



Biscuit Love Truck based in Franklin travels throughout the greater regional Nashville area. Due to their low start-up and upkeep costs, food trucks are proving to be an innovative way for entrepreneurs to create viable businesses, spur economic growth, and add to a community's overall quality of life.

## Cities address growing mobile food truck trend

BY CAROLE GRAVES  
TML Communications Director

In case you haven't heard, there's a food truck craze sweeping the nation and people are taking to the streets to eat their noonday meal.

Over the past two to three years, food trucks have been rolling into cities across America, serving up everything from fish tacos and hot chicken biscuits to gourmet grilled cheese sandwiches and lobster rolls. Gone are the days of ice cream trucks ringing through kid-filled neighborhoods. These mobile vendors are gourmet kitchens on wheels, outfitted with high-tech cooking equipment, and serving up tasty cuisine prepared on site using farm fresh, local ingredients.

But with the rapid expansion over the last several years, many cities have begun to look for answers on how to regulate this new culinary trend.

City ordinances related to mobile vending were largely written decades ago, and were most likely written to address special events or festivals and not a restaurant on wheels wishing to have a daily presence on city streets.

"We had a meeting just last week to begin a community dialogue on this," said Rick Emmett, downtown coordinator with the city of Knoxville.

Emmett said that current city ordinances prohibit food trucks from operating on city property and in the public's right-of-way, but can set up on private property and during special events.

But with close to 30 food trucks

and counting, Knoxville is currently working to update its ordinance and put in place a good food-truck policy and permitting process that is fair to the vendors while protecting the public's health and safety.

"We have been studying the Nashville pilot program as a guide and plan to have some sort of program in place this fall," said Emmett.

Knoxville officials aren't the only ones watching Nashville's food truck scene. The Music City has received some notable validation, including being named along side such big cities as New York, San Francisco and Portland, and ranked above Miami, Austin and Chicago, for the number of high-quality food trucks. Several of Nashville's mobile chefs were recently listed among the 2013 list of "Best Food Trucks in America."

To address the city's increasing food truck popularity, Nashville launched a pilot program in April 2012.

Under the plan, Metro designated nine "food truck zones" where vendors are authorized to operate — mostly in the downtown area. Food trucks are still allowed on streets in neighborhoods outside downtown, but they must follow setbacks and distance parameters from other restaurants and driveways. Vendors operating on private property must display written permission from the property owner.

All food vendors must obtain permits from the city to operate and vendors are required to obtain all necessary inspections and permits required by Metro to operate a mo-

See **FOODTRUCK** on Page 3

## Local officials continue to advocate for Housing and Transportation funding

BY LESLIE WOLLACK  
and MICHAEL WALLACE  
NLC Staff

Despite the often-stated desire to return to regular order, members of Congress went home for their August recess without having made much progress on any of the 12 annual appropriations bills. Congress has not been able to bring any of the individual spending bills to a joint conference committee, and only nine legislative days now remain before the end of the FY 2013 fiscal year on Sept. 30, when the current federal spending bill expires.

In the clearest sign yet that Congress will have to again resort to passing a continuing resolution (CR) to keep the government funded next year, the House and Senate were both unsuccessful in attempts to approve the respective versions of the FY 2014 Transportation, Housing and Urban Development Appropriations Bill (T-HUD) in the final week before recess.

Although the House and Senate T-HUD bills were both debated last week, the differences between the two versions was stark. The Senate T-HUD bill allocated nearly \$10 bil-

lion more in overall federal funding than the House T-HUD bill, and therefore could protect funding for local priorities. Among the differences between the two bills, the Senate T-HUD bill maintained Community Development Block Grant (CDBG) funding at \$3 billion, while the House T-HUD bill slashed CDBG in half, to \$1.6 billion.

Other comparisons are highlighted in the chart below.

Before the August recess, NLC and many state municipal leagues worked together with local officials to let their representatives in Washington know how critical the housing and transportation programs contained in the T-HUD bill are to local communities. The T-HUD appropriations bill funds many direct

formula and competitive grant programs for local governments, including the largest grant program for local governments, the CDBG program.

NLC's advocacy goal for the two bills was to place the one more favorable for local priorities in the best possible position heading into what will be final House/Senate spending negotiations later this year. To do this, NLC urged lawmakers to vote YES on the "Senate T-HUD bill" and to vote NO on the "House T-HUD bill". We were successful in the House, but not in the Senate.

The House leadership determined that there was a lack of support to pass the House T-HUD bill. The combined opposition of Demo-

See **FUNDING** on Page 5

Local Priorities in the FY2014 T-HUD Bill	Senate	House
Tenant-Based Section 8 Rental Assistance	\$19.6 B	\$18.6 B
Project-Based Section 8 Rental Assistance	\$10.8 B	\$9.5 B
Community Development Block Grants	\$3 B	\$1.6 B
HOME Investment Partnership Program	\$1 B	\$700 B
Homeless Assistance Grants	\$2.3 B	\$2.1 B
TIGER Grants	\$550 M	0
Transit New Starts	\$1.94 B	\$1.82 B
Amtrak	\$1.45 B	\$1.05 B
Bridge Repair Grant Program	\$500 M	0

## Kingston's new city hall has "Wow" factor Former medical building a big win for the community

BY VICTORIA SOUTH  
TML Communications Coordinator

"Wow!" The phrase is uttered more than once, as Kingston residents and guests take a tour and bask in the glow of a new \$1.5 million, 19,000 square foot city hall perched on a scenic hillside in the Ladd Landing retail area. Just a half mile off the interstate, the former medical office building, purchased from Covenant Health, is a half-century away from the city's outdated municipal facility, which debuted in 1963.

"All the stars lined up," said Mayor Troy Beets, recounting how the new space transitioned from a dream to a possibility, at the recent ribbon cutting and Open House reception.

"I've been mayor for eight years and a new city hall was always in the back of our minds, but with the financial shape the city was in, there was simply no way," Beets said.

However, as 1963 morphed into 2013, the city's departments had clearly outgrown the two-story, 7,000-square-foot, white cinder block building on Cumberland Street, which was not only technologically unfriendly, but lacked ADA compliance.

"It was bursting at the seams," Beets recalls. "We had to run wires

See **KINGSTON** on Page 6



Kingston celebrated the opening of its new city hall recently with an Open House reception. Cutting the ribbon for the new facility are: front row left to right: Congressman Chuck Fleischmann, Kingston Mayor Troy Beets, Councilmen John Byrkit and Tony Brown, and State Sen. Ken Yager. Back row left to right: Kingston Vice Mayor Tim Neal and Councilman Norm Sugarman.

## Eric Stuckey's upcoming Mt. Kilimanjaro climb mirrors local government challenges

BY VICTORIA SOUTH

Preparation, a goal, teamwork: it has all the thrills of great government, minus the meetings. In a few days, Franklin City Administrator Eric Stuckey, will undergo one of the most rigorous challenges of his life, climbing Mt. Kilimanjaro with his brothers.

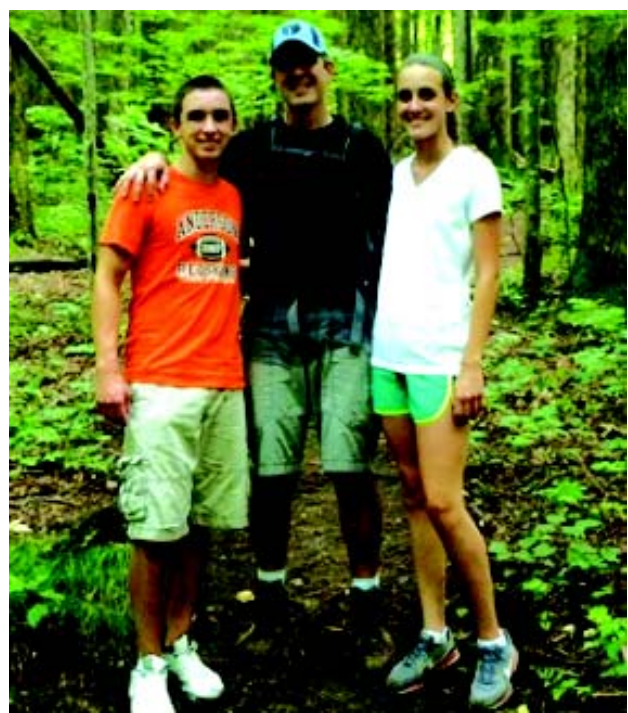
On Aug. 31, the group will fly to Tanzania in eastern Africa, to start the Sept. 2 climb at heights reaching 19,000 feet above sea level. Stuckey said the idea was inspired by one of his brothers, who completed the base camp climb of Mt. Everest 18 months ago.

"He thought it was great and said we needed to do this as brothers," said Stuckey. "We started talking, things came together and we decided 'let's do this.' We got a reference for a guide from a resident here in Franklin who has climbed Kilimanjaro six times with the same guide."

The citizen also supplied valuable tips about the climb garnered from personal experience.

In the meanwhile, Stuckey's been hoofing it around the city every opportunity he gets in order to prepare his body for the strenuous ordeal: hiking the five-mile loop at Percy Warner Park, with its variety of inclines, in the Smokies with his two children and at Franklin High School's football stadium, taking the stairs for 90 minutes at a time wearing a 40-pound backpack.

See **KILIMANJARO** on Page 4



Franklin City Administrator Eric Stuckey mastered numerous practice hikes to better prepare for his upcoming Mt. Kilimanjaro climb in Tanzania, Africa. Pictured: Stuckey and his two children hit the trails in the Great Smoky mountains.

## Momentum building for Walk Tennessee launch

Is your city signed up?

As local leaders in your community you can play a critical role in this fight against obesity by becoming actively involved in creating healthier communities.

Walk Tennessee, a city-to-city initiative for better health, is designed to be a fun, social challenge to determine the most active city in Tennessee while highlighting all the great events in various communities.

Through an Internet-accessible program, community members can interact with one another online; form their own running, walking and fitness teams; set goals; track successes; and even earn points toward rewards and prizes. (You can view a sample of what the interactive community will look like, by visiting: [www.cmecompete.com/communities/walk-tennessee](http://www.cmecompete.com/communities/walk-tennessee))

Launched by the Tennessee Municipal League, the six month challenge is set to kick off in September and continue through February. Individuals accrue points by participating in events and by chal-

lenging themselves and others to do better. Cities accumulate points based upon what the individuals in their teams accomplish. The number of miles walked goes toward a city's total. At the end of six months, TML will declare a winner among the cities, based on the number of miles logged per capita. To get your city team set up and events loaded on the Walk Tennessee community page, email [info@cmecompete.com](mailto:info@cmecompete.com). Help us create a healthier Tennessee and sign your city up today!





