



TML legislative policy process underway for 111th General Assembly

Deadline to submit proposed initiatives is Sept. 21

The TML policy process is open and proposed legislative initiatives for the first session of the 111th General Assembly are being accepted through Sept. 21. All ideas are welcome, and TML encourages member-municipalities to submit any initiative(s) of interest that benefits municipalities. Municipalities are reminded that only fully completed submissions will be considered.

A proposed initiative will be considered “fully completed” only when the following four requirements have been satisfied:

1. The proposed initiative must be submitted using the online Proposed Legislative Initiative Form, provided by TML and available here: www.cognitofrms.com/TML/20182019TMLPolicyCommitteeProposedLegislativeInitiativeForm.
2. All sections of the Proposed Legislative Initiative Form must be completed, including: summary of the problem, description of the proposed remedy, and a statement of the anticipated benefits to municipalities. In addition, municipalities are encouraged to submit, either by reference or by separate copy, background or supplemental information in support of their submission to jholloway@tml.org. A member-municipality may submit more than one proposed initiative; however, a separate form must be completed for each submission.
3. The Proposed Legislative Initiative Form must be signed by at least three eligible local officials of the sponsoring municipality. However, if the municipality’s governing body is comprised of four or fewer members, then only two signatures are required. An “eligible local official” means any member of the governing body of the sponsoring city and the city/town manager

or administrator. As we have moved to an online form, completing the boxes for affirmation of local officials at the bottom of the form will satisfy the signature requirement.

4. A completed Proposed Legislative Initiative Form must be received by TML no later than 6 p.m. CST on Sept. 21. Proposals must be submitted using the online form.

Presentation of Proposed Legislative Initiatives to TML Policy Committee

Any municipality submitting a proposed legislative initiative must attend the meeting and present its initiative to the TML Policy Committee.

The TML Policy Committee will meet Oct. 24 in the TML building located at 226 Anne Dallas Dudley Boulevard in Nashville.

The TML Policy Committee is comprised of nine members: the eight elected district directors and the current second vice president of the TML Board of Directors. The second vice president serves as chairman and all nine members of the committee have voting privileges. The committee will meet to consider and rank only those legislative initiatives that have been fully completed and presented to the committee for consideration. Any initiative that lacks the required signatures or, otherwise, fails to meet the requirements will not be considered by the committee.

If a municipality submits a fully completed proposed initiative but is unable to send a representative to present the submission to the committee, then the committee will send that municipality’s proposal to the TML Legislative Committee without recommendation.

The committee will rank all of the qualifying proposed initiatives in order of preference, as determined by a vote of the committee. The committee’s final ranking of proposed initiatives will be submitted to the TML Legislative Committee for consideration.

Cities to benefit from U.S. Senate budget milestone

BY MICHAEL WALLACE
National League of Cities

The U.S. Senate has achieved a budget process milestone: For the first time since 2000, the Senate has approved a majority of its annual spending bills. It doesn’t sound like a big deal, but for city leaders, this is progress and there are two key reasons to applaud.

First, it shows that the Senate is serious about restoring certainty to the federal budget process. After years of potential and actual federal government shutdowns, and the resulting turmoil for city services and municipal budgets, the Senate is trying to complete work in time to negotiate final Fiscal Year (FY) 2019 spending figures with the House and the White House before the federal fiscal year ends on Sept. 30.

Second, it shows the power of bipartisan cooperation. So far, unlike in the House, Senators are fully allocating the hard-won funding increases approved in the two-year Bipartisan Budget Act; and they are honoring an informal agreement to not use spending bills as vehicles for partisan policy battles.

As a result, just prior to their early August break, the Senate passed a \$154.2 billion spending package by an overwhelming bipartisan margin of 92-6. The bill,

H.R. 6147, contained four of the 12 annual appropriations bills: Interior-Environment (S. 3073), Financial Services (S. 3107), Agriculture (S. 2976) and Transportation-HUD (S. 3023). They did this following the passage of a three-bill package last month that contained the Energy-Water (S. 2975), Military Construction-VA (S. 3024) and Legislative Branch (S. 3071) bills. With the Senate returning to work after an abbreviated August recess, they will turn to consideration of the Labor, Health and Human Services, and Education bill, which is expected to receive passage before September.

In general, the Senate is maintaining last year’s funding increases for city priorities, including \$3.3 billion for CDBG. City leaders can track the development of that and dozens of other federal programs important to cities by visiting NLC’s Budget Tracker, www.nlc.org/fiscal-year-2019-federal-budget-tracker-state-of-play-for-cities.

Although there are encouraging signs of progress in the Senate, unpredictable obstacles remain before Congress is finished with their appropriations work. Those include the election year politics playing out now in the House and the less-than-clear lines being drawn by the White House on the president’s funding priorities.

Community support, reinvestment among keys to downtown success

BY KATE COIL
TML Communications Specialist

While every community has a downtown, not every community has a downtown that is living up to its potential.

Dr. Dave Ivan, director of the Greening Michigan Institute for Natural Resources and Community and Economic Development, has conducted research into finding what makes downtowns tick and what separates successful downtowns from those that need revitalization.

“The downtown is the face of the community,” he said. “People – sometimes even site selectors for businesses – will drive into a downtown and decide if that is where they want to take root.”

Ivan was a featured speaker during the TML Annual Conference recently held in Knoxville. He said successful downtowns display five characteristics: they are valued by the community, enhance spaces through successful partnerships, display diversity and differentiation, promote community engagement and commitment to action, and act as the soul of the community.

“A downtown has to be valued by the community. I can’t stress that enough,” Ivan said. “I have been to a lot of places where the area is struggling or maybe they’re doing fine and just their downtown is struggling. It’s because the community simply doesn’t value revitalizing that area. That can impact the spirit of that community, which is something I call ‘poverty of spirit.’ Community leaders have to value the downtown, which means the decisions they make are critical. Downtowns need that champion or group of champions who wake up in the morning and think ‘what can we do to make our downtown better.’”

It can also be important to have community institutions – like municipal and government offices, financial institutions like banks, religious institutions, and media



While many communities want unique local businesses to serve as a downtown draw, ensuring that locals will patron these businesses is one of the most important ingredients to creating a positive downtown business environment. Microbreweries and restaurants are one way for cities to bring a unique space downtown that can draw both locals and visitors. Cookeville’s Cream City Ice Cream is a downtown business that brings in locals, visitors, and college students.

institutions – rooted in the downtown area.

“As communities have involved over the years, too often these institutions have disinvested in downtown,” he said. “That sends a powerful message to the community about how these institutions value downtown. The public sector – including the downtown businesses and non-downtown businesses – also have to value downtown.”

Public and private groups must also work hand-in-hand to encourage reinvestment in downtown. Ivan said many communities have to work to bridge the gap between those who run businesses downtown and those who actually own downtown properties.

“Successful partnerships can really enhance capacity,” he said. “That really starts with business owners and property owners downtown. I will be honest, sometimes I am shocked at how often the business owners and property owners are not on the same page. It can be difficult when you have a property owner, often times one who doesn’t live in the community, who keeps a property vacant. You have to get both those groups in the same

room at the same time to get them talking about how to make things work. It costs a lot of money to keep a building vacant downtown, in terms of sales tax, property tax, salaries, and payroll. You also want people with no financial interest to be around the table in terms of helping advance the community.”

City leaders also need to develop zoning and regulations that facilitate revitalization.

“Leaders have to make sure they aren’t putting speed bumps in the way of redevelopment in a downtown area,” Ivan said. “Sometimes we have to take a different approach in how we approach planning and zoning in downtown.”

Ivan said many communities use form-based zoning to make sure their vision for areas of the community is clearly communicated to developers. Visual guides leave less room for interpretation and can provide important details to ensure what developers promise is what they will deliver. These guides can also help maintain certain aesthetics, such as historical and architectural features.

A downtown ecosystem with a diversity of businesses – both

Fire department strategic planning is an essential component to success

BY STEVE CROSS
MTAS Fire Management Consultant

Fire service leaders must purposefully plan their department’s future in order to adequately meet the needs and expectations of both our internal and external customers/stakeholders.

Most fire service leaders feel that their department is meeting customer expectations. How do we know for sure? When was the last time, if ever, you asked your customers these two questions: “What are your expectations of your fire department?” and “How well are we meeting your expectations?”

Fire department strategic planning is an essential component of a department’s success as well as the department earning accreditation through the Center for Public Safety Excellence (CPSE).

Recognizing this need, the University of Tennessee Municipal Technical Advisory Service (UT-MTAS) developed a customer-driven strategic planning process that provides a framework for UT-MTAS consultants to lead fire departments through planning of their ideal future.

Utilizing UT-MTAS’s customer-driven strategic planning model will save municipalities across the state tens of thousands of public dollars each by not having to hire outside consultants to lead their initial strategic planning process and/or subsequently, lead their strategic plan revision sessions. Murfreesboro Fire Rescue Department was the first department in Tennessee to request this service as a part of earning their CPSE accreditation.

No one questions the dedi-



Steve Cross, MTAS Fire Management Consultant, conducts a strategic planning session with the Murfreesboro Fire Department. MTAS provides this service free to Tennessee cities and estimates it can save tens of thousands of public dollars.

cation and bravery demonstrated daily by members of the Tennessee fire service as well as members of our other first responder agencies like law enforcement and emergency medical services. President John F. Kennedy summed it up like this: “Efforts and courage are not enough without purpose and direction.” The strategic plan identifies and formalizes the purpose and direction.

UT-MTAS fire management consultants customize the components of the planning process to meet the municipality’s needs and expectations. This customization allows the department to capture its unique information in order to see the department’s ideal future in the plan.

Each project begins with UT-MTAS staff interviewing the department’s strategic planning

leadership team. This initial meeting sets the tone for the process. UT-MTAS staff then develop an internal job satisfaction survey that is anonymously completed by as many members of the department and other municipal stakeholders as possible. UT-MTAS staff utilize the data collected as part of the internal customer survey to develop an external customer survey.

The external survey is taken to the streets; meeting in person with stakeholder groups around the community to gather as much input as possible. Interacting with civic groups, members of faith-based organizations, and lunch and learn meetings have proven to be excellent ways to meet external customers.

