6,250 subscribers www.TML1.org Volume 66, Number 16 Oct. 19, 2015



## Save the Dates! **TML District Meetings** slated for Nov, early Dec

District 1	November 17	Johnson Cit
District 2	November 18	Maryville
District 3	November 19	Cleveland
District 4	November 10	Sparta
District 5	November 13	Lafayette
District 6	November 12	Spring Hill
District 7	December 3	Savannah
District 8	December 2	Bartlett

More information about each meeting will be forthcoming. Please mark the date on your calendar and be sure to attend your district meeting.

# Survey breaks down kids progress by Tenn. county

State ranked 36th out of 50

BY KATE COIL

TML Communications Specialist

Tennessee has room for improvement when it comes to the future of the state's children, according to the recent Kids Count survey.

While the Kids Count survey has been conducted since 2000, Linda O'Neal, executive director of Tennessee Commission on Children and Youth, said this year is the first time each county in the state was ranked comparatively. The study ranks counties on statistics including the number of children living below the poverty line, the amount of children with health insurance, graduation rates, teen pregnancy rates, TCAP scores and youth employment.

The top five overall counties in the state were Williamson, Washington, Sumner, Rutherford and Blount, respectively. Of all the metro areas within the state, the Johnson City-Washington County area scored the highest, ranking second out of all 95 counties in the

It was followed by the Knoxville-Knox County area ranked eighth, the Kingston-Bristol-Sullivan County area ranked 23, the Chattanooga-Hamilton County area ranked at 49, the Nashville-Davidson Metro area ranked 87, and lastly the Memphis-Shelby County area ranked as 93 out of 95.

The study found counties with higher rankings were distributed across the state, though Middle

Tennessee had the highest number of best-ranked counties. The Southeast region had no counties in the top 25 rankings. A national survey conducted by Kids Count ranked the state of Tennessee 36 out of 50.

"Obviously, there is room for improvement," O'Neal said. "But we have been really pleased that for the past few years Tennessee has not been in the 40s, because before that we were always in the 40s. I think it shows sometimes there are things you can do through good public policy to improve outcomes for chil-

The state survey found counties with more children in poverty tended to rank lower than those with less impoverished children, O'Neal said. Williamson, Wilson, Sumner, Rutherford and Cheatham had the least number of children in poverty.

"There is no question that poverty has an impact," she said. "At the state and local level, we need to do as much as we can to provide what is called a two-generation approach to poverty. We do that by giving parents the skills they need to get jobs and have jobs available in local communities. At the same time, we have to provide quality early learning opportunities to children so we know that while parents are working children are in healthy, nurturing environments."

Williamson, Dyer, Campbell, Sullivan and Hawkins counties had the most children covered by health insurance. Counties where most children were not insured also fared worse their counterparts, something O'Neal said state officials could See KIDS COUNT on Page 4

### Memphis elects new mayor Strickland



Jim Strickland elected new Memphis mayor.

Former City Council member Jim Strickland has been elected to lead the city of Memphis as its new mayor.

Elected Oct. 8, Strickland beat incument mayor A.C. Wharton by more than 20,000 votes. Harold Collins and Mike Williams followed with 18 percent and 16 percent, respectively.

This is the first time in 24 years an incumbent mayor has been voted out of office. Wharton was first elected mayor in 2009. It also marks the first time in almost 25 years the city's has elected a white mayor.

'Change is coming to Memphis," Strickland said after the announcement. "Tonight we begin the journey together as one city."

Strickland has served the Memphis City Council since 2007. Since then he has served as the vice chairman (2013) and the chairman (2014) for the Council.

He will be sworn in as mayor on

Strickland said his main focus has always been, and will continue to be, improving public safety, expanding educational opportunities for young children and cleaning up the blight in the city.

City council races for Districts 2, 3, 4, 5 and 7 require runoff elections on Nov. 19, 2015, with no candidates receiving majorities of the general election vote.

### Study: Middle Tenn. region needs more transportation options to facilitate growth

**BY KATE COIL** 

TML Communications Specialist

Middle Tennessee has some catching up to do if the region hopes to meet growing transportation needs during the next 25 years.

The region's population is expected to grow 80 percent by 2040, and the increase in commuters may be more than current transportation networks can handle, according to a new report sponsored by the Nashville Metropolitan Transit Agency (MTA) and Regional Transportation Authority (RTA) of Middle Tennes-

The 10-county region comprising of Davidson, Cheatham, Dickson, Maury, Montgomery, Robertson, Rutherford, Sumner, Williamson and Wilson counties is projected to grow a total of 3.1 million residents by 2040. Additionally, the region is expected to grow to 1.8 million jobs by 2040 with 38 percent of those jobs within Davidson County alone.

Steve Bland, chief executive officer of the Nashville Metropolitan Transit Authority and Regional Transportation Authority, said some have taken to referring to this as a "transportation crisis."

"The degree to which this is a crisis probably depends on the degree to which you believe a million more people are coming to the region and how quickly you believe they are coming," he said. "On one hand, a million more people coming to our area over the next 25 years without changing our infrastructure will put incredible strain on the area. On the other hand, a million more people coming means there will be additional resources."

Dr. Bridget Jones, executive director of Cumberland Region Tomorrow, said transportation will be essential if the region wants to maintain this economic growth.

"Obviously, our region's growth and economic development is important for everyone," Jones said. "We want the job growth, and we want the continued economic activity. We want more to stay here and attract a lot of new residents. Growth is the big issue, but the second issue is how we maintain our quality of place, quality of life and create more mobility choices that support our

With an increased population and workforce, the study predicts an increased demand in transportation needs, especially in the needs for commuting by rail and bus. Six public transportation agencies exist in Middle Tennessee at present: the Nashville MTA, the RTA of Middle Tennessee, the city of Murfreesboro's Rover, the Clarksville Transit System, the Franklin Transit Authority, and the Mid-Cumberland Human Resource Agency.

Bland said consumers are already indicating a willingness to explore other ways of navigating the region.

"Particularly in talking to consumers, there is a receptiveness to using public transit as long as it is a competitive choice," Bland said. "If we can do something that is competitive with the travel time, it's convenient, stops frequently and is there at the right time, people are absolutely ready to try that alternative. One comment we got from a woman in Rutherford County was 'If you can do it and make it faster than my car, I'll use it and so will everyone else.'"

The study found these existing transit agencies face challenges including limited service, schedules that are not suited for typical commuters, express services that find themselves stuck in traffic, inconveniently located park-and-ride lots, and the need for all-day regional services as well as local services.

"A lot of the focus on the transportation challenges is decreasing local congestion, but when you look at the data, some of the other issues we need to be concerned about are growing income disparities," Bland said. "We need to make sure that whatever infrastructure system we build is not just for people who can afford it or who can afford to drive a



With roadways already crowded, a study recently conducted by the Nashville MTA/RTA of Middle Tennesse found the region has a lot of work to do to meet transportation needs in the next 40 years. Many municipalities are going forward with their own plans, frustrated by a lack of support from the state level.

car. We need to make it where it can help people pull themselves up."

Easier access to transportation gives low-income residents more opportunities to improve their situa-

"Increasing access to transport increases access to education, workforce training, jobs and social activities," Jones said. "We want this to benefit everyone and every community."

One of the issues is communicating to residents what alternative transportation options are already in place. Jones said the more people that know they have options like rail and bus, the more people will use these

"One of our needs is to communicate our options more strategically to residents across the region," she said. "The transportation agencies themselves have a role in that, but local government, nonprofits and other partnership agencies also have a role in that. Public transport hasn't been a part of our culture in the past 50 or 60 years, so we have to re-educate ourselves about what it is about and what it can mean for us. We need to communicate with people what services we have and how they can use them better."

The study found some of the

toughest commutes are those between Murfreesboro and Nashville. Franklin and Nashville, and Gallatin and Nashville. The Interstate 40 corridor between Nashville and Lebanon is also seeing a growth in commuters. If these issues aren't alleviated, Bland said some residents might choose to move to other areas where the commute is easier.

"Dickson County is getting to be a more popular destination, particularly as they build out related infrastructure," he said. "The I-40 West commute is right now one of the easiest ones and as people in Murfreesboro and Franklin start figuring that out, they will start moving to areas like Pleasant View and Dickson with the primary reason it being the easier commute."

There is also the possibility companies may be driven elsewhere in the region because of traffic demands. The study indicated 55 percent of the future projected jobs are going to be in Davidson County, and 45 percent are out in the larger region surrounding Metro-Nashville.

"One of the big issues is that everyone lives outside of Davidson County, but so many have to travel in every day to work," Jones said.

"This is going to make it diffi-See TRANSPORTATION on Page 5

### Transportation advocates turn attention to U.S. House

BY MICHAEL WALLACE

National League of Cities

The House was caught by surprise in July when the Senate introduced and approved the DRIVE Act, a bipartisan, six-year transportation bill. Up until that point, the House was focused on additional short-term extensions to keep transportation funds flowing.

With no long-term proposal to consider, Senate leaders sensed an opportunity and urged the House to quickly approve the DRIVE Act before the August recess. House leaders resisted the gambit, and instead pushed through another two-month extension for transportation funding. That extension ends on Oct. 29, and House leaders are on the hook to deliver their own long-term proposal before time runs out.

The House bill may represent the final opportunity for city advocates to have an impact on federal surface transportation programs over the next six years.

Although NLC supported the Drive Act as an improvement over the status quo, some shortcomings

remained. The DRIVE Act would enact policy changes sought by cities to restore certainty in the planning and financing of transportation projects and to improve local control; however, the DRIVE Act would also perpetuate funding cuts to local areas that were enacted three years ago under the previous transportation bill, MAP-21. Under this law, local areas share of Surface Transportation Funds was reduced by 20 percent.

NLC is urging the House to introduce a bill that restores Surface Transportation Funds to local areas.

To kick-off our efforts, Salt Lake City Mayor and NLC President Ralph Becker joined with the leaders of other local government groups including USCM and NACo to deliver a message to the House encouraging it to increase funding and authority for local decision-makers and to place a renewed emphasis on

locally-owned infrastructure. During the month of October, NLC is calling on local leaders to share this message with their House congressional delegation.

Do your part and contactyour Representative!



**FACT:** Did you know that there are 20,320 bridges throughout the state of Tennessee?

### NEWS ACROSS TENNESSEE



#### **CHATTANOOGA**

The city of Chattanooga has been selected to host the 2017 70.3 Ironman World championships. The championships will take place over two days, Sept. 9-10, and is expected to have an economic impact of \$20 million in the Chattanooga area. Chattanooga is one of only five cities in North America and 10 cities in the world to host both a full-distance Ironman and 70.3 Ironman event. The iconic Ironman Series of events is the largest participation sports platform in the world and has been holding events since 1978.

#### **CLINTON**

Eagle Bend Manufacturing has announced it will expand its current operations in Clinton, investing \$54.9 million and creating 127 new jobs. The company produces major body structures and assemblies for the automotive industry. The expansion will allow the company to add a new building to its facility, making room for additional equipment to meet demands. Eagle Bend Manufacturing, a Tier 1 automotive parts supplier for car and light truck original equipment manufacturer, has been based in Clinton since it opened in 1987. This is the second expansion for the company in just over three years. In 2012, Eagle Bend Manufacturing announced a \$64 million expansion plan and added 100,000 square feet to its facility. Along with this project, the company will create more than 300 new jobs in Tennessee. Eagle Bend Manufacturing is a division of Cosma International, an operating unit of Magna International Inc. Cosma is one of the world's premier global automotive suppliers providing a comprehensive range of body, chassis and engineering solutions to OEM customers around the world.

