

## Task force identifies economic strategies for rural communities

BY KATE COIL

TML Communications Specialist

Capacity building and placemaking are the two major recommendations from a newly released strategic plan developed to advance rural communities and economic development throughout Tennessee.

The Governor's Rural Task Force brought together more than 120 people representing economic development, tourism, local government, workforce development, small business, health, agriculture, infrastructure, banking, and education to serve on six committees to develop the plan during the past year.

The task force built upon ideas presented during input sessions, researched new solutions and refined the recommendations. The 18 agencies represented on the task force implemented a process designed to actively involve local stakeholders in the development of the strategic plan.

When the task force began, the plan found that 21 rural counties were in the bottom 10 percent of the nation on rankings of unemployment, and per capita market income and poverty rates. While more than half of Tennessee's counties were in the bottom quarter of the country in economic indicators, Tennessee's rural areas struggle with building capacity for key functions and developing their local assets to create thriving communities.

The task force defined "rural counties" as those counties with less than

50 percent of the population living in urbanized area. Of those 78 counties, 52 or roughly two-thirds were listed as at-risk or distressed.

"Despite the unprecedented growth occurring in our state, many of Tennessee's rural areas are not experiencing the same prosperity as urban areas," TNECD Commissioner Randy Boyd said. "This strategic plan provides a potential menu of options to help transform and grow our rural communities."

Department of Tourist Development Commissioner Kevin Triplett said many of the state's rural counties have valuable resources but that these resources have not been developed or marketed.

"Tennessee is experiencing record-breaking tourism numbers in visitation, but with 70 percent of that economic impact being derived from five counties, it is imperative we find ways to elevate awareness and visitation to other areas," Triplett said. "Some of the most rural parts of the state are the richest in scenic beauty, history, authentic music and outdoor adventure. Tourism development in those areas is economic development."

Proposals for capacity building in the plan include focusing on community, education, wellbeing and job creation.

Suggestions for building community capacity included developing a rural economic development guide and toolkit, further development of

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## U.S. Senate introduces legislation to classify bonds as high quality

BY CAROLYN BERNDT

National League of Cities

Earlier this month, bipartisan legislation (S. 3404) was introduced in the Senate that requires federal regulators to classify all investment grade municipal securities as High Quality Liquid Assets (HQLA).

The legislation is in response to a 2014 Federal Reserve Board rule and subsequent amendments to the rule that established a minimum liquidity requirement for large banking organizations and identified acceptable investments – deemed High Quality Liquid Assets – to meet this requirement. Unfortunately, the regulators failed to include municipal securities in any of the acceptable investment categories. In doing so, regulators overlooked core features of these securities that are consistent with all of the criteria proposed by regulators to be characterized as HQLA, including limited price volatility, high trading volumes, and

deep and stable funding markets.

Since the rule was issued, NLC has been pursuing a legislative fix. In February, the House passed H.R. 2209, which requires federal regulators to classify all investment grade municipal securities as High Quality Liquid Assets. The Senate bill, sponsored by Sens. Mike Rounds, (R-SD), and Mark Warner, (D-VA), is similar to the House-passed legislation.

Not classifying municipal securities as HQLA will increase borrowing costs for state and local governments to finance public infrastructure projects, as banks will likely demand higher interest rates on yields on the purchase of municipal bonds during times of national economic stress, or even forgo the purchase of municipal securities. The resulting cost impacts for state and local governments could be significant, with bank holdings of municipal securities and loans having increased by 86 percent since 2009.

## New report on advancing diversity in law enforcement

BY YUCEL ORS

National League of Cities

The Justice Department and the Equal Employment Opportunity Commission (EEOC) recently released a new comprehensive report that examines barriers and promising practices - in recruitment, hiring and retention - for advancing diversity in law enforcement.

The report, developed with support from the Center for Policing Equity, aims to provide law enforcement agencies, especially small and mid-size agencies, with a resource to enhance the diversity of their workforce by highlighting specific strategies and efforts in place in police departments around the country.

The report highlights law enforcement best practices from the Worcester, Mass., the Sacramento, Calif., the Miami-Dade, Fla., the Madison, Wis., and the Wichita, Kan. Police Departments, as well as many other police departments

across the country.

The report demonstrates that successful diversity-building efforts by law enforcement agencies share several common themes, including:

- Ensuring that the agency's organizational culture is guided by community policing, procedural justice and cultural inclusivity;
- Engaging stakeholders - both from within and outside the law enforcement agency - to help create a workforce that reflects the diversity of the community; and
- Being willing to re-evaluate employment criteria, standards and benchmarks to ensure that they are tailored to the skills needed to perform job functions and consequently attract, select and retain the most qualified and desirable sworn officers.

For more information and to view the full report, go to [www.justice.gov/crt/case-document/file/900761/download](http://www.justice.gov/crt/case-document/file/900761/download)



The Nashville Metropolitan Transit Authority and Regional Transportation Authority have both approved the \$5.97 billion nMotion plan, designed to guide transit projects in a 10-county region during the next 25 years. Local leaders feel investment is needed now before the project becomes even more expensive and traffic congestion becomes a threat to the region's economic growth.

## Funding next step for Middle Tennessee's aggressive "nMotion" transportation plan

BY KATE COIL

TML Communications Specialist

Following months of public input, city leaders across Middle Tennessee are hoping a nearly \$6 billion transit plan for the Greater Nashville Area will gain traction.

The Nashville Metropolitan Transit Authority Board of Directors unanimously approved the nMotion 2016 plan, which sets out goals to improve transit in the 10-county region over the next 25 years. The Regional Transportation Authority Board of Directors also recently adopted the \$5.97 billion plan.

Many survey responders indicated they felt local leaders have already waited too long to address traffic issues, and that better transit options are needed to recruit young professionals. Most respondents preferred a rail solution over buses and felt that good sidewalks and easier access to transit options are also needed.

The plan took 18 months to create and was based on nearly 20,000 survey responses from local residents. An additional one million people are expected to move to the region by 2040, worsening congestion.

Recommendations to improve transit included making service easier to use, improve existing services, improving transit access, making

services more comfortable, developing a network of regional transit centers, expanding current services to new areas and building a high-capacity/rapid transit network.

Short-term solutions proposed include beginning to develop community transit centers, improving waiting facilities, providing more information about what transit options are available, unifying fares, improving base services, providing more services and longer hours, and improvements to transit in downtown Nashville, the Nashville International Airport and commuter bus service.

Mid-range plans include increasing Music City Star rail service, bus-on-shoulder service and upgrading rapid bus services. Long-range goals include developing high-capacity transit service, long-range implementation plans and creating new partnerships over the next 25 years.

Franklin Mayor Ken Moore said the plan is designed to grow and be built upon.

"I think it's an ambitious plan, but I think it's an integrated plan for the entire region that outlines what we need to do to solve our transportation problems going forward," he said. "This is a document that will continue to evolve over the next 20 years as we continue to work through it and implement the recommenda-

tions."

Portland Mayor Ken Wilber commended the MTA, RTA, and other volunteers for putting together and approving the plan.

"I think it is a very aggressive plan and a good starting point for the region," Wilber said. "This is something that is needed, that all the leaders of our cities and counties have been talking about for a very long time. Mass transit and transportation in this area affects everyone. We are a smaller city, but it affects our people going in and out of Nashville whether it's for work, to do business, visit hospitals or entertainment and enjoyment. At some point, everyone is going to Nashville. This is important to all of us. We need to start facing these issues."

Moore said other local goals for the Franklin area include increasing ridership, making better connections between Franklin's mass transit and Nashville, and adding additional capacity. Moore said he also hopes there is more potential for rail in the future.

"I think it is important to get some early wins to gain some momentum. Personally, I think it is awfully important that we improve the local circulation both in Nashville and - from my standpoint - in the Cool Springs and Franklin area," Moore said. "We are doing some

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## Tullahoma's "Walk Across Tennessee" approaching 100,000 miles with Get Fit program

In August, nearly 600 Tullahoma residents started an eight-week journey across Tennessee. And the best part? They did not even have to leave Tullahoma!

As part of the Get Fit! Tullahoma initiative, 117 five-member teams started in Mountain City in August and started walking the 572 miles to Memphis. During the past seven weeks, participants have walked approximately 12,000 miles per week. At that rate the participants at the end of the eight week initiative will have walked nearly 100,000 miles, or four times around the earth.

Several teams have already walked to Memphis, back to Mountain City, and are now on their way back to Memphis.

Each week during the eight-week initiative, participants gather on Thursdays at 6 p.m. at Frazier-McEwen Park to walk the greenway. The walk is led by a different community leader each week with the most recent walk led by Fire Chief Richard Shasteen.

"Various local groups host 5Ks,



As part of the Get Fit! Tullahoma initiative, 117 five-member teams have walked nearly 100,000 miles - the equivalent of walking across the state of Tennessee and back.

Couch to 5Ks, half marathons, and other fitness events, but those are pretty intimidating to many people. The goal of Walk Across Tennessee was to get more non-active residents active. And, of course, walking is a great introductory way to get fit," Mayor Lane Curlee said.

Earlier this year Tullahoma was one of the first two cities in Middle Tennessee to earn the Healthier Tennessee Community distinction from

Gov. Bill Haslam.

"It's a healthy habit and a great way to spend time with family and friends," said Director of Parks and Recreation Kurt Glick. "It is approximately 572 miles across Tennessee, and many of the teams have walked more than twice that."

"I am really proud of these participants. We have had high school students to people in their 80s participate," said Mayor Curlee.

# NEWS ACROSS TENNESSEE



## BRENTWOOD

Construction has begun on Phase Two of improvements to the largest park in the city of Brentwood. The \$2 million project at Marcella Vivrette Smith Park will include extending the loop road and bike path on the south side of Ravenswood Mansion, as well as construction of two multi-purpose athletic fields with irrigation and parking, new restrooms, a picnic shelter, and a playground. The city hired Gresham Smith and Partners for design services and Division 2 Contractors were awarded the construction contract. The project is slated for completion in the fall of 2017.

## CLARKSVILLE

Verstraete IML USA manufacturer will invest \$20 million and create 59 new jobs in Clarksville. The in-mold labeling manufacturer will locate its new facility to a 56,000-square-foot building, and planned renovations to the structure are expected to be completed by July 2017. The global company, formerly known Drukkerij Verstraete, specializes in printing labels on polypropylene, using an in-mold labeling technique where the label is placed in a mold which has the shape of the end product.

## CLARKSVILLE

A new park and ride location has been added to the 94X Clarksville Expression regional bus service. Public transit customers traveling between Clarksville and Nashville moved to Exit 11 off Interstate 24. The new lot offers a well-lit, paved lot with clearly defined parking spaces, a platform for loading and unloading and nearly double the parking spaces (250) for passengers. The Middle Tennessee Regional Transportation Authority, the Tennessee Department of Transportation and the city held a grand opening celebration of the new location on Oct. 11.