The next step is to plan and host a strategic planning retreat. See **FIRE** on Page 5

NEWS ACROSS TENNESSEE



ASHLAND CITY

The population of Ashland City has grown by 685 residents since 2010, according to the results of a new special census. The city's 15 percent jump in population puts its total number of residents at 5,226. The special census began last October and its results were officially certified in July. City leaders said Ashland City could receive an additional \$19,180 this fiscal year in State Street Aid fund, roughly \$28 per resident. Funds will be used for connectivity projects, such as installing sidewalks and street crossings.

ATHENS

ABB, the global industrial technology company that acquired Thomas & Betts in 2012, will expand its Athens location and create up to 70 new jobs in the area. The company will add 60,000 square feet and expects the expansion to be completed by the end of 2019. ABB's Electrification Products division is headquartered in Memphis, and the company employs 2,425 Tennesseans across the state. The company's U.S. operations primarily center on robotics, power grids, industrial automation, and electrification products.

BRISTOL

A former Bristol car dealership will be turned into a \$24 million development featuring a new hotel, medical office building, retail properties and road extension. Centre Point 74 will be redeveloped by Centre Point LLC to create more than 51,000-square-foot of retail space including a new car dealership, 95-room hotel, and other commercial ventures. The property is located northeast of the Island Road and West State Street intersection.

CHATTANOOGA

Chattanooga's park planning efforts will get a \$40,000 boost thanks to a grant from several private organizations. The city was one of 12 selected to receive the funding as part of the 10-Minute Walk Campaign. Funds will be used to update the city's park master plan, which hasn't been updated since the 1990s. The plan redevelopment could take nearly two years and will help increase the connectivity between Chattanooga and their local green spaces and park systems. The addition of trails will also encourage residents to walk to destinations rather than adding to traffic congestion.

CLARKSVILLE

The city of Clarksville has received a nearly \$1 million federal transportation grant to make traffic flow improvements on Wilma Rudolph Boulevard. The city's street department plans to use the funds to design, purchase, and implement an Adaptive Signal System on a 2.5-mile stretch of the road between Alfred Thun Road and the 101st Airborne Division Parkway. Sensors and cameras will feed traffic data into a computerized system, which will then make real-time adjustments to optimize traffic flow in the corridor. The system will cover 10 signalized intersections.

COLLIERVILLE

The recreation division of the Town of Collierville Parks, Recreation, and Cultural Arts Department earned the "Better Sports for Kids Quality Program Provider" designation. This national recognition is given by the National Alliance for Youth Sports to

highlight organizations who have exceeded the standard for administering youth sports programming. To earn the Better Sports for Kids Quality Program Provider designation, a youth sports program must fulfill all the components associated with these five key requirements: written policies and procedures, volunteer screening, coach training, parent education, and accountability.

DECHERD

The city of Decherd's wastewater treatment plant will be undergoing a nearly \$10 million expansion to increase its capacity and improve efficiency. The Decherd Board of Mayor and Aldermen recently approved a nearly \$10 million contract with Livingston-based W&O Construction with \$4.5 million of the total cost being covered through various state and federal grants. The plant will be converted to a biological nutrient process and will be the first of its kind in Tennessee. The upgrades are expected to take two years and will increase the plant's capacity to 2.65 million gallons a day with a peak capacity of 6.85 million.

DICKSON

The city of Dickson has received a \$784,000 Transportation Alternatives grant for the fifth phase of a downtown revitalization project. The new phase of the project will install sidewalks, curbs, gutters, crosswalks, pavement markings, landscaping, and pedestrian amenities along North Mulberry Street between Main and West College streets. The project is a continuation of past work in the area that included addressing drainage issues. Work on the area started in 2009, and work on the project's fourth phase is nearing completion. An estimated \$4.9 million will be spent on improving Dickson's downtown area with more than \$3.6 million coming from TAP grants. The fourth phase of the project is ongoing and will fund similar improvements on East College Street between Church and Academy streets.

FARRAGUT

The town of Farragut is purchasing the former Faith Lutheran Church building at the corner of Jamestown Boulevard and North Campbell Station Road for conversion into a community building and offices for the area's branch of the Knox County Strang Senior Center. A gymnasium and kitchen will be shared by both entities in the building while the town will use the upper level as a new education wing for Parks and Leisure Services. Expanded programs, classes, athletics, and events will be hosted in the building with the former sanctuary and narthex used as rental space for community events.

HARRIMAN

The city of Harriman will be using a \$412,500 Local Parks and Recreation Grant from the Tennessee Department of Environment and Conservation (TDEC) to purchase a new splash pad. The city will provide a 50 percent match for the splash pad, which will be constructed at the Harriman Community Center. Additional money from the grant will go to adding parking spaces at the community center and access directly onto Emory Road. New playground equipment for F.R. Davis Park as well as ADA compliance projects will also be funded.

JOHNSON CITY

Another mile of mountain biking trails will be coming to Johnson City's Winged Deer Park thanks to a \$10,000 grant from People-ForBikes. The grant will allow the completion of several trails for bikers of various skills at the park to be completed sooner than anticipated and add to the \$2,000 in donations and 2,000 volunteer hours already contributed to the project. The funds will also help create a Little Bellas chapter in the area, an organization that promotes youth cycling. People-ForBikes is a coalition of biking suppliers and retailers as well as a charitable foundation that has awarded more than 400 grants for bicycling projects and programs since 1999.

LEXINGTON

Cooper Container II and Welch Packing will create approximately 40 new jobs in Lexington in the next three years. Cooper Container II will add 100,000 square feet to its existing Lexington manufacturing facility. The investment will increase capacity at the facility, which has multiple converting machines and specialty equipment. Work on the expansion is scheduled to begin in the third quarter of 2018. Cooper Container II anticipates the first phase of the new expansion will be operational in January 2019. The corrugated packaging producer and foam conversion company was founded in 1997 by A.C. Cooper following the acquisition of Kirby Containers. Welch Packaging joined the corporation earlier this year.

MORRISTOWN

The city of Morristown has the fifth-fastest growing income level of any city in the nation, according to a recent report by USA Today. The city reported a per capita income growth in 2016 of 4.1 percent, a five-year per capita income growth of 9.7 percent, and unemployment rate in May 2018 of 3.6 percent. The study noted that about a quarter of Morristown's workforce was employed in manufacturing and had one of the largest manufacturing sectors of any U.S. city. The city's per capita income of \$39,351 is below the national average, but the city also has a lower-than-average cost of living and no state income tax.

MT JULIET

The city of Mt. Juliet has received \$2.34 million in federal funding to provide advanced technology for 13 traffic signals on a 3.7-mile stretch from Central Pike to city hall. The project will take between three and four years and will allow signals to communicate with each other based on traffic movements, timing, data, and other parameters determined by public works officials. The city hopes to further extend the technology to other areas in the future.

OAK RIDGE

The city of Oak Ridge and Explore Oak Ridge have received funds from the Tennessee Department of Tourism Development to support and improve key tourist destinations. Funds will be used for installation and historical signage at the Manhattan Project National Historical Park as well as improvements to electrical capabilities, accessible parking, and seating and viewing areas at Melton Lake Park's waterfront area.

PARIS

Revel Enterprises, Inc., will invest \$2.3 million and create 64 new jobs in the next five years to expand its operations in Paris. Revel Enterprises is a leading aftermarket distributor of automotive, truck and SUV accessories. The company offers more than 40,000 products from the industry's top manufacturers. Revel Enterprises is a leading aftermarket distributor of automotive, truck and SUV accessories. The company offers more than 40,000 products from the industry's top manufacturers.

SIGNAL MOUNTAIN

Signal Mountain has received a \$280,000 Pedestrian Connectivity Project grant from the Tennessee Department of Transportation. Funds will be used to construct more sidewalks and walkways, particularly connecting James Boulevard and Ridgeway Avenue as well as connecting city walkways to parks. The increase in sidewalks is aimed at improving the health, mobility, safety, and access of local residents.

UNICOI

The town of Unicoi has received an \$85,000 grant from the Tennessee Department of Health to construct a farmers' market pavilion on the grounds of the town's Mountain Harvest Kitchen as well as nutritional programming and a Footsteps with Foodies walking campaign that pairs educational seminars with outdoor activity. Construction of the pavilion is expected to begin this fall while professional cooking demonstrations and nutritional classes are ongoing at the center. Officials said the location of a farmers market on the facility grounds will not only encourage residents to purchase healthier, locally-grown foods but also provide them with resources to make nutritional meals.

Bounce house presented to Dyersburg Fire Department



The Dyersburg Civitan Club has presented the Dyersburg Fire Department with a bounce house in honor of longtime Civitan member Dave Huntley. The bounce house will be used as part of the department's fire education prevent programs and firefighters said the addition will make fire safety both fun and educational for kids.

Etowah putting finishing touches on depot stage



After two years of work, the new roof of the L&N Depot Stage in Etowah is expected to be completed by the end of August. Started in 2016 after the city received a \$50,000 tourism enhancement grant, the roof will increase the number of performances that can be held as well as adds lighting and areas for decoration to the stage.

Bristol asks visitors to say 'cheese' at selfie spots



To encourage visitors to immortalize their trip by taking the perfect snap, the city of Bristol has installed a number of "selfie spots" at iconic locations. Visitors are encouraged to stand on sidewalk stickers at locations like the Bristol Motor Speedway, Chamber of Commerce Guitar, and historic Bristol sign to get the best shot. The spots also serve as a fun guide to help visitors make memories.

Murfreesboro Fire Department wins historic preservation award



The Tennessee Fire Chiefs Association presented the Murfreesboro Fire Department with an award for historic preservation for the recent restoration of the department's 1892 Ahrens steam fire engine. The engine was the city's first piece of firefighting equipment and was stored at Cannonsburgh village for several years before the restoration project began. Afterwards, the engine was on display at the Oaklands Mansion. The engine will now be used as an educational tool and at local events.

TENNESSEE TOWN & CITY
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**Community and Rural Development
Best Practices Series - Site Development**

City, county, state agencies work together to improve, market Gibson County site

BY DR. BRIDGET JONES
Project Consultant
jones-bridget consulting group

Gibson County and the town of Humboldt are located in the heart of Northwest Tennessee just north of the city of Jackson.

In the late 1990's Gibson County leaders identified 500 acres north of Humboldt on Highway 45 as the location for the county's new industrial park. Gibson County leaders negotiated with several land owners and purchased the property in the name of the Gibson County Industrial Development Board. The new industrial park's assets included the size of the property and prime transportation access to rail service, Highway 45, and I-40.