**COLLIERVILLE**

The Collierville Planning Commission approved a preliminary site plan for a new University of Memphis satellite campus. Town officials are also proposing to spend \$2 million to renovate the Historic High School building for the town's municipal school district administrative offices on the nine-acre campus. The town took control of the property last year in a land swap with Shelby County Schools that resulted in a new Collierville Middle School being built. U of M has outgrown its existing campus. Entrances and exits to the campus will be decided by the board of mayor and aldermen. A final site plan will be presented at the next planning commission meeting when a traffic study is finished

**COLLIERVILLE**

Collierville was ranked No.1 by a consumer advocacy website for best and most affordable places for young families to live in Tennessee. San Francisco-based *NerdWallet* looked at the public school rating, average home value, ongoing cost of homeownership, average income and economic growth. Collierville topped several Nashville suburbs and East Tennessee locations on the list. The study looked at 59 cities with a population over 10,000. The town was noted to have "one eye on the past and another on the future and "does its fair share to preserve its historic spaces."

**GATLINBURG**

A number of local merchants in the arts and crafts community are lending their support to an agency set up to help orphan bears. Craftspeople are selling specific products to support Appalachian Bear Rescue (ABR), the nonprofit organization in Townsend that takes in young bears and gets them ready to go back into the wild. ABR relies on donations to survive, and the money generated by the sales of the products is making a difference. The facility is now caring for 16 bears, including triplets found in a box along a highway in South Carolina in early June.

**GREENEVILLE**

Chattanooga-based Miller Industries is adding a new product line and expanding its Tennessee operations. The towing equipment manufacturer plans to spend \$1.8 million and create 58 new jobs. The expansion will allow Miller Industries to start manufacturing and refurbishing large over-the-road trailers that can haul as many as 11 vehicles. The company will also add 6,300 new square feet to the facility and will add an additional 40,000 square feet of rented space.

**JOHNSON CITY**

Citizens now have remote access to comprehensive property data and information through a new Geographic Information Systems (GIS) web application. The app, found at [www.johnsoncitytn.org/MapApp](http://www.johnsoncitytn.org/MapApp), allows users to search maps and specific properties by owner name, address or parcel ID. From there, map layers can be applied to find information ranging from school zones to assessed value to voting precincts. A collaborative effort of the city and the Washington County Assessor's Office, the app includes data for all

of Johnson City and Washington County. Users can choose from a variety of base maps including aerial, streets and topographical. Some examples of detailed map layers include hospitals, parks, lakes and streams, interstate exits, zoning designations, and more.

**KNOXVILLE**

A ribbon-cutting ceremony heralded the opening of Loves Creek Greenway. The approximately half-mile, crushed limestone trail beginning at Knox County's Spring Place Park, is only part of the first phase of a long-term plan to connect Spring Place Park to Knoxville Center Mall, and ultimately to New Harvest Park. "This was a tag-team project with multiple city and county departments," according to Knoxville Mayor Madeline Rogero. City crews built the trail in-house for an estimated \$35,000 on the Knox County property that resides within city limits. Inmates from the Knox County Work Release Center cleared brush while Knoxville's Public Service Department executed all other construction. The new greenway is part of a 10-year City/County Greenways Master Plan.

**MEMPHIS**

Kellogg Co. will permanently lay off 37 workers as it scales back production in its Memphis cereal plant. In June the food maker let 33 employees go as part of a restructuring at the plant, which employed 400 workers in 2011. The notice says the August job cuts relate to "cessation of bumped rice production" and the June layoffs are associated with "cessation of bran and retail rice production at Memphis." Workers have contended that the Michigan-based manufacturer has been shifting output from Memphis to other locations including Mexico.

**MORRISTOWN**

Once more, the city's fire department is judged to be among the best in the state, meaning insurance rates for those under the department's protection will remain significantly lower than communities with lesser rated departments. The department has retained its Class 3 ISO rating, according to nationally recognized standards developed by the National Fire Protection and American Water Works Associations. The rating includes multiple factors such as: needed fire flows, receiving and handling fire alarms, telephone systems, staffing and dispatching systems, the department, equipment, staffing, training and geographic distribution of fire companies and water supply. ISO assigns a Public Protection Classification number, from 1 to 10, with the lower number being the better rating.

**NASHVILLE**

nashvilleAchieves will open this fall in all Metro high schools, making a community or technical college education available with no tuition cost to any public high school senior in Davidson County who wants to pursue a post-secondary degree. The public-private partnership is an expansion of tnAchieves, which provides scholarships with mentor guidance in 26 other Tennessee counties. The nashvilleAchieves initiative will need at least 325 vol-

unteer mentors for the first year of the program. Recruitment of mentors will begin this summer, and interested individuals can sign up at <https://www.tnachieves.org/a-mentor>. Students, for their part, must agree to complete at least eight hours of community service a semester while in the program. The nashvilleAchieves program aligns with Mayor Dean's focus to increase high school graduation rates and increase the number of Nashville students with college degrees.

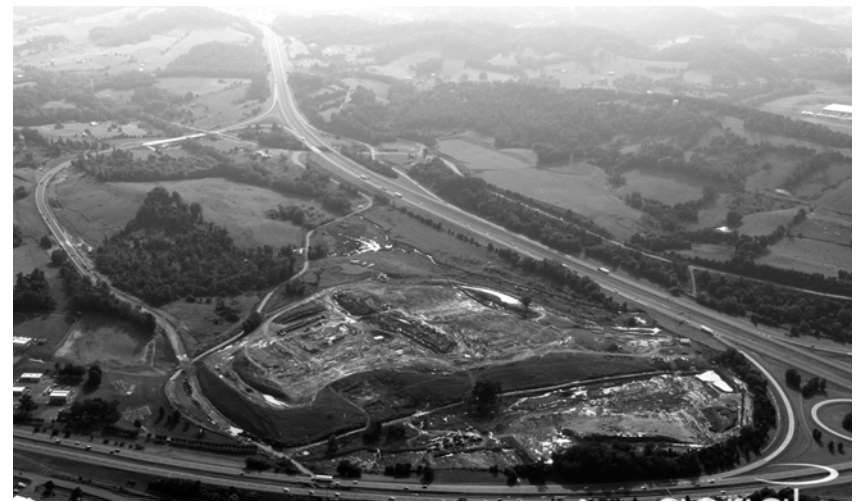
**SELMER**

Strata Solar is working with the Tennessee Valley Authority and Pickwick Electric Cooperative to develop the two largest solar energy installations in the Tennessee Valley near Selmer in McNairy County, TN. Strata Solar will build and maintain two 20-megawatt solar farms interconnected to the TVA power system through Pickwick Electric Cooperative. TVA will buy the electricity at market rates under TVA's Renewable Standard Offer program. Together, the two installations could generate enough electricity in one year to power 4,000 average homes in the Tennessee Valley. Current plans call for the solar farms to have more than 160,000 solar panels installed on more than 300 acres. Each farm will be four times bigger than the largest current solar installation on the TVA system, the University of Tennessee's five-megawatt West Tennessee Solar Farm that opened in 2012 in Haywood County.

**SPRING HILL**

The city has been rated among the best water treatment plants in two states in two categories: Outstanding Water Treatment Plant Operation and Outstanding Distribution System (Medium Category — Tennessee) by the American Water Works Association at the KY/TN Water Professionals Conference. The annual awards are based on compliance with federal and state water regulations, accuracy and maintenance of records, equipment operation and maintenance, cleanliness of facilities and staff qualifications. The plant was expanded in 2007 to a six million-gallon-per-day capacity facility, with a separate water distribution system that includes 192 miles of water lines, 1,395 fire hydrants, 4.4 million gallons of storage and five water booster stations. Staff recently converted all 12,000 of residential meters to automatic meter reading technology, including leak detection. The city also invested in solar-powered mixers for two of its distribution storage tanks to maintain consistent water quality.

**New road project serves as retail magnet in Kingsport**



TDOT has completed a locally funded, state-managed construction project in Kingsport, the realignment of Fordtown Road, that helps open hundreds of acres for new commercial retail development.

Tennessee Department of Transportation contractors have completed and are opening the realigned Fordtown Road, a locally funded, state-managed construction project that helps open hundreds of acres for new commercial retail development. The new facility, constructed at a cost of \$5.578 million, was primarily funded through federal transportation dollars allocated to the Kingsport Metropolitan Transportation Planning Organization through the state, although the city also provided 20 percent of the total cost in matching funds.

"This project has been seen by the city as a key to opening up development in this area for at least 15 years, with the state and community beginning advanced planning for the road in 2000," Mayor Dennis Phillips said. "We are pleased that TDOT has wrapped up work and opening this segment, which is yet another step forward in bringing major new commercial development to this area."

The completed facility consists of a new three-lane road with sidewalks slightly more than a mile from Interstate 81's Exit 56 across a new three-lane bridge to the existing Fordtown Road at the Interstate 26 Bridge over Fordtown.

"This project is a huge step forward in the development of Kingsport's Border Region Retail Tourism District, along with major investments being made by a private investor in grading and site preparation," City Manager John Campbell said Friday. "I would note that developer Stewart Taylor's grading project of more than 100 acres is well underway, and we do have commercial interest throughout the District."

The Border Region District was created under legislation enacted in 2011 to make border areas such as Kingsport and Bristol more competitive in attracting commercial retail, which has seen retail slippage across state lines due to lower sales tax rates.

The District allows the development of up to a 950 acre site located 12 miles or less from a state boundary and a half-mile from an existing Interstate exit. Inside the district, up to 59 percent of all new state sales taxes generated can be recaptured by the locality to offset development expenses and incentives.

Demographic data as provided by the Buxton Company indicate a strong market base within a 15 mile radius of the site. Based on experience with similar developments in Kingsport, more than 2.5 million visitors a year could be easily achieved as the site develops.

An impact analysis by the Shopping Center group indicates that a 400,000 square foot project would create 762 temporary construction jobs with \$31.4 million in payroll. An estimated 1,415 permanent retail jobs would be created, along with \$141 million in annual retail sales.

"This site is probably the single most significant site for future commercial retail growth and development in the city over the next 10 years or so," Campbell said. "It has all the key ingredients, strong demographic, a reach that includes Kingsport and the growing residential areas of Gray and North Johnson City, and ease of access to create the premiere super regional retail center in all of Northeast Tennessee and Southwest Virginia."

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Contact Travis Moore at M3 Fire Apparatus and find out the rest of the story. 931.766.7665



**NLC webinar August 28 on Health Insurance Marketplace**

Beginning Oct. 1, 2013, a new Health Insurance Marketplace will open in every state, giving Americans a new way to shop for health insurance. Every American will begin the process of obtaining health insurance.