## CLEVELAND

The city of Cleveland was ranked one of the top "Low Cost Cities" for retirees in the most recent issue of *Where to Retire Magazine*. The publication's November/December issue selected Cleveland as it offers both a low cost of living and an active lifestyle for seniors including a variety of shopping, dining, outdoor and cultural experiences. The magazine said an average 700,000 retirees look to relocate after retiring each year. Cleveland city officials said low tax rates and a low cost of living are among the reasons why retirees choose the city. Other cities in the top seven included Bullhead City, Ariz.; Palm Coast, Fla.; Myrtle Beach, S.C.; Laramie, Wyo.; and Idaho Falls, Idaho.

## GALLATIN

The city of Gallatin has received a new police cruiser as part of a statewide campaign to improve seatbelt usage. The fully equipped 2016 Ford Police Interceptor valued at \$45,000, was presented to Gallatin as incentive for the hard work officers and citizens put into the challenge. Gallatin reported a 3 percent increase in seat belt usage over the past year, which mirrors an increase in Tennessee's seat belt usage, which rose from 86.23 percent in 2015 to 88.95 percent in 2016. In the same period, 244 people died in crashes in which they were not wearing seat belts. The Governor's Highway Safety Office initiated a campaign to increase seat belt usage over the past two years. Departments statewide participated in the program voluntarily through media messages and a seat belt survey in their coverage areas, qualify-

ing these departments to win a new police vehicle.

## JASPER

The Jasper Police Department will receive new vehicles, gun racks and bulletproof vests funded through city money and a state grant. The Jasper Board of Mayor and Aldermen set aside \$50,000 to buy a new law enforcement vehicle after the department lost two patrol cars. The town was awarded \$10,000 in an insurance settlement for one vehicle, giving the department a total of \$60,000 to spend on new vehicles. The city will purchase two Dodge Duragos for \$28,652 each from Russell Barnett Automotive Family in Winchester, Tenn., through a state-approved contract. Gun racks for patrol cars, bulletproof vests and officer overtime will be paid for by a \$10,334 Governor's Highway Safety Office grant the department received earlier this year.

## JEFFERSON CITY

Officers with the Jefferson City Police Department will receive back-up weapons and active shooter kits including heavy duty bullet-proof vests after a vote by the city council. Purchase of the active shooter kits (including ballistic plate vests that can stop rifle bullets) for each department member will be assisted by a \$1,500 TML Risk Management Pool Safety Partners Grant, with the remainder of the funding coming from drug seizure funds (\$4,515). Trublu Tactical is providing the equipment. The cost of 28 secondary weapons is \$8,974 from Craig's Firearms. The handguns will also be paid for by drug seizure funds. The council also approved a \$138,179 bid from Jarnagin Ford for four police SUVs and one police pick-up, which will be paid for with a four-year lease with a total payment of \$35,928 per year. Equipment for the vehicles will be purchased from Truckers Lighthouse at a cost of \$28,849.

## KINGSPORT

Kingsport has been designated an American Association of Retired Persons (AARP) Age-Friendly Community, the only community in the state to receive the organization's age-friendly endorsement so far. The AARP designation is a result of the city's ability to adapt to an aging population, with features such as walkable streets, better housing and transportation and the opportunity for residents to participate in community activities. AARP conducted a Livability Community Survey in Kingsport in 2009 and results showed the median length of residency in Kingsport is 43 years and nearly half of the respondents have lived here more than 35 years. Only 121 such communities across the country have received the designation.

## KNOXVILLE

AT&T has announced plans to make 1 gigabit Internet service available in the Knoxville area within the next year. The company has already launched the high-speed, 100 percent fiber network in 29 cities with plans to establish it in nearly 70 more metro areas. The new service will permit customers to get Internet speeds 20 times faster than the average cable customer. It would also allow instant access to online movies, music, games, photos, videos, access to the cloud, virtual reality and more. AT&T has invested about \$110 million in its wireless and wired networks in Knoxville and Knox County from 2013 to 2015, the company said. The AT&T announcement follows the August announcement by WOW! Internet, Cable & Phone that it will have 1 gigabit Internet service available in the Knoxville area by the end of the year.

## MORRISTOWN

Morristown has won the Voice of the People Award for Transformation in Safety by the National Research Center (NRC), the second time the city has been recognized by the organization. Voice of the People Awards are given to jurisdictions that best listen and act to improve their communities. Awards were given based on citizens' responses to the National Citizen Survey which is sent out each year to a sampling of residents. According to results of this survey, Morristown residents report the highest levels of improvement with safety compared to all other participating jurisdictions. To enhance public safety, police expanded

walking patrols in the downtown and shopping centers. Police leadership organized a panel of local representatives from all areas of the community to get feedback and strengthen partnerships within the community. The city is working to make more effective use of technology for public safety. Use of Geographic Information System (GIS) to map crime incidents has allowed for better communication with residents as well as a more focused allocation of manpower to trouble areas.

## MT. JULIET

Dickens Turf & Landscape Supply will open a new store in Mt. Juliet after renovating a building on Old Pleasant Grove Road. The new lawn and landscape supplies and equipment store's retail area will be roughly 3,000 square feet accompanied with a 10,000-square-foot warehouse for inventory. The new location is expected to open in the summer of 2017 and will be the seventh store for the local-based company. Others are in Nashville, Cool Springs in Williamson County, Hendersonville, Bellevue, Murfreesboro and Knoxville.

## MURFREESBORO

Oaklands Park in Murfreesboro is the state's newest certified arboretum. The Tennessee Urban Forestry Council added Oaklands to the list during its 25th annual conference at the Rutherford County Extension Office in Murfreesboro. The Oaklands Mansion and Visitor Center is operated by Oaklands Historic House Museum while Oaklands Park is operated and maintained by the city. TUFC coordinates the Arboretum Certification Program to set and enforce standards for public education by state arboreta. The program has certified more than 100 sites ranging from a neighborhood school with 30 different species of labeled trees to a research park with over 120 tree species and full-time employees and volunteers.

## NASHVILLE

The city of Nashville has been ranked one of the most popular places to move to, according to *U.S. News and World Report*. Nashville ranked 12 on the list of Top 20 Best Places People Are Moving To based on factors such as population, median home price, median annual salary and net migration rate. The city, which scored 22 on the publication's list of Best Places to Live in 2016, earned its highest score for net migration with a 4.77 percent population increase between 2010 and 2014. Nashville also earned top marks for having a median home price under the national average.

## OAK RIDGE

LeMond Composites will invest \$125 million and create 242 new jobs at its facility in Oak Ridge. The company will begin manufacturing a new industry-disrupting carbon fiber for the transportation, renewable energy and infrastructure markets at its facility, which is located adjacent to Oak Ridge National Laboratory's Carbon Fiber Technology Facility. Offering solutions for high-volume, low-cost carbon fiber, LeMond Composites has secured a licensing agreement with U.S. Department of Energy's ORNL. The agreement will make LeMond Composites the first company to offer this new industry-disrupting carbon fiber to the transportation, renewable energy, and infrastructure markets. The company plans to break ground on the new facility in January 2017. The first commercially available product will be ready in the first quarter of 2018.

## SPRING HILL

An additional 650 new jobs are being added to the Spring Hill General Motors plant, according to the automotive company. GM said a third shift is being added to help increase output of the Cadillac XT5 and GMC Acadia. Positions will be filled this quarter and the third shift is expected to begin work in January 2017. Company officials praised the plant's "flexibility and agility" in meeting consumer demands as one of the reasons for the expansion. GM's Spring Hill facility has 3,300 hourly and salaried employees and includes a flexible vehicle assembly plant and an engine plant. The automaker has announced more than \$2 billion in investments for the Spring Hill operations since 2010.

## Milan K-9 Officer Oakley receives bulletproof vest



Milan Police Department K-9 Officer Oakley has received a bullet and stab-proof vest to help keep her safe in the field. The partner of Lt. Kelvin Whitney, Oakley's vest typically retails at \$2,000 and is rated to withstand up to five rounds from 9mm and .44 Magnum handguns as well as knife attacks. The vest was donated to the Milan Police Department by Vested Interest in K9s, Inc., and the Protecting K9 Heroes Fundraiser in memory of Jethro, a K-9 Officer from Canton, Ohio, who was shot three times during the line of duty. Tennessee's "Aron's Law," signed by Gov. Bill Haslam last year, makes it a Class E Felony to intentionally kill a police, fire or search-and-rescue animal.

## Spring Hill public officials, students participate in Safe Walk to School event



Spring Hill students, parents, teachers and city officials walked along the Peter Jenkins Walking Trail as part of a national effort to promote safer streets, healthier habits and decrease traffic. Mayor Rick Graham and Alderman Jonathan Duda also participated in the 2016 Spring Hill Safe Walk to School Day organized by the Allendale Elementary PTO.

## Hendersonville takes home Greater Nashville Regional Council awards



The city of Hendersonville received two local government awards during the annual business meeting of the Greater Nashville Regional Council. The city took home an award for Protective Services and a second award for Recreation and Youth Engagement. Left to right: Hendersonville Parks Director Brandon Rogers, Hendersonville Police Lt. Scott Ryan and Chief Scotty Bush.

## Morristown wins Voice of the People Award



Morristown has won the Voice of the People Award for Transformation in Safety by the National Research Center (NRC), the second time the city has been recognized by the organization. Voice of the People Awards are given to jurisdictions that best listen and act to improve their communities. Awards were given based on citizens' responses to the National Citizen Survey which is sent out each year to a sampling of residents.

### TENNESSEE TOWN & CITY

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the ThreeStar Leadership Academy to provide economic development training to elected officials, and more cooperation between rural economic development coordinators and the state's Joint Economic and Community Development Board.

Education proposals include developing a rural education network, rural teacher initiative and work-based learning. Often times, rural communities have a hard time recruiting educators as rural communities cannot always compete with the higher salaries and incentives offered in larger school districts.

"Rural teachers often feel professionally isolated from similar content area and gradeband instructors," the report states. "This challenge faces rural teachers at a time when collaboration and continuous learning is known to improve practices and student outcomes."

The report suggested developing Networked Improvement Communities and rural networks similar to those developed for rural communities in North Carolina and Ohio to help provide rural teachers with more of a support system.

The report suggested the state develop two pilot programs aimed at rural recruitment.

The first was a recruiting pilot program aimed at garnering commitments from teachers to commit to teaching four years in a rural district and receive state-subsidized compensation as a result.

The second pilot, dubbed Grow Your Own, offers to help cover up to \$32,000 in loans at Tennessee colleges or universities for teachers so long as they earned a certain GPA in school and make a commitment to teach in a selected rural county for four years.



The Governor's Rural Task Force recently unveiled a strategic plan for economic development aimed at rural communities like Sparta pictured above.

The report found another issue with teacher retention is the lack of professional connections teachers make in smaller schools or school districts.

"Wellbeing proposals include mobile integrated health, incentives for healthcare professionals and an oral health pilot program. To build capacity for job creation, proposals focused on rural small business and entrepreneurship technical assistance, access to capital, AgEnterprise Adjustment Funds, AgLaunch, rural technology hubs and reducing recidivism.

As part of the focus on placemaking, the task force suggested expanding funding for site development, developing rural destination districts through the Rural Opportunity Act of Reinvestment (ROAR), asset-based planning, a retail academy, utilizing the "Made in Tennessee" branding program, and better access to healthy foods and places.

The task force is already working to implement some of its recommendations, including asset-based planning, one-stop-shop community resource guides and the Retail Academy. The Task Force will also support and empower local communities to build upon these programs to develop their own local programs.

