning, or comparable experience. Must possess good written and verbal communications skills, computer proficiency, management skills, and grant administrator experience. Responsibilities include: budgets, personnel, oversight of daily city operations, liaison officer, Council agendas and minutes, public records, collection of taxes and revenues, city court, audits and managerial reports, compliance with state and local regulations duties of the Administrator and Recorder as listed in the Rockwood Municipal Code and Charter, and other duties as assigned. Salary dependent upon qualifications. Open until filled. Send letter of interest, salary requirements, and resume to: Tennessee Career Center, Job Order #: TN 5697800, 1802 N. Gateway Avenue, Rockwood, TN 37854

and communication skills; demonstrated leadership experience; extensive experience of a progressively responsible nature in organized parks and recreational activities. Bachelor's degree from an accredited college or university required.Send a confidential resume and application to City of Johnson City, Human Resources Department, P.O. Box 2150, Johnson City, TN 37605. Visit our website at www.johnsoncitytn.org to access an application, and view the full ad and job description. EOE

POLICE OFFICER, PUBLIC SAFETY DISPATCHER, PARK MAINTENANCE

PORTLAND. The city is seeking job applicants for the following positions: Certified Police Officer, Certified Public Safety Dispatcher, Park Department Maintenance. Police Officer applicants must meet minimum standard law (TCA 38-8-106) requirements; be a US citizen, at least 18 years of age, have a valid driver's license and meet the physical, psychological and criminal records and other standards established by the Portland Police Department. Police certification must be obtained within six months of employment. Public Safety Dispatcher must graduate from an accredited high school or hold a valid GED, some experience in police records and dispatching; NCIC and TIES certification or the ability to become certified, and have a good work and attendance record. Applications and job descriptions are online at www.cityofportlandtn.gov or from the receptionist at Portland City Hall Mon.-Fri., 8 am to 4:30 pm. Applications must be returned no later than 4:30 pm Oct. 28, 2011 to Office of the Mayor, Portland City Hall, 100 South Russel Street, Portland TN 37148. EOE

NATIONAL BRIEFS

BY TML STAFF REPORTS

The U.S. Postal Service, burdened with huge financial losses, said that it was facing a "new reality" that would include shutting a slew of processing facilities, changing service standards for first-class mail and cutting up to 35,000 positions. The moves will mean firstclass mail will no longer reach most customers the day after it was dropped in the mailbox. The Postal Service said the moves are designed to save it \$3 billion a year. The news comes after the agency recently announced it was studying shutting hundreds of post offices across the nation as its business erodes amid the growing use of e-mail and other Internet tools. The agency has reported a series of financial losses that have pushed it to the edge of insolvency. The Postal Service said mail volume has dropped by 43 billion pieces over the past five years and is continuing to fall.It said its processing system was designed to deliver mail within a one- to threeday period. That period will be stretched to two to three days with the current changes that include studying almost 250 processing facilities for consolidation and slashing mail processing equipment by as much as 50 percent. The Postal Service funds itself through

the sale of postage and other services and does not rely on taxpayer money to fund its operation.

Two-thirds of Americans have a great deal or fair amount of confidence in local governments to handle local problems, and a solid majority feel the same way about state government. Confidence in state government matched confidence in local government as recently as 2008; however, the former fell sharply in 2009 as statehouses across the country began to grapple with major budgetary problems, and it has yet to fully recover. Still, Americans remain more confident in state and local government than in the two policymaking branches of the federal government, according to findings from the Sept. 8-11 update of Gallup's annual Governance poll. Currently, less than a third of Americans have solid confidence in the legislative branch, with just 5 percent saying they have a great deal of confidence in it. Overall confidence in the executive branch is also muted, at 47 percent. Americans' persistent high confidence in local government contrasts with their generally diminishing confidence in the legislative and executive branches over the past five or so years. Local government has fared

particularly well over time, being the only governmental entity not to have lost any of Americans' trust since 1997. Trust in state government is now 11 percentage points lower than in 1997, while trust in the executive and legislative branches is down by 15 points or more. Residents of the South and East currently express the most confidence in their state governments and those in the Midwest and West, the least. Over the past decade, Gallup has generally found Southern residents on the upper end of trust in state government.

Violent crime dropped 6 percent in 2010, marking the fourth straight year of year-to-year declines, while property crime was down for the eighth straight year, falling 2.7 percent, the FBI reported. Nationwide, there were an estimated 1.2 million violent crimes in 2010 and an estimated 9 million property crimes. An aging population and continued high rates of imprisonment for criminals are helping to drive down crime rates, said James Alan Fox, a criminologist at Northeastern University. Major metropolitan areas that have had crime problems saw murder rates fall, where there has been a big decline in population due to the economic downturn.

Bank of America is proud to support Tennessee Municipal League.

PARKS & RECREATION DIRECTOR

JOHNSON CITY. The city is taking applications for an innovative and experienced Director of Parks and Recreation. The position is responsible for leading a staff of 63 employees and managing a \$3.42 million department budget. Candidates should possess strong interpersonal

TML requests E-mail addresses

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Summary of 2011 Public Acts affecting local governments

BY JOSH JONES *MTAS Legal Consultant*

<u>Census</u>

Chapter No. 46 (HB0586/SB0807). 2010 Census data to be used in precinct mapping. Amends T.C.A. § 2-3-102 by requiring that the establishment or alteration of any state, county or municipal precinct boundary after March 1, 2011, be done in accordance with the 2010 federal decennial census.

Effective March 24, 2011

<u>Civil Procedure</u>

Chapter No. 461 (HB1641/ SB0940). Burden of proof on plaintiff in employment discrimination or <u>retaliatory discharge suits.</u> Amends Tennessee Code Annotated Titles 4 and 50 by creating a statutory burden of proof on a plaintiff in an employment discrimination or retaliatory discharge suit of showing prima facie case of discrimination or retaliation. Burden on defendant is one of production not persuasion. If defendant produces such evidence the burden shifts to plaintiff to then show that defendant's stated reason was a pretext for discrimination or retaliation. Applicable in stages of a proceeding. Applies to all causes of action accruing on or after effective date. Effective June 10, 2011

Chapter No. 498 (HB1358/ SB1114). <u>Summary judgment burden established</u>. Adds a new T.C.A. § 20-16-101 which established that the party moving for summary judgment who does not bear the burden of proof will prevail on its motion if it submits affirmative evidence that negates an essential element of the non-moving party's claim; or demonstrates that the non-moving party's evidence is insufficient to establish an essential element of the non-moving party's claim. *Effective July 1, 2011*