#### FRANKLIN

City officials in Franklin held a ribbon cutting for the \$17 million-extension of Carothers Parkway, which will serve as a major connector for the city. The 2.8-mile stretch of road will connect Old South Carothers and Long Lane in one of the city's fastest growing areas. In recent years, the construction of nearly 2,200 new homes and 757 multi-family units in the area prompted the need for more infrastructure in the southern section of the city. Construction on the project is expected to take 26 months and will include a bridge spanning the Harpeth River

### GALLATIN The city of G

The city of Gallatin received a Local Government Award for economic development in employment and communications at the annual business meeting for the Greater Nashville Regional Council. The city's human resources department was recognized for outstanding initiatives to enhance a healthy workplace for city employees and supervisors alike. The city conducted health and wellness fairs to help employees discover the benefits of a healthy lifestyle. The city was the first in the state to offer the MTAS web-based employee and supervisor training for an increasingly diverse workplace, understanding the importance of promoting a culture of respect, showcasing the benefits of the city's wellness program, and other related efforts for city employees.

### JACKSON

Duro Hilex Poly, LLC, has announced the company will invest \$2.6 million to expand operations at its facility in Jackson. The company recently acquired Duro Bag Manufacturing Co., the leading paper bag manufacturer in the world and Duro Hilex Poly, LLC is now a part of the Novolex Brand of companies. This expansion will allow Novolex to meet customer demands and broaden its reach to other market segments, creating 20 new jobs in Madison County.

### KINGSTON SPRINGS

Kingston Springs will honor former Mayor Tony Campbell by naming city hall in his honor. The Kingston Spring City Commission voted to rename the building in Campbell's honor for his service, which includes 22 years on the commission and 18 years as mayor. Campbell decided not to run for re-election in 2014.

### MURFREESBORO

The city of Murfreesboro ranked as having one of the best economies in the country in a recent survey conducted by personal finance website

WalletHub. Murfreesboro ranked 21 out of 515 cities across the nation and ninth for midsized cities with populations between 100,000 and 300,000 people. Cities were ranked based on their sociodemographic landscape and economic environment based on data from between 2008 and 2014. Factors including population growth, working-age population and poverty rate decreases were compiled to create the sociodemographic landscape ranking while the economic environment ranking was based on factors including median household income growth, unemployed rate decrease, job growth, median housing prices, number of businesses and regional GDP per capita.

#### **NASHVILLE**

Lyft, a San Francisco, Calif.-based ride-sharing service, will be bringing its customer experience operations to Nashville, investing at least \$1 million and creating 380 new jobs in the area. With more than 1 million rides per week, the mobile apps service is the fastest-growing transportation app in the United States and is the only ridesharing service with a 24/7 critical response line. Lyft's customer experience team will be housed in the historic Sash & Door building in downtown Nashville and will support drivers and passengers with timely answers to their questions.

#### **OAK RIDGE**

The city of Oak Ridge has been selected for a \$2.9 million Tennessee Valley Authority grant designed to help residents save money on utility bills. The TVA Extreme Energy Makeover project allows communities to renovate legacy housing to make these historical homes more energy efficient. The project will be a partnership between TVA, the city of Oak Ridge Electric Department, Aid to Distressed Families of Appalachian Counties (ADFAC), Gilmartin Engineering Works, Inc., Tetra Tech, Inc., and Strata-G, LLC. The grant monies will be used to perform whole-home, deep energy retrofit upgrades to achieve a 25 percent reduction in electric energy usage. The project will be underway in April 2016 and go through September 2017.

### SPRING HILL

Spring Hill's city planners were awarded with the Outstanding Plan Award for Small Jurisdictions by the Tennessee Chapter of the American Planning Association for a bike and greenway plan. The city's \$18 million bike and greenway plan aims to meet the demand for non-motorized transportation with a system that is efficient, interconnected and safe. The plan calls for new bike lanes, trails, greenways and an overhaul of existing infrastructure. The Spring Hill Bike and Greenway Plan passed the city's planning commission in September and is currently under the consideration of the board of mayor and aldermen. The award was presented at the organization's annual conference in Chattanooga to the city and developer Brad Thompson of Volkert, Inc.

### **SPRINGFEILD**

A \$19.2 million contract for the twomile expansion of Highway 431 in Springfield has been awarded to Civil Constructors, LLC. The three-year contract will expand Highway 431, also known as Tom Austin Highway, from three to five lanes from Memorial Boulevard south to the William A. Batson Boulevard and Walling Road intersection. Improvements include curb and gutter work, 12-foot shoulders, bicycle lanes, sidewalks, signal upgrades and three additional traffic signals at the entrance to NorthCrest Medical Center, Watson Lane near Wal-Mart and also the William A. Batson Parkway and Walling Road intersection. The project is expected to be completed in 2018 and will help create an east-to-west connector through Robertson County to Interstate 24.

### TRENTON

Pyrotek has announced it will be investing \$5 million and create 49 new jobs to begin operations at the company's facility in Trenton. The metals manufacturer is increasing production to support existing and growing sales volume as well as upgrading its existing 80,000-square-foot facility in Trenton, which has been idled since 2004. The plant will produce ceramic foam filters, clean aluminum used for beverage can applications, aircraft alloys and refine-

ment of petrochemical applications. Privately owned since 1956, Pyrotek operates 66 locations in 31 countries.

#### **TULLAHOMA**

The city of Tullahoma has been selected for two awards by Government Finance Officers Association of the United States and Canada (GFOA). The city received both the Distinguished Budget Presentation Award for its 2014-15 budget and the Certificate of Achievement for Excellence in Financial Reporting for its comprehensive annual financial report (CAFR) for the fiscal year ending July 2014. The city is one of only 15 municipalities in the state to receive both awards. Tullahoma has received the budget presentation award for 16 years and the financial reporting award for 20 years. The awards were presented to Finance Director Susan Wilson, Accounting Supervisor Donna Graham and the finance department staff.



Jonathan Robinson, senior program officer of entrepreneurship programs at the Kauffman Foundation, presents a \$25,000 check to Knoxville Mayor Madeline Rogero at the Mayors Conference on Entrepreneurship in Albuquerque, N.M.

### Morristown Senior Gamers take home championship trophy



Earlier this month Morristown played host to the 3rd Annual Tennessee Senior Brain Games Championship. Sponsored by the Tennessee Commission on Aging and Disability, the competition promotes activities to support healthy brain activity. Tennessee is currently the only state to hold a competition of this kind. Four teams from across the state came to participate: Knoxville, Martin, Ashland City and Morristown. The day began with the Mayors Mile Walk through Morristown's historic downtown. Activities continued with the Senior Brain Games competition held at the historic Rose Center. The competition consisted of four rounds of trivia of increasing difficulty. Judges for the competition included Rep. Tilman Goins and Assistant Commissioner David Purkey. Nearly 150 visitors attended the event to cheer on their favorite team. A brain-healthy meal was served to all in attendance along with presentations and booths promoting a healthy lifestyle for brain health. For the second year in a row, the Morristown Senior Gamers took home the championship trophy. Pictured are: Anna Lea Cothern, TN Commission on Aging and Disability, with Morristown team members Gary Matthews, Al A'Hearn and Greg Skinner



"Bank of America Merrill Lynch" is the marketing name for the global banking and global markets businesses of Bank of America Corporation. Lending, derivatives, and other commercial banking activities are performed globally by banking affiliates of Bank of America Corporation, including, lank of America Corporation, including, in the United States, Merrill Lynch, Pierce, Fenner & Smith Incorporated and Merrill Lynch Professional Clearing Corp., all of which are registered broker-dealers and members of FINRA and SIPC, and, in



# *PEOPLE*

Jackie Clay with the city of Knoxville has been promoted to manage a newly-funded program designed to reduce crime in the city. A project manager in the mayor's office



Jackie Clay

since December 2011, Clay will be overseeing the new Save Our Sons program, which aims to reduce violence and create opportunities for boys and young men of color from the ages of 15 to 24. An outgrowth of the mayor's Save Our Sons initiative, Clay will build a broad community coalition to develop strategies for reducing crime in the targeted zones. The program is funded by a threeyear grant through the Tennessee Office of Criminal Justice Programs' Targeted Community Crime Reduction Program (TCCRP). Clay holds both a bachelor's and master's degree from the University of Tennessee in social work. Her concentration was management, leadership and community practice.

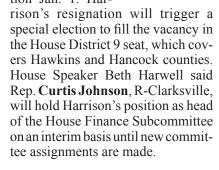
State Rep. Mike Harrison, R-Rogersville, is resigning from the legislature to become the executive director of the County Mayors Association of Tennessee. Harrison served as the House Finance Subcommittee chair, which rules on all legislation involving taxation or spending of state dollars. He will succeed Fred Congdon, a former Unicoi County mayor, who led the County Mayors



Association since 1990. Congdon's retirement will be effective Dec. 31 and Harrison will assume his position Jan. 1. Har-

Fred Congdon

Mike Harrison



Don Johnson, manager of administrative support staff for the County Technical Assistance Service, passed away on Oct. 6. Johnson had worked with CTAS for nine



Don Johnson

years. Prior to coming to CTAS, he worked as the director of internal audit for the Tennessee Emergency Communications Board (E-911) for seven years and for seven years in the Municipal Audit Division of the State Comptroller's Office for the upper east Tennessee area. He earned a bachelor's degree in accounting from the University of Kentucky and was a Certified Government Financial Manager. Also a Certified Fraud Examiner, he was a member of the Certified Fraud Examiners of the Middle Tennessee Chapter and the Association of Government Accountants of Tennessee.





Indya Kincannon

County Board of education, Kincannon joined the mayor's staff on Oct. 5 and is responsible for community agency grants and appointments to city boards and commissions, as well as managing a variety of special projects for the mayor, including serving as the mayor's liaison to the school system. Kincannon served as a school board member from 2004 to 2014 before teaching writing, history, Spanish and drama to international students in Slovenia in 2014 and 2015. Kincannon graduated with honors with a bachelor's degree in history from Haverford College, then earned her master's degree in public affairs and urban and regional planning from Princeton University.

Krista Lee has been selected to serve as the executive director of the Fiscal Review Committee, the fiscal watchdog committee for the Tennessee Legislature. Lee has been 11 years as a research analyst with the fiscal review committee and will be the first woman to serve as executive director since the committee was created in 1967. The committee oversees evaluation of how much bills introduced in the General Assembly will cost taxpayers. The position was nationally advertised and Lee was chosen out of 21 people who initially submitted applications.



under previous

finance director



Talia Lomax-O'dneal

Rich Riebeling, and has served as interim finance director since Riebeling was appointed chief operating officer of the city. Lomax-O'dneal is a 15-year-veteran of the Metro Finance Department and will oversee the city's \$2 billion budget. She is the first woman and the first African-American to be appointed as finance director for Nashville. She is a graduate of the University of Tennessee-Knoxville.