Employers with less than 50 employees, including small cities, will also be able to take advantage of their state's Small Business Health Insurance Options Program (SHOP). SHOP will give small employers and their employees some of the advantages large employers have today, including choices among high quality health plans to meet every budget.

On Wednesday, Aug. 28, at 2 p.m. ET, NLC and HHS will host a learning session on the Health Insurance Marketplace and SHOP, with information on how elected officials can help

residents and small businesses obtain the health care coverage they need.

The hour-long learning session will include:

- How elected officials can help their constituents and smaller businesses obtain the health insurance they need and deserve;
- How the Health Insurance Marketplace and SHOP will work;
- Information about subsidies for individuals who need health insurance but whose incomes are too low to afford it;
- How a city can become a "Certified Application Counselor;" and
- Basic information every American should have about the Affordable Care Act.

For more information and to register for the webinar, go to [www.NLC.org](http://www.NLC.org).



Tennessee's exports increased one percent in the first half of the year, setting a new record for the state. The International Trade Administration says exports were \$16 billion, up \$300 million from the same period last year. The biggest export gains were increases of 60 percent to Singapore, 26 percent to the United Arab Emirates, 26 percent to South Korea and 17 percent to the Netherlands. The Intentional Trade Association's Commercial Service has 100 offices in the United States - including in Nashville, Knoxville and Memphis - and in American embassies and consulates in more than 70 countries.

**Permanent Civil War exhibits were recently installed in Tennessee's Welcome Centers to educate visitors and citizens about the important role the state played in the Civil War.** Each exhibit features an overview of Tennessee's role in the war, as well as the regional impact and also promotes rural tourism development through the Tennessee Civil War Trail and Discover Tennessee Trails & Byways programs. A ribbon cutting and dedication will be held Sept. 4 at the I-81 Sullivan County Welcome Center. Permanent exhibits can also be found at Tennessee Welcome Centers located at I-40 Shelby County - Memphis; I-65 Robertson County - Mitchellville; I-24 Hamilton County - Tiftonia; I-65 Giles County - Ardmore; I-40 Smith County - Buffalo Valley; I-75 Campbell County - Jellico; I-26 Unicoi County - Erwin; I-40 Cocke County - Hartford; I-75 Hamilton County - Chattanooga; I-24 Montgomery County - Clarksville; and I-155 Dyer County - Dyersburg. The project was made possible through a partnership with Tennessee Department of Finance and Administration, Tennessee Department of Tourist Development, MTSU Center for Historic Preservation, Tennessee Civil War National Heritage Area, and the Tennessee Civil War Sesquicentennial Commission and was funded by the Tennessee Department of Finance and Administration, State Capitol Commission.

**The Tennessee Department of Mental Health and Substance Abuse Services (TDMHSAS) and**

**the Tennessee Department of Correction (TDOC) opened the first state-wide residential Recovery Court in the nation August 1.** The court is located in the city of Wartburg, which is about 45 miles west of Knoxville. The 100-bed program will allow the state to divert people in need of substance abuse treatment or mental health services from hard prison beds to effective treatment programs, which reports say is proven to have a larger impact on reducing recidivism. It will also allow for prison beds to be reserved for violent offenders. This court is different from other Drug and Recovery Courts as it is more intensive and offers services on a 24-hour-a-day, seven-day-a-week basis. It will be operated by the Davidson County Drug Court Support Foundation, a private foundation. The cost is much less per person than an average prison, an average of \$35 per person per day, versus \$65 per prisoner per day.

**Tennessee unveiled a new website for families that allows parents to search for information about children's programs and services in a single place.** The website [www.kidcentraltn.com](http://www.kidcentraltn.com), can also tell families about nearby programs based on ZIP code, and will suggest related pages based on the search terms they type in. The new site collects information that has been spread across state government websites. The information will soon be available in an app for mobile phones.

**Tennessee was one of only seven states that received a grade of A in a recent poll by The Center for Financial Literacy at Champlain College in Burlington, Vt. ranking every state according to its efforts to provide financial literacy education to high school students.** The center is a partnership among financial institutions, non-profit organizations and government agencies to promote financial literacy. Tennessee received kudos for a number of initiatives, including the incorporation of personal finance topics into the state's instructional guidelines for grades K-12 and the requirement that students be given assessment tests on financial literacy.

## Food trucks more than a passing fad

**FOODTRUCK** from Page 1  
bile food truck in Davidson County (Codes, Solid Waste, Fire, Health, County Clerk's Office, etc.). Those wishing to operate in nearby satellite cities must obtain proper authorization from each local jurisdiction.

To view Nashville's program guidelines and to receive more information about Nashville's mobile food pilot program go to: <http://mpw.nashville.gov/mfv/PilotProgram.aspx>

As the mobile food industry took off in Nashville, food vendors formed their own association. According to its website, the Nashville Food Truck Association is a collaborative group of food truck owner-operators located primarily in the Nashville metropolitan area. One of its missions - aside from promoting the mobile food industry - "is to work in partnership with the municipal officials to develop regulations that protect the public health and safety, and at the same time promote innovative small businesses."

In Memphis, the city council approved a food truck ordinance in April 2011. The city also has a food truck organization - the Memphis Food Truck Alliance - to create better opportunities in and around Memphis for local food trucks and to work with the city and property owners to open up new places for members to operate.

But it's not just limited to the larger cities - smaller towns can also embrace the trend and tap into these potential new sources of economic growth and entrepreneurship.

Franklin held its first Food Truck Festival this past May, with more than 25 food vendors lined up on Main Street. The event was a fundraiser for the 21st Judicial Drug Court.

City officials say that many other organizations plan to use food trucks as apart of their special event or festival. However, current city policy does not allow food trucks on city streets. It is limited to special events and coordinated through the Building and Neighborhood Services department, according to Milissa Reiersen, Franklin communications manager. Itinerant merchant permits allow food vendors to set up on private property that is zoned for restaurant. Reiersen says the city is not working on any changes to the municipal code at this



Photo by J. Miles Cary/ Knoxville News Sentinel

Crazy Good Burgers of Morristown uses meat and produce from local farms to make hamburgers, french fries, and milkshakes.



Franklin held its first Food Truck Festival this past May, with more than 25 food vendors lined-up on Main Street.

time.

Most who are familiar with this burgeoning mobile-food movement say the culinary trend has staying power and it's not a passing fad. About three million food trucks operate in the United States today. Due to their low start-up and upkeep costs, food trucks are proving to be an innovative way for entrepreneurs to get into business for themselves at a fraction of what it would cost to open a restaurant.

According to FoodBeast.com, an online food news resource, the initial cost of outfitting a food truck is estimated to be about \$40,000. If a person wanted to invest money in opening a sandwich shop, the cost is four times as much. A successful food truck can earn more than \$400,000 per year.

This latest phenomenon can also help transform cities, explains, John T. Edge, Southern writer and author of the *Truck Food Cookbook*. "You find that food trucks can help transform desolate cityscapes into vital places, increase street traffic, and in doing that make for safer, more livable cities. They offer consumers more dining options, create jobs, and improve the overall quality of life in their communities."

So, what are the best ways for local governments to regulate food trucks that will allow the industry to flourish while also protect the public's health and safety?

Through a study conducted by graduate students of public policy at the George Washington University, the National League of Cities released some overall guidelines for regulating the industry.

NLC says that in general, city-specific solutions are definitely in order, but there are an emerging set of best practices to help tailor regulations so that both the city and the

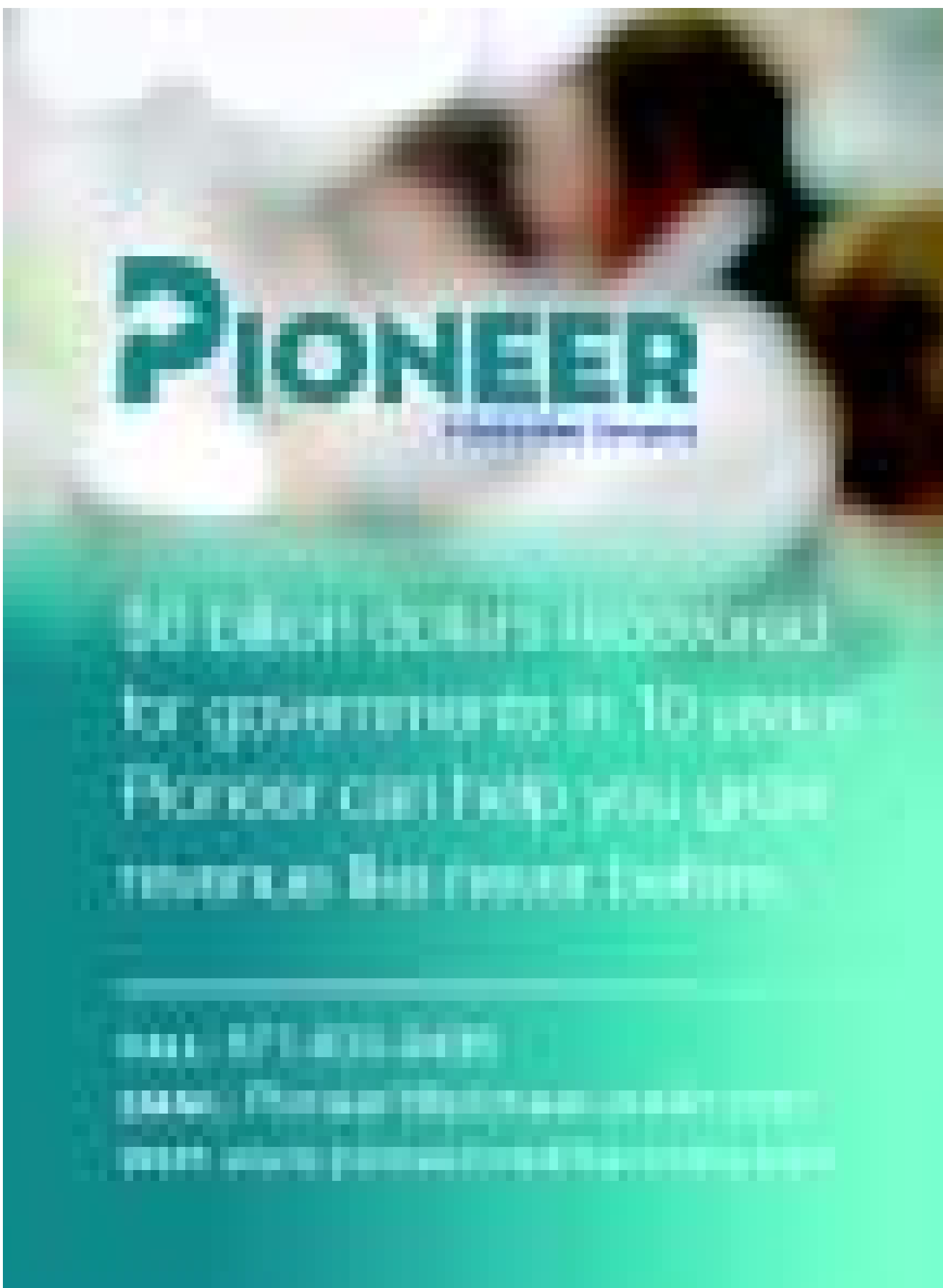
vendors realize the full spectrum of economic and social benefits that food trucks can bring to a community.