For 20 years, the site had been shown to numerous industrial prospects. Several prominent prospects shortlisted the site but it was clear that improvements were needed.

The land had unique characteristics including a deep creek that separated the property into south and north segments, and it was difficult for prospects viewing the property to get a good visual because neither site had a good access road. Other needs included water, sewer, electric and gas utilities that were located 2,000 feet away, and extensions were going to be costly.

When the opportunity arose, Gibson County government and economic development leaders took action to obtain technical assistance and funding through TNECD, TVA and local industrial development programs to invest in all needed improvements to make the site attractive to prospects.

INDUSTRIAL PARK DEVELOPMENT

In 2012, TNECD created the Select Tennessee Certified Sites Program. Gibson County submitted an application the following year for the Gibson County Industrial Park to participate in the program, and economic development leaders came together to gather the required documentation and complete the due diligence and site studies. In August 2014, both sections of the Gibson County Industrial Park were approved as Select Tennessee Certified Sites.

During the same time period TVA created a site development program called InvestPrep that is designed to bring to market new and improved industrial sites and buildings within the TVA territory and position communities to compete successfully for new jobs and investment.

In 2015, the city of Humboldt and Gibson County were awarded an InvestPrep grant and provided matching funds to construct a new road entrance, signage and landscaping for the South Site.

In 2015, the TNECD Site Development Grant Program was launched. Gibson County and Humboldt submitted grant requests for site development for both the South and North Sites and were awarded funding for projects that were completed in October 2017. Both the county and the city of Humboldt provided matching funding.

The South Site grant funded the relocation of .75 miles of 69kV utility lines located across the middle of the property to the northern boundary and added 1.2 miles of new lines adjacent to the South Site road entrance. The North Site grant

funded water line extensions to the site including 3,200 feet of 12-inch main from the SR 79 Bypass connecting to the South Site.

INDUSTRIAL PARK MARKETING

All of the site improvement investments resulted in increased interest from potential companies. The Gibson County Industrial Park received seven visits in 2017, a 50 percent increase from the previous year. In May 2017, Gibson County and Jackson Chamber of Commerce economic development officials began work with a site selection consultant on a food sector project that would create 1,500 jobs with \$300 million in capital investment.

During the summer, Gibson County Economic Development leaders worked with the prospect, Tyson Foods, to host a site visit and determine the feasibility of providing needed utilities. A strong relationship was formed with the company through this process. In August, the Gibson County team received news the company had chosen a site in Kansas as its preferred location for its next plant.

Soon after these events, the Kansas community decided they did not want the facility in their community and retracted their incentive offer. Company officials immediately contacted Gibson County and asked if the community would still be interested in the company locating at the County Industrial Park. The Gibson County team met with Tyson Foods officials at the company headquarters in Springdale, Ark., and toured their facilities.

Over the next month the Gibson County team met with citizens, farmers, and community leaders to gauge interest as well as any opposition to the project. The project was discussed with more than 200 individuals, and the consensus was that most everyone was in favor of the project. Community leaders decided to capitalize on the economic development opportunity and new jobs and production revenues and improve West Tennessee's regional manufacturing and agricultural economies through Tyson's investments.

In November 2017, Gibson County officials and Tyson leaders held an announcement celebration with more than 250 attendees including Gov. Bill Haslam, U.S. Sen. Bob Corker, TNECD Commissioner Bob Rolfe, and key local economic development partners. The announcement has created a tremendous increase in interest from outside developers and investors as thousands of new direct and additional indirect jobs are expected to be created throughout the region.



In November 2017, Gibson County officials and Tyson leaders held an announcement celebration with over 250 attendees including Gov. Bill Haslam, U.S. Sen. Bob Corker, TNECD Commissioner Bob Rolfe, members of the Tennessee General Assembly, and key local economic development partners. The announcement created a tremendous increase in interest from outside developers and investors as thousands of new direct and additional indirect jobs are expected to be created throughout the region.

ECONOMIC IMPACT

Tyson Foods investments in Gibson County and adjacent communities will increase the number and amount of food sector jobs and support agricultural enterprises across West Tennessee. The direct investment from Tyson at the start of production is projected to be \$300 million. Initial direct investment and employment projections include:

TOTAL TYSON DIRECT INVESTMENT \$300 million	
Capital Plant Investment	\$245 million (north site state-of-the-art processing facility)
Capital Hatchery Investment	\$24.7 million (70,000 sq. ft. hatchery at Humboldt City Industrial Park)
Capital Feed Mill Investment	\$30.3 million (Granaries in Fruitland, Dyer, and Kenton)

TOTAL TYSON PRODUCER INVESTMENT \$125 million	
Local Producer's Capital Investment	\$125 million (390 chicken houses with farmers within a 60 mile radius)

TOTAL EMPLOYMENT	
Direct Jobs	1,600
Local Producer Contracts	95 (390 chicken houses with farmers within a 60-mile radius)

PROJECT FUNDING

TOTAL SITE DEVELOPMENT AND TYSON PROJECT FUNDING \$65,017,302*

*Projections for federal, state and local investments, grant funding and incentives

TOTAL INDUSTRIAL SITE DEVELOPMENT \$6,517,302*

* Projections for federal, state and local investments and grant funding

Gibson County Industrial Development Board \$2,847,302 (land purchase)

TVA INVESTPREP Grant \$350,000 and Gibson County Match \$612,000

(new US Highway 45 road entrance, entrance sign, landscaping for the South Site)

TNECD Site Development Grant \$500,000 and Gibson County Match \$50,000

(utilities relocation for the South Site)

TNECD Site Development Grant \$356,400 and City of Humboldt Match \$39,600

(water line extensions for the North Site)

TNECD Site Development Grant \$500,000 and Humboldt Utilities Match \$1,062,000

(sewer extension to south site)

Humboldt Utilities Investments \$200,000 (electric and broadband utilities)

TOTAL TYSON PROJECT FUNDING \$58.5 million*

* Projections for federal, state and local investments, grant funding and incentives

TNECD FastTrack Infrastructure Development Grant \$14 million

TNECD FastTrack Economic Development Grant \$6 million

Humboldt Utilities Sewer/Water/Electric/Gas \$17 million

Gibson County 20 yr. PILOT \$16 million

Gibson County Cash Grant \$250,000

Gibson County In-kind \$250,000

TVA Valley Advantage Grant confidential

TDOT State Industrial Access Road \$5 million

PROJECT LEADERSHIP and PARTNERS

Gibson County Economic Development

Gibson County Government

City of Humboldt

Humboldt Industrial Development Board

Humboldt Chamber of Commerce

Humboldt Utilities

Greater Gibson County Chamber of Commerce

Jackson Chamber of Commerce

Milan Chamber of Commerce

Trenton Light and Water

Tennessee Department of Economic and Community Development

Tennessee Valley Authority

Tennessee Department of Transportation

Tennessee Department of Environment & Conservation

TLM Associates Architects & Engineers

J.R. Wauford & Company

For more information visit the Gibson County Economic Development website at www.gibsoncountyworks.com.

TNECD SELECT TENNESSEE SITE CERTIFICATION

Manufacturing is one of the most significant economic drivers in Tennessee. The Select Tennessee Site Certification program assists communities in preparing sites for investment and job creation offering reduced risk and shortened timelines for development. Through the certification program, the Property Evaluation Program (PEP) and the Site Development Grant program, communities have several opportunities to receive feedback on their sites and funding for site improvements. TNECD Select Tennessee program services are provided through the Governor's Rural Task Force and Tennessee Rural Economic Opportunity Act of 2016 and 2017.

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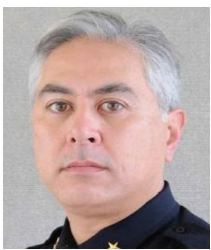
Water and Wastewater Systems

The TNECD Best Practice Toolkit Series is a growing resource of project descriptions that highlight success stories across Tennessee. Featuring projects that have been funded by TNECD Community and Rural Development and Rural Task Force partner programs, the series fulfills Tennessee Rural Task Force recommendations to highlight success stories and show other communities how they can be replicated.



PEOPLE

James Akagi announced his impending retirement from his position of chief of police for the city of Oak Ridge. Akagi will officially retire from his post on Oct. 20 and until then will be working with Deputy Chief Robin Smith to handle the transition. Akagi has been chief of police for the city since 2011. Prior to coming to work for the city of Oak Ridge, Akagi served as a special agent in charge of the Oklahoma City office of the federal Drug Enforcement Administration. He began his career with the DEA in 1986 and served the agency in international and domestic offices including in Los Angeles, Dallas, and Santo Domingo, the capital of the Dominican Republic.



James Akagi

Samford University in Alabama. He has been a licensed attorney in Tennessee since 1982, serving with the firm of Nelson, McMahan & Noblett from 1990 until 2009 as a municipal and civil litigator. He became a duty city attorney for Chattanooga in 2009. During his career, Noblett has served as the president of the Chattanooga Bar Association and as president of the Tennessee Municipal Attorneys Association (TMAA).

Valorie Rinks has been selected as the new city recorder for the city of Bradford after the current city recorder Melissa Workman was elected as Gibson County trustee. Rinks, who is currently serving as the city clerk, will enroll in the certified municipal finance officer classes with Workman continuing to serve as the city's CMFO until Rinks has earned her certification. Rinks has worked with the city since 2011, moving into a fulltime position with the city in 2017.



Valorie Rinks

Philip Brooks, a longtime Carthage councilman died on Aug. 10 at the age of 68. Brooks served more than 30 years on the city council and his current term is set to expire in the fall. In addition to serving on the city council, Brooks was a retired school teacher. He worked for 40 years as an educator both with the Smith County school system and teaching homebound students. He held a bachelor's degree, master's degree, and doctorate in education from Tennessee Technological University.



Philip Brooks

Gwen Shelton will be stepping down as vice mayor of Fayetteville on Nov. 7 following a decision to move to Huntsville, Ala. Shelton has served on both the board of mayor and aldermen and local school board since 2000, including as mayor of Fayetteville. Shelton said she and her husband made the decision to relocate for their careers, but that she will continue to keep her hometown of Fayetteville close to her heart. Shelton's seat will be up for re-election in November.