Chapter No. 510 (HB2008/ SB1522). <u>Provisions governing actions against foreign defendants.</u> Amends Tennessee Code Annotated Titles 20, 27, 29 and 47 by enacting the Tennessee Civil Justice Act of 2011 that revises provisions governing civil actions against foreign defendants. *Effective Oct. 1, 2011*

Code Enforcement

Chapter No. 317 (HB1713/ SB1962). <u>State Fire Marshal autho-</u> rized to contract with deputy electrical inspectors. Amends Tennessee Code Annotated Title 68 by authorizing the Department of Commerce and Insurance to appoint deputy building inspectors working through a recognized professional corporation. Charges the Department of Commerce and Insurance with creating a program that will provide timely electrical inspections statewide. *Effective May 27, 2011* by municipality, code enforcement entity or court prior to appointment as receiver. *Effective May 30, 2011*

<u>Contracts</u>

Chapter No. 233 (HB1498/ SB1672). Municipal authority to pass non-discrimination ordinances usurped. Amends Tennessee Code Annotated Title 12, Chapter 4 by adding a new part entitled the Freedom in Contracting Act. Limits municipal authority in passage of ordinances requiring any union activity, cooperation or participation among third party contractors. Explicitly forbids provisions that: require bidders, offerors, contractors, or subcontractors to adhere to agreements with a labor organization; require its employees to participate in any labor activities or pay its employees more than minimum wage. Effective July 1, 2011

Chapter No. 278 (HB0600/ SB0632). Local authority to pass non-discrimination ordinances diminished. Amends Tennessee Code Annotated Titles 4, 5, 6 and 7 to enact the Equal Access to Intrastate Commerce Act. Prohibits a local government from imposing an antidiscrimination policy that deviates from the state's definitions of discrimination in the Tennessee Human Rights Act (THRA). Defines "sex" for purposes of the THRA as the designation of male or female on a birth certificate. Aimed at Metro Nashville's anti-discrimination ordinance prohibiting its contractors from discriminating on the basis of sexual orientation. Effective May 23, 2011

Courts

Chapter No. 49 (HB1180/SB0990). T.B.I. lab fee authorization corrected. Amends T.C.A. § 38-6-103 by deleting superfluous citation that delayed implementation of last year's legislation authorizing a fee of \$13.75 for every forfeiture of a cash bond or other surety entered as a result of a municipal traffic citation. Municipal court clerk shall retain five percent of the fee for processing and remit the remainder to the state treasury where it will be allocated to the Tennessee Bureau of Investigation. *Effective July 1, 2011*

Chapter No. 453 (HB0992/ SB1215). General session judge must approve governing body's appointment to sit concurrently as city judge. Amends Tennessee Code Annotated Title 6 by requiring a general sessions judge's approval prior to a municipal governing body's appointment of such judge to serve concurrently as a city judge. Removes authority of city judge to order imprisonment for failure to pay fine unless the judge is serving concurrently as a general sessions judge. Clarifies that the maximum penalty for contempt of court in a municipal court that does not exercise concurrent jurisdiction is a fine not exceeding \$50. Authorizes fines and costs to be paid in installments. Also updates outmoded language detailing powers under mayor-aldermanic charter and manager commission general law charters. Requires any action in court to set aside the charter of a city must be brought within 10 years of incorporation. Applies only where the city meets the minimum population requirements for incorporation; has operated as an incorporated municipality

since incorporation and has levied a property tax. *Effective June 10, 2011*

Crimes and Criminal Procedure

Chapter No. 39 (HB0983/SB0856). Orders of protection not required to be transmitted to TCIS. Amends Tennessee Code Annotated Title 36, Chapter 3, Part 6 and Title 71, Chapter 6, Part 1 by removing the requirement that a local law enforcement agency transmit an order of protection to the Tennessee Criminal Investigation System (TCIS). Orders must still be transmitted to national crime information center. Also requires all orders of protection on file with TCIS to be deleted within two years. *Effective April 5, 2011*

Chapter No. 88 (HB1577/SB1679). <u>Kissing of a minor under certain</u> <u>circumstances criminalized</u>. Adds a new Tennessee Code Annotated Title 39, Chapter 13, Part 5 creating the offense of kissing a minor between the ages of 13 and 18 when the defendant is at least four years older than the minor and is in a position of trust or authority over the minor. Class A misdemeanor. *Effective July 1, 2011*

Chapter No. 91 (HB0871/SB0083). <u>Age limit on children who can be breastfed in public removed.</u> Amends T.C.A. §§ 39-13-511 and 68-58-101 by removing the current 12-month age limit on children who can be legally breastfed publicly. *Effective July 1, 2011*

Chapter No. 103 (HB0302/SB0539). <u>Tax on the sale of unau-thorized substances clarified.</u> Amends T.C.A. § 67-4-2802(7) by clarifying that any person selling, bartering, trading or distributing any quantity of an unauthorized substance is considered a merchant for purposes of the statutes and thus liable for the tax. *Effective April 21, 2011*

Chapter No. 142 (HB1996/SB1532). <u>Defendant acquitted by</u> reason of insanity may be held for further evaluation. Amends T.C.A. § 33-7-303(a) by authorizing a court to order that a person acquitted of a felony by reason of insanity be detained for further mental health evaluation. Evaluation must be completed within 30 days of order. *Effective May 2, 2011*

Chapter No. 169 (HB0457/ SB0396). <u>Methcathinone criminalized.</u> Adds a new section to Tennessee Code Annotated Title 39, Chapter 17, Part 4 making the production and sale of methcathinone and its derivatives. Methcathinone is sold as a street drug and called M-Cat or ephidrone. *Effective May 5, 2011* **Chapter No. 221** (HB0149/ SB0096). <u>Certain felons exempt</u> from prohibition on receiving welfare benefits. Amends T.C.A. § 71-3-154(k)(2) by exempting convicted felons who are enrolled in an eligible substance abuse program from the prohibition on receiving welfare benefits. *Effective July 1, 2011*

Chapter No. 222 (HB0686/ SB0356). <u>Sex offender in halfway</u> <u>house must register</u>. Amends T.C.A. § 40-39-203(p) by requiring an offender, who as an alternative to incarceration, is housed in a halfway house or other facility where unsupervised contact is permitted to register with and report to local law enforcement.