Department of Agriculture Commissioner Jai Templeton said the plan put forth by the task force is to be used as a working document and will lay the foundations for future growth in rural counties.

"I am grateful for the renewed interest in growing Tennessee's rural communities and the recognition of the importance of agriculture," Templeton said. "When our small towns and countryside thrive, we all benefit."

To read the full report, visit <http://www.tnecd.com/files/439/rtf-final-10102016.pdf>.

# Funding next step for Middle Tennessee's aggressive "nMotion" transportation plan

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things in Franklin like adding additional funding to the Franklin Transit Authority so some of their fixed routes go from an hour to 30 minutes. We are working with a consultant to find some improved routing through Cool Springs. I think right now the most important thing isn't building a bullet train but tackling local circulation issues so we can move people around in a much more consistent and predictable manner."

To help the plan get off the ground, Wilber said local leaders need to show commitment by starting with smaller projects that can help lay the groundwork for other improvements.

"We have to show the public that their leaders are serious about this plan," he said. "We don't have to have all the money at once to start working on this. It may be a process that starts out very slowly. There are things that can be done without a lot of cost, but we will eventually have to fund those big items. We need to be realistic and make this a priority for the region."

If something isn't done about transit soon, Wilber said the region could see consequences other than longer drives to work.

"If it takes you 30 minutes to get to work and another 30 minutes coming home, that's an hour a day in a commute," he said. "You also have the cost of the gas and the vehicle running. Traffic also makes it harder for companies to get their freight in and out on a deadline. Anytime that process slows down, it can be a factor in businesses not wanting to locate

here."

The next major task for the plan is finding funding sources to turn nMotion's goals into reality. With a nearly \$6 billion price tag, Moore said both residents and local officials have to realize that funding is needed to improve traffic conditions.

"Public input and good discussion among the public is really important as you try to implement these types of things," Moore said. "Sometimes people get cold feet once they see what it takes to get things funded. Hopefully, we have educated the public enough that they realize that an ambitious but doable plan is going to require some element of local funding. There have been consultants discussing the funding issues, and we will see more recommendations going forward. Franklin, in our last budget at the end of June, added one penny to multi-modal tax to help fund mass transit. We are trying to push forward before we hit true gridlock."

Wilber said cities do have options on where they can find local money to help support transportation projects.

"The Mayors Caucus has been talking about funding, and a lot of it is coming back to local communities to make decisions at some point," Wilber said. "It may be a separate tax, increased fees or registration or vehicle testing. There are several options out there, and one of the next big steps is for the communities to get together and get serious about the funding issue. The price is very realistic. I think everyone is finding that costs are on the rise. We are very fortunate to be in a region that is doing well economically, but because people are doing well things cost more."

The Nashville Chamber of Commerce 2016 Vital Signs report found 64 percent of regional residents support a portion of their taxes going to mass transit.

In addition to funds from local communities, municipal leaders are hoping the state will pitch in for improvements.

"We are also optimistic the governor is going to bring forward a sustainable source of transportation funding, which we hope will include some funding for mass transit," Moore said. "We have seen continued rising prices on roads and transit. Even though they have passed a federal highway bill, the amount of funding that is necessary for many projects isn't there on the federal level. You have to have these local, dedicated revenue sources."

As time goes on, Moore said project costs are only going to increase.

"It is only going to get more expensive," he said. "For example, Seattle is considering a \$56 billion expansion of their system. It is going to take some significant financial commitments from communities, counties, corridors and the entire region to bring this to fruition."

The nMotion plan approval comes on the heels of the American Society of Civil Engineer's report card, which gave the state of Tennessee an overall grade of "C" for its infrastructure. The state as a whole earned a "D" or "poor" grade for transit.

"Although some positive programs for transit are occurring at the state level, there are many areas where the momentum has been stifled, such as the Nashville Amp," the ASCE report stated. "The Bus Rapid Transit project was a 7.1 mile route intended to connect the West End of the city to Five-Points. The project pitted some external political pressure against proponents of the system who took on the challenge of promoting Nashville Mayor's Amp project. The Project had substantial support on both sides of the issue, but was eventually struck down by the Tennessee State Senate."

The ASCE report also suggested the state address the areas of accessibility to transit systems, provide more funding opportunities for the systems, integrate transit into all current and future roadway projects, and implement transit technology, such as Transit Signal Prioritization, for improve reliability within the transit corridors.

To learn more about the nMotion plan, visit <http://nmotion2015.com>.

## BOOK REVIEW

# Leadership is an Art gives tips on how to be the most effective

BY MAX DE PREE  
REVIEWED BY HONNA ROGERS  
MTAS Management Consultant

How do your employees and co-workers describe you? Do they think of you as a manager or a leader? Do they feel like you care about them or that they can contribute to the good of the municipality?

*Leadership is an Art* by Max De Pree could be described by some as a very "feel good" book, and that's just what I liked about it. De Pree is chairman emeritus of Herman Miller, Inc, and was elected by *Fortune Magazine* to the National Business Hall of Fame.

De Pree believes strongly in communication, an inclusive organization, and servant leadership. He is known most for his ability to combine a caring organization with business success. This can also be done in a municipality. It's important to note that a leader doesn't always have to be at the top of the organization or even a supervisor. The book is full of many great points and I will attempt to summarize some of his main points here.

De Pree begins the book by quickly pointing out that a true leader spends far less time talking than listening. "The true leader is a listener. The leader listens to the ideas, needs, aspirations, and wishes of the followers and then – within the context

of his or her own well-developed system of beliefs – responds to these in an appropriate fashion."

He believes in empowering employees and truly caring about them. He feels that leaders should learn enough about their employees to know what their talents and interests are outside of their day job. These talents can be used for the benefit of the employee and the company. He writes that true effectiveness comes about when you help others to reach their personal and organizational potential. De Pree believes that the needs of the team are best met when you meet the needs of individual persons.

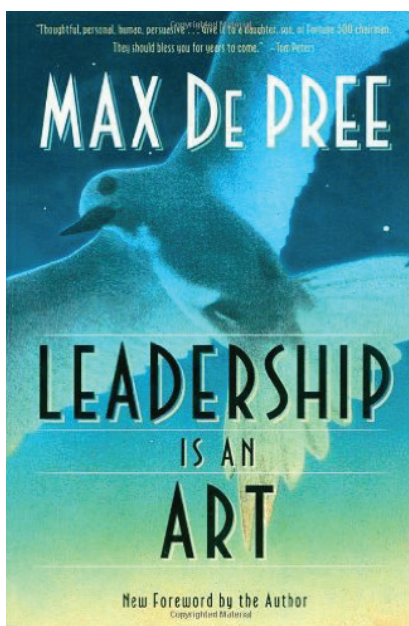
To me one of the most profound statements in the book is that "Leaders don't inflict pain; they bear pain." Who hasn't had that supervisor that you dreaded seeing each day or that never brought much joy to the office? De Pree believes that joy is an essential component of leadership and that leaders are obligated to provide it. How much joy are you bringing to your organization? Are you a protector of your employees?

Another important thread throughout the book is to stress the importance of communication. It is easy to see that De Pree believes it is better to err on the side of giving too much information than not enough. He describes information as a type of power but says that it is a pointless

power if it is hoarded. He also says that everyone has the right and the duty to influence decision making in the organization and to understand the results. He is a big proponent of participative management and believes it is the only way to keep decisions from being arbitrary, secret, or closed to questioning. De Pree writes, "We owe each other truth and courtesy, though truth is sometimes a real constraint, and courtesy inconvenient."

I'm sure some of you are wondering how this will ever work in the day to day business of a city hall. You may also be thinking that employees can't decide everything. It's important to know that he also stresses that participative management is not democratic. "Having a say differs from having a vote." The book gives great advice on how to achieve this balance.

It is very clear that De Pree is a strong advocate of making a difference in the lives of those who permit the leaders to lead. I recently heard someone say that if you think you are leading but no one is following you, you are just taking a walk alone. De Pree stresses that you can't be a leader without followers. Employees or coworkers choose who they will follow. De Pree sees it as a leader's duty to then take care of those who choose to follow him or her. He believes that people are the heart and



spirit of all that is important in your organization.

We spend so much of our time at work. Many days I spend more waking hours working than I do with my family. I cannot imagine going to a job where I feel like no one cares about me or what I think. De Pree believes that work is a great privilege that can be productive, rewarding, enriching, healing, meaningful, and joyful. Do you feel joyful at work? Would your employees say that you make work feel rewarding, meaningful, and joyful?

As a city leader, it is easy to get bogged down in the day-to-day business of providing services and just answering calls. It is important to take time to look at the employees around you who are providing those services. What do you know about the person who cleans your city hall? Does that tough police officer also have an amazing artistic talent that can be utilized with painting a mural in your city building to give him a sense of pride? Does your codes enforcer really understand why insurance rates were increased? Have you ever asked the person who operates the brush truck to assist with the RFP and selection of the next piece of equipment? It is important to consider the ideas of De Pree and truly learn about and support your employees. After all, without them you would have nothing to provide to your citizens.

This book can be borrowed from the MTAS Watson Information and Research Center by emailing Dawn McMillen, MTAS Senior Library Associate, at [dawn.mcmillen@tennessee.edu](mailto:dawn.mcmillen@tennessee.edu) or calling at 865-974-8970.

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# PEOPLE



**Matthew Blomeley** has been officially named the new assistant director of the Murfreesboro Planning Department. Blomeley had previously served as a principal planner for the city since 2006 and currently serves under Planning Director Gary Whitaker. He began his career with the city as a planner in 2001 and was promoted to principal planner in 2006. From 2006 to 2014, his primary responsibility involved advising the board of zoning appeals. In 2015, Blomeley began advising the city's planning commission and city council on issues related to planning. Before working with Murfreesboro, he worked with the city of Albany, Ga., beginning in 2000. A native of Birmingham, Blomeley graduated from Auburn University in 1999 with a degree in public administration. He has recently received certification from the American Institute of Certified Planners (A.I.C.P.), is a 2006 graduate of Leadership Rutherford and serves on the Board of Directors for Main Street Murfreesboro/Rutherford County.



Matthew Blomeley

**Greg Clark** has been selected as the new director of parks and recreation for the town of Collierville. Clark has been serving as interim director of the department since former director Chip Peterson retired earlier this year. Clark came to work for the city in 1997 as assistant parks director and has been involved in all aspects of the town's parks department during his tenure. Clark said his focus will be bringing a strategic improvement plan before the town board, repaving greenbelt trails and improving landscaping and irrigation in medians.

**Jay Cravens** has been selected as the new development director for the town of Collierville. His duties with the town will include overseeing planning, engineering and construction codes. Cravens is presently employed as the city manager of Bloomfield Hills, Ill., and Cravens has served with Bloomfield Hills since 2007, and before that was the township manager of Cascade Charter Township in Illinois for nearly 20 years. An active member of the Michigan Association of Planning and past president of the organization, Cravens earned his bachelor's degree in public administration from Western Michigan University and a master's of urban planning degree from Michigan State University.