Gwen Shelton

Rick McCormick, fire chief for the La Vergne Fire Department, died Aug. 16 at the age of 49 following complications from knee surgery. McCormick was selected as chief of the La Vergne Fire Department in 2013. Prior to that, he served the department as an assistant chief and the emergency services coordinator for La Vergne. He began his firefighting career as a firefighter in May 1987 and achieved ranks including engineer, lieutenant, captain, and assistant chief. McCormick also served as the assistant to the commissioner in the Office of the State Fire Marshal.



Rick McCormick

Adam Tucker has been hired as the new city attorney for the city of Murfreesboro. Tucker was selected in June to serve as the interim city attorney following the promotion of previous city attorney Craig Tindall to the position of city manager. Tucker was selected as part of a nationwide recruitment process and had previously served as a staff attorney and assistant city attorney for Murfreesboro. He joined the city's legal department in 2010. Before that, he worked in private practice in New York, Virginia, and Washington, D.C. Tucker is a member of the Tennessee Bar Association, International Municipal Lawyers Association, Tennessee Municipal Attorneys Association, and Rutherford County Bar Association. Tucker earned his law degree from the University of Virginia School of Law in Charlottesville, Va., and his bachelor's degree in economics from Kenyon College in Ohio.



Adam Tucker

Phil Noblett has been selected as the new city attorney and chief legal officer for the city of Chattanooga. Noblett has served as a deputy city attorney for the city and will take over from outgoing city attorney Wade Hinton. A native of Asheville, N.C., Noblett earned his law degree from the Cumberland School of Law at



Phil Noblett

Community support, reinvestment among keys to downtown success



The Project for Public Spaces created this chart that shows the four essential elements of place-making and how communities can accomplish them.

DOWNTOWNS from Page 1

retail and services – is another key ingredient to downtown success.

“If you look at historic photos of vibrant downtowns in the 1940s and 1950s, they were about 60-40 in terms of retail and services,” he said. “There is no magic formula, but sometimes downtowns will hold out for 90 to 100 percent retail, which is hard. Sometimes, you need that doctor’s office or lawyer’s office. You need that especially if you want your restaurants downtown to be supported. Downtown is also a perfect place for business incubation. You can get shared or co-habitated space that provides opportunities for businesses to try out their product or service and decide if they need a larger space.”

Making downtown a retail center that also offers unique offerings is one way to bring attention to the area, but Ivan said it is often hard to have a destination retail business that draws visitors from outside the community.

“Downtown should be largely populated by locally-owned businesses,” he said. “Particularly if you’re from a smaller community locally-owned businesses are essential. It is tough to have a destination retail business, and it doesn’t happen very often. You need to have businesses that serve the community first and foremost. That doesn’t mean there isn’t space for unique opportunities and diversification.”

However, many communities find there is one business model that can bring visitors to the area.

“The best opportunity to attract outside visitors – and research shows this – is through distinctive restaurants and breweries,” he said. “People will drive to a good restaurant, and there are people who will drive for a good craft brewery. I have a friend who is an economist, and his job is to measure when a community has too many breweries to the point that the breweries are cannibalizing each others’

business. He told me ‘you know what Dave? I haven’t found that amount yet.’ Typically, breweries that go under are more because of the product than the saturation of business. You still have to have a good business, but if you study a lot of communities, a distinctive restaurant and/or craft brewery are a great anchor.”

Communities can also better direct what types of businesses move into their downtown by offering training and grants for prospective entrepreneurs interested in opening those targeted businesses. Ivan said offering “business boot camps” to help business entrepreneurs develop successful businesses and then waiving the fees for those businesses the community wants is one way to ensure companies locate downtown. Offering grants to help businesses in needed sectors is another way to help needed businesses succeed.

Ivan said housing downtown can also increase support for businesses.

“The more you can get people downtown the better. A great way to do that is through a mix of market and affordable housing,” he said. “Income diversification provides the mix you would like that gets people to shop downtown.”

Making downtown a center for arts and culture is another way to make the area more diverse and successful. Arts incubators, live theater and music venues downtown as well as outdoor public arts are some ways to bring the arts to downtown as well as offer something unique to the community.

Retaining historic character and architecture of downtown buildings is another way to preserve arts and culture. Ivan said communities must identify, protect, and enhance character-defining resources that set them apart from other towns and cities.

“We have to recognize it’s all about preserving who we are as a community,” he said. “When we

look at historic differentiation, it’s about how we enhance and protect those areas. We have to use those historical distinctions appropriately. We sometimes have to have imaginative uses for those white elephants in our communities, and every community has those white elephants. You also have to look at natural elements and how you can enhance them.”

While the design of the community is important, Ivan said it should be an ongoing process and more than a single project. He said the goal is to create a sense of place not a design. Keys to successful placemaking include access and linkage to other areas, comfort and image, functional uses and activities, and providing sociability.

“A downtown can’t compete with other places; it has to stand on its own strengths,” he said. “It’s about placemaking and making things distinctive. You have to re-discover the community. You have to make sure public improvements are appropriate, high-quality, well-maintained, and engaging.”

Community investment and feedback is also essential to garnering public interest and support in downtowns. Ivan said leaders should observe downtown spaces to see how they function and how citizens use them. Tracking what businesses and opportunities citizens want can also help better develop a vision for downtown.

One of the hardest parts of the downtown revitalization process is realizing it takes time.

“It’s not going to happen overnight,” Ivan said. “You have to work incrementally. This is a long-time proposition and you have to start with short-term projects that cast a concept. Once you get a win, it makes it easier to get that next project done on your to-do list. If you just sit around wishing for things, they aren’t going to happen. You have to try something, even if it isn’t successful. Visibility for projects also helps build support.”

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STATE BRIEFS

The Tennessee State Museum is scheduled to open to the public on Oct. 4, at its new location on the corner of Rosa Parks Boulevard and Jefferson Street at Bicentennial Capitol Mall State Park in Nashville. The new, state-of-the-art facility will offer free admission and will showcase the rich history of the state. The new museum is expected to host more than 220,000 visitors annually and will feature interactive exhibits and educational facilities. For more information about the new Tennessee State Museum, visit tnmuseum2018.org

Tennesseans are finding it harder to purchase homes as costs swell and the amount of affordable housing shrinks. Tennessee ranks 34 out of 50 when it comes to adequate housing supply with the state needing 133,581 more low-cost units to address a lack of housing in its poorest areas. The study, conducted by public policy research agency ThinkTennessee, found working class families on average spend on average 30 percent of their income on housing due to wage stagnation and the increased cost of housing. Even full-time minimum wage workers in the state can only afford an average monthly rent of \$377 while the state's median home price increased \$20,000 in the past decade. As a result, homeownership in the state has declined by 3 percent in five years.

The amount of farmers markets in Tennessee has grown by leaps and bounds according to new information from the Tennessee Department of Agriculture. The state had fewer than 50 farmers markets in 2000 and now 168 active farmers markets are registered with the department's PickTN Products program. The state was even ranked first in the nation for the growth in farmer's markets by the U.S. Department of Agriculture. The state Department of Agriculture recommends residents keep track of farmers markets and the availability of locally-grown and made products through www.picktnproducts.org and the PickTN app.

The University of Tennessee – Knoxville is welcoming its larg-

Fire department strategic planning is an essential component to success

FIRE from Page 1

The strategic planning retreat is usually two consecutive days but may require additional time based on the scope and complexity of the department. The retreat is part a training experience and a working workshop with your sleeves rolled up. A significant number of department members are included representing a cross section of rank, seniority, and background. All the information collected, to this point, is analyzed and formatted in a way to be utilized at the retreat.

The retreat begins with an introduction of the strategic planning team and other participants. We then work our way through the process by reviewing what has been accomplished to this point, an overview of the CPSE fire department accreditation process, and participate in individual and group activities that guide participants to identify their personal and consensus departmental values, vision, and mission.

Now that the department has a draft values statement, vision statement, and mission statement, the team uses the C.O.W.S. analysis to identify departmental challenges, opportunities, weaknesses, and strengths.

Everyone has accomplished so much together but there is still more to do. All the information amassed will now assist participants in identifying any departmental critical issues. Critical issues are those issues that could harm the organization and/or create a gaps in service to either internal and/or external customers. All critical issues will be recorded; similar issues will be grouped together.

The final activity of the strategic planning retreat is to develop SMART (specific, measurable, achievable, relevant, and time-bound) goals to address each critical issue/critical issue group. This step in the process sometimes

est freshmen class in the school's history with more than 5,150 students attending this fall. The majority of the students are from Tennessee, which school officials attributed to larger in-state marketing. Tuition fees remain flat at the Knoxville campus with in-state tuition and hovering at \$12,970 while out-of-state tuition and fees are staying at \$31,390. Students at the University of Tennessee's Chattanooga campus also saw flat tuition fees while students of the Martin campus will see their tuition increase by 3 percent this year.

Tennessee's statewide unemployment rate for July 2018 remained steady at 3.5 percent for the third consecutive month. Tennessee's seasonally adjusted unemployment rate has not only remained unchanged since May, it mirrors the 3.5 percent recorded during the same time period in 2017. Companies also continued the trend of new job creation across the state. Between June and July, Tennessee employers bolstered the state's economy by adding 2,500 new nonfarm jobs. Over the year, nonfarm employment in Tennessee has increased by 56,300 jobs. The largest increases occurred in the state's leisure/hospitality, professional/business services, and education/health services sectors.

Tennessee has the eighth best community colleges in the nation according to a new study conducted by financial planning website Wallet Hub. The survey said Tennessee along with New York, Oregon, and Rhode Island earned higher rankings for college promise programs, such as Tennessee Promise, that offer free tuition for community college students. Wallet Hub cited the increasing cost of four-year institutions as well as the need for skills offered by community college degrees as one of the reasons why making community colleges more accessible is increasingly important. The survey also ranked Walters State Community College in Morristown as the best community college system in Tennessee and the 38th best system in the nation.

requires the group to leave the retreat with homework to bring to a future follow-up retreat meeting.

The final stage of this initial customer-driven strategic planning process is to develop the draft strategic plan document. This document is a detailed account of all the demographics, information, data, and SMART goals that have been identified and developed as part of this process. The draft document is presented to the fire chief for review. Once the document meets the department's expectations, the document is provided to the elected officials for consideration and ultimately adopted by the jurisdiction.

Now that your department has a strategic plan, what's next?