Effective May 20, 2011

Chapter No. 252 (HB0401/ SB0559). Exclusionary Rule Reform Act enacted. Amends Tennessee Code Annotated Title 40, Chapter 6, Part 1, to enact the Exclusionary Rule Reform Act. Provides that evidence seized pursuant to a search warrant that is otherwise admissible and not in violation of state or federal constitution cannot be suppressed for a good faith mistake or technical error. Apparently enacted due to the Tennessee Supreme Court's failure to recognize a good faith exception under the state constitution. Effective July 1, 2011

Chapter No. 253 (HB0415/ SB0464). <u>Order of protection can</u> require respondent to immediately vacate residence. Amends T.C.A. § 36-3-606 by granting an issuing court the authority to require, within an order of protection, the respondent to immediately and temporarily vacate a residence shared with the petitioner. *Effective May 23, 2011*

Chapter No. 263 (HB0981/SB0858). <u>Outdated sexual offender</u> provisions deleted. Amends T.C.A. § 38-6-116 by deleting outdated provisions related to sexual offender registry. *Effective July 1, 2011*

Chapter No. 266 (HB1169/ SB1016). <u>Sex offenders must report</u> to law enforcement prior to travel <u>out of the country.</u> Amends T.C.A. § 40-39-204 by requiring each registered sex offender to report to the designated law enforcement agency at least 21 days prior to travel out of the United States. Offenders who regularly travel out of the country due to employment may, with written permission of designated law enforcement agency, report by telephone at least 24 hours before travel.



Oct. 13-15:Halls: *Cotton Fest* Held on the former Dyersburg Army Airbase WWII B-17 training facility. A return to life in the rural area during the 1940's. Features a cotton picking contest, performers, antique tractor show, on-site visit to the Veteran's Museum, cotton picking contest, karaoke contest, southern food, games and rides for children, children's farm parade, and antique tractor show. For more information, call 731-836-7400.

Oct. 14:Rogersville

32nd annual Heritage Days Festival Held in the historic downtown area. This year's theme is "My Home: Historic People, Places and Characters." Festivities begin Fri. with "The Great Chili Cook-off." Chefs begin cooking at 3 p.m. beside Hale Springs Inn, and judging is at 5:30 p.m. in Courthouse Square. Entry forms are available online at www.rogersvilleheritage.org.

Oct. 17: Main Street Dandridge Annual Heritage Dinner. An evening of family fun, food, music and games hosted at Perkins Restaurant. Open seating from 5p.m. until 8 p.m. Musical entertainment by Conny Ottway will transport attendees back to the days of the Civil War. For more information visit the Main Street Dandridge website at www.MainStreetDandridge.com or call 865-397-7420 ext.17.

Oct. 22: Lynchburg

Jack Daniel Championship Barbecue Don't miss the annual barbecue cookoff. This event has something for everyone. For more information visit www.lynchburgtn.com or call 931-759-4111.

Oct 22: Elizabethton

Oktoberfest Fall Festival Held on East Elk Ave. with live music, arts/crafts, antiques, kids activities, contests, and more. For more information, call the Elizabethton/Carter County Chamber of Commerce at 423-547-3850.

Oct. 22-23: Chattanooga

10th Annual Oktoberfest Take in the sights and sounds on the Southside. The Wurstbrats band entertains and the dance floor ready for Polka dancing. A classic Volkswagen show, Home Brewing School, beirgarten, fresh grilled bratwurst, German potato salad and other authentic German foods. For more information, visit <u>www.</u> chattanoogaoktoberfest.com

Chapter No. 374 (HB1881/ SB0767). Neighborhood Preservation Act amended. Amends Tennessee Code Annotated Title 13, Chapter 6, Part 1 by making various changes to the provisions of the Neighborhood Preservation Act regarding bonds, liens, and jurisdiction. Redefines "receiver" for purposes of the Act to include both a municipal and a non-profit corporation. Authorizes a court to direct a receiver to sell property if lien is not satisfied within 180 days and to require receiver to post a bond. Nonprofit corporations must be certified

Chapter No. 185 (HB1216/SB0052). <u>Offense of criminal expo</u><u>sure to hepatitis created.</u> Amends T.C.A. § 39-13-109 by criminalizing the act of exposing another person to hepatitis B or hepatitis C viruses without consent. *Effective July 1, 2011*

Chapter No. 211 (HB1364/SB1087). <u>Offense of perjury expanded.</u> Amends T.C.A. § 39-16-702 by expanding the offense of perjury to include making a false statement, not under oath, but in a declaration stating on its face that it is made under penalty of perjury. *Effective May 20, 2011*

Effective July 1, 2011

Chapter No. 267 (HB1177/ SB1051). <u>Incarcerated sex offenders must register with law enforcement.</u> Amends T.C.A. § 40-39-203(b) by requiring all sexual offenders incarcerated in the state to register with the Tennessee Bureau of Investigation no later than Aug. 1, 2011. *Effective May 23, 2011*

Chapter No. 269 (HB 1270/ SB1938). <u>Persons arrested for sex</u> offenses must undergo HIV testing within 48 hours of indictment. Amends T.C.A. § 39-13-521 by requiring a person arrested for a sex offense to be tested for the Human Immunodeficiency Virus (HIV) within 48 hours of indictment. Test at the expense of arrestee. *Effective May 23, 2011*

Oct. 29: Franklin

28th Annual Pumpkinfest Free and open to the public from 10 a.m. to 6 p.m. on Franklin's Main Street. More than 75 arts and crafts vendors, costume contest, children's activity area, Five Points stage, Sister Cities' Great Pumpkin, Franklin Tomorrow Chili Cook-off and more. Held in conjunction with the second annual Franklin Battle of the BBQ and night-time cemetery tours in Downtown Franklin with the "Grave Matters: The Stories Behind the Stones" For more information, visit www.historic franklin. <u>com.</u> or call 615-591-8500.



Tennessee's downtown consumers reflect the "New Normal"

CONSUMERS *from Page 1* attendees to remember who their customers are, when merchandising downtown areas, and to consider how consumers could be better served.

Recent census surveys have identified different spending patterns for different ethnic groups, along with different cultural patterns, which will influence the shoppers of tomorrow, Moriarity advises. For example, Hispanics, a fast growing sector in the U.S., at about nine percent, spend more on food at home. "In part, it's a cultural and family tradition and Hispanics have larger families (according to census figures) and tend to spend more on children and tweens and on personal electronics," Moriarity said. "The Latino population had almost four percent of the buying power 30 years ago. Today, it is about 10 percent," he added.