Craig Tindall has been selected as the new city attorney for the city of Murfreesboro and will begin his work with the city Oct. 26. Tindall recently served as General Counsel



Craig Tindall

for the Arizona Coyotes hockey team in Phoenix beginning in Aug. 2013. Tindall served as city attorney and deputy city attorney for the city of Glendale, Ariz., a city of 240,000 people, from 2001 to 2013. He was selected after a nationwide search. He will replace current City Attorney Susan Emery McGannon, who will retire from the position Nov. 1. Tindall spent part of his childhood in Tennessee, living in Hendersonville and Memphis. He graduated from the Southern Methodist Dedman School of Law in Dallas in 1991.



... providing high quality training to economic and community development practitioners and community leaders in Tennessee.

THE UNIVERSITY of TENNESSEE

CENTER for INDUSTRIAL SERVICES

For more information, visit http://cis.tennessee.edu/TCED or call 1-888-763-7439

## Parting wisdom from five outgoing mayors

Most of them have been in office for decades. Here's what they've learned about government.



From left to right: Michael Nutter of Philadelphia; Annise Parker of Houston; Don Plusquellic of Akron, Ohio; Joseph P. Riley, Jr. of Charleston, S.C.; and Michael Coleman of Columbus, Ohio (Photos: David Kidd; Mayor Riley Photo: Brownie Harris.)

#### BY ZACH PATTON Governing Magazine

By the time they leave office, mayors have accumulated a wealth of management experience and wisdom about what it takes to run a government. Governing Magazine recently sat down with five mayors who are leaving office this year to talk about what they've learned.

Philadelphia Mayor Michael Nutter, who took office in 2008, is term-limited out. So is Houston Mayor Annise Parker, who has been elected to three two-year terms since 2009. After 16 years as mayor of Columbus, Ohio, Michael Coleman will leave office at the end of this year. In Akron, Ohio, Don Plusquellic served more than 28 years as mayor before he stepped down in May. Charleston, S.C., Mayor Joseph P. Riley Jr., one of the nation's longest-serving city leaders and widely considered the dean of American mayors, will have been in office for an unprecedented 40 years by the time he leaves in January. These interviews, conducted separately, have been edited and condensed for clarity.

What have you learned about yourself as a manager during your time as mayor?

Annise Parker: That I'm a good delegator, and [generally choose good] people to work for me. That was the hardest thing for me. I'm the straight-A student; I want to know everything. But as mayor, you can't try to do that. The city would grind

Michael Nutter: You have to narrow the scope of what you want to do. I mean, we'll do 50, 80, 100 things in the course of a day. But the mayor [alone] can't do 50, 80, 100 things in the course of a day. What I tell new mayors is: Have a plan, work the plan, stick to the plan — even when things go havwire.

**Don Plusquellic:** My grandmother told me, "Donny, the vast majority of people in this life are going to be good, and even if you mess up they're still going to be OK. But there's a group of people that – no matter how hard you work, or what you do for them – they're never going to be happy. And if you only remember them, you won't be able to serve the rest of the people." And I swear to God, that comes back to me all the time. You can't make everyone happy.

Michael Coleman: I've changed a lot. You have these critical points in your career that change you. One year we had 10 murders in a week. Gang activity was going crazy. So I reorganized the police department, and we took care of it. And today, while our population has increased, our violent crime rate has decreased. But it took that seminal moment where something bad happened. The city's better off now because we went through it, we went through a problem. I became a better mayor during that time and a better person.

Joseph P. Riley Jr.: I've been forced to become much more efficient than I was when I first got elected. The city's twice as big as we were [40 years ago], and I've added lots of areas of focus to the mayor's office.

Looking back, what was your worst day on the job?

**Parker:** Five months into office, I had the first death of a city police officer on duty. He rolled his car and didn't have a seatbelt on. He was alive when they brought him to the hospital; I saw him, and he talked to me as he was bleeding out. And I sat there with his wife all night while he died. It was the absolute worst day. Riley: The worst day was a recent day: June 17, when a hateful, bigoted

man from 120 miles away came into a church and killed nine people while they were studying the Bible because they were African-Americans. That is the worst day.

Plusquellic: For me, the worst day was when I took a proposal to lease our sewer system and put it up to a vote. We were going to net about \$280 million to \$300 million from the deal, and we were going to take the proceeds and provide a free college scholarship for every child graduating from an Akron high school. To this day, I will never ever forgive myself for not just doing it. But we put it on the ballot. A small group of people, working with a union in the state, spent hundreds of thousands of dollars trying to convince people that we were going to ruin our drinking water. They put ads on the TV showing brown water in Africa. I broke down crying the night of the vote [when the measure failed]. I will go to my grave never forgiving myself that I misplayed it.

#### What about the best day?

**Parker:** No question, that's the day you're sworn into office. And then it's all downhill. [Laughs]

Riley: There's a lot of competition for this. But I think the best day was when we opened our waterfront park [in 1990]. We had worked to open it for 13 years. It could have become a high-rise development, but we were able to get the land. It was beautiful then, and it's beautiful now. Of all the things mayors get to do, I think the creation of parks is among the most special. Parks are forever, and they belong to every citizen.

### How did the Great Recession affect

**Nutter**: Asthegreatphilosopher-king Mike Tyson says, "Everybody's got a plan till you get punched in the face." We got punched in the face by the recession. I had all these plans: We were going to hire 400 new police officers, we were going to do international travel. So, OK, you can't do all of that. You regroup. Figure it out. You still have to reduce crime, you still have to educate kids, you still have to get people jobs. Money or no money, you still have to do

those things. Parker: I came into office in January 2010, and the first thing I had to do was cut \$100 million out of my budget. So instead of doing things, most of what I had to do was undo things. I'm the mayor who closed swimming pools and shut libraries and laid people off.

**Coleman:** At the start of the recession, we passed a budget in November [2008], and by January we had \$100 million that I had to cut. So especially in those times of crisis, you have to be frank and open with the people of your city about all the warts and problems. That sometimes helps in balancing out the demand with what the real world is really like. It seems that the very definition of what it means to be a mayor has shifted in the past generation or two.

#### How is it different today from when you took office?

**Nutter:** Cities are business enterprises. Increasingly, mayors are thinking about their cities more in that way. There's an entrepreneurial spirit slowly making its way into city governments. Things like the Office of New Urban Mechanics. Try stuff, you'll fail. Some things will work, some won't.

Plusquellic: When I first came into office, Northern cities were losing businesses and jobs to the South. But Northern mayors didn't understand that they needed to devote themselves to economic development. That just wasn't something that was done. But today, if you're not involved in helping businesses that already exist in your city and marketing to draw new blood in, in my opinion, you're not doing your job. That's the most significant thing that's changed in the job of being mayor.

Coleman: Another thing is education, and mayors getting involved in education. Without mayoral intervention at some level, public education is going to have a hard way to change. You need the leader of the city to be involved — not necessarily to take over the school district — but

Plusquellic: Yeah, that's true. We all say it, but you can't have a good city without an educated workforce, and that begins with grade school and preschool. That's a huge change in the last 20 years.

Riley: As a mayor, you have to do more than attend to the day-to-day responsibilities; [you have to] always be looking at building for the future. We're in a time when Congress has not been as productive, I would argue, as in years past. So mayors have become the leaders. In cities, something either gets done or it doesn't get done — and people know that's up to the mayors.

#### What challenges do cities face now?

**Nutter:** [Philadelphia's] poverty rate is at 26 percent — it's been above 20 percent for the last 30 years. So we're talking about intergenerational folks who are locked into a terrible situation. Those are still major issues for our city. And every mayor's biggest fear right now is that you could be the next Ferguson, the next Staten Island, the next Baltimore, just like that. Our communities of color ... the recovery has just passed them by. So on the one hand you see all this recovery in the streets, and mayors make all these announcements. [But then minority residents think,] "But I still don't have a job. My kid is still getting a bad education. My neighborhood looks like hell. What's going on here?"

### Any advice for new mayors?

**Coleman:** If Columbus is the same in five years as it is today, then my successor will have failed. A city that stays the same falls behind. You should never accept the status quo. Parker: Every mayor has to have a brand. And mine is that I will tell you the truth. You may not like what I have to tell you, but you can trust me and you can believe what I tell you. When I was elected mayor, it made worldwide news. "Houston Elects a Lesbian Mayor." [People said,] "How did it happen? In Houston?" But there's this odd dynamic with people of, "If she told me the truth about that, she's probably telling the truth about other things."

**Plusquellic:** If you're going to get in this business, then you need to make a commitment that you're going to make some enemies. But do what you think is right, and eventually even your enemies will come around. **Nutter:** If you have a deep-seated need to be loved and admired every day, you're in the wrong business. You should go work in a pet shop. Riley: Someone said that being alive

gives you the opportunity to do two things every day: Be nice to people, and make the world a better place. Mayors have a wonderful opportunity to do both of those every day. Come to work and find ways to help make the community better, and be nice to them – whether that's hugging a child in a school or looking a city worker in the eye and thanking them. It's the best job in public service.



Eight new communities are working to become healthier. Crockett, Madison, Maury, Obion, Weakley and Wilson counties, along with the cities of Collegedale and Cookeville, have been named by the Governor's Foundation for Health and Wellness as candidates for official designation as Healthier Tennessee Communities. They join Decatur, Dyer, Gibson, Giles, Hickman, Loudon, Macon, McMinn and Rhea counties and the cities of Clarksville, Franklin, Germantown, Kingsport and Tullahoma that are also currently working to be designated Healthier Tennessee Communities. For more information about the program and other Healthier Tennessee initiatives, visit www.healthierTN.com communities. If you're interested in becoming a Healthier Tennessee Community, contact the Governor's Foundation at tennessee@healthierstate.org or (615) 610-1880.

The American Bus Association have released their 2016 Top 100 Events list and seven of them can be found in Tennessee. The ABA Top 100 judging committee selected Gatlinburg Fourth of July Celebration in Gatlinburg; Heroes, Hometowns & Legends and Rivers & Spires Festival in Clarksville; National Cornbread Festival in South Pittsburg; Museum of Appalachia's Tennessee Fall Homecoming in Norris; Pigeon Forge Winterfest in Pigeon Forge; and Country Christmas at Gaylord Opryland Resort in Nashville. The organization also named the Gatlinburg Beans & Cornbread Festival as an event to watch in 2016. For the full list of Top 100 events, click ABA 2016 Top 100 Events.

An anti-methamphetamine communications campaign created by the Governor's Public Safety Subcabinet has earned three prestigious national advertising awards. The Telly Awards honor two television commercials included in the campaign, which was part of Gov. Bill Haslam's first term public safety action plan. "The purpose of the campaign was to communicate the consequences of violating tougher meth laws passed under Gov. Haslam's administration. The new legislation enacted stiffer penalties for manufacturing meth in the presence of children and for purchasing pseudoephedrine for unlawful purposes," Department of Safety and Homeland Security Commissioner Bill Gibbons said. Gibbons chairs the subcabinet. "The television ads were very effective and emotionally described the heartbreaking toll that meth manufacturing and use can take on a family." The three year campaign included outdoor advertising, social media, radio and television commercials, and other forms of non-traditional media. It targeted counties in Tennessee with high rates of children removed from homes due to meth-related cases and counties with the highest number of meth lab seizures. The number of children removed from homes in Tennessee decreased 30.1 percent from 2013 to 2014; the number of meth labs seized in Tennessee fell by 24.7 percent in that same time period. The Bingham Group, an advertising agency based in Knoxville, produced the two television spots, "Methamphetamine Explosion" and "Meth Mom." The campaign earned two

honor in the advertising and marketing industry. This year, more than 12,000 entries from all 50 state and numerous countries were submitted. Fewer than 10 percent of entries received Silver Telly Awards, which is the highest honor possible, and fewer than 25 percent earned Bronze Telly Awards, the second highest award.