Jay Cravens

**Victor Donoho** has been selected as the new director of the Tennessee Highway Safety Office (THSO), according to Tennessee Department of Safety and Homeland Security Commissioner David W. Purkey. A native of Macon County, Donoho has more than 31 years of experience in state and local public safety services, having served in the Tennessee Highway Patrol since 1989. He started as a road trooper and worked his way up, serving as the assistant director of the Research, Planning, and Development Division, and his current position as director (captain) of the Inspectional Services Bureau. Donoho began his career in public service as an emergency medical technician with the Macon County Ambulance Service, and joined with three community-based organizations, providing ambulance, fire, and rescue services. Donoho is the only department employee to have been chosen to attend a one-year appointment to the National Highway Traffic Safety Administration's (NHTSA) traffic safety leadership program in Washington, D.C., where he gained specialized training in traffic safety, highway grant funded programming, and knowledge of highway safety federal funding requirements. Donoho has a bachelor's degree in organizational leadership from Union University. He is also a graduate of the Tennessee Government Executive Institute, LEAD Tennessee and North-



Victor Donoho

western University School of Police Staff and Command.

**Macel Ely** has been named the director of the University of Tennessee Institute for Public Service's (IPS) Naifeh Center for Effective Leadership. Ely recently served as the training program manager of the Municipal Technical Advisory Service (MTAS) and served as a training specialist with the Naifeh center from 2007 to 2013. He succeeds former Naifeh Director Gary Peevely, who retired in the spring. Ely began his duties with the Naifeh center on Oct. 1. He has a bachelor's degree in public administration from Kentucky Wesleyan University and a master's in public administration and doctorate in educational leadership and policy studies from UT Knoxville.



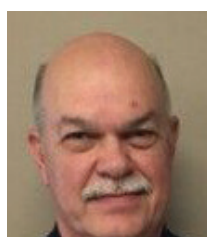
Macel Ely

**Bob Forbess**, an alderman for the city of Munford, died Oct. 1 at the age of 67. A lifelong resident of Munford, he became an alderman for the city for the first time in 1986 and helped start the city's parks and recreation department with then alderman and current Mayor Dwayne Cole. After graduating from Munford High School in 1967, Forbess served his country in Vietnam. After he returned home, Forbess worked for several years at International Harvester in Memphis and then as a mailman in Memphis. He and his brother then started Forbess Properties, which has operated out of Munford for more than 36 years. He is survived by his wife of 49 years, Pat Malone Forbess, two daughters, nine grandchildren, and six great-grandchildren.



Bob Forbess

**Gordonsville Police Chief Wayne Harris** announced he plans to retire at the end of the year. Harris has served as the town's chief for 19 years, taking over the position after serving as assistant chief and officer with the force. An Air Force veteran, he studied to become a medical laboratory technician and worked eight years with the Tennessee Department of Mental Health. He has served under six mayors and was one of only two officers employed by the town when he began his career.



Chief Wayne Harris

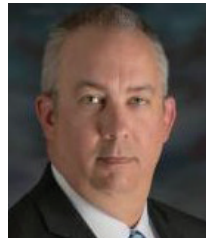
**Chip Moore**, Hendersonville Public Works Director, was recently selected as the 2016 Public Servant of the Year by the Sumner County Council of Governments. Moore worked with Carpenter Wright Engineers before joining the city in 2002 as a city design engineer. After 10 years, he

was selected as the city's new public works director and has been responsible for projects including \$1.2 million in drainage work, designing a new salt barn for the city, and working with both local and state road projects. Moore has a bachelor's degree in civil engineering from Tennessee Technological University.



Chip Moore

**Derek Pacifico** has been selected as the new chief of the Harriman Police Department. Selected out of a field of 11 applicants, Pacifico is originally from Southern California and began his career with the San Bernardino County Sheriff's Department in 1990. He retired as a sergeant from the department after 22 years of active duty. Following his retirement, Pacifico was operating a training and consulting firm full time along with teaching criminal justice courses and writing the *Writer's Guides to Law Enforcement* series, the first in the edition being the *Writer's Guide to Homicide*. Pacifico earned a bachelor's degree in organizational leadership from Brandman University, part of the Chapman University system, and a master's degree in criminal justice and political science from Bethel College.



Derek Pacifico

**Marie Williams** has been appointed the new commissioner of the Tennessee Department of Mental Health and Substance Abuse Services. Williams began her duties on Oct. 22, stepping into the position of retiring Commissioner Doug Varney. Williams started working with the department in 2000, and has served as deputy commissioner since 2011, directly managing the department's daily operations and budget. Prior to her appointment as deputy commissioner, Williams served as assistant commissioner of mental health services. Williams has also served as a Community Builder Fellow with the U.S. Department of Housing and Urban Development (HUD), director of homeless services for Catholic Charities of Memphis, and led the homeless services department at the Midtown Mental Health Center in Memphis. She is the co-author and creator of the professional publication, *Out of Poverty*, a group-based peer and mentor training program to help people escape the cycle of poverty that is currently being implemented in communities across the country. A licensed clinical social worker, Williams has a master's degree in social work from the University of Tennessee and a bachelor's degree in psychology from Austin Peay State University.



Marie Williams

## Portland's Bratton steps down after more than two decades of service

BY KATE COIL  
TML Communications Specialist

After more than 27 years of service to the city of Portland, Alderman Luther Bratton will be stepping down from his work with the city.

Bratton was first elected to the Portland Board of Mayor and Alderman in 1987 and served until 1991. He was again re-elected in 1997, serving until 2014 when he was appointed by the city council to serve the unexpired term of Councilman Melvin Minnis following Minnis' death.

Portland Mayor Ken Wilber said Bratton has always put the city of Portland first during his tenure on the Board of Mayor and Aldermen.

"I have known Luther for most of my life and consider him a good friend," Wilber said. "He has always had the best interest of Portland in mind as he considered voting on different issues. His service will truly be missed on the council for his leadership and knowledge. Portland is a better community for his service. His mentor in his life is Martin Luther King Jr., and this quote from him reminds me of Alderman Bratton: 'A genuine leader is not a searcher for consensus but a molder of consensus.'"

During his nearly 28 years with the city council, Bratton has served under five mayors and on various city committees, including the public works committee, codes and planning committee, community development committee, legislative committee and finance committee. He also serves as the chairman of the Sumner County Planning Commission.

A native of Portland and graduate of Portland High School, Bratton opened a real estate business in the city. Bratton credits the late Mayor William J. "Bill" Rawls with getting him into public service.

"The mayor at the time strongly encouraged me and felt I would be an asset," Bratton said. "He told me I should give back to the community because the community was good to me. I agreed and that's how I got my initial start."

After serving on the city's planning commission, Bratton said he decided to get more involved in city government.

"I was the chairman of the commission for a while," he said. "We were more of a recommendation committee. Some of our ideas made it through and some of them did not. I decided if I wanted to see some of these ideas about future planning being implemented, I need to move on to the body that makes the decisions."

For Bratton, being able to give back to his community is the most important part of his service on the board.

"I've been able to help my community," Bratton said. "I raised my family here, and my daughter graduated from high school here. I love being able to help people in the community, when citizens call to ask for your assistance and trust you enough that you will follow through and help them



Luther Bratton

with their issues. It's rewarding to help people when they don't understand the political process."

During his tenure with the board, the city renovated city hall, completed a new wastewater treatment plant, moved its police and fire departments, opened Richland Park, upgraded the city's airport, expanded its boundaries several times, and completed construction of various roadways and utility extensions.

"For a small community, Portland is fortunate that we focused on utilities," Bratton said. "We are a small community, but we own our own gas system, our own water system, and our own sewer system. Most small communities have to depend on larger communities for that. Through the years, one of our larger focuses and my focus has been on maintaining and keeping our independence for those services. We expanded our airport runway and built a new airport terminal to help those larger industries bring in not only people but supplies. We've been able to keep Portland in step with its growth."

Of all the projects he has been involved with, Bratton said the creation of Richland Park and the expansion of the city's parks have been the most important to him.

"Possibly one of the most important things we did was convince the community to allow us to increase taxes and earmark those funds to buy land and build a state-of-the-art park," he said. "I think our park system is just phenomenal. Through the years and after paying for the land, we acquired another loan and expanded our ball fields and soccer fields. It can be tough to raise taxes and convince the community this is a good way for our taxes to go."

When he steps down in November, Bratton said he plans to still continue with his real estate business but he will also be spending a good deal of time in Portland's parks.

"I'm not going to totally retire at this point, but I plan to slow down and enjoy my grandkids," he said. "My granddaughter actually plays soccer in the city park every Saturday morning. We're always there cheering her on and enjoying those nice facilities we have."

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## Water and Wastewater Systems

## STATE BRIEFS



**The Tennessee Healthy Watershed Initiative announced today its request for proposals to fund watershed improvement and protection projects across the state.** Up to \$500,000 in total funding will be available through a competitive application process. Projects that will be considered for funding must accomplish the following goals: protect and maintain the state's watersheds; prevent watersheds from becoming impaired; and accelerate restoration successes on impaired streams. The request for proposals and applications will be available until Nov. 18. For more information, visit <https://www.tn.gov/environment/article/wr-ws-tennessee-healthy-watershed-initiative>.

**Tennessee's 2015-16 graduation rate is the highest on record since the state changed to a more rigorous calculation of graduation rates in 2011.** Education Commissioner Candice McQueen announced the 88.5 percent, up nearly a full percentage point since last year and overall has increased three percentage points since the state implemented the more rigorous calculations. This year, nearly 60 percent of districts saw their graduation rates increase or stay the same when compared to last year's rates. A dozen districts improved their graduation rates by five percentage points or more, and 95 districts—over 70 percent of the districts in the state—have graduation rates at or above 90 percent, up from 81 districts last year.

**Tennessee leads the nation in direct foreign investments,** according to the state's Department of Economic and Community Development. Companies including Wacker Chemical, Volkswagen, Gestamp, Denso Manufacturing, and others have invested more than \$5 million and added more than 2,500 jobs in the past three years. Such investments helped Tennessee to again lead the nation in the share of new foreign direct investment, according to IBM-PLI's "Global Location Trends"

report for 2015. This is the second time in three years that Tennessee topped the nation in the share of new jobs coming jobs through foreign direct investment. The state has also opened new recruitment offices overseas in China, South Korea, Italy, Germany and the Netherlands to help encourage further foreign investment in the state.

**Median household income in Tennessee grew 6.4 percent last year,** the second highest gain in the country and the highest in the Southeast, Pew Charitable Trusts found in a newly released report. Median household income in Tennessee was \$47,275 in 2014. Pew reported that Tennessee was one of 49 states where income growth outpaced economic growth last year. Much of Tennessee's job growth has been in business and professional services. Some companies, like Bridgestone in Nashville and FedEx in Memphis, have expanded corporate operations in Tennessee over the past several years, attracted to the state by a relatively low cost of living and the central locations. The state's 2014 offer of free community college tuition, which drew 58,000 applications that first year, also might have attracted employers.

**Farmers who are both on active duty and veteran military in Tennessee have a new opportunity to connect with consumers.** Pick Tennessee Products is partnering with the national brand Homegrown by Heroes (HBH) to help military farmers. HBH is the official farmer veteran branding program of America. The HBH logo informs consumers that products featuring the logo were produced by military veterans. The program is available to farmers, ranchers, fishermen and value-added producers of all branches and eras of military service. The Tennessee Department of Agriculture offers Pick Tennessee Products as a free service to Tennessee farmers. The directories connect consumers with farms, farm products and farm-related activities.