Your work is far from over; in fact, strategic planning is a continual process. The plan must be communicated to every member of the team. Publish the plan on your website for internal and external customers to refer to. The department must consider its strategic plan a living document; one that is referenced regularly to assist in decision making, budget preparation, capital equipment purchases, etc. It is recommended to thoroughly review and revise the strategic plan annually. Then, repeat the entire strategic planning process every five years.

This schedule works perfectly for CPSE accredited departments since their accreditation status is also on a five-year cycle. The strategic planning team leader must ensure that the members responsible for accomplishing tasks associated with the identified goals meet on a regular basis to ensure timelines and deadlines are met and goals are accomplished as described in the plan.

Goals that are accomplished should be noted in the document at annual review. If new goals are needed, the annual review is a great time to add them to the strategic plan. Celebrate your successes. Pull together to accomplish excellence.

July state revenues less than budgeted

Department of Finance and Administration Commissioner Larry Martin today announced that Tennessee tax revenues were lower than budgeted estimates for the month of July. Overall, July revenues totaled \$1.1 billion, which is \$50.8 million more than the state collected in July of 2017, but \$8.6 million less than the budgeted estimate for the month.

"Sales tax revenues recorded in July reveal healthy growth compared to the same time period last year and were higher than the month's budgeted estimate," Martin said. "State corporate tax revenues, composed of franchise and excise taxes, underperformed in the month against the budgeted estimate, as did all other tax revenue combined.

"While the month of July did not meet our budgeted expectations, the state will finish the 2017-2018 fiscal year exhibiting strong revenue growth thus exceeding the state's conservative budgeted estimates. State revenues grew by 4.14 percent more than last year and are \$343.9 million more than the established budgeted estimate.

Adjusting for an additional \$49.2 million added from the November 2017 funding board, total state revenues will actually finish \$294.7 million more than the revised total revenue estimate. Similarly, state's general fund revenues will have outperformed the original budget estimate by \$303.7 million or by \$276.4 million after

adjusting for the revised estimate."

On an accrual basis, July is the final month in the 2017-2018 fiscal year and reported revenues will be subject to final accrual adjustments that may increase or decrease the recorded cash amounts on an audited basis.

General fund revenues in the month of July were less than the budgeted estimates in the amount of \$4.4 million and the four other funds that share in state tax revenues were also \$4.2 million less than the estimates.

Sales tax revenues were \$5.1 million more than the estimate for July and they were 6.93 percent more than July 2017. July sales tax revenues reflect retail business activity that occurred in June. For the year, revenues are \$81.4 million higher than estimated. The yearly growth rate is 4.56 percent.

Franchise and excise tax revenues combined were \$12 million less than the budgeted estimate in July, and the growth rate compared to July 2017 was negative 20.36 percent. For the year, revenues are \$170.6 million more than the estimate and the year-to-date growth rate is negative 2.85 percent. However, adjusting for the one-time payments received last fiscal year and this fiscal year produces a positive underlying recurring year-to-date growth rate of 3.06 percent.

Gasoline and motor fuel revenues for July increased by 16.71 percent compared to July 2017, but they were \$5 million less than

the budgeted estimate of \$101.1 million. For the year, revenues have exceeded estimates by \$4.4 million.

Motor vehicle registration revenues were \$700,000 more than the July estimate, and for the year revenues are \$19.6 million more than the estimate.

Tobacco tax revenues were \$1.3 million less than the July budgeted estimate of \$23.5 million. For the year, they are \$9.6 million less than the budgeted estimate.

Inheritance and estate tax revenues were nearly in line with the July estimate, but for the year, revenues are \$3.1 million less than the budgeted estimate.

Hall income tax revenues for July were \$100,000 less than the budgeted estimate. For the year, revenues are \$28.8 million more than the budgeted estimate.

Privilege tax revenues were \$1.2 million more than the July estimate, and for the year, August through July, revenues are \$28.4 million more than the estimate.

Business tax revenues were \$3.9 million more than the July estimate. For the year, revenues are \$23.1 million more than the budgeted estimate.

All other tax revenues were less than July estimates by a net of \$1.1 million. For the year, revenues were \$343.9 million more than the budgeted estimate. The general fund recorded \$303.7 million more than budgeted estimates and the four other funds \$40.2 million.

Nine historic sites added to National Register

The Tennessee Historical Commission has announced nine properties from across the state have been placed on the National Register of Historic Places.

"These additions to the National Register of Historic Places are a testament to Tennessee's diverse heritage," said Executive Director and State Historic Preservation Officer Patrick McIntyre. "The historic properties are part of our unique past and are worthy of being recognized on this prestigious list.

The sites recently added to the National Register include:
American Snuff Factory – Memphis

Built between 1912 and 1957, the American Snuff Factory complex includes structures used for tobacco curing, warehousing and corporate offices. Constructed in Memphis due to its access to the Mississippi River and tobacco farmers, the factory reached its height of production in the mid-1950s with 500 employees. At that time, it was the second-largest snuff manufacturer in the U.S.

Booker T. Motel – Humboldt

Constructed between 1940 and 1954, the motel was operated by Velva and Alfred Pulliam to accommodate African-American auto tourists who could not stay at other hotels during Segregation. One of few overnight lodgings and public restaurants open to African Americans at the time, the motel was advertised in publications such as *Ebony* magazine and the famed Green Book guides.

Brownsville Carnegie Library – Brownsville

Brownsville's 1910 Carnegie Library is a one-story Classical Revival brick veneer building located near the Haywood County Courthouse. The building is one of over 1,650 libraries constructed as part of Andrew Carnegie's national library-building program.

Carverdale Farms – Granville

This 210-acre farm includes a farmhouse, barns, a store, cemetery,



Constructed in 1951, the Tullahoma Municipal Building was recently added to the National Register of Historic Places.

church, two secondary houses and assorted outbuildings, some of which date back to 1830. The home is named after Samuel Carver, who purchased the land in 1890 and whose family continued to operate it into the 1960s.

National Trust Life Insurance Company Building – Memphis

The National Trust Life Insurance Company was started in 1931 by Alvin Wunderlich, Sr. as a burial insurance company. By the time the current building was completed in 1963, the company had expanded into an important commercial business that included both burial and life insurance; they had also expanded their market outside of Memphis.

Smotherman House – Tullahoma

Designed by Nashville architect George Waller and landscape architect John Byars, the Smotherman house was designed by and built in Tullahoma between 1932 and 1934 for wholesale grocery businessman Fletcher Smotherman. The house was built in the Georgian Revival style to mimic Smotherman's previous residence in Murfreesboro.

Travellers Rest - Nashville

While Travellers Rest was originally listed in the National

Register of Historic Places in 1969 for its statewide importance in early settlement, the listing has now been expanded to include all four National Register criteria – events, person, architecture, archaeology.

Tullahoma Municipal Building – Tullahoma

The opening of Arnold Engineering Development Center outside of Tullahoma in 1951 resulted in ancillary businesses moving into Tullahoma, with a resulting increase in population and the need for more city services. In 1954 the city constructed a Mid-Century Modern municipal building to house city offices and the offices of the Tullahoma Power System.

Wassom Farm - Telford

The Wassom Farm is comprised of the circa 1828 farmhouse, two circa 1900 farm outbuildings and 17-acres of fields and woods. Historically, tobacco was grown on the land while today hay and corn are the main crops. There was a Civil War skirmish on or near the property, but the importance of the house is as an example of an early 19th-century farmhouse that retains much of its historic design.

For more information, visit tnhistoricalcommission.org.

Infamous Brushy Mountain Prison turned into East Tennessee tourist destination

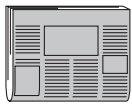
Travelers now have the chance to walk within the walls of the infamous former maximum security prison Brushy Mountain, once known as "the end of the line" for the state's most dangerous criminals. Visitors can now take self-guided or guided tours of the prison and museum in Petros, between Nashville and Knoxville.

The facility also includes the unique Warden's Table Restaurant, which serves barbecue and other favorites on metal trays and butcher paper. Nearby is a gift shop for visitors to take home prison moonshine, T-shirts, and other memorabilia. Other experiences include their unique End of the Line Tennessee Moonshine.

For more information, go to: www.tourbrushy.com/history



The ladder James Earl Ray used in an attempted escape is one of many preserved artifacts now on display at the Museum at Brushy. Tours of the former prison will be self-guided, with former prison guards nearby to answer questions or share brief stories.



CLASSIFIED ADS

Advertising: \$9.25 per column inch. No charge to TML members. Send advertising to: Carole Graves: cgraves@TML1.org.

BUILDING/ELECTRICAL INSPECTOR

MT. JULIET. The city of Mt. Juliet is seeking candidates for a building / electrical inspector for building and codes department. Applications must be filed electronically and are available at the city's website, www.mtjuliet-tn.gov. Detailed job description and requirements are available online. The city accepts electronic applications until position is filled. The city of Mt. Juliet reserves the right to stop accepting applications at any time. For questions, regarding the electronic application process, please call (615) 754-2552. EOE/Drug-free Workplace.

BUILDING INSPECTOR

HUMBOLDT. The city of Humboldt has an immediate opening for a state of Tennessee Certified Building Inspector. The city desires the certified building inspector to also be a state of Tennessee Certified Electrical Inspector. The employee will be responsible for technical work in the enforcement of building and zoning codes and city ordinances. Duties also include other support services under the general supervision of the mayor. Minimum qualifications: high school diploma/equivalent and current certification as building inspector through the state of Tennessee. Applications may be obtained at the mayor's office located at 1201 Main Street, Humboldt, TN 38343, M-F, 8 a.m. - 5 p.m. Completed applications must be submitted either by mail or in person at the above address, fax (731-784-9072) or email (mpatterson@click1.net), with Building Inspector Application in the subject line. EOE

CITY ADMINISTRATOR

MCMINNVILLE. The city of McMinnville is seeking well-qualified, innovative, professional applicants for the position of city administrator. Minimum qualifications include a bachelor's degree in public administration, or a closely-related field, with at least 5 years' experience in municipal government management and finance or experience and training in municipal management. Major duties include supervision of all city departments, staff employment and assignments, including work procedures and schedules, budget preparation, with the monitoring of revenues and expenditures, development and implementation of goals and visioning for the city, provision of proper reports, and initiation of grant writing. The administrator will perform duties which will reflect the needs of a progressive city by serving on various boards, committees, agencies and civic organizations that promote retail, tourism, and industrial development in the area. The administrator will possess all the skills necessary to complete the successful operation and management of the city while fulfilling the expectations of the elected officials. The city administrator is selected by, reports to, and serves at the pleasure of the mayor and a six-member board of aldermen. McMinnville is located in Warren County, 70 miles southeast of Nashville and has a population of 14,000 citizens. It is designated as a National and Tennessee Main Street Community. Starting salary and benefit package will be market competitive, depending on the professional experience and qualifications. Reasonable relocation expenses will be negotiated. Interested applicants should email cover letters, resumes with references and salary history to Warren Nevad, The University of Tennessee Municipal Technical Advisory Service at warren.nevad@tennessee.edu by Oct. 1.