**Emergency services officials from** across the state traveled to South Carolina to aid in local officials in rescue and recovery missions following statewide flooding. Crews from the Ashland City Fire Department, Bradley County Fire and Rescue, Brentwood Fire Department, Bristol Fire Department, Dickson Fire Department, Franklin Fire Department, Hardin County Fire Department, Hendersonville-Sumner County Fire Department, Kingsport Fire Department, Knoxville Fire Department, Knoxville Volunteer Emergency Response Squad, LaVergne Fire Department, Lawrenceburg Fire Department, Maury County Fire Department, Metro Nashville Fire Department, Montgomery County EMS, Murfreesboro Fire and Rescue, Ruthferford County Fire Department, Rutherford County EMA/ SORT, Sevierville Fire Department, Washington County EMS, Williamson County Sheriff's Office, and Wilson County EMA were among those who volunteered their time to help. The Tennessee Wildlife Resources Agency also sent officials.A briefing from the Tennessee Emergency Management Agency said more than 80 people from nine water rescue squads brought along 20 boats and other water crafts to aid in any rescue situations.

# **Municipal fire departments** honoredwithsafetyawards

Municipal and volunteer fire departments across the state have been honored with the 2014 Life Safety Achievement Award for their efforts to reduce fire-related deaths, injuries and property damage.

Two volunteer fire departments and 12 municipal departments across the state were presented the award, which is given by the National Association of State Fire Marshals Fire Research and Education Foundation (NASFM Foundation) and Grinnell Mutual Reinsurance Company to fire departments across the country.

Municipal departments receiving the designation include the Athens Fire Department, Bartlett Fire Department, Clinton Fire Department, Columbia Fire Department, East Ridge Fire Rescue, Franklin Fire Department, Germantown Fire Department, Madisonville Fire-Rescue, Mosheim Fire Department, Ripley Fire Department, Selmer Fire Department, and Sharon Fire Department.

The Seymour Volunteer Fire

Department and Sharps Chapel Volunteer Fire Department were also recognized.

To receive the award, fire departments recorded zero fire deaths in residential structures or a 10 percent reduction of fire deaths from the prior year. In addition, award recipients documented active and effective fire prevention programs as well as a commitment to reducing the number of house fires in the community.

The departments lauded were part of efforts including organizing educational programs targeted to specific age and at-risk groups, conducting fire safety inspections, checking and installing free smoke detectors, providing fire extinguisher training, offering multi-lingual fire prevention resources, and promoting fire safety messages at a variety of community events.

Many educational programs, including school visits, fire station tours, and summer camps, were designed to teach kids basic evacuation skills and how to call 9-1-1.

# First responders lauded for dedication by TN Dept of Safety, Homeland Security

First responders from across the state were honored for their dedication at an award ceremony held in Nashville and hosted by the Tennessee Department of Safety and Homeland Security.

Responders from districts across the state were presented with the Governor's Certificate for Appreciation as part of the ceremony.

Recipients from East Tennessee included Fall Branch District Highway Patrol Trooper Anthony Bull, Knoxville Police Officer Jimmy Wilson, Chattanooga Fire Battalion Chief Lesley Morgan, Monterey Fire Chief Kevin Peters, Overton County Rescue Squad Member Dodd Scott, and the Hamilton County Emergency Services Department.

From Middle Tennessee, recipients included Wilson County Sheriff's Lt. Bob Harrison, Nashville Fire Department Capt. Michael Wilkerson, Wilson County Sheriff's Lt. Bob Harrison, Coffee County Sheriff's Capt. Frank Watkins, Montgomery County Emergency Medical Service Lt. Dustin Haas, and James L. Bailey, Jr. and Patricia Woodmansee with the Maury County Office of Emergency

In West Tennessee, honorees included Gibson County Fire Chief

Bryan Cathey, Humboldt Police Chief Rob Ellis, Jackson Police Officer Raymond Bond, Jackson Police Sgt. Michael Thomas, and Memphis Firefighter Jeff Hink, Charlie Martin with the Salvation Army Kroc Center, and TEMA Area Coordinator Danny Daniel.

The Three Stars of Tennessee Award was also given posthumously in honor of six responders from across the state: Madison County Firefighter Christopher M. Blankenship, Memphis Police Officer Sean M. Bolton, Clarksville Detective Kagan Dindar, Hardin County Firefighter Gus Losleben, Overton County Sheriff's Deputy Chad W. Pritchard and Jacksboro Police Detective Michael Starrett.

The First Responder Awards ceremony has been held every year since the Sept. 11, 2001, terrorist attacks on the United States. This year, 20 first responders were recognized for their service to Tennessee. Each of the honorees was nominated by his or her peers and represents the 11 homeland security districts in Tennessee, as well as the Tennessee Bureau of Investigation (TBI), the Tennessee Emergency Management Agency (TEMA), and the Tennessee Highway Patrol.

# Survey breaks down kids progress by county

silver and one bronze Telly Awards.

The Telly Award is a highly respected

KIDS COUNT from Page 1

"One of the things that could make a substantial difference across the board is for Tennessee to bring home our tax dollars that could come into the state through the Affordable Care Act, whether that is through Insure Tennessee or some other strategy," she said. "We know when children are uninsured, they are less likely to have regular care. Things that started out as small health issues can become much more serious. We also know when parents are insured their children are more likely to receive care because they become a culture of healthcare consumers."

O'Neal said those counties that had higher rankings were also more invested in education from pre-K through high school.

"I think one of the most important areas is keeping kids in school, because that is going to have lifelong implications," she said. "It starts with quality pre-K and goes on through really engaging young people in high school. When counties really focus on a cultural approach to safety in terms of safe driving, safe sleep and accident avoidance that can have an impact."

The study was also able to draw other correlations, O'Neal said.

"One area I would point out that is a local-level issue is that there is often a high correlation between high school suspension rates and low graduation rates," she said. "We know the more children become disconnected from school, the less likely they are to stay in school and graduate. There is also a correlation to high school graduation rates and teen pregnancy. Girls who become pregnant and sometimes their male partners are less likely to graduate from school because their education is disrupted or they feel forced into

TENNESSEE TOWN & CITY Tennessee Town & City (ISSN 00403415) USPS 539420) is published semi-monthly

except in the months of June and September, 20 times per year by Tennessee Municipal League, 226 Capitol Blvd, Suite 710, Nashville TN 37219-1894. Subscrip-

tion rates: \$6 per year to members, \$15 to nonmembers, \$1 a copy. Periodicals Postage Paid at Nashville TN. POSTMAS-

TER:Send address changes to Tennessee Town & City, 226 Capitol Blvd, Suite 710,

the workplace."

Pickett, Williamson, Giles, Morgan and Chester counties had the lowest teen pregnancy rates while Stewart, Tipton, Trousdale, Morgan and Clay counties had the highest graduation rates. Cannon, Union, Overton, Fayette and Hancock counties topped the list for having the most employed youths.

Other issues facing the state include a high number of teen deaths, mostly related to car accidents, O'Neal said.

'Some of the schools in Tennessee have programs that really focus on ensuring that young people understand the importance of wearing seatbelts, following the law in terms of graduated driver's licenses and trying to create a culture in their community that it is not acceptable to text or use a cell phone while driving," O'Neal said. "When a crash involves a lot of kids in the car, often the only survivor – if there is one – is the one person in the car wearing a seatbelt.

Infant mortality also remains a statewide issue.

"Infant mortality in Tennessee is still much higher than the national average," O'Neal said. "We've made strides, but its still not where it needs to be. A little over one in five infants that died in Tennessee in 2013 were in unsafe sleep situations."

O'Neal said there is no one solution to improving rankings locally or as a state as a whole.

"We are all looking for a silver bullet," she said. "Increasingly we learn there isn't one. We have to look at children and families in a more comprehensive way to link them to what resources we do have to help them be successful. What we do for children today does have an impact local and statewide on the future of Tennessee. The children of today are tomorrow's workforce, and we need

to do what we can to make sure they are prepared to be good workers and good parents."

The Kids Count study was conducted by the Tennessee Commission on Children and Youth through a grant provided by the Annie E. Casey Foundation, the nation's largest philanthropy devoted to exclusively disadvantaged children.

The full Kids Count report can be found at <a href="http://tn.gov/tccy/article/">http://tn.gov/tccy/article/</a> tccy-kcsoc14. Data on more that 150 statewide and county-by-county indicators of Tennessee child well-being are available at <a href="http://datacenter.">http://datacenter.</a>

### Newly certified law enforcement officers graduate Oct. 9, to serve state, local law enforcement agencies

More than 80 newly certified officers will graduated Friday, Oct. 9 from the Tennessee Law Enforcement Training Academy (TLETA) at 3025 Lebanon Pike in Donelson. Dyersburg Police Department Chief Steven L. Isbell delivered the commencement address.

Basic Police School Class 1771's graduation marks the conclusion of the 10-week Basic Police School course which provides technical and tactical expertise as well as the ethical and professional standards of law enforcement necessary for success. This is the fourth of five Basic Police Schools offered by TLETA this year. The course began

"Serving as a law enforcement officer is one of the most challenging and rewarding careers someone can choose," said TLETA Director Brian Grisham. "TLETA gives its graduates the training needed to make good choices in the midst of high-pressure situations. I congratulate the students

of Basic Police School Class 1765 for their commitment, dedication and accomplishments."

Upon completion of their classwork and graduation, the newly certified officers will join the ranks of thousands of law enforcement officers across Tennessee who studied at TLETA and went on to be commissioned by state and local law-enforcement agencies. In the past five years, TLETA has graduated more than 1,800 basic police students. As of September 2015, 285 students have graduated from Basic Police School in 2015 while 577 students have completed specialized classes.

Basic Police School Class 1771's members will serve the following law-enforcement agencies including police departments (PD), sheriffs' offices (SO) and state agencies: Bledsoe County SO, Brentwood PD, Carter County SO, Clarksville PD, Clay County SO, Columbia PD, Cookeville PD, Dyer County SO, Dyersburg PD, Fayette County SO, Favetteville PD, Germantown PD, Gibson County SO, Grundy County SO, Hamblen County SO, Hardeman County SO, Henderson County SO, Hickman County SO, Houston County SO, Jackson PD, Johnson County SO, Lawrence County SO, Lawrenceburg PD, Lebanon PD, Lenoir City PD, Madison County SO, Martin PD, McKenzie PD, Middle Tennessee State University PD, Montgomery County SO, Mt. Juliet PD, Obion County SO, Roane County SO, Rutherford County SO, Selmer PD, Sequatchie County SO, Smith County SO, Sullivan County SO, Sumner County SO, TN Department of Correction (TDOC), TN Wildlife Resources Agency (TWRA), Tullahoma PD, Unicoi County SO, Vanderbilt University PD, Williamson County SO.

Classes for the final Basic Police School of 2015 began Oct. 11 and concludes Dec. 18.