Census data also notes "affluent African American populations have had a tendency to spend a higher portion of disposable income on jewelry. "If you have a nice jewelry store in town, be sure you're marketing to well-to-do African Americans because that's what they're buying," said Moriarity along with nice cars." The census reflects that Asian households tend to spend more on education. "You might be able to sell some school supplies," Morarity said. "And on average Asian women spend more on shoes and apparel than all other ethnic groups."

Another factor affecting how people spend across the U.S. is the growing impact of E-commerce and social networking. "Marketing that we see with groupon and the internet are affecting people's decisions about where to go for lunch or entertainment," said Moriarity. "There are 500 million people on Facebook and growing, seven billion tweets a month and the phenomeneon of Flashmobs. The trend of meeting and gathering electronically is growing." According to Moriarity, that ripple effect will continue with the evolution of the I-Phone and other technologies.

Describing the Internet and Ecommerce as a rapidly growing new trend of multi-retail and marketing attractive to younger markets and affluent populations, flash generation about events and products in the downtown area is something "Downtown Associations should already be doing," Moriarity said. "It's not good enough to put an ad in the paper or a sale sign in the window. We need to look at technology as a way to communicate to consumers, particularly younger ones on the way up," he said.

However, while Moriarity acknowledged the rapid growth of Ecommerce, he quickly downplayed the notion that it signals the end of sticks and bricks markets. "In 2009, there were \$4 trillion in retail sales, but sales electronically were only five percent," he said. "A lot of people shop on the web, then go to a real store to buy. Stores that have survived have developed what the retail industry calls a value halo, where a perception through the way advertising and marketing is done, means that you're going to get a good product at a great price."

Additionally, Moriarity advised downtowns to take a look at their hours of operation. "If downtown stores are closed at night, you don't get the sale," he said. "One reason why Walmart does so well late at night is because people who shop after 10 pm at night are highly motivated. They don't have any other time to shop. They go because they are open."

There is increasing interest among the Gen X, Gen Y and Millennials in cocktail culture," said Moriarity. The culture, combined with a growing concern among younger people about food safety, has resulted in a sweeping interest among this age group in food trucks and Farmer's Markets. In Nashville, the Farmer's Market downtown has



Kimberly Nyberg, ECDTennessee Main Street program director, Tom Moriarity and Kathy LaPlante, National Trust Main Street Center officer conduct a session before attendees at the recent 2011 Governor's Conference on Economic and Community Development.

become the new "It" place for urban trend setters. The increasingly popular "Night Market" each Friday evening, delivers fine wine and cheeses along with specialty foods and produce from local growers to the tune of live bands and socializing.

"What we know this year is that consumers want more locally produced products sold by local businesses, if the businesses are there," said Moriarity. "They want sustainable products and services. If you can foster a sense of local participation and ownership, it can be very beneficial."

In closing Morarity asks the audience "What does all this mean for Tennessee?"

"You have a long history in believing in and supporting downtowns," he said. "You love your communities that the architecture represents and want to keep those. That is a quality of life contributor. Tennessee's economy is also more diverse than most states. Keeping that diverse economy and all levels of employment skills is going to make a big difference and sustain us in the future." Questions to ask:

• Do you know who your consumers are? Do you know their ages and incomes? Are they tech savy?

• Do you know what your local economic base is? A lot of this is available on the census.

• Do you have an accurate inventory of your downtown area? It is very helpful to figure out how many stores you have and how many square feet they have.

"Know your retail opportunities," said Moriarity. "Every new resident you bring downtown, will support four to seven square feet of retail space. Every new downtown worker will support between two to five square feet of retail space just by buying their lunch or gifts."

"A lot of cities say the future for us is going to be all tourism, said Moriarity. "Tourism is great because you don't have to build schools for your kids or expand the sewer treatment plant, but they don't spend as much. Take care of your residents first and if you have a wonderful character in your community, the visitors will come and hand you their money."



Worst not over for local governments

ECONOMY from Page 1

ment is expected to be up 0.8 percent this year and 1.0 percent in 2012, down slightly from expectations in the spring.

Manufacturing will enjoy shortterm employment gains particularly in the durable goods sector. This is largely due to steady improvement in the transportation equipment industry, including new jobs created by Volkswagen. However, manufacturing will not regain all of the jobs lost during the course of the recent recession.

Nondurable goods will decline 0.2 percent this year. The textiles and printing industries will see "especially large losses," Murray wrote. Plastics and rubber, on the other hand, will enjoy healthy growth benefiting in part from the pickup in transportation equipment production.

Most sectors of the economy outside of manufacturing are expected to see job gains in the quarters ahead. Exceptions for 2011 include retail trade, information, and govshowed positive growth for Tennessee. The total growth was 3.3 percent over 2010, and sales tax growth was up 5 percent. Tennessee's sales tax grew more than the southeastern average in the second quarter of 2011 over 2010.

This is the second consecutive August with positive sales tax revenue growth which moves collections to just \$9.5 million below August 2007.

State governments are finally seeing some relief from the recession. Recovery, in terms of tax revenue growth, is "quite strong," Murray wrote.

Year-over-year growth in the second quarter of 2011 compared to 2010 was the strongest states have seen since 2005. It was 11.4 percent. The first and second quarters of 2011 show continued state tax revenue growth throughout the nation. Though revenues have been positive for six consecutive quarters, collection levels are still below pre-recession figures, including Tennessee. A 4.3 percent income growth rate is expected in 2012, one more illustration of slow economic expansion.

Nationally, nominal personal income is expected to increase 5.3 percent in 2011, but it will not be evenly distributed across all sociodemographic groups. **Housing market**

Home values in Tennessee and the nation are expected to keep falling through 2011. Existing home sales will remain low and national home prices will drop 5.2 percent for the year, the report states.

"Foreclosures are expected to be up in 2011 after a respite in 2010," Murray wrote. "The depressed state of the housing market will limit job creation in the construction, building material, and home furnishing sectors, while putting downward pressure on the sales and property tax bases of states and localities." Investment

Murray called nonresidential fixed investment "an important bright spot" for the national

ernment, including federal, state, and local employment.

In 2012, retail trade and the government areas will likely continue to lose jobs while other sectors expand.

Nationally, "employment is not only below pre-recession levels but below the level of employment that prevailed in 2000," Murray wrote.