CROSS CONNECTION CONTROL TECHNICIAN

GALLATIN. The city of Gallatin Public Utilities Department is accepting applications for a cross connection control technician. This position performs field and technical work in the inspection and testing of commercial, industrial, and residential backflow prevention devices. Some essential duties include performing annual testing of backflow prevention devices and inspecting new construction for compliance with cross connection control requirements. This is a 40 hours per week, day shift position. The starting rate is \$16.71 per hour + excellent benefits. Minimum qualifications: high school diploma/equivalent with two to five years recent work experience in water distribution operations or related utilities experience; or an equivalent combination of education, experience, and training. Must have a valid, appropriate driver's license. Must have current Tennessee Certificate for Testing and Evaluation of Backflow Prevention Assemblies, or obtain within six months of hire/promotion; and must retain certification throughout employment. apply online at www.gallatintn.gov. Applications will be accepted until the position is filled. EOE.

DEPUTY COURT CLERK

COLLIERVILLE. The town of Collierville has an immediate opening for a deputy court clerk. This position requires the performance of clerical

work involving preparation of cases for court, to include compiling and processing documentation, recording case dispositions, and providing assistance to the public. This position requires a high school diploma or GED supplemented by four years of experience and/or training involving court procedures, legal office work, office administration, customer service, basic bookkeeping, record management, and personal computer operations; or any equivalent combination of education, training and experience which provides the requisite knowledge, skills and abilities for the job. Must have ability to work in a courtroom and team environment; follow instructions and detailed policies/procedures; and process a heavy volume of telephone calls, customers, case files, legal documents and sensitive information. Must have the ability to effectively handle challenging situations and resolve related issues. Requires working knowledge of Microsoft Excel, Word, and the ability to process a heavy volume of data entry. Must have excellent cashier, customer service, record management and organizational skills. Must be able to meet daily deadlines and work overtime as needed. Must be able to maintain a consistent physical presence at designated workstation in order to meet customers' needs in a timely manner. Must have a valid driver's license. Must be able to pass a work-related physical and drug test. Some evening hours will be required. Salary is \$26,323 depending on qualifications, with excellent benefits package. To apply for this position, you must submit an original Town of Collierville application. Applications are available to download at www.collierville.com, or you may obtain one from our Human Resources Office located at 500 Poplar View Parkway, Collierville, TN, 38017, Monday - Friday, 8 a.m. - 5 p.m. Completed applications must be submitted either by mail or in person to the above address. EOE.

HUMAN RESOURCES DIRECTOR

CLEVELAND. The city of Cleveland is accepting applications for the position of human resources director. The position is responsible either personally or through the direction of others for managing the human resources function which includes: developing personnel policies and procedures; recruiting, testing, on-boarding and orientation of new employees; monitoring disciplinary action process and recommending action in consultation with city manager; administering all benefit programs; managing the employee classification/compensation plan and supervising the payroll function to ensure proper grade/step placement and compliance with all payroll regulations; ensuring compliance with all federal, state and local employment laws, regulations and ordinances; overseeing safety and risk management; other duties as assigned. A bachelor's degree in human resources management, business management, public administration or other related field is preferred, with a minimum of two years related experience, or any equivalent combination of education, training or experience that provides the requisite knowledge and abilities for the job. PHR certification or the ability to acquire certification. Must possess and maintain a valid TN driver's license. Full background check including drug screen will be conducted. Salary will depend on qualifications. Interested applicants should submit a city of Cleveland application including resume by mail to: City Manager Joe Fivas, Cleveland Municipal Building, P.O. Box 1519, Cleveland, TN 37364-1519, or they may be delivered to the Municipal Building at 190 Church Street NE, Cleveland, TN 37311. Applications are available on the city's website www.clevelandtn.gov or at the Municipal Building. Inquiries may be sent to jfivas@clevelandtn.gov, or call the Municipal Building at 423-472-4551. Initial screening of applications will begin Sept. 4. EOE.

MAINTENANCE WORKER

COLLIERVILLE. The town of Collierville has an immediate opening for a senior level maintenance worker. This is semi-skilled and unskilled manual work as part of a public works/utilities crew performing routine maintenance and construction tasks for various public works/utilities projects. This position requires a high school diploma or GED; supplemented by six months previous experience and/or training involving construction or maintenance work in area of assignment; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid commercial driver's license (CDL) with class A or B endorsement at the time of hire or within six months of hire date. Salary is \$24,960, (DOQ), with excellent benefits package. To apply, please submit an original town of Collierville application. Applications are available to download at www.collierville.com or you may obtain one from our Human Resources Office located at 500 Poplar View Parkway, Collierville, TN, 38017, Monday - Friday, 8 a.m. - 5 p.m. Completed applications must be submitted either by mail or in person to the above address. EOE.

How Cities Interact with the Deaf Community

This special one-time offering will provide a look at how cities may better interact with those who are hearing impaired.

Class Date: Wednesday, September 12, 2018

Time: 8:30am - 12:30pm **Time Zone:** CST

Price: \$50.00

Classroom: [Franklin, TN - City Hall](#)

Address: 109 Third Avenue South

Contact: [Kurt Frederick](#), MTAS Training Consultant

To register for a course, go to www.mtas.tennessee.edu, or fax to 865-974-0423. Credit card payments must register online with the Solution Point System: <http://www.solutionpoint.tennessee.edu/MTAS> or by invoice. For registration assistance, call 865-974-0413.



Join special guest speaker **Poppy Steele**, founder of 'SignClubCo' [a TN non-profit that teaches children American Sign Language (ASL) in our schools] as she helps us investigate ways to better serve Deaf Tennesseans.

MECHANIC I

GALLATIN. The city of Gallatin Public Works Department is accepting submissions from interested candidates for the position of Mechanic I. Duties include diagnosing, servicing, repairing and rebuilding components of cars, light and heavy trucks, equipment and machinery. This is a 40 hours per week, day shift position. Some weekend work required. The starting rate is \$17.54 + excellent benefits. The successful candidates will possess thorough knowledge of the methods, tools and equipment including electronic diagnostic equipment used in the repair of passenger cars, trucks, construction and maintenance or specialized equipment. Minimum qualifications: high school diploma/equivalent with one year of full time recent work experience in equipment repair. Must have a valid CDL. For a full job description and to apply, visit our website at www.gallatintn.gov. Applications will be accepted until the position is filled. EOE.

NATURAL GAS CONSTRUCTION COORDINATOR/INSPECTOR

GALLATIN. The city of Gallatin Public Utilities Department is currently accepting applications for a natural gas construction coordinator/inspector. The purpose of this position is to perform technical and administrative work in the inspection, installation, construction, repair, and maintenance of natural gas lines and appurtenances; does related work as required. Limited supervision may be exercised over subordinate gas department personnel. The starting rate is \$19.33 per hour + excellent benefits. The successful candidates will have knowledge of the tools, materials, and equipment used in the inspection, testing, installation, replacement, maintenance, and repair of natural gas lines and appurtenances; knowledge of the safe methods and practices used when working with gas lines, meters, regulators, and related devices. Minimum qualifications: high school diploma/equivalent, with two to five years recent work experience in natural gas distribution operations or related field; or an equivalent combination of education, experience, and training. Must have a valid, appropriate driver's license. For a full job description and to apply, visit www.gallatintn.gov. Applications will be accepted until the position is filled. EOE.

PARKS & RECREATION DIRECTOR

EAST RIDGE. The city of East Ridge is currently seeking a qualified and experienced professional for the director of parks and recreation. This position is responsible for the administration and operations of the parks and recreation department to include: planning, promoting, and organizing programs, activities and sporting events for all ages; and maintaining, enhancing and developing parks, playing fields and recreational facilities. The successful candidate should possess quality communication and marketing skills, experience in recruiting tournaments and special events; as well as the ability to understand the varied functions of each sub-department. Bachelor's degree in recreation or related field and a minimum of three years' experience in a responsible management position. Salary range \$54,472-\$68,090. A job description can be found at www.eastridgetn.gov. Send resume and cover letter to Trish Perry, Human Resources Manager, 1517 Tombras Avenue, East Ridge, TN 37412, or tperry@eastridgetn.gov.

POLICE CHIEF

CROSSVILLE. The city of Crossville (est. population 11,500) is seeking resumes for the position of chief of police. Under the executive direction of the city manager, the chief of police is responsible for planning, directing, implementing and evaluating the activities of the police department. Responsibilities include recruitment

and selection of personnel, succession planning, formulation of policies and procedures, and preparation of an annual budget. The ideal candidate must be P.O.S.T. certified and possess a bachelor's degree in police science, public administration, criminal justice, or related field; candidate will have served as chief, or assistant chief, a minimum of three to five years. Any equivalent combination of education and experience which provides the person with the knowledge and abilities required to perform the job may substitute for the above, at the discretion of the City. Consideration will be given for FBI National Academy and/or Southern Police Institutes and FBI Leeds graduate. Salary will be a minimum of \$57,057.53 and negotiable DOQ/DOE. Position will also include a comprehensive benefit package. Other requirements include: must possess a valid Tennessee operator's license or obtain such; must reside within Cumberland County, or move into Cumberland County within 90 days of employment; meet annual P.O.S.T. in-service requirements; must have completed P.O.S.T. Law Enforcement Management and Administration training; evidence of continuing professional development; must be examined by a city designated physician to make a determination if applicant will be able to meet the physical standards of law enforcement personnel. A complete job description is available upon request. Resume and cover letter is to be mailed to: Leah Crockett, Human Resources Administrator, 392 N. Main Street, Crossville, TN 38555 or via email at leah.crockett@crossvilletn.gov. Resumes will be accepted until 4:00PM, Sept. 14. EEO/Affirmative action employer.