Some guidelines to get you started, include:

- conduct town hall forums and private meetings with core stakeholders;
- encourage dialogue and the building of relationships among competing stakeholders;
- identify private vacant lots to create partnerships for mobile vendors to gather and sell; and
- designate public spaces specifically for mobile vending.

In addition to the above recommendations, the study looked at some successful pilot programs as a useful way to determine what regulations to adopt. For instance, Las Vegas currently has a pilot program in place that sets aside a certain number of downtown parking spaces as food truck parking only, and has a lottery system in place for those spaces.

Regulations can also incorporate strategies that steer food trucks to underserved areas of a city to address equity concerns, encourage economic development and alleviate food deserts. Cities such as Denver and Cincinnati have recognized the need for a targeted approach that brings food trucks to parts of the city outside of the core business district. Denver has considered several issues that might impact or encourage economic development, including whether food truck clustering combats food deserts, where restaurant options are constrained and the ability of food trucks to activate underutilized space (like surface parking lots). Similar to Nashville's approach, Cincinnati has seven mobile food truck zones in strategic places around the city.



The Grilled Cheeserie in Nashville was ranked No. 19 among the 2013 list of "Best Food Trucks in America." Run by a Le Cordon Bleu trained chef, the truck offers five specialty melts that clearly aren't your mother's grill cheese and may explain why they have more than 16,000 twitter followers.



## PEOPLE IN THE NEWS



**Larry Martin**, a native of Jackson, will become commissioner of the state Department of Finance and Administration (F&A). Martin has been the interim commissioner since June 1 after former commissioner Mark Emkes' retirement. Last year, he joined the governor's staff as a special assistant to the governor, working alongside Human Resources Commissioner Rebecca Hunter to oversee the implementation of Haslam's civil service reform, the Tennessee Excellence, Accountability and Management (TEAM) Act; and reviewing state employee compensation. From September 2006 to December 2011, Martin, 65, served as deputy to the mayor in Knoxville for both Gov. Haslam and Mayor Daniel Brown. He was responsible for finance, public works, community development, information systems, purchasing and risk management. Prior to joining city government, Martin was an executive of First Horizon/First Tennessee Bank, retiring as the chief operating officer for First Tennessee Financial Services.



Martin

Longtime Metro-Nashville employee **John W. "Billy" Lynch**, who currently serves as interim fire chief, is retiring this month after 45 years in various roles working for six mayors. The Nashville native has served as director of Metro Public Works, director of Human Resources and chief deputy sheriff, as well as a previous stint as interim fire chief. Metro Fire Assistant Chief **Richard T. "Rick" White** will be elevated to interim fire chief. White has worked at the department for 35 years, beginning in 1978 as a firefighter and rising through the ranks until being named assistant chief in 2003. Lynch has served as interim fire chief since April, 2012. He will continue to serve in a part-time role as a special advisor to Mayor Dean while assisting with the Fire Department, Public Works and other special projects.



Lynch



White

State Sen. **Lowie Finney**, chair of the Democratic caucus in the Tennessee Senate, announced that he won't seek a third term. The Jackson attorney announced his decision to leave the state legislature after the 2014 session. Finney, 37, said he was "proud to have worked to improve health care for senior citizens, cut the sales tax on food and provide great opportunities for young students and veterans to attend college." He also cited work on legislation that enabled Tennessee to win a \$500 million federal grant to carry out education reforms under the Obama administration's Race to the Top competition.



Finney

Department of General Services Commissioner **Steve Cates** is leaving state government to return to the private sector. As commissioner, Cates focused on the state's assets and liabilities through a comprehensive review of state-owned properties across Tennessee. He also played a key role in the state's implementation of a new Central Procurement Office to create more savings and efficiencies through leveraged purchasing by state government. Replacing Cates in the role of General Services Commissioner is **Robert E. Oglesby**. Oglesby, 55, currently serves as state architect heading the staff of the State Building Commission and supervising development projects for public building and land. Oglesby was previously the president of EOA Architects.



Cates



Oglesby

State Tourism Commissioner **Susan Whitaker** has been chosen as 2013 State Tourism Director of the Year by the U.S. Travel Association National Council of State Tourism. The award is presented each year to the state tourism director who successfully and innovatively contributes to raising the profile of their state as a travel and tourism destination.

Franklin Fire Chief **Rocky Garzarek** was recently honored as president for the 2013-2014 Southeastern Association of Fire Chiefs (SEAF). The announcement and swearing in ceremony was made at the annual conference held in Charleston, S.C., in June. Garzarek said the mission of the SEAF is to provide leadership, education, information, and networking to career and volunteer chief fire officers and managers of emergency service organizations. Garzarek's leadership in the city has improved its fire protection rating twice with the Insurance Services Office (ISO) since becoming chief in 2004. Franklin now has a Class 2 rating, the best in the state. Garzarek is also a Peer Assessor for the Commission on Fire Accreditation International, is active on the Tennessee Fire Chiefs Legislative Committee, and was a contributing author/reviewer of the International Fire Service Training Association Chief Officer manual.



Garzarek

Sgt. Alvin C. York State Historic Park in Pall Mall, recently announced the retirement of Park Ranger **Andrew York**. York, the son of Sgt. Alvin C. York, retired Aug. 1 after 41 years of service with Tennessee State Parks. Beginning his career in 1972 as a ranger at the Grist Mill, York plans to continue to lead tours and greet visitors at the park in a limited capacity.



York

**Keith Morrison** has assumed the duties of Algood City Administrator in Putnam County.

**ShannonBell-Logan**, Murfreesboro's Service Excellence coordinator, was recently promoted to the position of assistant to the city manager.

Funeral Services have been held for Lebanon Commissioner of Finance, **Russell Lee**, who died recently after a long bout with cancer. Lee, 65, had been with the city for six years.



## NATIONAL BRIEFS

The Washington Post reported the U.S. economy added 162,000 jobs in July; according to a Labor Department report. The nation's unemployment rate dropped to 7.4 percent. Analysts expected the report to show that the country had added 185,000 jobs last month, and that the unemployment rate edged down to 7.5 percent. The number of people reporting that they are employed rose by 227,000. The number of people who did not have a job but were looking for one fell by 263,000. But the number of people not in the labor force rose by 240,000, driving down the labor force participation rate. What sectors were the big gainers, and the big disappointments, in

the July jobs report? The retail sector added 46,800 more jobs in July, and job creation in the sector has averaged almost 40,000 jobs a month for the last three months. Professional and business services added another 36,000 jobs in July. Unlike some months, the hiring wasn't driven overwhelmingly by temporary jobs, which are counted in this category. Only 7,700 of those positions were in temporary services. Leisure and hospitality has been zooming forward, adding 23,000 jobs in July after an average of 50,000 a month in May and June. Americans seem to be going to hotels and restaurants in droves, or at least enough for restaurateurs and hoteliers to staff up. The

government sector added only 1,000 jobs, and so was effectively unchanged. But the absence of a negative sign is actually progress. It compares with an average of 9,500 jobs lost in May and June. The federal government excluding the post office, dealing with spending cuts and the sequester, nonetheless added jobs, and local governments added 6,000 positions, suggesting that the long bleed may be ending. And the jobs disappointments: Construction, which shed 6,000 jobs in July, continuing a run of uneven results. Other services, a grab bag category of employment includes the non-profit sector, and it shed 2,000 jobs.

rooms program, lessons are presented in traditional school environments to schools that do not get to visit the Park. In the summer, a select few educators work alongside park staff acquiring in-depth knowledge of GSMNP which they take back to their classrooms as part of TRT. Additionally, kids from across the U.S. and around the world have the opportunity to become Junior Rangers as part of their visit to GSMNP.

"Students from East Tennessee and Western North Carolina are so fortunate to have one of America's greatest natural treasures right in their backyard, and because of the generosity of these donors and Friends' license plate buyers, even students from as far away as Indiana can participate in interactive, online distance learning opportunities through Parks as Classrooms," explains Friends of the Smokies President Jim Hart.

For more information about the programs mentioned here, visit the park's website at [www.nps.gov/grsm](http://www.nps.gov/grsm). To learn more about Friends of the Smokies, go to [www.friendsofthesmokies.org](http://www.friendsofthesmokies.org).

## Kids learning in the Smokies



Friends of the Smokies invested more than \$226,000 in environmental education programs in Great Smoky Mountains National Park (GSMNP) during the 2012-2013 school year. Through a combination of foundation grants, major corporate gifts and purchases of Friends of the Smokies' North Carolina and Tennessee specialty license plates, 20,324 students and 4,685 teachers and chaperones enjoyed the national park as an enormous outdoor schoolroom through programs like Parks as Classrooms (PaC) and Teacher-Ranger-Teacher (TRT).

Over the last year, funding from Cherokee Boys Club, Clayton Family Foundation, Cornerstone Foundation of Knoxville, North Carolina Glaxo Smith Kline Foundation, Home Federal Bank, National Park Foundation, North Carolina State University, Richard Haiman National Parks Foundation, Toyota, and Walmart provided seasonal park rangers and resource education interns, supplies and materials needed for hands-on learning activities, and transportation underwriting to bring kids into GSMNP.

Through the Parks in Class-

## State revenue collections up; ends 2012-13 year with surplus

Tennessee revenue collections continued an upward trend in July, ending the state's fiscal year positively. Finance and Administration Commissioner Larry Martin announced a net positive growth of 4.42 percent over July collections of one year ago.

Overall July revenues were \$919.8 million, which is \$19.0 million more than the state budgeted. Year-to-date collections for FY 2012-2013 were \$341.8 million more than the budgeted estimate.

"We continue to see positive growth in sales and corporate tax collections, and we're certainly pleased with that, but overall growth is fairly slow," Martin said. "While we've had positive growth every month for the fiscal year, we must continue to monitor results nationally and be alert to the impact national conditions may have on Tennessee's economy."

July sales tax collections represent consumer spending that took place in the month of June. The general fund was over collected by \$19.3 million, and the four other funds were under collected by \$0.3 million.

Sales tax collections were \$4.6 million more than the estimate for July. The July growth rate was 3.42 percent. For 12 months, revenues are under collected by \$23.2 million. The year-to-date growth rate for 12 months was positive 1.83 percent.