# J.R. Wauford & Company

Consulting Engineers, Inc.

# Water and Wastewater Systems

www.jrwauford.com

Home Office: 2835 Lebanon Road P.O. Box 140350 Nashville, TN 37214 (615) 883-3243

Maryville, TN 37801 Jackson, TN 38305

Branch Offices: (865) 984-9638 (731) 668-1953

Nashville TŇ 37219-1894. Official publication of the Tennessee Municipal League. **Publisher**: Margaret Mahery (mmahery@ TML1.org); **Editor**: Carole Graves (cgraves@TML1.org; Phone: 615-255-6416. Advertising: Publisher reserves the right to reject any advertising deemed unacceptable. Fax classified ads to TT&C: Attention Mona Lawrence at 615-255-4752, or e-mail mlawrence@ TML1.org. Fax advertising copy to  $TT\&\bar{C}$ : Attention Debbie Kluth at 615-255-4752, or e-mail to dkluth@ TML1.org. Opinions

expressed by non League officials or staff do not necessarily reflect policies of TML.



# CLASSIFIED ADS

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

CITY TREASURER EAST RIDGE. The city of East Ridge is seeking a full time city treasurer/deputy city manager. The successful candidate should have a bachelor's degree in finance, public administration, business administration or similar discipline with at least 3 - 5 years experience in local government financial operations, administration, economic development, grant writing or a combination of education/experience. A master's degree will substitute for up to two years of the experience requirement. Duties to include, but not limited to, develop a capital improvement plan, financial plan, economic development plan, oversight of state and federal grant applications for the city of East Ridge; administering the terms and conditions associated with grants received. Prefer Certified Municipal Finance Officer certification. Salary DOQ. To apply please submit resume, cover letter and salary requirements not later than COB Friday, Oct. 23, 2015. Successful candidates selected for an interview will be requested to submit and complete a city employment application. Send resume and cover letter to Office of the City Manager, ATTN: Trish Perry, Human Resources Manager, 1517 Tombras Avenue, East Ridge, TN 37412 or tperry@eastridgetn.org . No phone calls please. The city of East Ridge is an Equal Opportunity Employer

#### COMMUNITY DEVELOPMENT DIRECTOR

BRISTOL. The city of Bristol, Tenn., is currently accepting applications for director of community development. Salary range is \$61,825 - \$95,175 DOQ, plus excellent benefits. Position answers to the city manager. Must be a proven manager with excellent communication and team-building skills. Responsible for all community development functions including planning, zoning, CDBG and other grant programs, code enforcement, GIS, and all departmental operations such as budgeting, policy development and goals development. Demonstrated success working with citizens, boards, businesses, etc. At least 6 years' experience in community development, 2 of which must be in a supervisory role. Master's degree in related field required. Go here to view the Position Profile: <a href="http://www.mtas.tennessee.">http://www.mtas.tennessee.</a> edu/web2012.nsf/CityAdminWeb/994D-233D57C243D785257E9E00471426/\$- $\underline{FILE/Bristol + Director + of + Communi-}$ ty+Development+profile+2015.pdf Send confidential resume and application to City of Bristol Human Resources Department, P.O. Box 1189, Bristol, TN 37620. Phone: (423) 989-5501. Or email resume to: resume@bristoltn.org. Positon open until filled. See website to download application and review a summary of benefits: www. bristoltn.org. EOE.

### FIRE CHIEF

GALLATIN. The city of Gallatin is seeking qualified applicants for the position of fire chief. Current salary range is \$85,651-\$129,038 with excellent benefits. Reporting to the mayor, and responsible to the city council, the chief plans, programs, directs, and evaluates the operation of the department. Minimum qualifications include any combination of education and experience equivalent to graduation from an accredited college or university with major course work in fire science, public administration or related areas. Must be willing to meet residency requirement to maintain their residence within the corporate limits or within two miles of the corporate limits, but in no event outside the boundaries of Sumner County, Tennessee. Residency requirement does not apply until 90 days after appointment.For a more detailed description and to apply, please visit our website at www.gallatinonthemove.com and click on the employment tab at the top. Please submit a cover letter and resume with your online application. EOE.

#### **HUMAN RESOURCES TECHNICIAN**

COLLIERVILLE. This is specialized and complex office work assisting the administrative staff in the Human Resources Department. Requires an associate degree in business administration, public administration, H.R. or related; supplemented by 1 year of experience in employee program administration which may include benefit administration or related areas, or any equivalent combination of education, training and experience which provides the requisite knowledge, skills, and abilities for this job. Must have excellent computer skills and be proficient in word-processing and spreadsheet software. Two years' experience in personnel/benefits highly desired with special emphasis in insurance (i.e. claims, filing, benefit coordination and administration). Salary is \$26,777.00 -\$33,282.00 annually (DOQ) with excellent benefits package. Applications and complete job descriptions are available at the Human Resources Office, 500 Poplar View Parkway, Collierville, TN., 38017, Monday through Friday, 1 p.m. to 5 p.m. The official application of the town of Collierville must be filled out and may be accompanied by a resume. Pursuant to Tennessee open records law, applications and resumes are subject to disclosure. Position will remain open until filled. EOE

#### PUBLIC WORKS DIRECTOR

COVINGTON. Organizes, directs, and coordinates the activities of the Public Works Department including refuse collection, street maintenance, fleet, parks & grounds maintenance, and water/sewer/stormwater/gas operations. Desired minimum qualifications: applicants will possess a bachelor's degree in engineering, public administration, or related field or any equivalent combination of related education and experience to perform the functions of the job. Applicants must also possess a minimum of 8 years administrative/ supervisory experience in coordinating and directing the operations of a municipal public works department, including at least 6 years with utilities. Complete knowledge of financial principles, budget preparation, and execution, capital improvement planning, general ledgers and spreadsheets, and enterprise fund administration. Salary DOE. Excellent benefits. Vehicle provided. Deadline for application is Oct. 23, 2015. Equal Opportunity Employer. Qualified persons should submit a resume of experience and qualifications, letter of interest, salary history, and four professional references to: Tiny Barton, Director of Personnel, City of Covington, 200 West Washington Ave. Covington, TN 38019.

#### **PUBLIC WORKS & UTILITIES** WORKER

MUNFORD. The city of Munford is accepting applications for senior and mid-level public works & utilities workers. These jobs involve operation and maintenance of gas, water, sewer and wastewater treatment utilities serving Munford and nearby communities. We encourage applicants with experience in natural gas, water or sewer/wastewater treatment to apply by Oct 30, 2015. And also applicants with experience in road construction with equipment such as backhoes and trenchers. Qualified applicants must be at least 18 years old, possess a valid driver's license, and must have a high school diploma or equivalent. The City of Munford offers an attractive compensation plan based on qualifications and experience, along with full benefits including health, dental and life insurance, vacation, sick leave and participation in Tennessee's state retirement plan. The City of Munford is an EEO/Affirmative Action employer and does not discriminate on the basis of race, age, sex, religion, color, disability or national origin. Complete Job Descriptions and applications are available at www. munford.com and can also be picked up at Munford City Hall, 1397 Munford Avenue, Munford, TN -- Monday through Friday from 8:00 am to 4:30 pm.

#### STORMWATER MANAGER

WHITE HOUSE. The city of White House is currently accepting applications for the position of stormwater manager. This position is responsible for developing and maintaining the City's MS4 stormwater program. Under general supervision the employee is responsible for developing and managing the City's MS4 stormwater program. An employee in this class performs difficult professional work developing, administering, and implementing federal, state, and local stormwater requirements including developing and administering stormwater management plans, and developing and managing a public education and outreach program. Applications should be returned to the HR office located at 105 College Street or emailed to Human Resources at dthomas@cityofwhitehouse. com. Compensation Range: \$18.78 to \$22.88 per hour (\$39,062.40 to \$47590.40 annually) DOE Application Deadline: Open Until Filled. EOE.

#### TOWN PLANNER

ARLINGTON. The town of Arlington is currently accepting applications for the Town Planner position. Applicant must have a Bachelor's Degree in urban planning, engineering, landscape architecture, or a closely related field from an accredited college or university. At least two years of general professional planning experience, preferably in a municipal setting, including administrative and supervisory experience desired. Proficiency in the operations of computers and various software applications, including GIS and ARC View, are necessary. A detailed job description and application are available at Town Hall, 5854 Airline Road, Arlington, TN 38002 or by visiting www.townofarlington.org. Application deadline is 3:00pm on Friday, Oct. 30. The Townof Arlington is an Equal Opportunity Employer.

## More transportation options needed to facilitate growth in Middle Tennessee region

**TRANSPORTATION** from Page 1

cult for a jobs and housing balance. One of the solutions to evening out this balance is the eventual location of jobs outside Davidson County to decrease the necessity of people driving in and out every day.

With Franklin ranked as the 13th fastest growing city in America, Franklin Mayor Ken Moore said the city and other communities across the region are looking at both short-term and long-term solutions to growing traffic problems.

"The way our traffic issues differ is that we have almost an equal influx of people coming from Davidson County as we do people going out to Davidson County every day, whereas most other counties around Nashville see their traffic going into Nashville," Moore said. "Traffic is the most common complaint of residents in Franklin. We already know if we don't do anything, we are in gridlock as a region.

Many Franklin residents are in favor of light rail, but Moore said CSX is resistant to the idea of passenger rail, preferring to focus on freight. Still, Moore said the area is continuing to develop solutions to its transportation woes.

'We have to continue to plan and implement multi-modal transit solutions," Moore said. "It can't just be widening roads. We have to figure out some other options, design communities better and have more people walking, biking, and using public transit to solve this issue."

Moore said Franklin and other communities are already looking for

**Actual Copies** 

ways to fund transportation projects without the help of state or federal

"I think that the current funding system for transportation, both on a state and federal level, is not sustainable," he said. "We have to find a sustainable funding source whether that is through the gasoline tax, miles driven, or vehicle registration. Even if we were to find a sustainable source for funding, that just helps get rid of some of the \$6 billion of backlog projects across Tennessee. We are still going to have to find additional funding for mass transit, which some communities have already done with sales taxes, property taxes or hotel-motel taxes."

However, Moore said it is difficult to go it alone, and the lack of state and federal support for these projects is frustrating.

"Our General Assembly has said 'we're not going to look at it," Moore said. "That just puts us one more year down the road and no closer to solving our problems. I understand it is an election year for them, but every day this problem gets worse and the solution gets harder to find."

Suggestions to improve commuter services including adding all-day regional services, providing reserve commute service out of Davidson County, creating more first-and-last-mile connections and providing higher-quality services like Bus Rapid Transit, streetcars and others. The study also suggested increasing local services, particularly in communities without local service such as Goodlettsville, Hendersonville, Gallatin, Lebanon, LaVergne, Smyrna, Brentwood and Cool Springs.

However, Bland said there is no one type of transit system that will eradicate all of the region's issues.

"Mass transit is not going to be successful in every area, and frankly, for us as a region, it's going to come down to picking the best combination of transit," he said. "For some areas it may be more buses, in others it might be light rail. In others it might be increasing the capacity of the roadway and technology like adaptive transit signals or improvements to the pedestrian environment."

Smart planning is needed to facilitate future growth, Jones said.

"Growth requires infrastructure, and infrastructure is expensive," Jones said. "We have to plan strategically and grow strategically for the future we want to see.