U.S. payroll employment is expected to grow 0.9 percent this year and 1 percent in 2012. However, employment will not return to 2008 levels even by the end of 2013.

Tax collections

Tennessee's sales tax revenues for the July 2010 through March 2011 time period fared better than the southeastern average.

Total tax revenues grew 6.3 percent compared to 2010, and sales tax revenues grew by 4.6 percent. While both numbers were above the southeastern average, they were below the national average.

The second quarter of 2011 compared to the same period in 2010

Local governments are not as lucky.

Due to weak property tax revenues, which account for more than a quarter of local tax collections, state and local collections have seen losses for two consecutive quarters nationwide. Compared to the same quarter in the previous year, property taxes fell by 1.7 percent in the first quarter of 2011 and 3 percent in the fourth quarter of 2010, reflecting the declines in property values during the past two years.

"Unfortunately, the worst is not likely over for local governments," Murray wrote.

Personal income

Tennesseans will have a bit more money this year.

Personal income is expected to grow 4.6 percent in 2011, thanks in part to the temporary two percentage point reduction in the Social Security payroll tax.

Rent, interest, and dividend income should see strong growth of 5 percent. economy.

Following 4.4 percent growth in 2010, investment spending is expected to rise 7.8 percent this year and 4.3 percent next year. Equipment and software investment will show broad-based gains. Investment in structures, however, will see only 3.2 percent growth in 2011 and a 3.5 percent setback in 2012. "This weak performance for structures is nonetheless marked improvement over the double-digit declines in 2009 and 2010," Murray said.

To see the report in its entirety, visit http://cber.bus.utk.edu/tefs/ fall11.pdf.

The report was financed by the state Department of Finance and Administration, the state Department of Economic and Community Development, the state Department of Revenue, the state Department of Labor and Workforce Development and the Appalachian Regional Commission.

State's emergency communications system completes 1st update phase

The Tennessee Emergency Communications Board (TECB) announced that the first phase of the state's conversion to Next Generation 911 (NG911) is complete. The core infrastructure that will allow individual 911 centers to connect to NG911 has been built and is ready for testing.

"The completion of Phase I of the NG911 project is a significant milestone," said TECB Chair Randy Porter. "We're now ready to test the core and move forward with the next phase – connecting local 911 centers to the core."

NG911 is essentially a digital version of 911 transmitted over the State of Tennessee's existing statewide Internet Protocol (IP) network, NetTN. The conversion is similar to converting televisions from analog to digital. In this case, 911 trunks are being converted from antiquated, copper-wire technology to the latest in digital communications capability.

"NG911 will mean more reliable 911 services for our citizens," said TECB Executive Director Lynn Questell. "It will allow for uninterrupted service in the case of power outages and other disasters that may knock out a 911 center. Call transfers will be seamless and the system will have 100 percent redundancy – essentially meaning that if one center goes out, a fully functioning backup will be available. The bottom line is NG911 will mean the very best technology is being deployed to keep Tennessee citizens safe."

The core infrastructure of the NG911 network includes four centers to aggregate emergency communications traffic. These centers are in Memphis, Nashville, Knoxville and Chattanooga. Additionally, two centers provide traffic routing of 911 calls. The building of this infrastructure is now complete and testing will begin in October. Once testing is complete and the results are satisfactory, individual 911 centers will be connected to the NG911 network and their connections will be tested.

The Tennessee Emergency Communications Board ensures that every citizen can effectively access the life-saving power of 911. The TECB is composed of nine members from across the state of Tennessee – including five 911 professionals and representatives of cities, counties and the general public. It is administratively attached to the Department of Commerce and Insurance, which works to protect consumers while ensuring fair competition for industries and professionals who do business in Tennessee. own health and wellness.

CrestPoint Health works in partnership with members, employers and other health care sponsors to manage health care costs and improve clinical quality and outcomes.

CrestPoint Health offers multiple services to member companies, including:

- Quality management: Quality Management programs that continually evaluate, monitor and improve the quality of care provided to client members
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Visit our website for a complete listing of our services www.crestpointhealth.com. or call Sharon Dicorato, 423-952-2116.



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Can America's oldsters 'See Themselves' in minority youth?

BY NEAL PIERCE Washington Post Writers Group

There's lots of talk these days about the aging of America. My demographic group -- people 65 and older -- topped 40 million in the 2010 Census, but those numbers will rocket up soon with arrival of the massive "bulge in the python." Those are the baby boomers born between 1946 and 1964.

But here's the question: Will all us varieties of oldsters leave a robust, growing America that's planning its future creatively? Or will we just defend our Social Security and Medicare benefits, and figure that schools and infrastructure are someone else's problem? Will we figuratively tell today's youth to fend for themselves?

If we do, the results could be alarming. America is moving fast to an ethnic profile light years removed from the Norman Rockwell vision of lily-white Main Street America we grew up with.

Census results are proving it. From 2000 to 2010, Hispanic and Asian populations each expanded by 43 percent. The African-American population went up 11 percent. And the number of whites in America? It increased just 1 percent.

Looking forward, just check the average ages. The Census found it's 41 years for whites, 35 for Asians, 32 for African-Americans. And for Hispanics, only 27 years. The significance, my friend and colleague Manuel Pastor of the University of Southern California notes: At 41, you're generally past child-bearing age. At 27, you're in prime childraising territory. "So," says Pastor, "the demographic shift may go faster than people expect."

Indeed, Pastor adds, the natural increase of already-arrived new Americans will outshine immigration, declining in this decade anyway -- "that train's left the station."

The impact is now registering heavily in metro America. Ninety-

eight percent of metro regions' population growth of the past decade was minority. Hispanics, blacks and Asians are increasingly reaching the majority point in entire metropolitan regions, spreading out into formerly heavily white suburbs. The only metro areas registering strong white population growth in the last decade were outlying exurban counties.

Amazingly, the nation's capital area of Washington, a region that was 64 percent white as recently as 1990, experienced such a strong inflow of Hispanics and Asians, added to its historic black community, that it's now majority minority. Even Montgomery County, Md., historically high-income and white, now has a majority minority population.

Among the other eight big metros that "flipped" to majority minority status in the last decade are New York, San Diego, Las Vegas and Memphis.

Indeed, more than half of all minorities in large metros now live in the suburbs. And who are they joining there? High numbers of whites, most sticking in the homes they own, "aging in place."

The question becomes: How to spark a constructive conversation, how to avoid bitter "us-versusthem" political antagonisms, among these diverse groups?