Franchise and excise taxes combined were \$13.8 million over the budgeted estimate of \$52.7 million. The growth rate for July was positive 21.54 percent. For 12 months revenues are over collected by \$292.7

million and the year-to-date growth rate was positive 9.13 percent.

Inheritance and estate tax collections were \$0.9 million below the July estimate. For 12 months, collections are \$34.5 million above the budgeted estimate.

Privilege tax collections were \$0.9 million below the July budgeted estimate. For 12 months, collections are \$29.2 million more than the budgeted estimate, and the year-to-date growth rate was positive 8.34 percent.

Business tax collections were \$20,000 less than the July estimate. Year-to-date collections for 12 months are \$1.4 million above the budgeted estimate.

Tobacco tax collections were \$1.3 million above the budgeted estimate of \$24.7 million. For 12 months, revenues are under collected by \$9.7 million.

Gasoline and motor fuel tax collections for July were over collected by \$2.5 million. For 12 months, revenues are under collected by \$20.0 million, and the growth rate is negative 0.68 percent.

All other taxes for July were under collected by \$1.4 million.

The general fund for year-to-date collections was over collected by \$347.9 million and the four other funds were under collected by \$6.1 million. The FY 2013 revised budget assumed an over collection of \$305.9 million in General Fund Taxes. Therefore, the amount of over collection, August through July, compared to what's in the revised FY 2013 budget is \$42.0 million (\$347.9 million minus \$305.9 million).

## Franklin's Eric Stuckey to climb Mt. Kilimanjaro

**KILIMANJARO** from Page 1

The only thing he couldn't physically prepare for is altitude sickness, the bane of most extreme climbs the level of Kilimanjaro.

"You really can't do a lot about that," Stuckey grinned. "It's somewhat genetic, somewhat luck. I'm encouraged my brother was able to do the Everest climb, and since I'm from the same gene pool, I hope that's going to see me through."

One strategy the group plans to employ is taking the longer trek to the summit—eight days rather than the typical four or five. "It helps acclimate your body to the altitude change, which we think will be a big factor in our success rate," said

Stuckey. "Also it gives more time to enjoy the experience. You go through something like four different climb zones, starting in tropical rainforest conditions and ending at zero degree cold. It's quite a transformation in climate and environment on the way to the peak."

The experience might not be far removed from Stuckey's job in local government management. And when asked if he could draw a comparison, Stuckey immediately returned to his element.

"You've got to be in it for the long haul," he advised. "Prepare, do the right thing, don't give up—and the long, steady track is typically the best."

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**Through Aug.31: Shelbyville**  
*The 75th annual Tennessee Walking Horse National Celebration*-Held at the Historic Celebration grounds. Barn decorating contests, trade fair, dog show and exciting classes in competition. More than \$650,000 in prizes and awards. World Grand Champion named plus 20 World Champions. For more information, visit [www.twhnc.com](http://www.twhnc.com).

**Aug. 31: Collinwood**  
*Old Timers Day*-Live entertainment, food and fun for all ages. Parade featuring Mr. and Mrs. Old Timer and antique cars and tractors. Begins with breakfast at Ralph Hughes Park, Hwy 13 South in the center of town. For more information, contact Jerdie Ayers at 931-722-1099.

**Aug. 31: Monteagle**  
*Labor Day Celebration*-Held at Monteagle Ball Park. Bring your own chairs and enjoy the Flash Back Band at 6 pm. Fireworks follow at 9pm.

**Sept. 7: Centerville**  
*Grinders Switch Music and Arts Festival*-Held at Public Square in historic downtown. Free admission live music, food, arts & crafts, Gameland Alley, storytelling, Minnie Pearl costume contest. Duck Derby at 1 pm at River Park. The Grinders Switch Radio Hour will be on stage at 10 am and at The Grinders Switch Center. For more information, contact the Hickman County Chamber of Commerce at [executivedirector@hickmanco.org](mailto:executivedirector@hickmanco.org) or call 931-729-5774.

**Sept. 2: Harrogate**  
*Annual Labor Day Celebration*  
 Harrogate City Park at 3 pm with kids' games, live bands, food, crafts and business fair. Spectacular fireworks display at 9 pm. Rain date Sept. 7. For more information, call Harrogate City Hall at 423-869-0211.

**Sept. 14: Charleston**  
*International Cowpea Festival*  
 Opens at 10 am with Princess and the Pea Pageant, crafts, concessions and a farmer's market. Cowpea cook off. Admission free with souvenir spoons for \$5 to taste the recipes and vote for your favorite. Music headliner: Grammy award-winning artist Suzie Bogguss takes the stage at 7 p.m. For more information, visit <http://www.cowpeafestival.com/#/>

**Sept. 20-22: Bristol**  
*13th annual Bristol Rhythm and Roots Reunion*- Historic downtown. Approximately 150 artists plus music headliners Lucinda Williams, Keller Williams, Masters of Bluegrass, Deer Tick and Blitzen Trapper. Weekend passes \$50 each until Aug. 31. Purchase online at [bristolrhythm.com](http://bristolrhythm.com).

**Sept. 21: Pittman Center**  
*Pittman Center Heritage Day*  
 Held from 9am-4pm. Heritage-type crafts, food, music, clogging, genealogy, children's activities, dog show, and auction. Mayor Glenn Cardwell will be on hand to sign purchased copies of "A Dream Fulfilled," a story about the community and town, and "The Greenbrier Cove Story," a book that shares stories and photographs reflecting on the past days when Greenbrier Cove was first settled and where people lived until that land became part of the Great Smoky Mountains National Park. Vendor applicants can call 865-436-5949, weekdays from 8 am to 4 pm.

**Sept.21: Munford**  
*Celebrate Munford*-Free craft festival in the heart of downtown with more than 200 vendors, four stages, car show and lots of entertainment. For more information, visit [www.munford.com](http://www.munford.com) or call 901-837-5972.

**Sept: 27-29-Sweetwater**  
*3rd Annual National Muscadine Festival*- Historic downtown. Live music, grape stomping, muscadine parade, BBQ contest, cornhole tournament, guest speakers, and shuttle to the state's largest muscadine vineyard Tsali Notch. Hours: Fri.,7-10 pm, Sat., 10-5 pm, and Sun., 12-5 p.m.

## Nation's transportation officials eyeing Oregon's new mileage tax as alternative to gas tax, road funding

BY DANIEL C. VOCK  
 Stateline.org Staff Writer

Electric cars and fuel-efficient vehicles are chipping away at state gas taxes. Oregon is exploring the idea of charging motorists for the number of miles they drive instead.

Two years from now, thousands of Oregon drivers could get a taste of what the future may hold for the rest of us: They will pay taxes not on the amount of gasoline their cars burn, but on the number of miles they drive.

The move to a vehicle miles traveled (VMT) tax, if it happens, is still a long way off in most corners of the country. But that is why transportation experts and elected leaders are so interested in seeing whether Oregon can make it work.

"Per-mile charges are the most high-profile and discussed possible alternative to the gas tax," said Jaime Rall, a transportation policy specialist at the National Conference of State Legislatures. "There's no question about it: states want to know if this is going to be a viable way to fund transportation into the future."

States are looking for an alternative to the gas tax, because the per-gallon taxes often do not keep up with inflation, and they are bringing in less money as cars become more fuel-efficient.

Oregon hopes its new program using 5,000 volunteer drivers will show the public, not to mention hesitant lawmakers, that this alternative is easy and fair. And officials want to prove it can be done without Big Brother-type tracking devices.

Whether taxing miles instead of fuel is a good idea in theory, the Oregon project could answer questions about whether it is a good idea in practice. Seventeen other states have also tested the idea. Most of those studies focused on technical concerns, such as what technology to use to track miles and how to ensure accurate billing, and participants' attitudes toward the mileage tracking systems. But no other state legislature has taken the next step of addressing how much money to charge per mile, or who should have to pay a mileage tax instead of the gas tax. The Oregon legislation addresses those questions, and, unlike previous pilot projects, the new program is permanent.

### How will it work?

The new program would start in 2015 using only volunteers. Drivers would choose one of several options to keep track of the miles they drive.

All of the options would be provided by private companies.

The choices fall into two broad categories. Basic mileage meters would keep count of miles driven using a car's odometer. More advanced meters would use GPS technology to keep track of how far and where cars travel to make sure drivers are not charged for out-of-state or off-road trips.

Eventually, Oregon officials hope that a smartphone app can be developed to supplement the basic meters. Drivers would be able to turn on the expanded service software while they drive out-of-state or on private roadways to automatically report those mileage exceptions to the state.

The mileage meters would also be linked to cars' fuel gauges to measure and report how much gas motorists use.

Meanwhile, the volunteers would still pay gas taxes at the pump. The state would compute how much money drivers paid in gas taxes and subtract that from the amount they owe in mileage taxes. The state would then send a bill for the difference. Drivers with gas guzzlers would do well under the new program. Oregon's gas tax is currently 30 cents a gallon. The mileage tax under the legislation would be 1.5 cents a gallon. So anyone driving a car averaging fewer than 20 miles per gallon would pay less money under the mileage tax than the gas tax and maybe even get a refund.

The average fuel efficiency for small vehicles in 2010, according to the U.S. Department of Transportation, was 23.5 miles per gallon. The Obama administration last year set efficiency goals for 54.5 miles per gallon by model year 2025.

### What about people with new cars and electric cars?

James Whitty, who helped develop the program for the Oregon Department of Transportation acknowledged it would be a tough sell to get people with super-efficient vehicles to volunteer for the 2015 launch. But the department has two years to figure out how to encourage drivers of efficient cars to take part. That's important because the program allows only 3,000 of the 5,000 slots to go to cars that travel 22 miles per gallon of gas or fewer. The remaining spots are for more efficient vehicles.

A working group of lawmakers, transportation officials and citizens proposed applying the mileage tax only to all new cars sold starting in 2015 that run 55 miles per gallon or



States are looking for an alternative to the gas tax, because the per-gallon taxes often do not keep up with inflation, and they are bringing in less money as cars become more fuel-efficient

more. Under that plan, all other drivers would have continued to pay the gas tax.

### What about privacy?

Oregon tried a pilot project between 2006 and 2007 that used state-issued transponders to count miles. What the state found, Whitty said, was the arrangement was expensive and the public did not like having a GPS tracking device installed in their cars.

That is why Oregon turned to private companies during a follow-up pilot program last year, which it conducted with Nevada and Washington state. Mile meters are already on the market for tracking trucks or for allowing insurance companies to charge customers based on the distances they drive.

This year's legislation limits who can see the information reported by the meters, and it requires the state and private entities to destroy location information from participating drivers within 30 days of using it for billing.