Even though the issue is not a simple one, Bland said something needs to be done sooner rather than

"The growth in our region is unprecedented, and we are getting to a point where the current infrastructure as it's designed can't support it anymore," he said. "There is no simple answer or one project. It's going to take lots of people and lots of organizations working together for common mobility."

#### STATEMENT OF OWNERSHIP, MANAGEMENT & CIRCULATION 1. Publication Title: Tennessee Town & City

- 2. Publication Number: 5394-20
- 3. Filing Date: September 30, 2015
- 4. Issue Frequency: Twice per month with the exception of June & Sept
- 5. Number of Issues Published Annually: 20
- 6. Annual Subscription Price: \$6 member, \$15 non-member
- 7. Office of Publication: Tennessee Municipal League, 226 Capitol Blvd. Ste. 710, Nashville, TN 37219
- 8. Headquarters of Publisher: Same
- 9. Publisher: Margaret Mahery, Tennessee Municipal League; Editor Carole Graves; 226 Capitol Blvd., Ste. 710, Nashville, TN 37219-1894 10. Owner: Tennessee Municipal League, 226 Capitol Blvd., Ste. 710,
- Nashville, TN 37219-1894
- 11. Bondholder: None
- 12. Tax Status: Has Not Changed During Preceding 12 Months
- 14. Issue Date for Circulation Data Below: September 14, 2015 15. Extent and Nature of Circulation: Ave.

		Last 12 Mos.	Last Issue
	15a. Total Copies	6874	6750
	15b-1. Paid/Requested Outside County Subs	5750	5743
	15b-2. Paid In-County Subscriptions	357	360
	15b-3. Sales Through Dealers & Carriers	None	None
	15b-4. Other Classes Mailed Through the USPS	None	None
	15c. Total Paid and/or Requested Circulation	6107	6103
15d. Free Distribution by Mail (Samples, compliment)			
	1. Outside-County	244	244
	2. In-County	20	20
	3. Other Classes Mailed Through the USPS	0	0
	4. Free Distribution Outside the Mail	503	382
	15e. Total Free Distribution	767	646
	15f. Total Distribution	6874	6749
	15g. Copies not Distributed	0	1
	15h. Total	6874	6750
	15i. Percent Paid and/or Requested Circulation	88.8%	90.4%
	16. Electronic Copy Circulation	Ave. Copies	No. Copies of
		Last 12 Mos.	Last Issue

- Paid Electronic Copies
- Total Paid Print Copies (Line 15c) +Paid Electronic Copies (Line 16a)
- Total Print Distribution (Line 15f) + Paid Electronic Copies (Line 16a) Percent Paid (Both Print & Electronic Copies)(16b / 16c x 100)

I certify that 50% of all my distributed copies (electronic and print)

- 17. Publication of Statement of Ownership
- Will be printed in the October 19, 2015, Issue of this Publication 18. Signature & Title of Publisher: Margaret Mahery, Executive Director

are paid above a nominal price



### October 21-23

**TCMA Fall Conference** 

DoubleTree Hotel, Chattanooga. A wide range of topics timely to the needs of TCMA members will be covered over 2 1/2 days, beginning at 9 a.m. on Oct. 21, and ending by 12 noon on Oct. 23. To reserve a room at the DoubleTree, call the hotel at 423-756-5150 and indicate the group name - TN City Managers Association. Or go online to www.chattanooga.doubletree.com. Rooms are also available at the Hampton Inn & Suites. Call 423-693-0500, or go to www.chattanoogadowntownsuites. hamptoninn.com

### **October 22 - 23**

**TGFOA Annual Conference** Embassy Suites, Murfreesboro.

Topics to be presented: uniform guidance OMB; legislative update; social media; GASB update; economic outlook; and TN Comptroller's office uniform chart of accounts project update. Go to: http://tngfoa. wildapricot.org

#### November 3 - 5 **TCAPWA Conference**

Chattanooga Convention Center. For additional information email markmiller@charter.net



THE 2ND ANNUAL November 19, 2015 Door Prizes & Give-aways Doubletree Hotel, Murfreesboro 9am - 3pm (CST) in Public Service symposium

Call Patrick Mills to register - (865) 974-0413 or register online: www.mtas.tennessee.edu



Keynote Speaker:

Dr. Debbye Turner Bell

Leanne Morgan

Tennessee Municipal League 2015-2016 Officers and Directors

**Curtis Hayes** Mayor, Livingston

VICE PRESIDENTS John Holden

Mayor, Dyersburg Ann Davis Mayor, Athens Wallace Cartwright Mayor, Shelbyville

DIRECTORS Jimmy Alexander Mayor, Nolensville **Megan Barry** Mayor, Metro Nashville

**Andy Berke** Mayor, Chattanooga **Randy Brundige** Mayor, Martin

Roger Campbell Asst. City Manager, Maryville (District 2) Vance Coleman,

Mayor, Medina **Betsy Crossley** Commissioner, Brentwood

**Richard Driver** Mayor, Lafayette (District 5) Bill Graham

Councilman, Dayton (District 3) John Hickman

City Manager, Waynesboro (District 6) **Hoyt Jones** Alderman, Sparta (District 4)

**Christa Martin** Vice Mayor, Columbia

**Pete Peterson** City Manager, Johnson City (District 1) **Bo Perkinson** 

Vice Mayor, Athens Madeline Rogero Mayor, Knoxville Paula Sedgwick

Alderman, Bartlett (District 8) Charles "Bones" Seivers President-CEO, TN Municipal Bond Fund Mary Ann Tremblay

Vice Mayor, Three Way **Garry Welch** City Manager, Savannah (District 7) Mike Werner

Mayor, Gatlinburg A.C. Wharton Mayor, Memphis PAST PRESIDENTS

Tom Rowland (2015) Mayor, Cleveland Dale Kelley (2014) Mayor, Huntingdon **Ken Wilber** (2013) Mayor, Portland Kay Senter (2012) Morristown Vice Mayor Sam Tharpe (2011) Commissioner, Paris Tommy Pedigo (2010) Council, Morristown Tommy Green (2007) Mayor, Alamo Bob Kirk (2004) Alderman, Dyersburg

AFFILIATE DIRECTORS Dot LaMarche, Vice Mayor, Farragut (NLC) Kirk Bednar, Brentwood (TCMA) TML AFFILIATED ORGANIZATIONS

(Ex-Officio Directors) Tennessee Assn. of Air Carrier Airports Tennessee Building Officials Assn. Tennessee Association of Chiefs of Police TN Assn. Municipal Clerks & Recorders Government Finance Officers Tennessee Fire Chiefs Assn. Tennessee Fire Safety Inspectors Tennessee Association of Floodplain Management

Tenn. Assn. Housing & Redevel. Auth. Tennessee Municipal Attorneys Assn. Tennessee Municipal Judges Conference Tenn. Chapter, American Public Works Tennessee Recreation and Parks Assn. Tennessee Chapter, American Planning Tennessee Personnel Management Assn. Tennessee Assn. of Public Purchasing TN Section, Institute of Transport Tennessee Public Transportation Assoc. Assn. of Independent and Municipal Schools

Tennessee Renewable Energy & Economic Development Council Tennessee Urban Forestry Council

Tennessee Stormwater Association TML ASSOCIATE SPONSORS

4 STAR SPONSOR Bank of America

3 STAR SPONSOR First Tennessee Bank 2 STAR SPONSOR Alexander, Thompson, Arnold CPAs Alliance Water Resources Ameresco, Inc. Barge Waggoner Sumner & Cannon, Inc. **Buxton Company** Carr, Riggs & Ingram LLC Fessenden Consulting Group **lbtelematics** Master Meter. Inc.

Nationwide Retirement Solutions Parsons Brinckerhoff

Voya Financial Advisors Waste Management Inc. of Tennessee 1 STAR SPONSOR

A2H Employee Benefit Specialists, Inc. J.R. Wauford & Co. Consulting Engineers Local Govt. Corporation McGill Associates, P.A. Pavement Restorations, Inc. Republic Services Smith Seckman Reid Tennessee 811 TLM Associates, Inc. Utility Service Co., Inc. Vaughn & Melton Waste Connections of Tennessee Inc.

Waste Industries USA, Inc. TML STAFF

Margaret Mahery, Executive Director Chad Jenkins, Deputy Director Mark Barrett, Legislative Research Analyst Kate Coil, Communications Specialist Carole Graves, Communications Director & Editor, Tennessee Town & City John Holloway, Government Relations Debbie Kluth, Director of Marketing / Member Services

Kevin Krushenski, Legislative Research

Analyst Mona Lawrence, Administrative Assistant Denise Paige, Government Relations Sylvia Trice, Director of Conference Planning

### City finances continue to improve, but new NLC report shows recovery from great recession Is incremental

A new report from the National League of Cities (NLC) reveals that municipal finances have stabilized in the wake of the Great Recession, but the recession's effects are still evident in city budgets across the nation. The 30th annual City Fiscal Conditions report found that fiscal impacts of the 2007 recession are much more substantial when compared to similar downturns in 1990 and 2001. However, modest improvements in city fiscal conditions, including an expansion in general fund revenues, led 82 percent of city finance officers to report their cities are better able to meet their financial

"From its start 30 years ago as a report from the Joint Economic Committee in Congress, the City Fiscal Conditions report has served a critical role to provide a window into the fiscal health of the nation's cities," said National League of Cities CEO and Executive Director Clarence E. Anthony. "This year's report shows that cities are continuing-if incrementally-along the road to fiscal recovery after the lingering impacts of the Great Recession."

With 30 years of historical data, the report surveys city finance officers on their cities' abilities to meet fiscal needs, factors impacting budgets, tax receipts, and revenue and spending trends and provides a context for how current fiscal

conditions compare with previous recession and recovery periods. Highlights from the Report:

#### **General Fund Revenues** and Expenditures

Trends in general fund revenues tend to reflect the changing economic and fiscal environment of their cities. General fund expenditures increased 1.5 percent in 2014, with continued growth anticipated into 2015. This was driven largely by investments in employee wages, public safety, and capital projects and infrastructure. **Tax Receipts** 

Trends in tax receipts provide an understanding of the impacts of the broader economy on city revenues.

- Property tax revenues: Severely impacted by the recession, property taxes registered their first post-recession gains in 2013, and experienced moderate growth in 2014 (2.4 percent) with 1.2 percent growth expected to continue into 2015.
- Sales tax revenues: Sales taxes respond more quickly to economic conditions than property taxes, and showed their first signs of post-recession growth in 2011. Sales tax receipts have grown every year since, but the pace of growth has slowed, with 2.3 percent growth expected in 2015.
- Income tax revenues: Income taxes have been the most volatile tax source during the recovery period, but only about 10 percent of

cities have access to income tax. Income tax revenue growth reached a post-recession high in 2012, and is expected to grow by 3.6 percent in

#### **Budget Impact Factors**

A number of factors combine to impact the ability of cities to meet their financial needs. The most impactful factors on city budgets were the value of the local tax base (70 percent), health of the local economy (63 percent) and gas and oil prices (24 percent). Infrastructure needs (48 percent), pension costs (38 percent) and health benefit costs (36 percent) were the most negative impacts on city budgets.