## September revenues exceed estimates

Tennessee revenues exceeded the budgeted estimates for the second month of the state's fiscal year. Finance and Administration Commissioner Larry Martin reported that overall September's revenues were \$1.3 billion, which is \$78.7 million more than September 2015, and \$116.6 million over the budgeted estimate. The growth rate for September was 6.38 percent.

"Sales taxes reflecting August consumer activity grew 4.5 percent over the same time period one year ago," Martin said. "Corporate taxes posted positive double digit growth for the month while all other revenues, taken as a group, slightly exceeded last year's recorded revenues."

"While we are encouraged by the September revenue numbers, we do have some concerns about the sustainability of our franchise and excise tax growth for the balance of this year," he added.

On an accrual basis, September is the second month in the 2016-2017 fiscal year.

For September, general fund revenues exceeded the budgeted estimates by \$107.6 million and the

four other funds that share in state tax revenues by \$9 million above the estimates.

Sales tax revenues were \$24.1 million more than the estimate for September. The September growth rate was positive 4.5 percent. Year-to-date revenues are 3.31 percent more than this time last year.

Franchise and excise taxes combined were \$75.8 million more than the September budgeted estimate of \$329.1 million. The September growth rate was positive 12.22 percent, and on a year-to-date basis 19.95 percent.

Gasoline and motor fuel revenues for September increased by 4.33 percent and were \$6.2 million more than the budgeted estimate of \$74.0 million. Motor Vehicle Registration revenues were \$3.5 million more than the September estimate, and on a year-to-date basis exceed estimates by \$2.9 million.

Tobacco tax revenues for the month were \$500,000 more than the budgeted estimate of \$21.4 million. The growth rate for September was negative 3.15 percent.

Privilege tax revenues were

## CDB grants, Delta Regional Authority investments distributed to TN communities totaling \$127 million

Gov. Bill Haslam and Economic and Community Development Commissioner Randy Boyd recently approved more than \$27 million in Community Development Block Grants (CDBG) to assist Tennessee communities with infrastructure and health and safety projects.

The Delta Regional Authority (DRA) Federal also announced nearly \$100 million in new investments into strengthening infrastructure, supporting small businesses and entrepreneurs, and encouraging tourism in West Tennessee.

"These funds will help empower communities to improve and grow, expanding services and programs to create more economic development opportunities, and leading us one step closer to our goal of making Tennessee the No. 1 location in the Southeast for high-quality jobs," Haslam said.

"All of these communities are willing to put together solid projects and matching funds to make long-lasting changes with assistance of CDBG funds and DRA investments," Boyd said. "Having so many communities awarded CDBG funds and DRA investments showcases that our Team Tennessee communities believe in themselves and believe that they can succeed."

Allocation of CDBG funds is based on priorities set through the public meeting process at the local level where community needs are best known. The CDBG program is funded through HUD and administered in Tennessee by the Department of Economic and Community Development. Funds are available for water and sewer improvements and extensions, housing rehabilitation and health and safety projects.

DRA investments are primarily made through the States' Economic Development Assistance Program, the agency's main federal funding program that invests in public infrastructure, transportation infrastructure, workforce development, small business and entrepreneurship, and health access projects in the 252 counties and parishes of the eight-state Delta region.

COMMUNITY	PROJECT	CDBG	LOCAL	TOTAL
Alamo	Fire Protection	\$309,235	\$16,275	\$325,510
Baileyton	Water System Rehabilitation	\$524,978	\$78,445	\$603,423
Bells	Sewer System Improvements	\$448,186	\$33,734	\$481,920
Bethel Springs	Sewer System Improvements	\$525,000	\$0	\$525,000
Blaine	Fire Protection Improvements	\$264,600	\$5,400	\$270,000
Celina	Water System Rehabilitation	\$525,000	\$46,000	\$571,000
Chapel Hill	Sewer System Improvements	\$361,250	\$788,750	\$1,150,000
Collinwood	Water System Improvements	\$376,000	\$24,000	\$400,000
Cowan	Water System Rehabilitation	\$364,894	\$7,447	\$372,341
Crab Orchard	Housing Rehab	\$525,000	\$0	\$525,000
Cumberland Gap	Water System Rehabilitation	\$168,000	\$32,000	\$200,000
Decherd	Wastewater Plant Improvements	\$400,000	\$10,800,000	\$11,200,000
Doyle	Fire Protection	\$315,000	\$9,450	\$324,450
Dresden	Sewer System Improvements	\$347,399	\$22,181	\$369,580
Ducktown	Copper Basin Medical Center Renovation	\$315,000	\$88,846	\$403,846
Dyersburg	Wastewater Improvements	\$525,000	\$73,100	\$598,100
Enville	Water System Improvements	\$525,000	\$33,500	\$558,500
Gleason	Sewer System Improvements	\$223,511	\$0	\$223,511
Gordonsville	Housing Rehab	\$36,040	\$0	\$36,040
Greenfield	Water System Improvements	\$298,002	\$6,082	\$304,084
Guys	Road Rehab	\$142,394	\$2,906	\$145,300
Halls	Ambulance	\$278,400	\$11,600	\$290,000
Hartsville	Water Rehab	\$525,000	\$40,000	\$565,000
Henderson	Housing Rehab	\$500,000	\$0	\$500,000
Hohenwald	Water System Improvements	\$525,000	\$39,516	\$564,516
Hornsby	Water Main Replacement	\$249,760	\$0	\$249,760
Huntingdon	Sewer Line Extension	\$327,600	\$32,400	\$360,000
Jacksboro	Sewer System Rehabilitation	\$493,750	\$131,250	\$625,000
Jellico	Water System Rehabilitation	\$525,000	\$10,800	\$535,800
Lafayette	Sewer System Improvements	\$525,000	\$95,000	\$620,000
LaFollette	Sewer System Improvements	\$525,000	\$45,900	\$570,900
Loretto	Fire Protection	\$315,000	\$23,710	\$338,710
McEwen	Wastewater Improvements	\$525,000	\$1,064,500	\$1,589,500
Michie	Water Main Improvements	\$525,000	\$17,124	\$542,124
Middleton	Sewer System Improvements	\$387,100	\$102,900	\$490,000
Mountain City	Sewer System Rehabilitation	\$525,000	\$109,000	\$634,000
Oliver Springs	Wastewater Plant Improvements	\$525,000	\$325,000	\$850,000
Paris	Wastewater Plant Improvements	\$525,000	\$375,000	\$900,000
Parker's Crossroads	Fire Protection	\$161,607	\$30,783	\$192,390
Pikeville	Water Loss Improvements	\$500,500	\$49,500	\$550,000
Ramer	Water System Improvements	\$104,650	\$10,350	\$115,000
Red Boiling Springs	Water Rehab	\$525,000	\$17,000	\$542,000
Ripley	Fire Protection	\$315,000	\$27,500	\$342,500
Rocky Top	Water System Improvements	\$525,000	\$39,516	\$564,516
Sardis	Water Treatment Plant Improvements	\$380,500	\$0	\$380,500
Spencer	Water Rehab	\$525,000	\$40,000	\$565,000
Surgoinsville	Sewer Line Extension	\$510,405	\$21,267	\$531,672
Tiptonville	Wastewater Plant Improvements	\$525,000	\$525,000	\$525,000
Tracy City	Blight Elimination	\$236,180	\$4,820	\$241,000
Trezevant	Water System Improvements	\$509,000	\$0	\$509,000
Vanleer	Water Line Extension	\$331,000	\$30,000	\$361,000
Wartburg	Wastewater Plant Improvements	\$525,000	\$122,000	\$647,000
Wartrace	Sewer System Improvements	\$289,750	\$15,250	\$305,000
White Pine	Water Line Extension	\$467,020	\$50,932	\$518,911

In addition to the CDBG funding, Tennessee is announcing Delta Regional Authority investments; these are a combination of the DRA's 2016 economic awards as well as state, local and private resources, and are expected to create and retain hundreds of local jobs, train workers and support industries across the region. Below is a list of the DRA investments:

Community	Project	Total	DRA	Other
Martin	Staging area to serve MTD Projects	\$30,650,000	\$150,000	\$500,000
Memphis	South Main Artspace Lots Project	\$17,652,768	\$150,000	\$17,502,768
Paris	Offsite storage to serve Euro Tranciaturo Project	\$12,842,000	\$150,000	\$692,000
Camden	Jones Plastic Expansion-Industrial Access Road	\$3,525,000	\$150,000	\$150,000
Tiptonville	Riverine Fisheries of the Port Cates Landing Project	\$9,990,000	\$80,000	\$410,000
Nashville	Distribution Center Second Harvest Food Bank of Middle Tennessee	\$3,752,700	\$150,000	\$3,602,700
Henderson	Inside Out Dad/Responsible Mom Program	\$43,063	\$38,063	\$5,000
Hornbeak	Hornbeak Emergency Operations Center	\$680,244	\$250,000	\$430,244
Henderson	Water Line Extension	\$133,134	\$119,819	\$13,315
Dyersburg	Develey Corporation New Industry	\$20,452,000	\$200,000	\$20,252,000
Delta Region	Strategic Growth Services	\$203,825	\$150,000	\$53,825

## TNECD now accepting second round of Tourism Enhancement Grant applications

The Tennessee Department of Economic and Community Development has announced the second round of Tourism Enhancement Grant applications is now open.

The grants are available for counties and cities seeking to enhance existing tourism assets or develop new infrastructure to increase economic impact.

"We received a strong response during the first round of Tourism Enhancement Grants and provided more than \$999,000 in funds to help local communities invest in key tourism assets," TNECD Commissioner Randy Boyd said.

"Tourism is one of the most important economic drivers in many of Tennessee's communities. With this second round of grants, we will continue to work in lockstep with the department of tourist development to help communities make smart investments that will have a profound and lasting impact."

In July, TNECD and Tourist

Development awarded Tourism Enhancement Grants to 29 local communities after receiving 61 submissions during the first application round.

"During my listening tour and first round of Tourism Enhancement Grants, leaders across the state showed us that tourism is top of mind as they focus on economic development in their communities," Assistant Commissioner of Rural Development Amy New said. "Tourism development and economic development go hand-in-hand and we're excited to partner with more local stakeholders as we strive to build prospering communities throughout Tennessee."

"It is exciting to see the impact the Tourism Enhancement Grant is making on our communities just after the initial implementation," Kevin Triplett, commissioner of tourist development, said. "We look forward to continuing to work with TNECD through this grant to further assist

communities in a way that enhances both the community and tourist experience."

Funded by the Rural Economic Opportunity Act of 2016, the second round of Tourism Enhancement Grants offers communities grants of up to \$50,000 with a match requirement based on economic status. Counties and cities that have a desire to develop a tourism asset plan are also eligible for up to \$20,000.

Tourism Enhancement Grants are designed for cities and counties seeking to invest in local tourism infrastructure assets such as stages, boat ramps, scenic pull-offs and other resources that target expanding local tourism.