REDEVELOPMENT COORDINATOR

CLEVELAND. The city of Cleveland is accepting applications from qualified individuals for the position of redevelopment coordinator. Qualified applicants will possess a bachelor's degree in economics, public administration, business administration, or a related field and three to five years public or private development, commercial real estate, community revitalization and grants administration experience or an equivalent combination of education and experience. Substantial experience in community development and grants administration may be considered as equivalent to minimum education requirement. Familiarity with HUD's CDBG entitlement program is highly desired. A valid Tennessee driver's license is required. Major activities of the position include: working under the oversight of the city manager, the redevelopment coordinator assists with the planning and implementation of the city's redevelopment projects, manages the CDBG program and other municipal grants and performs various other community development and redevelopment tasks as assigned. Coordinates redevelopment and economic development activities with other city functions. Coordinates specific redevelopment projects or redevelopment project areas, including assisting in the development and monitoring of professional service agreements and contracts. Interface with property and business owners, developers, design professionals, and financial and economic consultants, etc. in the implementation of projects. The redevelopment coordinator prepares, implements and/or maintains various components of redevelopment, the CDBG program and municipal grants and ensures compliance with all applicable laws, regulations and requirements. The redevelopment coordinator monitors projects, the CDBG Program and municipal grants for timely completion in compliance with program regulations and requirements, maintains records for auditing purposes, collects and analyzes data, prepares reports and plans and performs other duties as assigned by the city manager.

Interested applicants should submit an employment application and resume to the City of Cleveland Personnel Office, Municipal Building Annex, 160 2nd Street NE, Cleveland, TN 37311 or by email to the HR Director, kspace@clevelandtn.gov. who may be contacted at (423)593-7878 for questions. Applications may be obtained on the City's website www.clevelandtn.gov. First screening of applicants will be Sept. 7. EOE

WASTEWATER OPERATOR

PIPERTON. The city of Pierson is seeking a full time wastewater operator, this is an extremely important role. The operator is responsible for performing a wide variety of preventive and emergency maintenance tasks for the wastewater treatment plants and collection systems. Please forward all resumes to tparker@pipertontn.com. EOE.

WATER AND SEWER DEPARTMENT EMPLOYEE

TREZEVANT. The town of Trezevant is accepting applications for a water and sewer department employee. Applicant does not have to hold certificates in water and wastewater to apply. Applicants must be 18 years of age to apply. Deadline for submitting an application will be Aug. 1, at 4 p.m. at City Hall, 5560 North Broad Street, PO Box 100, Trezevant, TN 38258. EOE.



Oct 10 - 12

TGFOA Fall Conference
Embassy Suites Murfreesboro
TGFOA provides continuing professional education to more than 300 officials from state and local governments in Tennessee. For more information visit: <http://tngfoa.org/>

Oct 31 - Nov 2

TCMA Fall Conference
Chattanooga
Enhance your knowledge and skills for successful municipal management at TCMA's Fall Conference. For more information visit: www.tcma.org

Nov. 1 - 2

TN Governor's Conference
Gaylord Opryland Convention Center, Nashville
Join Gov. Bill Haslam and TN-ECD Commissioner Bob Rolfe along with hundreds of state and local officials to learn more about Tennessee's strides in recruiting jobs and the programs helping to build strong local communities. For more information visit: <https://govcon.tnecd.com/>

Nov. 7 - 10

NLC City Summit
Los Angeles Convention Center
NLC's City Summit conference convenes local leaders to collaborate on solutions to common challenges facing America's cities. The conference offers tangible and new best practices for government officials to take back home. For more information visit: <https://www.citysummit.nlc.org/program/>

March 26-27, 2019

TML Legislative Conference
DoubleTree Hotel, Nashville

June 22-25, 2019

TML Annual Conference
Cook's Convention Center
Memphis

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John Holden (2016) Mayor, Dyersburg
Curtis Hayes (2015) Mayor, Livingston
Tom Rowland (2014) Mayor, Cleveland
Dale Kelley (2013) Mayor, Huntingdon
Ken Wilber (2012) Mayor, Portland
Kay Senter (2011) Morristown Vice Mayor
Sam Tharpe (2010) Commissioner, Paris
Tommy Pedigo (2009) Councilman, Morristown
Bob Kirk (2004) Alderman, Dyersburg
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TMLAFFILIATED ORGANIZATIONS

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TN Assn. Housing & Redevel. Auth.
TN Municipal Attorneys Assn.
TN Municipal Judges Conference
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TN Recreation and Parks Assn.
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Emergency managers ask Congress to invest in mitigation

BY DAVE NYCZEPIR
Route Fifty

State and local officials have expressed support for legislation allowing them to put a portion of disaster costs toward mitigation, as the Federal Emergency Management Agency stresses greater intergovernmental coordination.

The Disaster Recovery Reform Act proposed by U.S. Rep. Lou Barletta, R-Pa., would shift 6 percent of annual disaster grants into a National Public Infrastructure Pre-Disaster Mitigation Fund for resilience projects.

Tennessee Emergency Management Agency Director Patrick Sheehan called the provision a "gamechanger" during a House subcommittee meeting on 2018 hurricane season preparedness. Resilience funding "will fundamentally change how we prioritize and manage mitigation in this nation ... and drive down future disaster costs," Sheehan said.

Sheehan, who testified before the subcommittee on behalf of the National Emergency Management Association, further advocated for increasing the amount of federal dollars available for management costs. That number would go from 3 to 12 percent—7 percent for states and 5 percent for localities—but NEMA hopes to ensure the money will roll over from one disaster to the next.

State and local governments want increased mitigation fund-

ing because of FEMA's push for them to assume greater responsibility in an era of collaborative disaster management.

In 2017, U.S. disasters affected an estimated 47 million people and caused \$370 billion in damages. FEMA acknowledged numerous shortcomings—particularly in the case of Hurricane Maria and Puerto Rico—in an after-action report released on July 12.

The report also called attention to areas where FEMA found itself performing the role of state and territorial governments, at a time when the agency is looking for them to do more.

Jeffrey Byard, the associate administrator of FEMA's Office of Response and Recovery, emphasized the growing role of states and localities, as well as the private sector, during the hearing.

"As part of our initiative to ready the nation for catastrophic disasters, we are emphasizing stabilization of critical lifelines and coordination across critical infrastructure sectors," Byard said. "We have to bring more people under our tent."

The federal government should reward communities investing in resilience and stronger building codes and cutting disaster costs, rather than creating a "giveaway program," said former FEMA Administrator David Paulison.

By reducing FEMA's complexity and making funding streams predictable, Congress can help states and localities justify otherwise time-consuming mitiga-

tion projects, Sheehan said.

"The more you do in policy to add incentives ... it gives us the leverage to do those mitigation steps even though they are lengthy and they are costly," said Mistie Gardner, emergency management coordinator for Richardson, Texas.

About 650 Puerto Ricans still lack power after Hurricane Maria, one month into a 2018 hurricane season that's already seen two hurricanes form in the Atlantic. And in the U.S. Virgin Islands students continue to learn in four-hour shifts at overcrowded schools because so many were damaged, while in-patient treatment at hospitals occurs mostly off island for similar reasons.

The damaged homes of low-income families in both territories often feature blue roofs—only meant to last 30 days.

U.S. Rep. Peter DeFazio, D-Ore., the ranking member of the subcommittee, called FEMA's response in the case of both territories "outrageously inadequate." And while the after-action report acknowledges FEMA's failures, the agency is currently scrubbing references to "climate change" from its literature while the Trump administration proposes budget cuts to disaster preparedness, he said.

"We need to do better, we need to act smarter, we need to do, actually, all these things that have been enumerated," DeFazio said. "And Congress is the only hope we have for delivering on that reality



TENNESSEE FESTIVALS

Sept. 1-9: Martin

Tennessee Soybean Festival
Celebrating its 25th Silver Anniversary, the Soybean Festival provides an opportunity for food, fun and fellowship, all in celebration of Weakley County's cash crop: the soybean. The event pays tribute to the soybean farmer yet includes something for everyone. Visit: <http://www.tnsoybeanfestival.org>

Sept. 7-8: Cookeville

Cookeville Fall Funfest
The Fall FunFest is Cookeville's Main Street music festival featuring live music, arts and craft vendors, delicious food and fun. The event is sponsored by CityScape, who was created to establish a partnership between public and private sectors dedicated to the revitalization of Cookeville's historic downtown business district. Visit: <http://fall-funfest.com>

Sept. 8: Goodlettsville

Salty Dog Festival
Held from 10 a.m. to 4 p.m. near Goodlettsville City Hall, the eighth annual Salty Dog Festival will include the best in antiques, local art, crafts, music, businesses, and food. Visit www.facebook.com/events/875355895958958/ for more info.

Sept. 8: Hendersonville

Tennessee Honey Festival
Experience the sweet taste of beekeeping. Bring your family and friends for an educational, fun-filled festival to learn about the importance of bees and other pollinators in Middle Tennessee. Admission is free but donations will be appreciated. For more info, visit uspest.com/tn-honey-festival/

Sept. 8: Somerville

19th Annual Cotton Festival
Celebrating the area's agricultural legacy, the 19th Annual Cotton Festival will feature the Fayette Cares High Cotton 5K and 1K, the Miss Cotton Festival pageant, a car and truck show and shine, music and entertainment, vendors, and the blue ribbon canning and cooking contest. For more info, visit cottonfestivaltn.com

Sept. 9: Charleston

International Cowpea Festival and Cook-off
Come on out for a day filled with food, music, and fun. Listen to live music throughout the day, taste the professional chef's culinary creations and vote for your favorite and stroll through the marketplace where you will find handmade arts and crafts. Check out www.cowpeafestival.com for information.

NATIONAL BRIEFS



Younger home owners prefer newer homes, but newer housing stock is harder and harder to come by. Homeowners under the age of 44 own 50 percent of homes built in 2010 or later being while 56 percent of homes built in 1969 or earlier owned by those 55 and up. A new estimate from real estate website Zillow reported the addition of newer homes to the market has been nearly cut in half since 2000

with the nation averaging 3.9 single-family home permits per 1,000 residents between 1985 and 2000 but only 1.9 permits per 1,000 residents since 2000. The site estimated there is a deficit of more than 6 million single-family homes nationwide.