"City budgets have been put to the test, and are proving resilient even with limited fiscal tools and revenue raising capacity," said National League of Cities Research Director Christiana McFarland, the report's author. "Looking to the future, cities will continue to face of major budget stressors like infrastructure. pensions and healthcare, and will need to make tradeoffs to maintain a fiscal balance."

The report, which was authored by Christiana McFarland, research director at NLC, and Michael A. Pagano, dean of the College of Urban Planning and Public Affairs at the University of Illinois at Chicago (UIC), can be found here: www.nlc. org/cfc

The Memphis Zoo Boo Enjoy old favorites like the costume contest and Dracula's Disco, and take on the Rock Wall at the Memphis Zoo.

#### Oct 24: Collierville

Oct. 23-25: Memphis

2nd annual Collierville Dairy Day. Free, family event celebrates Collierville's history with the dairy industry. Enjoy live music, food, ice cream, a petting zoo, crafts, history and more. From 10am-4pm on Collierville's historic Town Square.

#### Oct. 24: Lynchburg

Jack Daniel's World Championship Invitational Barbecue. Called the most prestigious barbecue competition in the world, award-winning teams will smoke and seer meats and compete for a substantial amount of prize money. Games include the country dog contest, butt bowling, cooking and grilling demonstrations, live music and a pie auction.

### Oct 24: Spring Hill

Vines & Vintage

Hosted by Rippavilla Plantation at 5700 Main St., a wine, antique and artisan market from Noon to 6 pm. Live music and food will also be available. For tickets visit www. rippavilla.org/vinesvintage.asp

#### Oct. 24 - 25: Morristown.

40th Annual Moutain Makins' Festival. A weekend folk life festival celebrating the traditions of Appalachia. More than 50 juried artisans displaying fine art, folk art, pottery, baskets, photography, woodworking, bath products, jewelry, decorative painting, candles, and other hand-crafted items. Live demonstration of traditional crafts such as blacksmithing, hide tanning, basket making, beekeeping, broom making, wood turning and and apple butter making. Two stages of mountain music, storytelling, prize-winning dancers, regional authors, children's activities, and abundant good food. Pumpkin decorating, face painting, craft projects and games are among the activities planned for the children. More information about the festival is available at 423-581-4330 or www.RoseCenter.org.

### Oct. 29-30: Nashville

Boo at the Zoo

Formally known as Ghouls at Grassmere, is the premier Halloween spot as frightful fun is planned for kids of all ages at the Nashville Zoo.

### **UT-MTAS OCT / NOV MAP CLASSES**

#### IT SECURITY WARRIOR

This class is intended to follow up and give a hands-on demonstration to the Cyber Security class. There will be a discussion and step-bystep demonstration of setting up and using a popular password management application as well as Google, Microsoft and Apple two-step verification. This class will have examples of phishing schemes and how to recognize and identify the emails. There will also be additional exercises to increase your IT knowledge. This class is intended for those without a formal IT background who need to understand how to secure the PCs in your organization.

**Prerequisite**: Cyber Security Class

Target Audience: Managers, Suothers that are interested in cyber

#### **Dates/Locations/Times:**

Oct. 28 Collegedale 8:30 a.m. – 12:30 p.m. EST Oct. 29 Knoxville 8:30 a.m. – 12:30 p.m. EST Nov. 12 Jackson 8:30 a.m. – 12:30 p.m. CST Nov. 13 Nashville 8:30 a.m. – 12:30 p.m. CST

Credits: .4 CEU or 4 CPE/CMFO (Financial) (PA)

To register for a course, go to www.mtas.tennessee.edu, or fax to 865-974-0423. Credit card payments must register online with the Solution Point System: http://www.solutionpoint.tennessee.edu/MTAS or by invoice. For registration assistance, call 865-974-0413. Or for more information, contact Kurt Frederick, training consultant, at 615-253-6385.



# No loan is too large or too small





See us for your special projects needs. (615) 255-1561

The town of Livingston closed a loan through the TMBF loan program in the amount of \$1.1 million for a capital outlay note to finance parks and recreational facilities.



The city of Jackson closed a variable rate loan through the TMBF loan program in the amount of \$17.4 million to finance its three-year capital improvement plan.

Nov. 4 - 7 in Nashville

## Grammy-award winning performers featured at NLC Congress of Cities

From the opening reception to the closing event, visitors attending the National League of Cities 2015 Congress of Cities in Nashville, Nov. 4-7, will have a front-row view of the world-class artistry, sounds and performances of Music City.

Daily special events and programs will be filled with a lineup of enough stars that the Congress will resemble a music festival.

18 South, which includes acclaimed instrumentalist and Grammy Award-winning songwriter Jon Randall and his wife, Jessi Alexander, will play the Opening Reception in the Music City Center exhibition hall, from 3:30 to 4:45 p.m. The band personifies Nashville's highly influential "roots music" movement.

Grammy Award winner Martina McBride headlines the Saturday Closing Reception at Nashville's new Music City Center downtown convention hall, located in the heart of the entertainment district.

The event also features Gabe Dixon, a renowned keyboard player who fronts the Gabe Dixon Band and is a regular band member for Paul McCartney and Supertramp.

The Jason Eskridge Band will close the evening with a high-impact show that will feature rhythm and blues, soul and rock music performance.

The Closing Reception will begin at 6:30 p.m. in the Music City Center Grand Ballroom and includes a sprawling southern spread and numerous beverage stations.

In between the opening and closing events, an all-star roster of entertainers will perform for NLC attendees. The list includes the Fisk Jubilee Singers; Jimmy Robbins, who in 2014 won the CMA Triple Play Award for writing three No. 1 hits within a calendar year; and J.T. Harding, who has written chart-topping songs for Keith Urban, Jake Owen, Kenny Chesney and Blake Shelton.

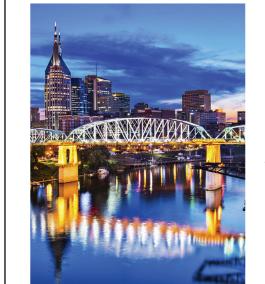
Nashville School of the Arts' Country and Bluegrass Band, Hume-Fogg Academic Magnet High School Silver Jazz Band and the W.O. Smith School of Music will deliver performances for the Friday, Nov. 6 General Session.

McBride, who grew up singing country music in rural Kansas, first hit the charts in 1992. Her hit records include such enduring classics at "Wild Angels," "Safe in the Arms of Love," "Wrong Again," "Blessed," "My Baby Loves Me," "In My Daughter's Eyes," "Life #9" and "A Broken Wing."

To date, McBride has had 20 top-10 hits and six No. 1 smash records. As a result, she is ranked as the most played female vocalist on country radio between 1999 and 2010. She was inducted into the Grand Ole Opry in 1995.

McBride is one of the biggest selling artists in all of country music. She has 14 Gold Records, nine Platinum honors, three Double Platinum Records and two Triple Platinum awards and has sold more than 18 million units.

For information on the entire conference lineup, speakers and workshop sessions to <a href="http://www.nlccongressofcities.org/">http://www.nlccongressofcities.org/</a> To register for the conference, go to <a href="https://registration.experientevent.com/shownlc152/">https://registration.experientevent.com/shownlc152/</a>





Music City Center in downtown Nashville, TN | November 4-7, 2015 | www.nlc.org/nashville

# MEET US IN MUSIC CITY

Host City Nashville heads the list of best travel destinations, places to live, and cities attracting young people. See why this November at the annual Congress of Cities and Exposition, and discover how this city ran with its identity as a historic music center and developed a thriving creative economy.

Join over 2,500 mayors, council members, and city staff to experience Nashville's creativity for yourself at the largest national gathering for local leaders in America.



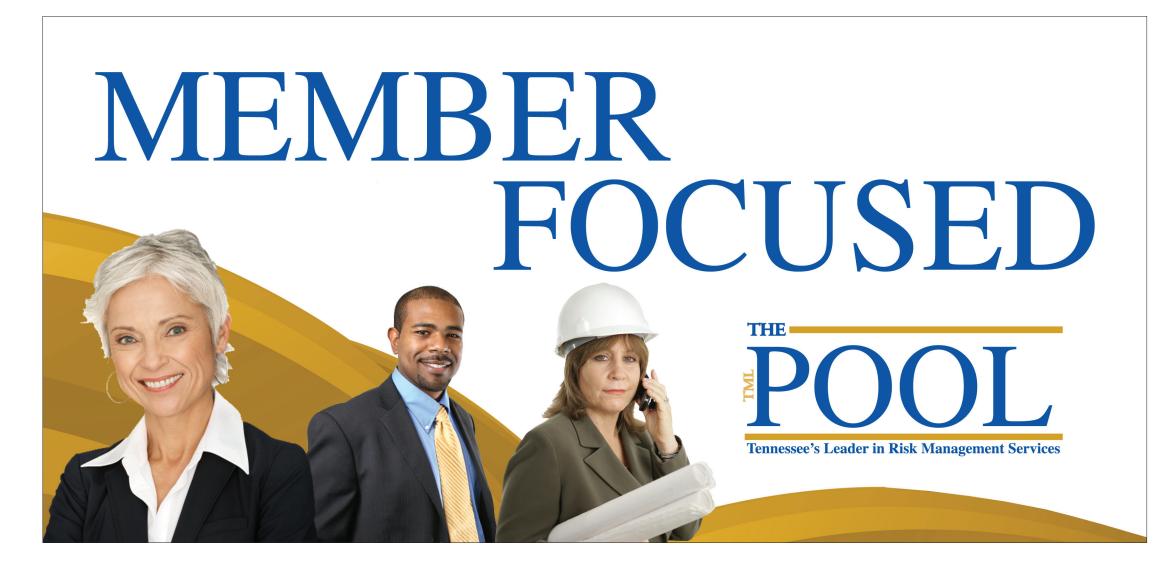
Grammy-award winner Martina McBride headlines the Saturday Closing Reception at Nashville's new Music City Center.



The Jason Eskridge Band will feature rhythm and blues, soul and rock music performance.



World renowned Fisk Jubilee Singers will be a part of the star-filled conference lineup.



# Clarence Anthony leads NLC with passion for municipalities, ensures voice of city official is heard at the national level

BY LINDA BRYANT

Clarence Anthony believes towns and cities across the nation — from major urban areas to tiny one-stop-light villages — have strong voices that need to be heard. He's spent his entire adult life making sure those voices are taken

Anthony, 56, was something of a sensation when he was elected mayor of South Bay, Fla., in 1984 at the age of 24. He held the position for 24 years, all the while building a reputation for leadership that eventually put him in the national spotlight.

Anthony was appointed executive director of the National League of Cities in late 2012. He directs NLC's operations, initiatives and staff and serves as a key spokesman for America's towns and cities. He advocates before federal policymakers and promotes municipal issues on behalf of more than 18,000 cities represented by

Anthony served as president of the Florida League of Cities and the National League of Cities, respectively. He was also the first vice president of International Union of Local Authorities and a founding treasurer of United Cites and Local Government, the international voice for local governments.

Widely known as a creative and thoughtful leader, Anthony is considered an expert in citizen engagement and techniques that build a sense of community within cities. He feels his current executive leadership role is, in many ways, a culmination of his life's work.

"I honestly feel like I have an opportunity to help drive change in ideas and policy initiatives on behalf of everybody in America that lives in a city," Anthony said.