Interested local governments must submit their completed application by Nov. 30.

Additional information about the grant application is available at <http://www.tn.gov/tnecd>.



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

**ASSISTANT CITY ADMINISTRATOR FINANCE AND ADMINISTRATION FRANKLIN.** The city of Franklin is accepting applications for an experienced assistant city administrator of finance and administration due to the upcoming retirement of their current ACA. This position reports directly to the city administrator and holds a key leadership role with responsibilities for providing oversight of all financial operations of the city, assisting in the coordination of activities across all city departments, and overseeing the planning, organizing, staffing, operations, and administration for all assigned departments. The ideal candidate will possess the ability to manage time demands of multiple projects while overseeing a variety of departments. This position will direct the financial management of the city while overseeing the finance, purchasing, city court, water, sanitation, environmental services, and information technology departments. Successful candidates will possess a master's degree in finance, public administration, or related discipline, plus 10 years of progressively responsible public sector financial management and administrative experience or a combination of education and experience. In order to be considered, the candidate must be a Certified Municipal Finance Officer (CMFO). EOE. Send resumes to: Franklin HR Director Search, University of TN – MTAS, 226 Capitol Blvd., Suite 606, Nashville, TN 37219

**DEVELOPMENT COORDINATOR JOHNSON CITY.** The city of Johnson City is seeking qualified applicants for the position of development coordinator in our Development Services Department. The employee performs difficult professional and intermediate administrative work as the primary contact between the city and developers. Will process site plans and subdivision plats and provide zoning and subdivision code interpretation and advice to developers, builders, and the general public. Advises city officials on the effectiveness of current regulations, development procedures, and makes recommendations for change as necessary. The work in this class involves responsibility for ensuring that all new and existing developments conform to the regulations of the Johnson City zoning and subdivision codes. Work will require extensive knowledge of planning and engineering principles. Assignments require substantial independent judgment and ability to make technical decisions. Will serve as the lead on special studies such as parking, corridor analysis, new zoning designations, and sustainability. Successful candidate must possess the ability to establish positive working relationship with developers and builders, municipal officials, and the general public. Thorough knowledge of urban planning principles, including the relationship between land use and transportation design, along with general knowledge of civil engineering, surveying, and subdivision practice is required. Effective presentations before public authorities, e.g. city commission, planning commission, and the board of zoning appeals will be an integral part of this position. Will work with GIS application and plans review software as well as the Microsoft Office suite. General supervision is provided by the Director of Development Services. Required qualifications include: graduation from an accredited college or university with a bachelor's degree in planning, civil engineering, geography, or related field with AICP certification is required. master's degree preferred. Three to five years of relevant experience in subdivision and development procedures required. Pay range is \$47,867 to \$73,244, DOQ. The city of Johnson City offers a competitive benefits package including a defined contribution retirement program. Interested candidates

may apply online at [www.johnsoncitytn.org](http://www.johnsoncitytn.org). From the main page select Departments and Divisions, Human Resources, then current job openings. EEO

**FINANCE DIRECTOR BELLE MEADE.** The city is currently seeking an experienced individual to serve as its full-time finance director. This person is responsible for all governmental fund accounting operations and related support services under the general supervision of the city manager. The finance director must manage and carry out all municipal accounting activities which include, but are not limited to: purchasing, accounts payable, accounts receivable, general ledger bookkeeping, auditing, fixed assets, revenue collection services and activities, cash management, internal control, payroll and payroll-related HR tasks. In addition, this person performs a variety of professional level financial management responsibilities including analysis, preparation, and maintenance of the annual budget, financial records, monthly fund statements, investment reports, and other forms of documentation, with significant responsibility and interaction regarding the annual financial audit. This position requires a broad based knowledge of governmental accounting (GAAP, GASB and GAAFR) and methods of financial control and reporting as well as outstanding organizational skills and a focus on timely delivery of reports and projects. This person is responsible for financial compliance and therefore must have a thorough understanding of all TCA and city code statutes related to financial activities (investing, purchasing, bidding, internal control, revenue collection, etc.) and familiarity with the Tennessee Open Records law. Instructions to the employee are general and the employee must routinely use independent judgment when performing tasks. The employee must possess the ability to analyze situations and consider different courses of action. The uniform accounting code and governmental accounting procedures must be followed in order to complete tasks. May be required at times to supervise the work of other employees. Prefer a candidate with a bachelor's degree in accounting or at least three years' experience in accounting (preferably governmental fund accounting), including proficiency in using accounting and payroll processing software. Must possess Tennessee Certified Municipal Finance Officer designation or be able to successfully complete the 2-year CMFO program. A full job description, employment application, salary range and benefit detail is posted on the city's website, [www.citybellemeade.org](http://www.citybellemeade.org), under City Hall tab, "Employment Opportunities." Position open until filled. EOE.

**FINANCE DIRECTOR COLUMBIA.** The city of Columbia is currently seeking applicants for the position of finance director. The successful candidate will possess proven financial management, budgeting and leadership skills with the demonstrated ability to build a strong and effective team of professionals. This position reports to the city manager, is a member of the management team and interacts with elected officials and citizens. The finance director oversees an annual budget of approximately \$54 million which includes one enterprise fund. Columbia's current Moody's bond rating is Aa2, and the city employs approximately 400 employees. This management position directs planning and coordinating of financial operations for the city. This includes tasks related to accounting, auditing, financial planning and analysis, financial reporting, controls over financial reporting, debt management, cash management, grant compliance and billing, investments, purchasing, accounts payable, payroll, purchasing card program, revenue, budget management, investment monitoring and performance. The finance director formulates and executes a broad range of policies, establishes annual and multi-year financial plans, works collaboratively with parties internally and externally, and provides supervision to the finance department staff. The finance director serves a primary role in the development of the annual budget and

budget document and serves as lead point for the city's annual audit and preparation of the annual financial report. Candidates must be able to demonstrate a record of achievement and innovation that will allow the city of Columbia to build upon its strong tradition of providing superior services to its residents and customers. The ideal candidate will meet the following education, experience and minimum qualifications: Licensed as a certified public accountant with experience working with Government Accounting Standards Board principles in a government environment. Candidate must possess a bachelor's degree from an accredited college or university with course work in business, accounting, finance, or related field and possess the Certified Municipal Finance Officer or enroll in the CMFO program and complete within one year of hire. Qualified applicants should submit applications and resumes online by visiting the city's website at [www.columbiatn.com](http://www.columbiatn.com). First review of applications will be Nov. 21, position open until filled. Applications will be screened against criteria provided above. EOE.

**HUMAN RESOURCE DIRECTOR FRANKLIN.** The city of Franklin is accepting applications for an experienced human resources director due to the retirement of their current director. This position reports directly to the city administrator and holds a key leadership role responsible for directing the human resources operations and activities for the city. This position will advise management on all aspects of discipline, promotions, transfers, terminations, labor relations, EEOC regulations, and ADA compliance. The successful candidate will serve as trustee and plan administrator for the city's three pension plans. This position will oversee employee relations, staffing considerations and oversee the recruitment, selection, promotion, and onboarding process of all employees. The ideal candidate will possess the ability to establish good working relationships while gaining trust of all employees. The position requires a strong ability to recruit and retain talented employees. Successful candidates will possess a master's degree or equivalent with five to 10 years of related experience or a combination of education and experience. In order to be considered, the candidate must possess one of the following certifications: SHRM-CP, PHR and/or SPHR. Send resumes to: Franklin HR Director Search, University of TN – MTAS, 226 Capitol Blvd., Suite 606, Nashville, TN 37219. EOE.

**PLANNING CLERK ARLINGTON.** The town of Arlington is seeking a highly motivated, qualified individual for a full-time position in the Planning and Development Department. This position will perform work requiring skills in administrative support, public relations, research, mapping, and basic math. Applicant must have an associate's degree and two years experience in an administrative support position, or an equivalent combination of education and relevant experience. A detailed job description and application are available at town hall, 5854 Airline Rd, Arlington, TN 38002 or at [www.townofarlington.org](http://www.townofarlington.org). EOE.

**RISK MANAGER LEBANON.** Under direction of the human resources director, the risk manager is responsible for the administration of the city's risk management program, loss prevention, loss control/claims management, & safety. Requirements include: possession of an accredited bachelor's degree in risk management, public administration or a closely related field or equivalent combination of education and experience. A master's degree may substitute for two years of the required work experience. At least four years of paid work experience in risk management. A minimum of 1 year experience as a risk manager in public sector is strongly desired. Certified Risk Manager (CRM) or Associate in Risk Management for Public Entities (ARM-P) or related designation is a plus. A valid TN driver's license and clean driving record are

required. Position also requires driving a personal automobile with liability insurance available for business use (business travel is reimbursed on a mileage basis). This position is considered exempt for purposes of federal wage and hour regulations. This position requires being available to respond to calls that may occur after-hours and on weekends. This is a safety/security sensitive role. This position will remain open until filled. A first review of applications will take place on Oct. 31. View detailed job description and apply online at <https://tn-lebanon.civicplushrms.com/careers/> or email a resume, cover letter and salary history to [careers@lebanontn.org](mailto:careers@lebanontn.org). Starting salary range \$54,000 to \$60,000 DOQ

**STREET DIRECTOR. JONESBOROUGH.** The town of Jonesborough is accepting applications for the street director position. Beginning salary - \$53,862. The position is responsible for all aspects of the operation of the Street Department including supervisory and technical work in construction, maintenance and repair of streets, bridges and related public works, planning, organizing, snow removal, etc., assigning and reviewing the work of a group of skilled, semi-skilled and unskilled workers. An application and position description can be obtained from the administrator's office at Town Hall, 123 Boone Street, Jonesborough, TN 37659. Applicant information can also be obtained through the town of Jonesborough's website [www.jonesboroughtn.org](http://www.jonesboroughtn.org). EOE

**TRAINING AND DEVELOPMENT MANAGER. UT-MTAS.** The University of Tennessee Municipal Technical Advisory Service (MTAS) has an opening for a training and development Manager in our Knoxville office. MTAS is an agency of the University of Tennessee Institute for Public Service that provides technical assistance, training and research for Tennessee towns and cities, related associations, and state government. This position oversees and manages all aspects of MTAS training and continuing education activities. The position supervises the training staff and designs, develops, and delivers training programs and courses primarily for city officials. In addition to providing direct client assistance, this position develops and teaches training courses, and assists others in the agency in the performance of individual and team projects. The training and development manager serves as both a supervisor and as a team leader, leading and participating in project teams, and performs other special project work as assigned by the assistant director and the executive director. This position requires a master's degree in adult education, human resource development, organizational development, public administration or related field. This position requires five years of experience in developing curricula, evaluating training programs, performing logistical development, and in delivering training programs with increasing supervisory responsibility. Work experience in a governmental environment preferred. This position requires a knowledge of training methodology, techniques and principles; a knowledge of adult learning techniques; knowledge of research methodology as

applied to adult education and training; knowledge and understanding of issues faced by municipal officials; ability to write clearly and concisely; ability to effectively use teaching aids and techniques; ability to successfully coordinate multiple programs; excellent group presentation skills; and ability to work effectively with agency colleagues, city officials and university staff. Excellent managerial, conceptual and interpersonal skills are essential. Certification from the Association for Talent Development or other professional training certification preferred. Experience working with a learning management system, online course delivery and other current technologies in the field of adult education or related field is also preferred. Applicants are encouraged to review the full job description requirements prior to applying. Applicants should apply electronically to <http://humanresources.tennessee.edu/> recruitment and submit a cover letter, resume and references. Position is open until filled. The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA institution in the provision of its education and employment programs and services