### Why Oregon?

Oregon is not the only state to test the idea of a mileage tax. In fact, 18 states have run some sort of demonstration, said Rall of NCSL. But Oregon, which began exploring the idea in 2001, is the first state to actually charge drivers the tax during the 2012 trials. Other states reported how much money drivers would owe but did not collect that money.

Oregon is also one of four states (along with Kentucky, New Mexico and New York) that charges trucks taxes based on their

weight and the amount of miles they drive. So the state transportation department has experience handling mileage fees, Berger said.

### What is it like to drive with a mileage meter?

Both Berger and Whitty, the transportation official, participated in the last pilot project, which is the model for the program that will launch in 2015. Both said the test went smoothly.

Berger said a light glowing from the mileage meter let her know it was working. Otherwise, she said, "it did not change my life at all." Berger, who drives a Volvo that gets 25 to 27 miles per gallon, said her monthly bills using the mileage tax often were "literally pennies."

For most drivers, Whitty said, the difference between what they paid at the pump and what the extra amount they owed for miles driven was so small, it was barely worth sending the bills every month. The new legislation lets the department send out bills less frequently.

### What other options do states have for taxing highly efficient vehicles?

At least 27 states tax alternative fuels used in vehicles, such as natural gas, electricity or ethanol, according to NCSL. Virginia this year became the 10th state to impose a fee on owners of alternative fuel vehicles. Virginia's new fee also applies to hybrid vehicles.

## Locals advocate for road funds

**FUNDING from Page 1**  
 crats and Republicans unhappy with the austere spending caps approved by the House Budget Committee, and the small cadre of representatives that wanted even deeper spending cuts were enough to defeat the bill. Rather than allow the House T-HUD bill to fail by recorded vote, the bill has been pulled from further consideration. During debate, representatives from both parties expressed concerns over the loss of federal funds for local programs such as CDBG, low-income housing, Amtrak and transit grants to communities across the country, and quoted the communications they received from local officials.

The Senate was unable to get the support of 60 Senators required to end debate on the bill. Although this is procedurally different from what occurred in the House, the outcomes are similar in that the T-HUD bills are both stalled indefinitely.

Although Congress will most likely be unable to address funding for local priorities under regular order, the advocacy of local officials accomplished a number of things. For one, dozens of Senators and Representatives in both parties took to the floor to speak in favor of funding for CDBG. More importantly, local officials were instrumental in changing the terms of the debate. As local officials weighed in on the T-HUD bills over the last few weeks, they exposed the weaknesses of the debate in Congress over budgets and spending, which have been largely conceptual and ideological, by confronting Members of Congress with the real impacts of federal spending decisions on communities across the country.

With lawmakers home during their August recess, NLC members are encouraged to continue to reinforce the importance of federal funds for programs such as CDBG, low-income housing, transit grants and funds for Amtrak to their elected officials.

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### DIRECTOR PARKS & RECREATION

**MILLERSVILLE.** The city is accepting applications for the position of Director of Parks and Recreation. This employee is responsible for the effective and efficient operation of the city park and community center, programs, and support services for the department and is under the general supervision of the city manager. Salary (DOQ) with a competitive benefits package. This employee will be in year 3 of the Tennessee Recreation Initiative Program (TRIP). Qualifications include a bachelor's degree in parks and recreation management or related field and a minimum of 3 years working experience in the field. Candidates must have working knowledge of and experience with administrative skills and practices and procedures of parks and recreation management. Event and program planning will be a major part of the director's responsibilities. Candidates must be able to establish and maintain effective working relationships with the public, businesses, organizations, city officials, other city departments and employees. Please see the job listing at [www.cityofmillersville.com](http://www.cityofmillersville.com) for more information. Submit a completed application, along with resume to: City of Millersville, 1246 Louisville Highway, Millersville, TN 37072. Applications will be accepted until the position is filled. The City of Millersville is EOE.

### DIRECTOR OF FINANCE/CITY CLERK

**CLEVELAND.** The city is accepting applications from qualified individuals for the position of Director of Finance/City Clerk. Qualified applicants will possess a BS Degree in Accounting, and will be a Certified Public Accountant with more than ten years related experience preferably in the field of governmental accounting. Major duties of the position include: assist the city manager and other department heads with the development and implementation of financial policies, procedures and controls; supervise the preparation of financial statements and related reports; supervise disbursement of city funds; coordinate development of the annual budget with the city manager, assistant city manager, department heads, city council and outside agencies; update statistical tables and schedules and complete an application and grading sheet for a government sponsored budget recognition program; manage preparation of city council agendas and review minutes of council meetings; coordinate City Code updates; maintain official city files, records, minutes, leases, deeds, contracts and other financial records; assist the public with requests

for information and attest official records; supervise staff and participate in various personnel functions including hiring, training employees, planning, assigning and directing work, appraising performance, rewarding and disciplining employees, addressing complaints and resolving problems; other duties as assigned by the city manager. Interested individuals should submit a letter of interest and resume by mail to the city of Cleveland, P.O. Box 1519, Cleveland, TN 37364-1519, ATTN: Human Resources Department, or by email to [jdavis@clevelandtn.gov](mailto:jdavis@clevelandtn.gov). Salary range entry level is \$76,664.EOE .

### MPO COORDINATOR

**KINGSPORT.** The city is seeking an MPO Coordinator to coordinate the regional transportation activities and long-range transportation programs for The Kingsport Metropolitan Transportation Planning Organization, which includes Kingsport, Church Hill, Mt. Carmel, Surgoinsville, Gate City, Weber City and portions of the Tennessee counties of Sullivan, Hawkins and Washington and also Scott County, Virginia. Required education and experience includes a bachelor's degree in Public Administration, Urban/Municipal Planning or closely related field, with experience equivalent to three (3) years planning work; or a master's degree in Public Administration or Urban/Municipal Planning may substituted for one year required experience. Please visit our website at [www.kingsporttn.gov](http://www.kingsporttn.gov) to apply. Deadline for applications is Sept. 8, 2013, 11:59 pm. EOE

### TOWN ADMINISTRATOR

**DANDRIDGE.** The city is seeking qualified applicants for the position of Town Administrator, a position appointed by the Board of Mayor and Aldermen and serving at the will of the board. This position is the chief administrative officer of the town and responsible to the board for the administration of all town affairs placed in his/her charge by or under the Charter for the Town of Dandridge. Qualifications include knowledge of municipal budgetary principles and practices; organization, functions and problems associated with municipal government operations; municipal purchasing practices as required by law; municipal personnel administration, including policies and procedures and federal and state laws dealing with personnel administration; comprehension of governmental fund accounting and financial statements; general operations of town government; administrative skills, practices and procedures related to effective and efficient administration of town government; with the ability to evaluate situations and make decisions in a timely manner; study municipal operations and make recommendations to the board for improvements; plan, assign, and coordinate the activities of town employees and other resources to achieve efficient and effective day to day opera-

tions; express ideas and information clearly, concisely and convincingly, both orally and in writing to staff, the governing body, and to the general public; supervise other employees; establish and maintain effective working relationships with the general public, employees, and elected officials. Education and experience includes: a bachelor's degree; a master's degree in public administration or a closely related field is preferred, and a minimum of four (4) years of administrative experience in public administration or a closely related field with at least 2 years administrative experience. Graduation from an accredited college or university including, or supplemented by, accredited courses in accounting, business administration, political science, public administration, economics, or city management. Salary is negotiable DOQ/E + benefits. Applications/resumes are public record and will be accepted until Sept. 6, 2013. Send resume to: Town Administrator Search, PO Box 249, Dandridge, TN 37725. A complete job description can be received by calling 865/397-7420 or picked up at Town Hall at 131 East Main Street Dandridge. EOE Dandridge does not discriminate based upon all applicable federal, state, and local law.

### UTILITIES MANAGER

**LA VERGNE.** The city of La Vergne is seeking qualified applicants for the position of Utilities Operations Manager. The position reports to the City Administrator and will plan, organize, direct and review the activities of the water and sewer operations for the Public Works Department. This individual will manage, supervise and participate in a wide range of maintenance and repair related projects involving public infrastructure for water and sewer public utility operations in compliance with all applicable regulatory operational, procedural and budget guidelines. The Utilities Operations Manager is an advanced level supervisory management position with significant field and administrative responsibilities for planning and delivering program services, responding to emergency situations, and supervising personnel. Requirements include evening and weekend hours and response to emergency situations. This position is classified as an exempt position under the Fair Labor Standards Act (FLSA). Detailed job description along with benefits information can be found by applying online at the city website [www.lavergnetn.gov](http://www.lavergnetn.gov).

### UTILITY SYSTEMS SUPERVISOR

**MONTEAGLE.** The town is seeking a utility systems supervisor to perform high level and responsible professional work related to management of the city's utility systems. In accordance with city, county, and state requirements, the employee supervises the operation and maintenance of the city drinking water production and distribution system, wastewater collection and treatment system, water meter system, and installation, calibration and repair of instrumentation related to water distribution systems and sewer pump stations. More information can be found on the town's website: [www.townofmonteagle-tn.gov](http://www.townofmonteagle-tn.gov). Resumes can be mailed to Town of Monteagle, P.O. Box 127, Monteagle, TN, 37356, or applications can be picked up at town hall, 16 Dixie Lee Ave.

## Kingston opens new city hall



Photo courtesy of City of Kingston

Residents and guests attend a dedication ceremony for Kingston's new city hall, formerly an unfinished medical office building purchased from Covenant Health. The new building sports state-of-the-art features and is nearly three times as large as the city's old city hall.

### KINGSTON from Page 6

into places where they were clearly visible, and if you were physically challenged, our police and fire department and building inspector would have to come down to the stairwell to talk with you because you wouldn't have been able to make it to the upstairs offices. We also had no room to entertain developers who might want to bring their businesses to Kingston."

But when Roan Medical Center relocated to the Midtown community, vacating a half-finished two-story, red brick building, the city recognized its golden opportunity.

"I first went to them and asked them to give us the building, but they didn't like that idea," Beets chuckled, "but after some brief negotiation, we were able to arrive at a price that I thought the council would approve."

Securing a \$2 million loan from the Tennessee Municipal Bond Fund, Kingston managed to consolidate some of its outstanding debt and even make lemonade from the ash spill that had devastated the community.

"TVA's contribution helped us fix about \$7 million in infrastructure at no cost to the city; a new sewer plant that we were on the cusp of having to fund ourselves, which will be opening at the end of summer, along with a new spring line," Beets said.

The city paid \$1,430,000 for the building, completing the entire

project for under \$2 million, with in-house labor from the city's Public Works and Fire Departments.

"Normally, it would have cost \$5.5 million, with the land and location, paved parking lot, landscaping and being built to industrial standards," Beets notes. "But we are in it for somewhere around \$100 a square foot."