The negative model is Arizona with its extreme "old equals white," "young equals brown" politics of bitterness and confrontation. Or the sentiment of a Los Angeles right wing talk radio host (quoted by Pastor): "Why should I spend anything on education? It's just for a bunch of Mexican kids."

The clear danger, Pastor notes, is an America in which "seniors don't see themselves in the young," instead joining ferocious anti-tax forces in a politics that leads to serious underinvestment in education and quality physical infrastructure for future shared prosperity. "This underlies America's fiscal dilemma at the national level right now," Pastor suggests: "As much as we point a finger at the politicians, they're doing what we ask them to do -- to be polarized."

So where do we look for shared communities of understanding? Pastor's answer: metropolitan regions, where conversations among groups can occur, and where the political rhetoric is generally less raw and extreme. "Even if our lives seem set up to live in cocoons," he notes, "at the metro level people are more easily able to relate, to see a common future" because face-to-face contact is possible.

But it takes metro leadership to develop the potential. Pastor cites Jacksonville's Community Council, which advertises itself as the region's "citizen think tank, the place where community-minded people get together to explore issues of community importance, identify problems, discover solutions, and advocate for positive change." Or the Cleveland region's "Fund for Our Economic Future," supporting both investments and worker training.

Conversely, Pastor suggests, minorities "need to make coalitions with others to make anything happen -- not the old model of a visionary with an army behind you that you can command."

It's easy to dismiss such calls for calm, reason and collaboration as hopelessly outdated or impossible to achieve.

But if there's any truth to the old maxim that age brings wisdom, maybe the time is ripe for thoughtful seniors, recalling the community support and breaks they enjoyed decades ago, to actually "see themselves" -- and our society's future -- in the youth of the new, more multicolored America.

Editor's Note: Opinions expressed in this column are not necessarily those of the Tennessee Municipal League. To contact Mr. Peirce, email him at nrp@citistates.com.



Oct. 19: TML Policy Committee TML building, 226 Capitol Boulevard, Nashville. For questions or additional information, contact the TML offices at 615-255-6416.

Oct. 19: Baldridge Forum. Excellence Performance Maximizes Taxpayer Investment. Harvey P. Gassaway Building, Nashville International Airport, Nashville. For information or to register, visit www.leadership.tennessee.edu.

Oct 26 - 28: TCMA Fall Conference. Meadowview Hotel and Conference Center, Kingsport. For more information, contact Pat Hardy at 423-854-9882 or email at <u>pat.hardy</u> @tennessee.edu.

Nov. 9-12: NLC Congress of Cities. Phoenix, Ariz. For more information and to register, visit <u>www.</u> <u>nlccongressofcities.org.</u>



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Municipal Administration Program October - December Schedule

Retail Economic Development & Ethics

In today's competitive world to attract retail development, it is important that each city know how to compete. This course focuses on the "basics" of how to attract retail business to your city. It provides numerous tips on how to maneuver in the world of retail development and to be competitive. To assist cities in preparing themselves for economic development, it also introduces a detailed economic assessment tool and provides assistance in its completion and use. This class will provide the participants information that will have immediate and long term benefits.

the employee to balance competing interests where the right thing to do is not clear. This course uses scenarios to address the gray areas and provides participants practical skills for identifying and resolving these



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Ethics

Most employees do not knowingly violate a law or policy. Instead, many ethical violations occur when an employee is faced with a difficult choice that requires ethical dilemmas. **Time**

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

Dates and Locations <u>Retail Economics</u>

Oct. 25 Knoxville Nov. 09 Jackson Nov. 29 Franklin

Ethics

Oct. 26 Franklin Oct. 27 Jackson Dec. 13 Knoxville

Training Facilities

Franklin, Williamson County Exposition Center, 4215 Long Lane

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(ISSN. No. 0040-3415) Publication No. 539420 -Official publication of the Tennessee Municipal League. Publisher: Margaret Mahery (mmahery@TML1.org); Editor: Carole Graves (cgraves@TML1.org; Phone: 615-255-6416. Advertising: Publisher reserves the right to reject any advertising deemed unacceptable. Fax classified ads to TT&C: Attention Mona Lawrence at 615-255-4752, or e-mail mlawrence@TML1. org. Fax advertising copy to TT&C: Attention Debbie Kluth at 615-255-4752, or e-mail to dkluth@ TML1.org. Opinions expressed by non League officials or staff do not necessarily reflect policies of TML. Tennessee Town & City is published, semi-monthly, 20 times per year at 226 Capitol Blvd., Suite 710, Nashville, TN 37219-1894. Periodicals postage paid at Nashville, TN. Subscription rates: \$6 per year to members, \$15 to nonmembers, \$1 a copy. Postmaster: Send changes of address to Tennessee Town & City, 226 Capitol Blvd., Suite 710, Nashville, TN 37219-1894.

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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.

Successful executive Mark Emkes leads F&A with respect and gusto

BY GAEL STAHL

Meeting Mark Emkes is a rewarding experience. He's generous in sharing himself, his rich life experiences, his wise and seasoned perspective and he wants to help you to expand your life experiences. Makes a person wonder how he turned out that way.

He was born in Urbana, Ill., where his father, of German ancestry, was a farmer who soon after Emkes' birth followed a fertilizer salesman job to southern Indiana at Seymour where he and his wife raised eight kids. Emkes was their third oldest. Both parents are alive and still healthy in Seymour at ages 89 and 87.

Emkes played basketball for Seymour High School where singer John Mellencamp was a class ahead of him. The school's gymnasium seated 9,200 people in a town of 12,000. Every game was a sell-out. His junior year team ranked second in the state but was knocked out in the Elite Eight playoffs. During his senior year they were ranked No. 5 and made it to the Sweet Sixteen. State championship games were played at Hinkle Fieldhouse on Butler University's campus. The team never got to play there, but Emkes did later because his DePauw University team played Butler every year. Naturally, Emkes wrote to his former teammates telling them how sweet it was.

DePauw, an hour west of Indianapolis, didn't offer athletic scholarships but gave Emkes an activity grant-in-aid that paid his way and eased the way for his younger brothers and sisters to afford college. All but one of them went. He graduated with a BA in economics. While traveling with the basketball team to Air Force Academy, the University of Denver, South Carolina and such, he acquired a lifelong taste for travel. At graduation he set three life goals for himself: to find a job where he could travel, make a little money, and retire early.