**VOLUNTEER FIREFIGHTER FAIRVIEW.** The city of Fairview is seeking applications for a volunteer firefighter. Prior fire service experience not necessary. Volunteer firefighters receive training to qualify as a firefighter I/II and emergency medical responder. Training and equipment provided. The Fairview Fire Department's Volunteer Firefighter Program is a community-based program. This program gives members of the community the opportunity to augment a full-time career. Volunteer firefighters receive a nominal stipend and limited benefits for their voluntary participation in this program. Aptitude, physical tests and background investigations will be conducted. The next scheduled aptitude and physical test is scheduled for Nov. 19. Applicants will receive more information about the testing process when application is received. Once initial training is completed volunteer firefighters are required to attend two, 3-hour training drills a month (normally the 1st and 3rd Tuesday) and to be on standby 12 hours a month (6 hours minimum shifts). Volunteer firefighters can also participate in station training activities, public education events and other fire department sponsored activities. Requirements include: high school diploma or GED; 18 years of age or old; valid driver license with acceptable driving record; not convicted of a felony; legal right to work with in the United States; reside within 50 miles of Fairview; must be able to pass a background check; and must be of good health and pass city of Fairview physical requirements. The ideal candidate would have the ability to read and interpret written instructions, have strong communication and mechanical skills. Interested candidates should download the application at: <http://www.fairview-tn.org/wp-content/uploads/Employment-Application.pdf> Applications will be accepted by mail at: Fairview Fire Dept; Attn Training Officer; 7131 Bowie Lake Road; Fairview TN 37062; or can email to [stopfire@fairview-tn.org](mailto:stopfire@fairview-tn.org). Applications will be accepted until Nov. 4.

### MEETING OF BOARD OF DIRECTORS TML RISK MANAGEMENT POOL

Notice is hereby given that the Board of Directors of the TML Risk Management Pool will meet in regular session on Wednesday, November 30, 2016 at 9:00 a.m. local time at The Pool's office in Brentwood, Tennessee for the purpose of considering and transacting all business which may properly come before the Board. Additional information concerning the meeting may be obtained by calling The Pool's office at 800-624-9698.

# INTEGRITY...HONESTY... COMMITMENT...



What we stand for and what our more than 490 members deserve!

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Tennessee's Leader in Risk Management Services

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 TN Assn. Municipal Clerks & Records  
 TN Government Finance Officers Assn.  
 Tennessee Fire Chiefs Assn.  
 Tennessee Fire Safety Inspectors  
 Tennessee Association of Floodplain Management  
 Tenn. Assn. Housing & Redevel. Auth.  
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 Tennessee Recreation and Parks Assn.  
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 Tennessee Assn. of Public Purchasing  
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# NATIONAL BRIEFS



**The U.S. economy added 156,000 new jobs in September** as companies maintained their steady pace of hiring, according to data from the U.S. Department of Labor. The unemployment rate rose up from 4.9 to 5 percent, largely because the labor force swelled with scores of new would-be workers — a sign that Americans are growing confident enough to come in from the sideline. The pace of hiring has also slowed slightly this year, likely because a once-deep pool of available labor has thinned. In 2015, the economy averaged 229,000 new jobs per month, and the unemployment rate fell from 5.7 percent to 5 percent. So far this year, the nation is adding roughly 182,000 new jobs per month; the unemployment rate began the year at 4.9 percent and has barely wavered since.

**by nearly half in the past decade**, though vehicle fatalities still remain the top cause of teen deaths. Statistics recently released by the Governors Highway Safety Association found car-crash deaths among ages 15-20 declined by 51 percent from 2005 to 2014. During that same period, serious injuries from car crashes declined 59 percent and the number of crashes involving teens behind the wheel dropped 48 percent. The long-standing difference between fatal teen crashes and those by older people has narrowed by 65 percent in the same period. The decline in teenage deaths during the study period is attributed, in part, to the graduated driver licensing (GDL) programs put in place by state legislatures.

**Building permits for privately owned housing units increased 6.3 percent between August and September**, according to data recently released by the U.S. Department of

Housing and Urban Development. The amount of building permits for September 2016 was also an 8.5 percent increase over the previous year. Privately-owned housing starts were also up 9 percent over August, but 11.9 percent below the September 2015 rate. Additionally, privately-owned housing completions were up 8.4 percent over August, but 5.8 percent below September 2015.

**Fiscal Year 2016 was the safest in U.S. mining history**, according to the U.S. Department of Labor's Mine Safety and Health Administration. A record low of 24 deaths occurred at the 13,000 mines nationwide, the lowest national total since 34 deaths were recorded in Fiscal Year 2013. In 2015, there were 38 mining deaths recorded nationwide. MSHA credited the new respirable dust rule, black lung education campaigns, and efforts by mine operators and the mining community with making the industry safer.

**The number of teenage victims of auto fatalities has decreased**

## Nov. 14-15 Grants Management Training in Nashville

The Tennessee Department of Economic and Community Development, Research and Planning Division and Grant Writing USA will present a two-day grant management workshop in Nashville, November 14-15, 2016.

This training is for grant recipient organizations across all disciplines. Attend this class and you'll learn how to administer government grants and stay in compliance with applicable rules and regulations, including the updated OMB Circular.

**We are excited to offer Tennessee Municipal League members and their staff a special tuition rate of \$565. Please use code "TNASSN" to receive this \$30 discount off full price at registration.**

Tuition includes Grant Management USA's 400-page grant management workbook and reference guide. Seating is limited, online reservations are necessary.

For full event details visit:  
<http://grantwritingusa.com/grants-training/grant-management-workshops/nashville-tennessee-november-2016>.

**Contacts:**  
 Janet Darling  
 at Grant Writing USA  
 888.290.6237 toll free  
 janet@grantwritingusa.com

Sally Avery  
 The State of Tennessee  
 TnECD Research & Planning Division  
 615.253.3563, sally.avery@tn.gov



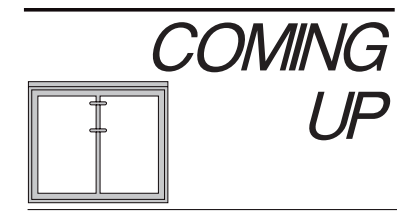
More than 10,000 agencies across North America have turned to Grant Writing USA for grant writing and grant management training.



## TENNESSEE FESTIVALS

**Nov. 4-6: Paris**  
*Candlelight Christmas Open House*  
 Holiday shopping and browsing in Victorian Downtown Paris. Holiday scents, sights and tastes highlight the three-day event. Take a carriage ride through beautifully decorated historic downtown. Event hours are Friday 6-8 p.m., Saturday 6-8 p.m., and Sunday 1-5 p.m. For more information go to [www.visitdowntownparis.com](http://www.visitdowntownparis.com)

**Nov. 4-5: Franklin**  
*Blue & Gray Days*  
 An annual living history event at The Carter House and Carnton Plantation that allows guests to step into the past. Re-enactors and living historians set up camp sites and perform demonstrations. Event hours are Friday 1:30- 5 p.m. and Saturday 9 a.m.-5 p.m. Admission for Blue & Gray Days is included in general admission to the sites. House Tours: Adults: \$15; Children (6-12): \$8; children under 6 are always free. Grounds only: \$6. For more information, go to: [www.visitfranklin.com](http://www.visitfranklin.com)



**Nov. 13-16**  
**65th Annual Tennessee Recreation and Parks Association Conference**  
 Hilton Hotel, 939 Ridge Lake Blvd. Memphis, TN, 38120. Tennessee's premier park and recreation education and networking event. For more information, visit [www.trpa.net/conference](http://www.trpa.net/conference)

**NOVEMBER 10, 2016**

DOUBLETREE HOTEL  
 MURFREESBORO, TN  
 9:00 a.m. - 3:00 p.m. (CST)

**REGISTRATION: \$125 per person**  
*Lunch will be provided*  
 Attendees may earn 6 CPE/CLE credits or 6.5 CMFO (Other) (LM) credits

To register, please visit  
[www.mtas.tennessee.edu](http://www.mtas.tennessee.edu)  
 or contact  
 Patrick Mills, 865.974.9833  
 patrick.mills@tennessee.edu

# No loan is too large or too small



The city of Sweetwater closed a \$1.2 million loan for the purpose of refinancing some outstanding debt, renovation of a city building, and for the acquisition of equipment. It is the city's sixth loan through TMBF's various programs.



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



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.

# Tre Hargett brings elections, archives into digital age

Secretary of State's office works to make records, services more accessible to Tennesseans

BY LINDA BRYANT

*Tre Hargett brings considerable experience in business and government to his role as Tennessee's 37th Secretary of State.*

*Before being elected to his current position in 2009—and re-elected in 2013—the Lauderdale County native served as chairman of the Tennessee Regulatory Authority (TRA). Before joining TRA, he was regional vice president for a publicly-traded emergency services provider.*

*Hargett also served in the Tennessee House of Representatives for a decade, representing District 97 (Bartlett and Memphis). During that time he was twice elected Republican Leader by his colleagues.*

*Among his colleagues Hargett is known for his attentiveness, keen business sense and strong leadership skills.*

*"As a peer, I think Secretary Hargett is one of the most diligent public officials that I have ever known," said Tennessee State Treasurer David Lillard. "He works relentlessly with his department to improve the delivery of services to all Tennesseans. You can look at any area—from elections to the Library and Archives, to business filings of the state—and I think Tennesseans from all walks of life recognize significant improvements in these functions during his tenure.*

*"He's a person of impeccable integrity who is highly effective in his drive to deliver better service to Tennesseans," Lillard added. "His style is distinctive because he clearly is a highly effective leader for all Tennesseans—not just a selective group of people."*

*Tennessee Lt. Governor Ron Ramsey is also quick to commend his fellow public servant.*

*"Tre Hargett is servant leadership personified," Ramsey said. "Not only is he a great technical manager, he is a mission-focused, inspirational leader. To say the Department of State has been transformed during his tenure would be an understatement. He took an organization that embodied the stereotype of inefficient government bureaucracy and turned it into a highly-efficient, customer-focused department. Most leaders are either big-picture people or detail people. Tre Hargett is both."*

*In 2010, Secretary Hargett was chosen as a Henry Toll Fellow, an honor given to 40 of the nation's top state government officials. He is a member of the National Association of Secretaries of State (NASS), on the board of directors of the YMCA Youth in Government program, and chairman of the executive committee of the Republican Secretaries of State Committee (RSSC). He earned a bachelor's degree in accounting with honors from Memphis State University as well as master's degree in business from The University of Memphis.*

*Hargett lives in Hendersonville with his wife, Dawn, and their two sons, 13-year-old Cole and 9-year-old Connor. He is an active member of Indian Lake Peninsula Church.*

**TT&C: We are in a high-profile election year, and your office is immersed in voter outreach. Can you describe #GoVoteTN and other efforts to address voter registration?**

**TH:** It's multifaceted. We want to make it easy to vote and hard to cheat. We try to get people registered if their previously registered address has changed. We want to make it as simple as possible. Our office produced a video geared toward first-time voters, regardless of their age. It's very helpful in letting everyone know what to expect when they go to the polls. The video covers everything from what you need to bring with you to how someone is going to greet you to what tables you're going to use to complete a voter application. The most fundamental way people can participate in our form of government is by going to the polls. You can't go to the polls if you don't register. We want to take some of the mystery out of the process.