"And this building was available where we could move in and start work," he marveled. "If we had to go through the process of buying land and the mechanics of designing a building, we would probably still be in the land search phase. This way, we are already in the building and serving the people of Kingston."

However, the old municipal building, with its large vehicle bay area, still has a role to play in the city's future—as Kingston's Fire Station No. 1.

Beets, the city council and staff are excited about the new city hall's state-of-the-art conference room, where for the first time, a TML regional meeting will be held, along with a city manager regional meeting.

"I showed a business friend the foyer area and he said, 'you have hit people with a 'wow' factor,'" Beets said. "Well, I don't know about that, but for our 5,000 to 6,000 citizens, it means we're progressing. And it's a source of pride for me to have a place that might inspire people who come to Kingston to say somebody's done something right."

### TML Risk Pool Board to meet Sept. 13

Notice is hereby given that the Board of Directors of the TML Risk Management Pool will meet in regular session on Friday, September 13, 2013, at 10:00 a.m. local time in the Board Room at The Pool, 5100 Maryland Way, Brentwood, Tennessee; for the purpose of considering and transacting all business which may properly come before the Board. Additional information concerning the meeting may be obtained by calling The Pool's office at 800-624-9698.



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## ECD certifies five new Select Tennessee Sites

The Tennessee Department of Economic and Community Development announced the next five Select Tennessee Certified Sites. The Select Tennessee program was launched in June 2012 with the goal of helping Tennessee communities prepare available sites for investment and expansion. The program sets a consistent and rigorous standard upon which companies can rely in making location decisions. The five sites are:

- Aviation Park, Site 1: Blountville, Sullivan County
- Aerotropolis Logistics Park Site: Memphis, Shelby County
- Cardiff Valley Road Site: Rockwood, Roane County
- North Etowah Industrial Park Site: Etowah, McMinn County
- Northwest Tennessee Regional Industrial Center: Union City, Obion County

"In an increasingly competitive global marketplace, Tennessee must continue to set itself apart on every level. Beyond our state's ideal location, high quality workforce, low tax rate and business-friendly environment, we know having an attractive site ready to go may make the difference in attracting new investment or expansion," ECD Commissioner Bill Hagerty said. "By choosing one of these five Select Tennessee Certified Sites, companies have the certainty that the Select Tennessee site

will be operational in the shortest possible timeframe. This certification to international standards has been performed by world class leading site selection firms Austin Consulting and The Foote Consulting Group. And in today's competitive environment, this distinction will set us apart from an internationally competitive field."

The program acknowledges that companies looking to expand or relocate their operations often eliminate less prepared sites and addresses this issue by ensuring sites meet a specific standard. Among the qualifications needed to become certified, a site must have at least 20 developable acres, proper zoning in place to allow for ease of development, all utilities at the site or a formal plan to extend to the site, and truck quality road access.

A hallmark of the program is ensuring that Tennessee sites are ready for development, whether through marketing those ready for a prospect or providing guidance for uncertified sites to achieve a higher level of preparedness. ECD has partnered with Austin Consulting and The Foote Consulting Group to administer the program.

"Site preparedness is a very important consideration factor for companies in determining where to build their next facility," Austin Consulting Location Consultant Brandon Talbert said. "The strin-

gent industry development standards which these sites were required to meet, combined with the comprehensive review and documentation process, greatly improves the competitive position of these communities and for Tennessee."

"Expanding companies and site selectors alike want to see sites that are ready to go right now and often do not have the time to go through a lengthy review process," Foote Consulting Group, LLC President and CEO, Deane C. Foote said. "The Select Tennessee Certified Sites program assures these companies and site selectors that they are seeing some of the very best sites in the nation, the "cream of the crop", all ready to go now! The result will be more successful project locations, more jobs and more capital investment for Tennessee."

There are now 11 Select Tennessee Certified Sites available in nine different counties across the state. The Select Tennessee program accepts applications twice a year. The next round of applications can be submitted in January 2014; however, interested communities must begin the formal application process by sending in their letter of intent. The letter of intent can be sent in by email to [Select.Tennessee@tn.gov](mailto>Select.Tennessee@tn.gov) at any time. Communities interested in applying to the Certified Sites program can visit [www.SelectTennessee.com](http://www.SelectTennessee.com).

## COMING UP

**Sept. 12-13: Joint Annual Meeting of the American Council of Engineering Companies of Tennessee (ACEC), the Tennessee Society of Professional Engineers (TSPE), and the Tennessee Section of the American Society of Civil Engineers (ASCE).** Held in Murfreesboro at Embassy Suites Hotel, 1200 Conference Center Drive. Sessions focused on a variety of engineering topics including: Interstate Water Laws & Issues, a CM/GC Update, LEED Lighting Advancements, and more. ASCE will host its annual student competition and awards presentation during the meeting and the 2013-2014 officers of ACEC, ASCE and TSPE will be installed.

**Sept. 25 - 27: TAMCAR fall conference.** Held in Murfreesboro at Embassy Suites Hotel, 1200 Conference Center Drive. To register go to: [http://www.tamcar.org/upcoming\\_events/index.htm](http://www.tamcar.org/upcoming_events/index.htm)

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## UT MTAS Sept. MAP Classes

### Considerations When Looking at Water/Sewer Rates & Fees

Rates and fees should be fair and equitable and they must sustain the financial obligations of the utility. In this class, the legal requirements for the financial viability of a water and/or wastewater system will be explained, along with a discussion of the items that should be included in reviewing water and sewer rates and fees.

**Time:** All classes are from 8:30 am to 12:30 pm

**Cost:** Municipal Employees – \$50/person/class. All other participants – \$65/person/class.

**Schedule of sessions**

- Sept. 11 - Jackson
- Sept. 12 - Bartlett
- Sept. 17 - Collegedale
- Sept. 18 - Morristown
- Sept. 23 - Franklin

**Location**

Jackson, University of Tenn.—West Tenn Research & Education Center  
Bartlett, Bartlett Station Municipal Center  
Collegedale, Collegedale City Hall  
Morristown, Tusculum College  
Franklin, Williamson County Ag Expo Park

Will qualify for four hours of CMFO continuing education hours (financial).



To register, go to the website, [www.mtas.tennessee.edu](http://www.mtas.tennessee.edu) and click "register for a class." MTAS needs to receive payment in order to confirm your attendance for the class. For assistance with registration or payment, contact MTAS at 865-974-0411. For more information, contact Kurt Frederick at 615-253-6385 or e-mail [kurt.frederick@tennessee.edu](mailto:kurt.frederick@tennessee.edu)

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## No loan is too large or too small



The city of Trenton closed a \$2.5 million loan to be used for various public works projects.



The town of Cumberland Gap closed a \$5,000 Highway Safety Grant Anticipation Note.



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# Be sure to check out all of TML's returning vendors— here's a few exhibiting products at the 2013 Conference in Memphis



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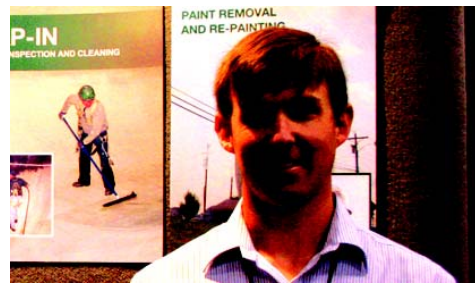
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Caldwell Tanks



Carr, Riggs & Ingram



Champion Recreation



City of Chattanooga, CVB



ClearWater Solutions, LLC



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CUES



Earth Channel Communications



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First TN Bank



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Keep TN Beautiful



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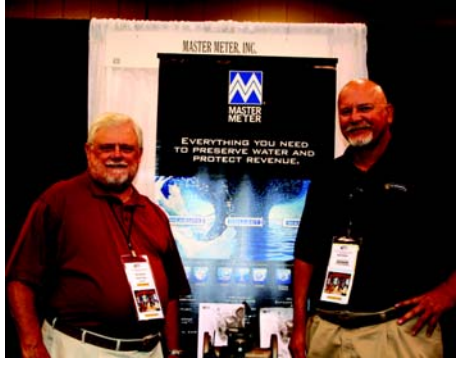
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# Check out the products and services of TML's returning vendors—here's a few from the 2013 Conference in Memphis



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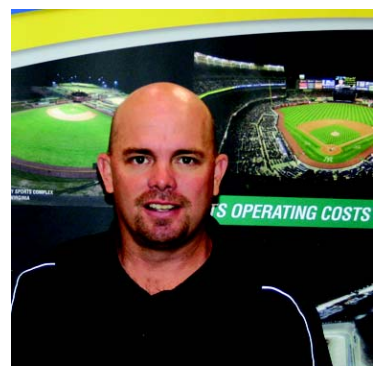
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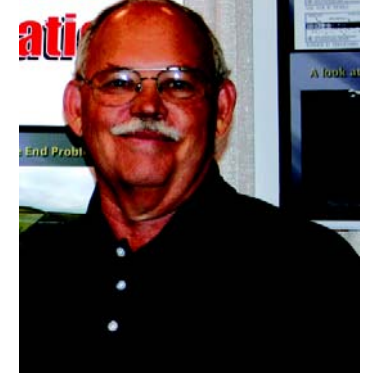
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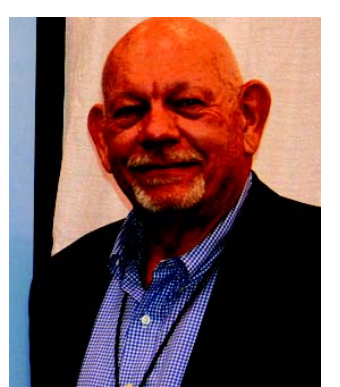
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Waste Management of Tennessee



Waste Connections of Tennessee



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TML would also like to recognize the following returning vendors who are not pictured:

- Lose & Associates
- Nov-Ameron, Pole
- Phillips Lighting
- Republic Services
- Smith Seckman Reid, Inc.