DePauw offered two scholarships to graduating seniors that paid the winners' way to the graduate schools of their choice. They were based on leadership ability, financial need, and grades in that order. Emkes, the captain of the basketball team and president of his fraternity, had the leadership qualities, the financial need, and the grades to win one. He researched the best international business schools in the nation and decided on Thunderbird University in Glendale. Ariz. It had

Bilbao and two years in central Madrid. Having a vested interest in a girlfriend was all the incentive he needed to learn the language. When the drive between Bilbao and Madrid got old, they made it a permanent relationship. He married his Spanish bride and spent a year in Madrid before being assigned to Latin America. Their son, now 23, was born in Brazil and their daughter, 20, in Mexico. In Brazil, Emkes became sales director of operations. Then, at the ripe age of 37 Bridgestone-Firestone asked him to go to Mexico and run the whole operation, then promoted him director of all Brazilian operations. It proved a great experience and in 2000 they asked Emkes to move to Nashville and run all of Latin America for Bridgestone's operations from Mexico to Argentina and Chile. In 2004, he was promoted to chairman and CEO of all Bridgestone's North, South, and Central American holdings, Inc., and he was elected board member of the whole Tokyo-based Bridgestone Corporation.

Emkes retired at age 57 in Feb-

ruary 2010 and began living his dream on the beaches of their home in northern Spain. He also served on three major company boards, was chairman of the Heart Walk for the American Heart Association last year, and worked with the American Cancer Society until last November when Gov. Elect Bill Haslam recruited him to head his cabinet as commissioner of Finance and Administration. Emkes says he worked 33 years at Bridgestone and had some great bosses, but "Gov. Haslam is the best boss he's ever had." He fell in love with the work and finds it educational. In his first months as F&A commissioner he had all cabinet heads make plans for drastic cuts in their budgets. Shortly after, on the first Friday of each month, he began taking a walk during lunch hour with various divisions of F&A employees just to get to know them better and to encourage walking for exercise and recreation.

Both Emkes' children went to UT Knoxville. When their son graduated in May from the College of Business he won one of two awards that the college gave, the Bank of America Leadership Award voted on by both faculty and students. Both children speak fluent accent-free Spanish, American English, and Brazilian Portuguese. That helped the new graduate land a job with an international division of



Commissioner Mark Emkes

in Tennessee face is the fact that Washington is cutting spending and will send us fewer federal dollars. We don't know when or how much the targeted cuts will be, but it was prudent to think through this process by asking agencies what they would do if we get cuts of 15 percent or 30 percent. We don't think the cuts will be that drastic or be agency wide. They will probably want targeted cuts. But now that cabinet members have thought through this process, we will be prepared when we get a letter announcing the cuts.

We face challenges. We lost \$1 billion in federal revenue between fiscal year 2011 and FY2012. We had to react and made cuts pretty much agency wide. We balanced the budget in FY2011, and the legislature unanimously approved a balanced budget for FY12.

TT&C: When you, the governor, the constitutional officers, and the TennCare CFO went to New York to visit rating agencies what did you tell them to help Tennessee avoid losing its AAA credit rating despite forth-coming federal cuts?

ME: We said that Tennessee has a great structure in place to be fiscally prudent. We have very low debt, and what debt we take out we repay. Our pension fund is 92 percent funded. Not many states can say that. We have a strong cash flow and are building up our rainy day reserves. We have had differences of opinion about the budget, but when all was said and done, we balanced it and it was approved unanimously by the legislature. That reassured them. The agencies all wanted to know about our TennCare or Medicaid program. We were able to say that it is very well managed. In 2004, McKenzie Consulting group did a study and said if we didn't do something about our TennCare expenditures they'd hit \$14 billion in 2010 and bankrupt the state. Management led by Darin Gordon attacked the issue. We continue to give great services, brought the expenses under control, and in 2010 our expenditures were \$8 billion, not \$14 billion. Fortunately, we had a great story to tell how we managed that.

know that the economy is extremely fragile. As revenue picks up, that will certainly help us. For FY13 we're still going to have to make cuts in state dollars. The revenues haven't picked up enough to offset the loss of the federal stimulus we received the last couple years that helped us get through. But we think after FY13 we will get to a more normal base with revenue growth and we hopefully won't have to make additional cuts.

TT&C: When you began developing your leadership style in Mexico, you invited the union leadership into your office where they'd never been invited before and established a lot of good will? ME: I'm so happy you're letting me talk about that for a minute. Mexico was

where I first had the whole ball of wax including manufacturing and sales. I'll never forget it. I was told they had a rough union there. Since I think all people like to be respected – I do. I invited them to a quarterly review of profit/loss. They'd never been invited to one of those meetings. I said I was showing this to them because if we do well, we're going to invest more and create more jobs. If we don't do well, then we've got to figure out the way to get better. I was proud how the union reacted. When we had training for top level management, the union said they wanted to be a part of that process to learn the management concepts the executives were learning. I said we'd be very happy to invite them, but that if they learned those concepts, they had to do a project of their own. They thought about it and said their project would be to reduce absenteeism in the factories. When we started the project, absenteeism wasn't bad; with about 40 percent not missing even one day of work at the Mexico City and Cuernavaca factories. They started implementing the process in 1995 and when I left in 1997 something like 55-60 percent of the people didn't miss a day of work. When I went back to Latin America as president of all Latin America in 2001, the first thing they said was, Mr. Emkes, we want to let you know that last year 70 percent of the people had not

plan that all 55,000 of them can accomplish. Will those same leadership qualities apply at F&A?

ME: When I was in industry, I always respected the people and treated customers as partners. We also had to visualize success. To visualize success you have to plan well. You have to come up with a plan everyone can understand and implement. A lot of boards of directors and companies make a mistake when they develop a plan that they are so proud of, but it's one the tire changers and the person on the factory floor can't visualize. If they can't understand it, how can they help you implement the plan? You need to stress a few key items that really need to get done and then go after those. Implementation involves a lot of follow-up; a lot of hard work to make sure everything gets done.

TT&C: When you asked cabinet heads to visualize 5 percent or more cuts, you said departments would have to eliminate all job positions already vacant for a year and if any additional funds were added they would have to submit an offsetting base reduction matching whatever was added?