We conduct extensive outreach and voter registration drives for National Voter Registration Month during September. Our social media voter outreach is hailed as one of the best such efforts in the nation. Whenever we get together with the National Association of the Secretaries of State, Tennessee gets a lot of credit for doing a great job. We've gotten celebrities, athletes and community leaders to hold up signs that say "I'm registered to vote, are you?" They use a hashtag #GoVoteTN. The social media outreach really helps us create momentum. It gives every voter in Tennessee, even if they're not politically active, the opportunity to use the same hashtag, hold up their sign and use their individual voice to encourage other people to participate in the voting process. We have seen some good results! Our outreach to college campuses yielded more than 7,000 voter registrations. Contrast that number to last year's activities when we registered around 4,000.

**TT&C: Tennessee will begin online voter registration in 2017. Are we leaders in this regard? How will you address security and fraud concerns related to online voting?**

**TH:** We're not as much leaders as I'd like to be because other states have been conducting online voter registration for a while now. We started looking at it a couple of years ago. I was skeptical. I wanted to make sure we could protect information and that we wouldn't be creating voter or election fraud in some way.

I contacted colleagues in Georgia and Arizona and asked them about their experience with online registration. I learned a couple of things. No 1: we've got to meet people where

they are. People don't want to mail forms anymore; they want to do business online. It's our responsibility to make sure we can provide a secure place for them to do that. So, in partnership with the Tennessee Department of Safety, we're going to be able to provide a secure place for online registration.

Online voter registration is also a cost-cutting measure. Counties are going to save money because they'll spend less time in efforts to process registrations. It's going to make things a lot easier—and more efficient.

We're always concerned about voter fraud. That's why it's important that we do everything possible to make sure we have a secure online system. One of the advantages of not being the first state to tackle this is that we can learn from the mistakes of other states. We want to build the best possible system.

**TT&C: Your office covers a lot of ground and has such vast responsibilities—too many to detail in one article. That said, can you talk about your office and its various divisions from a big picture perspective? What's most important for people to know about the office's activities?**



Secretary Hargett pictured with college students during a campus voter registration drive. This year, outreach to college campuses yielded more than 7,000 voter registrations.

**TH:** We impact the lives of Tennesseans in so many different ways. We're on the front lines of economic opportunity and entrepreneurship in the state. Every time someone starts a business, corporation, limited liability corporation or limited liability partnership in Tennessee, they come through our office.

Our biggest impact in the world of libraries is when we provide materials, technological support and training to the rural and suburban libraries throughout Tennessee. Additionally, we provide some materials and assistance to the big four libraries—Chattanooga, Knoxville, Memphis, and Nashville. We are working to develop strong libraries because strong libraries make strong communities throughout our state.

I serve on more than 15 boards and commissions that impact the future of our state. One of those boards, the State Funding Board, has the responsibility to annually determine Tennessee's estimated rate of economic growth. I serve with Tennessee State Treasurer David Lillard, Tennessee State Comptroller Justin Wilson and Tennessee Commissioner of Finance and Administration Larry Martin. We hear from economists and try to set an estimated range of growth. It's important because it sets the framework for the state's budget.

Gov. Bill Haslam and the members of the State Funding Board just returned from New York City where we had the opportunity to visit with Fitch Ratings, Moody's Investor Services, and Standard & Poor's Ratings Services. We now have AAA (Triple A) ratings from all three credit rating agencies. Only 11 states in the country have this distinction. Every year we have the opportunity to make a presentation on our state's economy and our approach to being a fiscally responsible government. It is an honor to demonstrate how well we are doing and share our framework for economic success.

A lot of people don't know that we had the fastest growth of per capita personal income among AAA states last year or that we are a private sector ordinance state. When you look at the private share of personal income per capita in Tennessee, we only trail Texas among AAA states. Also, many people don't realize how our job distribution among nonfarm jobs looks. We're slightly more oriented toward manufacturing than the overall U.S. economy. Twenty years ago these jobs would have been general manufacturing jobs but now many of them are advanced manufacturing jobs. They are the higher paying STEM (Science, Technology, Engineering and Math) jobs. Another important thing: Tennessee has the next to lowest state and local tax burden in the country. Only South Dakota has the lower tax burden as a share of personal income.

**TT&C: Can you give a couple of highlights of the Tennessee State Library and Archives?**

**TH:** The Tennessee State Library and Archives (TSLA) is the largest collection of genealogical search information in the state. It's the natural place to start for anyone interested in researching their family's history. The Library and Archives is more than just a building in downtown Nashville. Our challenge is to show



Tre Hargett  
TN Secretary of State

businesses locating here and demonstrates how much entrepreneurial success we're having. Just since last year we've seen 7.2 percent year-over-year growth in entity filings. These statistics are examples of things that don't often get talked about. Tennessee's economic growth really comes down to several things—low taxes, low debt and a light regulatory burden. Nobody wants the goalpost moved in the middle of a football game. They want to know the rules are going to be consistent. However, the most important thing is that we're investing in our people in Tennessee, and business leaders around the world are seeing this. We've set the table for economic success.

**TT&C: What are some of your future goals?**

**TH:** We've got several. Obviously, I want to get online voter registration up and moving. We're also working with our information technology division to create more of a solutions-based organization rather than a commodity-based organization. We think we've only scratched the surface of what we could do technologically for Tennesseans. We're working on a one-stop web portal that can be used when a resident starts a new business in Tennessee. We want to take the information they give us and coordinate the dissemination of that information to all the various departments they need to file with. At the very least, we'll better guide them to the different departments they need to file with. Hopefully, we'll coordinate these efforts at the county level as well. People shouldn't have to enter information or type their address, email and phone number multiple times.

We want to continue to make Tennessee as business friendly as possible. We are working to try to get our new Library and Archives at Bicentennial Mall. We want to make sure the treasure trove of information we have in our government archives is available and accessible to all Tennesseans.

**TT&C: What are the hurdles to getting the museum to Bicentennial Mall?**

**TH:** We need funding. We have the plans drawn, but we need funding of more than \$90 million. We hope it will be included in Gov. Haslam's budget next time. Hopefully, the legislature will approve it.

**TT&C: Do you have disappointments or challenges you'd like to mention?**

**TH:** We want to make sure that everything that we do is serving Tennesseans like it should. We look at ourselves in every process and every transaction we have. If you look at our mission statement, we talk about serving our customers—Tennesseans—with the utmost efficiency and effectiveness. We talk about our core values—exceptionalism, collaboration and stewardship. All those things tie into who the customer is. The customer may be the person at the other end of the phone, the person sending an email or coming to our office because we do something for them that nobody else in the state does. It's up to us to serve them with utmost efficiency and effectiveness. It's up to us to figure out how we can create an environment where each and every day we're aware of how we can do our job better. We don't want to settle for the status quo. If something we're doing isn't needed anymore, or if it doesn't work, we need to take those resources and either give the money back to the General Fund or provide a new and/or better service for Tennesseans.

For example, we have a Division of Charitable Solicitation, Fantasy Sports and Gaming. They have investigators whose job it is to make sure that people are abiding by the charitable solicitation and gaming laws of the state. We discovered that we were building a surplus in our funds in that division. Every time you build a surplus it means you've taken more money than you needed to run the division. A couple of years ago we filed a bill to cut our fees by 20 percent. We wanted to make sure those dollars stay with those charitable organizations. No one gives money to a nonprofit organization hoping some of the money goes to the government. We're all about trying to figure out how we do more with the same amount of money. In this case it was even less money.

**TT&C: Earlier this year Tennessee became the third state to regulate the daily fantasy sports industry. Describe its significance.**

**TH:** The legislature certainly saw a field out there—no pun intended—to regulate that industry and make sure the companies are, in fact, solvent and are who they say they are. Tennesseans should now be comfortable knowing that they're going to be doing business with companies that aren't fly-by-night businesses. There's no regulation involved if you and your friends are playing in a fantasy league where there's no money exchanged.

**TT&C: Who have been some of your mentors?**

**TH:** So many educators, preachers, family members and colleagues have had a positive influence in my life. But first and foremost, I was influenced by my parents. They taught me about the importance of having a strong work ethic, caring for others and respecting people, even when they don't agree with you. I think fairness is a great word, and they certainly taught me fairness. In fact, one of the greatest compliments I've ever gotten was when the former head of the Tennessee State Employment Association was asked to describe me. She said, "He has a sense of fairness about him." I like that.

people across the state that they have access to all this information.

To commemorate the 150th anniversary of the Civil War, the Library and Archives decided to send teams of archivists and conservators to all 95 Tennessee counties to document and preserve Civil War-era materials. (This initiative is titled "Looking Back: The Civil War in Tennessee.") We have already digitized thousands of original items. We catalog and photograph the items and help the artifact owners learn how to take care of these treasures. This is a great project that gives families, who may have had these old Civil War items stored in a shoebox or old trunk, the chance to participate. It allows them to take their family's history from 150 years ago, bring it into the modern day and feel a sense of pride about it.

We have legislative recorders housed at the Library and Archives. Each and every legislative committee and session of the House and Senate has one of our legislative recorders listening and transcribing their meeting. You can go back and listen to these old recordings to see what the legislative intent was. It's all housed at the Library and Archives. This service is invisible to most Tennesseans. There are actually people who go back to these recordings when they're researching a particular legislative action. A lot of lawyers use the service. The attorney general's office may even use it when he has to defend a law.

**TT&C: Our readers are interested in the Tennessee Blue Book and the "Quarterly Business and Economic Indicators Report." Can you talk about these publications?**

**TH:** *The Tennessee Blue Book* is a great almanac of state government. It tells you who the current leaders in state government are, provides information about the departments and agencies of state government, and how the different branches of government work. A lot of people use it as a history book. We've developed a *Blue Book* curriculum that teachers use to teach Tennessee state history and state government. *The Blue Book* can be found online, so you don't even have to have a hard copy of it. It's a tremendous resource.

Many states don't have anything like the *Blue Book*. In fact, when I first was elected Secretary of State, I met Sam Reed, then Secretary of State from Washington. He had high praise for our *Blue Book*. Mark Ritchie, then Secretary of State of Minnesota, also told me how much he loved the *Blue Book* and how he wished he could do something like it. Reactions like these made me really proud of our product. It reaches people around the country.

The "Tennessee Quarterly Business and Economic Indicators Report" is an opportunity for us to take the state's data and work with Dr. Bill Fox, at The University of Tennessee's Center for Business and Economic Research. The center helps us analyze the data and see it as a leading indicator of future tax revenue, employment and personal income growth.

We are experiencing our 19th consecutive quarter of business entity filing growth in Tennessee. This tells you we have more and more