For more information on how to join the TML Marketplace, contact TML Marketing Director Debbie Kluth at 615-425-3908 or email at [dkluth@tml1.org](mailto:dkluth@tml1.org)

# Public Service is in Athens Vice Mayor Ann Davis' blood

*Generations of Davis' family involved in local, state politics*

BY LINDA BRYANT

*Ann Scott Davis is definitely a hometown girl. She was born, raised and educated in Athens, Tenn., graduating from grammar school, high school and eventually from the local four-year liberal arts college—Tennessee Wesleyan College.*

*Davis has always been devoted to community service, yet she didn't quite imagine herself in elected office until relatively recently. Instead, she enjoyed a career as a regional museum director at the McMinn Living Heritage Museum. Her life took a different turn when her husband was diagnosed with cancer in the mid-2000s. Davis took an early retirement package from her long-held job at the museum to help take care of her husband.*

*She didn't realize that an entire new career would soon unfold.*

*"Right before my husband died he told me that I needed to run for Athens City Council," Davis said. "He said I'd need something to do, and that it would be a perfect fit for me."*

*After her husband passed away in 2006, Davis thought about his advice for two years and eventually acted on it. "I think I just needed to wait until I was ready," Davis said. "I had some nice encouragement from people in the community, and I finally decided to throw my hat in the ring. I was raised with the standard that it's an honor and a privilege to serve your community."*

*Davis was indeed elected to Athens City Council five years ago. After four years of service. She was selected as vice mayor by her fellow council members in 2012. She says she's humbled by her appointment as vice mayor of Athens, a city of about 14,000 in Southeast Tennessee.*

*"I was somewhat surprised to be chosen as vice mayor, but I was honored more than anything else," Davis said. "I felt like I had so much still to learn and I do every day. You never feel totally adequate for any job and if you do you're probably not adequate."*

*As vice mayor, Davis fills in for Mayor Hal Buttram, standing in at various meetings, work sessions and presentations. She's overseen her fair share of proclamations and dedications.*

*During her five years of elected service she has already had a big impact in her McMinn County community, especially when it comes to workforce development and job training. Davis also serves on the board of the Tennessee Municipal League.*

*"I was always expected to contribute and give back," Davis said. "It was part of growing up, and a big part of who I've always been."*

**TT&C: How and when did you get involved in politics? How long have you been vice mayor?**

**AD:** I was elected to Athens City Council in 2008. This is my fifth year in office, the last year of which has been as the vice mayor. I spent the biggest part of my career, from 1986-2006, as the executive director of the McMinn Living Heritage Museum, a mid-sized regional museum in Athens. It was a wonderful career. In many ways it helped prepare me for what I'm doing today.

**TT&C: How do you think it helped you get ready for elected office?**

**AD:** Probably, the biggest thing, is that it helped me develop people skills. I learned to manage the fundraising efforts of the museum and the staff. We had members and 150 volunteers, so I was juggling a lot of personalities. When I became president of the Tennessee Association of Museums, I lobbied for museums across the state. That process introduced me to the legislature.

My family has all been involved in politics. My father was on the Athens City Council, my uncle was mayor, another uncle was a judge, and my grandfather was sheriff. My daughter was a lobbyist in Washington and Nashville. My sister spent 20 years with the Washington State legislature as their media specialist. You could say public service is in our blood.

**TT&C: As a woman leader in a small town, have you faced any barriers or obstacles based on your gender? Do you feel like you are a role model for young women in your community?**

**AD:** I think having been born and raised in Athens was a real asset as far as being accepted regardless of my gender. If I don't know someone, it's a sure bet that someone in my family does. Having lived here all my life has made it easier for me. Having a proven track record at the museum was a big help. I was out in the public so much with that job. It prepared me for the role of a woman leader.

I was one of the first museum directors in the state when I took the job. I was one of the first females to serve as president of the Tennessee Association of Museums. All of this helped me overcome the stigma of a woman in government. There have been a couple of times when I felt like if I'd been a man some of the people in that room might have paid more attention to what I was saying, but those times have been very rare.

My mother set a good example. She did volunteer work until she was 89. She was a retired teacher and worked in the schools to help people get their GEDs. She really instilled the value of leadership in my sister and me.



Athens Vice Mayor Ann Davis

Photos by Victoria South



Davis with Athens City Manager Mitch Moore and Mayor Hal Buttram during a TML Legislative Conference in Nashville.

**TT&C: What are some of the most important lessons you learned as an Athens City Council member?**

**AD:** I learned the most important lessons very early on. They were to ask questions and be a good listener. No one knows all the answers. While I was running for office I started asking questions early on. I found good trustworthy friends who were active and involved in the community. I found elected officials – city and county – and a couple at the state level. I really trusted their judgment and wisdom. I made it a point to get to know our city manager very well. I got to know all the department heads. When I had questions, I had a good network of people to reach out to. I think it's very important to develop these types of relationships. I don't know how you do it if you don't have that when you first go into office. I cringe to think of how many mistakes I was kept from making.

**TT&C: What keeps you motivated, engaged and focused during a time when funds are scarce and many citizens are distrustful of public servants?**

**AD:** It goes back to my mother. She received many local and state awards for her work in the community. She always impressed on my sister and me the importance of setting a good example. When you don't have questionable things in your life, you find that when the criticism comes it's easier to deal with. You have nothing to hide. It's a lot easier to be able to help people understand what you are doing if you've been doing your best to do the right thing all along.

It's important to try to find the silver lining during down times. For example, we have had a high unemployment rate in Southeast Tennessee. When the bottom fell out during the recession, we were affected tremendously because so much of our manufacturing industry here is based in the automotive industry. Those jobs are coming back now. Our plants are steadily adding employees. But being an elected official in the middle of a recession was pretty tough. When the unemployment rate was so high, I also tried to think about all those people in this community who got up every day, went into work, and worked hard for eight hours a day – drug free and doing what's right. People don't mention them very much, but I didn't forget them.

**TT&C: What issues and/or causes are you passionate about as an individual?**

**AD:** Making this the most livable community possible has been a priority for me, both as a citizen and as an elected official. I've served on so many non-profit boards. I know first

hand how important it is to have good libraries, schools, museums and art centers.

There are so many parents here who don't even have a high school education. It's important to me to make sure their children will have the opportunity during their tenure in school to visit a museum, go to the arts center and have something in their lives that their parents normally would not be taking them to.

**TT&C: Has it changed over the years?**

**AD:** Yes! We now have a very active arts organization and museum. We didn't have those things when I was growing up here. We'd go to Chattanooga when we wanted to attend something. We can offer those things right now and compete with any of the larger cities in our area.

**TT&C: Let's talk about the good news in the Athens area. What accomplishments are you proudest of? Which ones are having the biggest impact? Do you have any upcoming community initiatives or events you're excited about?**

**AD:** It's not the most high-profile project I've been involved in, but I'm proud of the first project I took on when I was elected. We had rundown cemeteries that the churches had inherited from other churches. The largest cemetery was just a nightmare. There were broken stones, unidentified graves, overgrown graves, tree roots growing up into the gravesite. We organized a 501©3 cemetery committee. So many people wanted to see it cleaned up and restored. The city, public works and community development jumped right on board. We have a cinerary now we are very proud of. There's a group continuing research to identify graves and restore monuments.

**TT&C: Your workforce development program is getting a lot of attention statewide. Tell us about it.**

**AD:** I'm extremely excited about our progress in workforce development. I've been involved in this heavily for two years now. Getting a trained, skilled workforce for industry is imperative.

I was appointed to a National League of Cities committee on economic development and workforce development was a big topic beginning with the very first meeting I attended. I called the director of our technology center here in Athens from a meeting in Washington, and he jumped right in. By the time I got home he'd already set up a committee. We went right to work. We've developed three initiatives for developing a skilled workforce. Those initiatives were so successful here they

went on to become a pilot program for the state of Tennessee.

We went on to speak to the state workforce board. We were invited in March to speak in Washington, D.C., to the national workforce board. What started with three initiatives has grown to seven. We are getting ready to kick off our Ready to Work program, which is also going to be a pilot program here in Tennessee. We're expecting the new commissioner of labor and workforce development to come for the opening of that program. It has been so exciting. We are getting students, we were able to get a grant and we hired the first technology coach in the state of Tennessee.

When students aren't college bound, and so many of our students aren't, it's important to show them how they can have a job that pays family sustaining wages and where to get the training. The lack of a skilled workforce has been a big wakeup call for our whole nation. I'm so thankful to see that finally the workforce development bill that has been stalled in Congress for seven years is now in the Senate. I'm hoping it will go through because it will provide more funding for training.

Giving students a focus and a goal has been so rewarding. So many have thought they'd never have the money to go to college or simply thought they couldn't make it in college. Now many realize they can make a wage to support a family by going to the technology center for 18 months and get trained in a technical specialty. I hope our efforts will inspire other communities to get involved in this important issue.

**TT&C: How did the Great Recession impact your community? Did you face deep budget cuts or employment loss in the area? Did you have to put projects on hold or scrap some? If so, how did the city cope and respond?**

**AD:** We really are bouncing back. We have an exceptional city manager, really good department heads, a finance manager that's done an outstanding job and good leaders that have understood in years past the importance of having a savings account. We had a rainy day fund that really helped cushion the effects of the recession.

Ours is set up in three ways. It can be used for industrial recruitment, to match grants and for fleet maintenance. Being able to match grants during a recession was a tremendous advantage. Many cities were struggling because they didn't have the money to match grants.

That said, we still suffered. We really had to tighten our belts. We didn't replace employees when they retired. We were able to continue doing the things that cities are not normally able to do—roads, sidewalks, sewers—by being able to manage these grants. We put in a huge sewer line that went out to the industrial park. We had money to replace a fire truck.

The place where we hurt the most during the recession was the automotive industry. Thirty-three percent of our workforce is manufacturing, the biggest part of which is automotive. It really hurt our plants here. Things are looking up now. More jobs are being added every day. We just got a new automotive plant. Having Volkswagen located within 75 miles has been helpful. We have a new plant coming in that's a Volkswagen supplier.

**TT&C: What are your biggest municipal challenges and how do you think you can meet them in the future?**

**AD:** The biggest thing that we've had to deal with—and we are still working on it—is getting the city and the county ready for industry. We've got our incentives in place, and we have a pad-ready site. But it's a huge challenge to educate our citizens. They don't realize it takes more than incentives and a pad-ready site to bring an industry here. They don't know how competitive it is between the cities. One little thing can knock you out of the running when there are 10 cities competing for an industry. They don't understand that an industry wants to relocate in a community that's livable. When companies relocate they are looking for a community with recreation, good schools, good libraries and a trained workforce. We've been criticized for having the rainy day fund, for putting in sidewalks, etc. The general public just does not understand how crucially important that is. The people who are most critical are not the ones that utilize those advantages.

**TT&C: What is the business climate in Athens? Do you have specific strategies for recruiting business and industry, and for growing a diverse economy?**

**AD:** Getting the workforce development up and running was our biggest thrust. Now that we have those programs up, we are beginning to concentrate on smaller businesses, both those existing ones and new ones. The city and the county joined hands and we put together a brand new pilot project that's very competitive and involves payment in lieu of taxes. We established a TIFF program. We are addressing incentives for bringing in new businesses downtown. It's all a work in progress.

I have been able to serve under a very strong mayor – Hal Buttram. It has influenced me in many ways. He has helped lead our city through this recession in a very admirable way. He's very open to new ideas and he's one of the best encouragers I've ever met.