ME: Yes, that's similar to what we do day in and day out when running a corporation. With revenues down, maybe we need to look at the process and the system. Does that mean we need to spend more money? Not necessarily. One of the things I've learned in state government is that often times people will say maybe we should automate it. - What do you mean automate it? – Well, if we spend \$20 million on the system that will make it better. I say to that, let's look at the process we have in place before we automate to make sure we're not automating crazily. Often times it's the process that could be fixed to eliminate a lot of wasted time in a driver's license branch. Or eliminate waste somewhere else. That's our big focus. We need to make sure we're spending tax dollars wisely.

TT&C: What are the most important career qualities you bring to Finance and Administration?

ME: Why do leaders fail? In my humble opinion, leaders fail because of arrogance, out-of-control ego, and insensitivity to their people. Do the opposite of that, be humble, don't have an ego, show people you care. That gets better results. Can we do everything that our people would like? Probably not. They'd like to have raises. I'd like to give them raises, but we're limited on what we can do right now. However, it doesn't cost a penny to show them respect. Most of them are making a difference with what they're doing for state government. Find what's special about what they're doing. Help them visualize success and help them implement.

the reputation and some DePauw graduates had gone there.

Upon graduating from Thunderbird in 1976 with an MBA degree in International Management, he began interviewing for career jobs. He had three possibilities: a pharmaceutical company that didn't know if he'd ever get assigned overseas, a bank that said after five years in the states he might have an overseas opportunity, and Firestone *Tire Company that said he'd be an* international trainee for two years in their store system and shortly after be sent overseas. He took it even though it meant he'd be changing tires his first three months. Every night about 6:30, he'd reflect on his master's degree and look at his black grimy hands and ask, do I really want to be here? But there was light at the end of the tunnel and, looking back, he realized it was a wonderful experience. Not only did he change tires, he went on to run the service area and for a year manage the whole store. He learned how to handle customers, employees, inventory, and cash flow. It was like running his own little business without having to put his own money into it. He also got an invaluable insight that helped when he became a major company executive. If you don't have good people changing tires and mixing rubber in the factories, your job as executive is irrelevant. Each division is important and worthy of your care and respect.

After two years, he was sent overseas for 21 years. He began in the Middle East at Dubai in the United Arab Emirates where they work on Saturday and Sunday, take off on Thursday afternoons and Friday, and where there is a lot of desert and camels but you don't see many women. He likes to joke that when he got to Spain three years later, he asked the first woman he saw to marry him. Still, Dubai was a wonderful experience that enabled him to visit Kuwait, Saudi Arabia, Bahrain, Qatar, Oman, North Yemen, Sudan, and Djibouti in Africa. In Spain for six years, he worked four years in the north at a medical supply company. His daughter, a junior at UT, will benefit as well.

TT&C: With the state facing another tough budget cycle, what are your challenges in terms of revenues and expenditures?

ME: First of all, there are a lot of similarities between the state and private industry. In private industry CEOs wake up every morning asking how to make a better product and improve quality at the same time that they ask how costs and expenses can be cut to ensure survival. Since 2008, hundreds of companies went bankrupt and millions of employees lost their jobs. You face the same questions in state government. How do we provide great services to the citizens of the state? And how do we cut costs and expenses? A difference is that we don't have competition for state services, and that's one thing that bothers me. I'm not so sure we have customers. We have hostages. Where else can you go to get a driver's license? Where else can you go to get an environmental permit? So we need to start treating those people with more dignity and respect and get them the service they deserve. Can you imagine what would happen if the country was divided into four regions with 10 states in the Southeast region and the one state that does drivers licenses the best handles all the drivers' licenses in the region? Or handles all environmental permits? States would get a lot better at things. Without competition we need to make sure we optimize efficiency.

TT&C: In anticipation of less federal money coming to the state, you requested each department to reduce their budgets by 5 percent and after the debt ceiling crisis by 30 and 15 percent in anticipation of big federal cuts to their budgets. Has this been a good exercise in setting priorities?

ME: Successful corporations do risk assessment and planning monthly, some daily. One of the risks that we

TT&C: With state revenues continuing to improve, will budget cuts be less drastic than originally thought or will extra revenue go



Commissioner Emkes began a series of walking lunch hour events with employees of F&A. Each "First Friday," he joins a division of F&A TT&C: In talking

to walk for a half-hour, to meet employees and to place an emphasis on healthy lifestyles.

into the rainy day fund?

ME: We announced last Friday that we've had the 13th consecutive month of revenue growth. Knock on wood. That's encouraging, but we missed one day of work. That is a lesson that if you give power to the people and the tools to work and create an environment that allows them to be successful, they will do it.

TTC: In 2004, you became chairman and CEO of all of Bridgestone's holdings in North and South America and walked into a situation similar to Tennessee's today. The company had not made any money in 2004. You created a 10-year plan in 2005 and in 2009 you made \$349 million while Goodyear was losing \$4 million in those same markets. How did you do it?

ME: In the end, it's the people that create the success. I was just very fortunate in Mexico, Brazil, Latin America or all of the Americas that as CEO, I asked for support and the people responded so well. People respond when you create an environment that is open and honest, transparent and inspirational.

They'll want to do a good job.

Some managers create an environment that's somewhat intimidational. No one likes to be intimidated. People freeze up and get defensive. So the only thing I've ever done is try to create a tone that is open, honest, and transparent with respect for the people. I can only do so much. I can work 24/ 7 but I'm still only one person. The people in Latin America and North America responded so well. That is a tribute to everyone involved in the process.

TT&C: In talking about your leadership style you've said that

in addition to showing respect and caring, you found leaders have to be able to help your people visualize that they can be successful. That means you have to have a I think the most important traits are to be humble, be respectful and show people you care. If you approach God, approach life, approach your job in that manner I'll think you'll be pretty successful in anything you do.

TT&C: In all your early statements as commissioner, you've seemed to think of the state as a business, its citizens as customers.

ME: When I left Bridgestone, annual revenues were at \$12 billion and we had 50,000 people. Here at the state we have a \$32 billion budget and 45,000 people. Both are huge complex businesses. There are lot more different things going on here than in the tire business. We were producing things and had raw materials and so forth but here you've got all these agencies and grants and state money and federal money. If we run state government more like a business, I think our chances of providing good customer service are enhanced as well as being more effective and efficient.

TT&C: What was the most recent book you've read?

ME: A book about one of my heroes, John Wooden. He's from Indiana and had great integrity and drove hard. He perfected the whole process. Everybody knew exactly what was expected of them and they did it to perfection. Sam Walton's book also affected me greatly. He was the one who really focused on the customer. I love his line that the customer can fire anyone in the organization from the president on down by simply spending his or her money somewhere else.