Anthony has a master's in public administration from Florida Atlantic University and is a longtime football fan. His son, Reidel Anthony, played in the National Football League for five years as a wide receiver for the Tampa Bay Buccaneers.

#### TT&C: What is your background? Where did you grow up, and how did you make your way to your current position?

CA: I grew up in an agricultural community in Palm Beach County, Fla. We were migrants. My family worked in Florida in the cornfields in the winter, and we'd also travel to small rural towns in New York and Maryland to work. We always ended up back in Florida during the winter work season. We went where the work was. It sounds tough, but I was a pretty happy kid. It worked out well.

I grew up watching small communities and seeing that they were not listened to. I wanted to see them more engaged in the political process. I was that kid in class who always asked questions. In high school one of my teachers grabbed me after class and suggested I run for student council. I ran for vice president and eventually for president of the student body. That's when I became really interested in public policy. I wanted to be a voice for people who don't have a seat at the table. Policy and wanting to make things right for people who aren't necessarily represented are two things that really drove me forward. They still do.

I went to college at Florida Atlantic University. I stayed very involved in any kind of campaign to make things right on campus. I returned home at the ripe old age of 23. I went to a city council meeting one day and realized things weren't right there. The community had changed during the five years I'd been gone. There was drug trafficking and crime down the street from my mother's house. I asked the council what were they going to do about it, and the mayor gave me a flippant comment. He basically said, "Mr. Anthony, we're doing the best we can. If you want something done, you'll have to do it yourself." I said, 'OK, I will.' Someone sitting next to me told me to run for mayor. I turned 24 in October and ran for mayor in March. I won by 33 votes in a runoff election. I was mayor from March 1984 until 2008 — 24

#### TT&C: That's an amazing story. How did you end up getting so involved with the municipal league network?

**CA:** The easy part was getting elected; the tough part was governing. That's how and why I got involved with the Florida League of Cities. State associations became my way of learning how to govern. It was almost like going back to college. I needed to learn about so much — the budgeting process, tax exempt bonds, understanding how to really lead and communicate with the state leagues and much more. I could even go further and say it was almost like going to first grade. I had to learn how to act, when to talk and when not to talk. Eventually, I started going to the National League of Cities, and I got more in-depth training and knowledge by being involved in their leadership program.

I became president of Florida League of Cities and served on the board of the National League of Cities. I worked on committees and served as president of National League of Cities in 1999. My experience at the national level was so helpful in terms of developing my skills and commitment level. I became very dedicated to making my city and state better. I continue to have a passion for bringing the voice of people, especially those who aren't being heard, to the national level. My theme all along has been about building a sense of community. We need to find a way to help people in cities feel like their city is their home. It's all about creating jobs and business opportunities, owning a home



Clarence Anthony, NLC Executive Director



"We want our local leaders to engage in the legislative process and not just when they're in Washington, D.C., but when they are at home. We encourage our members to get involved on the state level first. We want them thoroughly involved. What happens in their state usually moves up to the national level."

people feel a part of their communities.

#### TT&C: How is the National League of Cities structured?

CA: We were founded 91 years ago in 1924 by 10 state municipal leagues that convened in Lawrence, Kan., to talk about ideas and experiences they were having around municipal issues. All of a sudden this idea came about that we needed to come together and create a national network CA: If the federal income tax exemption for lenges for cities. They really want a transporof state municipal leagues to represent cities in Washington, D.C. They moved from Kansas to Chicago for a couple of years and then to Washington, D.C., where they changed the name of the organization to the National League of Cities. We began accepting member cities with a population of 100,000 and more. Then it was opened up even further, and NLC now represents towns, cities and villages of any size.

Our whole guiding principle is related to the state leagues. We know that everything we do is more successful when we engage our state municipal leagues and members. We have an elected president, and they can be a council member, mayor or city commissioner. We have an election every year. We provide advocacy, education, training and research for our members. We want them to have access to the best ideas, the newest ideas and the best next ideas for cities. The state organizations are better able to connect with specific members of the U.S. Congress. We work in support of — and in partnership with all the 49 state municipal leagues, and we serve as a resource and advocate for their work in more than 19,000 cities, villages and towns.

It's important to note that the National League of Cities is a non-partisan organization. We don't support only Republican issues, and we don't support only Democratic issues. We support cities. We are partisan to cities. We are interested in protecting the interests of cities, but we don't get mixed up in the typical partisan mindset that is going on in Washington, D.C.

NLC is going to give you what you need, but we also need you to find your congressional members and senators back in Tennessee. We also provide free online courses and webinars, and we have an advocacy network. We have incredible tools. We give these to our members to strengthen their abilities to make their communities better and to know about what's going on federally.

#### TT&C: Can you point a recent success at NLC that can give hope to our towns and cities?

CA: One of our long-standing priorities has been to protect the tax exemption of municipal bonds. There was a proposal to take away the tax exempt status. It's a very important issue because municipal bonds are the No. 1 tool our municipalities use. We called Margaret Mahery and Keith McDonald, the mayor of Bartlett, who served on the NLC board. They sent letters to key leaders such as Sen. Lamar Alexander and Rep. Jimmy Duncan (R-TN2), who is vice-chair of the Committee on Transportation and Infrastructure. Getting those letters out and pushing the issue forward has made a difference. We were

and having good police/community relations. it. We know this is an important issue nationally It's so important to create initiatives that make and in Tennessee." When they are on the floor of the Senate, they can say, "We have heard from mayors, commissioners and council members from all over my state about the importance of this issue." This is success!

> TT&C: Can you say more about the threat that are already owed on remote purchases. of taking away the tax exemption status of municipal bonds. If this comes to pass, what TT&C: What is one of your biggest challenges? would the impact be on our towns and cities? CA: Transportation is one of the biggest chalable to fund the most critical civic projects schools, airports, hospitals, roads, downtown infrastructure, etc. These are essential for communities. I am very pleased to say that we have really combated the repeal of tax exemption on municipal bonds. We have been successful so far. That's because our members have been speaking up. They are letting the White House know. They are letting the Senate and the House of Representatives know that this is the most important tool we have to finance projects.

#### TT&C: Why is it important for a NLC to remain non-partisan?

**CA:** We just conducted a survey of our members.

We tried to get a gauge of the membership and asked whether they are conservative, moderate, minimally liberal or really liberal? The largest percentage of our local-level members see themselves as moderate. Why? Because every day they run into their fellow citizens. With local officials it's all about the residents they serve. It's about their local city hall and being able to speak directly to their mayor and their council members. It's different than how far removed officials can get in Washington, D.C., because those folks don't see their constituents and residents every day.

Local officials are in the business of providing basic services, and these aren't Republican nor Democrat issues. Utilities, parks, the firehouse, the public works department — none of these are Democrat or Republican-led. Our residents really don't want to see the bickering a push for political parties to get more involved in municipal elections, and I am seeing that all over the country. I travel all over the country, and what I have seen, is that even though local politicians may run a race of a partisan nature, they often act differently after they get sworn in. It's very difficult to maintain a strictly partisan mindset when you have issues to attend to every day that affect everyone in your community.

#### TT&C: NLC is very concerned about passing a national transportation bill and is urging the House to introduce a bill that restores **Surface Transportation Funds to local areas.** Can you explain the importance of this to our towns, cities and localities?

**CA:** Getting people truly engaged in this crumbling infrastructure issue is what we are dealing with in Washington. It's a big issue in Congress and a bigger issue for cities. For us, it's about the roads, bridges and the water and sewer systems. It's about cities looking at transit in new basically told, "You don't have to worry about ways. It's about funding these things or at least and do something with it.

entering the discussion about transportation nationally. It's also about job creation and economic

The last transportation bill under the surface transportation program cut local funding by 20 percent. We are saying, first, get a long-term bill passed, not these short-term bills we've been getting. The American people deserve better. Cities need a long-term transportation bill that is oriented toward growth in cities. We need to be able to look at our transportation system over a ten-year planning period at the very least. Congress is talking about it, and they are trying to get it moving. But it ends up getting caught in the partisan divide. We are hoping that during the next congressional session we will finally get a transportation bill.

#### TT&C: NLC is working hard for e-fairness. Since Rep. Jason Chaffetz (R-UT) introduced the Remote Transactions Parity Act (RTPA, HR 2775) this summer, hundreds of city advocates have called on their representatives to cosponsor this bill. Can you talk about your concerns around e-fairness?

**CA**: I want to make sure that I say this up front. We want a productive and a profitable online business system. We are not about trying to hurt that system. We are concerned about equity. This is about true fairness and balancing the playing field for the downtown main street business and the retailers who currently operate at a 5 to 10 percent competitive disadvantage because they are required to collect sales tax while remote sellers are not.

Again, we're not saying that we want to stop the prosperity of online retailers. I think that's something that people are going to do, and we want to encourage that. We also want to point out the imbalance that's happening. We estimate that local communities are losing \$23 billion in sales taxes a year. These are taxes that go uncollected because of online transactions. What it means is that we are not able to provide as much on the local level. We're not able to fix the sidewalks, build libraries, etc. This translates into a quality of life issue that affects real people and the basic services they need such as roads and police protection. It's really important to put a human face on this issue. This is not just the National League of Cities pushing something that has minimal impact on a few people. We will continue to fight for e-fairness on behalf of the businesses in our local cities, and we're going to try and get something passed this year. We were really close last year. We had a Senate sponsor and Rep. Jason Chaffetz was pushing it from the House side. We are not going to stop. It's too important to local communities. If enacted, the RTPA will give states and local governments the flexibility to require remote online retailers to collect the sales taxes

municipal bonds is eliminated we will not be tation bill, that's usually their No. 1 priority. They want to make sure they get infrastructure funded. They also talk a lot about the economy. Surprisingly, the survey we conducted with our members showed there is some concern on immigration reform.

We have what we call the Cities 2016 Initiative. We are pushing and working with every presidential candidate to get city issues out in front and on their platforms. The three issues we are pushing are public safety, infrastructure and the economy. Cities deserve a piece of the pie. We want them to talk about these three issues now, but we also want them to make these issues a part of their transition plan in case they become

#### TT&C: What more can villages, towns and city governments do to get involved at the state and federal level?

CA: We need our city leaders to first accept that they have a lot of influence on congressional members. We want our local leaders to engage in the legislative process and not just when they're in Washington, D.C., but when they are at home. We encourage our members to get involved on the state level first. We want them thoroughly involved. What happens in their state usually moves up to the national level.

#### TT&C: This NLC yearly conference, the 2015 Congress of Cities and Exposition, is being held Nov. 4-7 at the Music City Center in Nashville. Tell us about it!

CA: We think we're going to have the highest going on in Washington. I must admit there is attendance since 2008 — more than 4,000 people from all over the country. They're coming to Nashville to learn about what's going on in cities and to learn about what to advocate for with the Congressional members. We want to help prepare them to be better leaders when they go back to their respective cities. We want our members to be armed with the most information possible. The conference is an ideal way to share and disseminate all the best information and knowledge we possibly can. We also have a March conference called the Congressional City Conference, which we hold in Washington, D.C. At that event we give members the tools they need to go back and lobby at home.

#### TT&C: Have we left anything out. Is there anything else you'd like to add?

CA: The state municipal leagues are the key to NLC's success, along with our member cities. When we mobilize our state municipal leagues, we are usually successful. I want the readers to understand the power they have as local leaders