The U.S. now has the lowest life expectancy level among high-income countries, according to a recent study by a British medical journal. The study found

U.S. women in the U.S. are expected to live 81.4 years while men are expected to live 76.4 years. Japan had the highest life expectancy for women at 87.17 years while Switzerland had the highest life expectancy for men at 81.63 years. The study attributed the decline to factors including social inequality, lack of access to health care, declining quality of health care offered in the country, and the continuing opioid crisis.

UT-MTAS SEPTEMBER MAP CLASSES

LEADING BY LEARNING: SOMEWHERE TO BEGIN

This workshop is designed to assist participants in developing effective leadership skills. Highlights include the building blocks of leadership and determining your leadership style.

Target Audience:
All Municipal Employees
4 CPE / CMFO(Other) (LM)

Dates/Locations/Times:

Sept 27 Knoxville
8:30 a.m. – 12:30 p.m. EDT
Oct 4 Jackson
8:30 a.m. – 12:30 p.m. CDT
Oct 11 Nashville
8:30 a.m. – 12:30 p.m. CDT



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

No loan is too large or too small



The city of Tullahoma closed a \$7 million fixed-rate loan for several public works infrastructure improvement projects within the city. The city first borrowed through the TMBF variable rate loan program in 1986 and has used various TMBF programs 23 times since then. Pictured standing are: Sue Wilson, finance director; Linda Mooningham, TMBF marketing director; and Rosemary Golden, city recorder. Seated is Mayor Lane Curlee.



The city of Bartlett recently closed a \$1.35 million note with the Tennessee Municipal Bond Fund (TMBF) to finance equipment for various city departments. It marked the city's ninth note issued through TMBF's alternative loan program. Seated are Mayor A. Keith McDonald and Dick Phebus, finance director. Standing are Stefanie McGee, city clerk; and Tommy Green, TMBF representative.

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A passion for helping others shapes MTAS director's career

BY LINDA BRYANT

A recent survey by the Gallup research organization found that only 30 percent of Americans are satisfied with their jobs. Margaret Norris is definitely not one of them.

Norris, who has worked at the Municipal Technical Advisory Service (MTAS) for 17 years, was promoted in July 2017 to executive director of the venerable 69-year-old agency.

It's not an overstatement to say Norris is not just satisfied with her work at MTAS; she's flat out in love with it. She can back up her passion for MTAS with a story that illustrates it well.

When she was a graduate student in public administration more than 25 years ago, Norris interned at MTAS headquarters in Knoxville.

The agency, which is under the umbrella of the Institute for Public Service at the University of Tennessee in Knoxville, provides technical advice and training to cities and towns across the state — their governing bodies, mayors, city managers, city recorders, and city department heads.

It all adds up to a massive amount of work — more than 1,000 major municipal projects a year.

Norris enjoyed working at the agency so much, it became her dream to land a full-time job there, even though it was a task easier said than done. MTAS employees are typically consultants who have several years of experience in various management positions in towns and municipalities. That meant that Norris needed a lot more experience before she'd be qualified to work as a municipal consultant at MTAS.

She made sure she got out in the work world to acquire that experience, and after holding down various city management positions in Missouri, Tennessee, and North Carolina, she applied for a position at MTAS in 2001 and landed the job.

In 2017, Norris was selected from a final pool of three candidates for the executive director position. Search committee members recommended her as a finalist based on her strong relationship-building skills; excellent reputation of servicing and training her customers; and knowledge of current issues facing Tennessee cities.

"Working at MTAS was the first job I ever had where the people were happy, where they liked going to work," Norris said. "It was such a joy and a thrill. I thought, 'This is what I need to spend the rest of my life doing.'"

Since assuming the top leadership position at MTAS, Norris has focused on helping the agency become more efficient and effective. She's keen on making sure towns and cities in Tennessee know that MTAS is their go-to resource, whether they need help with solving management issues having to do with public safety, codes, human resources, finances and accounting or the many other areas of public service that cities and towns deal with on a day to day basis.

Elizabeth White, who has worked for the city of Blaine for 37 years and currently serves as city clerk, city recorder and human resources director, says she's not surprised Norris is so genuinely devoted to her job.

"Margaret has worked with us for years, and she's always been warm, professional and positive," White said. "She's an absolute joy to work with, and she always helps you get the job done. I really think she's one of the finest people both personally and professionally."

Norris has been married 22 years to her husband, Ben, who is an attorney at the Norris Law firm. She enjoys hiking, biking, working puzzles in her spare time, and spending time with her three cats. She likes working out at the Y early in the morning before work.

TT&C: Tell us about your formative years. Where did you grow up?

MN: My early years were in Murfreesboro. I grew up in an all-American family with my mom, dad, brother, and a family dog. My family moved to the Toledo, Ohio, area when I was in third grade. I stayed there until I graduated from high school, and then I was able to come back to Tennessee. I attended the University of Tennessee in Knoxville and got a bachelor's degree with dual majors in psychology and Spanish. I went to graduate school at the University of Tennessee Chatta-

nooga and earned a master's degree in public administration.

I had originally planned a career in industrial organizational psychology. The dean of graduate students at UTC said, "You might want to consider a public administration master's, it might end up being a broader field for you." As a part of that program I had to do an internship, and it ended up being at MTAS. I loved working there.

TT&C: After you interned at MTAS, where did your career take you?

MN: I knew from interning at MTAS you have to have years of city experience before I could come back to be a consultant. That's what I set off to do. I really knew I wanted to come back to MTAS at some point. What they were doing mattered and made a difference. Their customers appreciate them, and that's still true today.

I went back to finish my program at UTC and worked in the mayor's office in Chattanooga. I did a post-graduate internship in Kansas City, Mo., and I came back to Tennessee as the city manager in South Pittsburg. From there I went to Lumberton, N.C., and then I returned to Tennessee and started working at MTAS in 2001 in the Nashville office. I transferred to Knoxville in 2006.

TT&C: After working as a consultant at MTAS for 16 years, you applied to be executive director, which had to be a competitive job. What was your mindset when you applied? What ideas did you have about leading the agency?

MN: I got a lot of support from the staff at MTAS and IPS (Institute for Public Service). Many people encouraged me to apply for the job. I was absolutely happy in the job I had as a municipal management consultant, but I decided to apply.

When I was doing research for my job interview at MTAS, I took a close look at tenure and age of employees. It became clear that the "silver tsunami" created by all the baby boomers retiring was going to be an issue. Turnover is an issue for us at MTAS, and it's going to continue to be. We have had a lot of retirements. I mentioned in my interview that this issue was going to be one of the important things to work on. It's come true. We've hired seven positions this year [because of baby boomers retiring.] We have a staff of about 51, so that's pretty significant.

During my interview I had proposed a smaller management team. I accomplished that within the first year. I was shooting for less fragmentation, and the new streamlined approach has been going well.

TT&C: Explain what MTAS does. What is your mission?

MN: Our mission is to work with Tennessee municipalities to improve the lives of those they serve. Our vision is that Tennessee municipalities will be a national model of good governance. Statutorily we are to do research, training and technical assistance for cities, towns and state agencies. Next year — April 15 — is our 70th anniversary.

MTAS was the first agency of its kind in the U.S. We are really unique for what we do and how we do it. Right now, there is another group in Washington state that's similar. Other states rely on their municipal league for a lot of their assistance but they don't have the field staff that we have to go out and help the cities. When I worked in North Carolina, they had the Institute of Government, which is run through the university. Their programming was academic; it wasn't the practitioner model. You had to travel to them as opposed to how MTAS consultants go out in the field and deliver training in each city. Other states really admire what Tennessee cities have in the way of MTAS resources.

TT&C: How does MTAS interface with the Tennessee Municipal League?

MN: TML actually helped get us started in 1949. This is even noted on our letterhead where it says we work in cooperation with the Tennessee Municipal League. Our largest collaborative effort annually is with legislative bill review. Our legal consultant, Elisha Hodge, works very closely with the TML staff during legislative session to review each bill to determine the impact it may have on Tennessee



Margaret Norris
UT-MTAS Executive Director



One of Norris' favorite motivational sayings that she tries to live by is: "You always have a choice about your attitude."

communities. We have a long history of working very well together with TML.

TT&C: You oversee more than 50 employees and juggle a lot of responsibilities. What's a typical day like for you?

MN: Today I went to a half-day meeting for the Institute for Public Service in Oak Ridge, and besides meeting with you for this interview, I'll return to Knoxville for a retirement dinner for an executive director for one of our IPS agencies. A day "in the field" is not uncommon. I travel around the state as much as I can. As a consultant, I had a small geographic territory. Now, I have all of Tennessee. We have seven offices across the state — Martin, Jackson, Memphis, Nashville, Johnson City, and Chattanooga. I'm going to visit all of them in August.

TT&C: What is it like to travel Tennessee so extensively?

MN: I love traveling to all the different communities. Every place is unique but they all have some common threads. It's fun to define what makes each community so special. It can be a challenge for TML and MTAS to do this because you're trying to represent everybody, and yet each place has its own special characteristics. You have to figure out how to best serve the needs of your customers even though they are all different. We rely on trust with our customers. If they didn't trust us, we'd be out of work.

TT&C: What are some new areas of service or service improvements at MTAS?

MN: We are in the process of trying to incorporate more video into our recruitment efforts and into something we call "hot topics." You will be able to go online and watch a short video. As hot topics come up, the plan is for a short and quick video to tell you what you need to know and where to find the important information. We used to have a publication at MTAS called *Hot Topic*. We stopped printing publications and opted for electronic versions in the late 1990s, but there's still a need for cities and towns to know what's changing and happening. I think this new service is timely; it seems to be what people want. We're hoping our customers notice the change [the addition of hot topic videos] and give us feed-

back about what hot topics they'd like to see addressed.

TT&C: What are some other hot topics MTAS might address?

MN: Short-term rentals may be our first video hot topic. When Elisha [MTAS legal consultant] did the Legislative Update, she had a thick publication to go along with the topic to explain the new regulations and how it impacts cities and towns. If someone wasn't able to attend the Legislative Update, then they'll be able to go to the website and access a quick link to a lengthy document in more detail.

TT&C: Why has MTAS endured and remained effective?

MN: The information we give is relevant. We work with integrity and have a customer focus. Customers can trust that what we will tell them is the right answer. Even though it might not be what they want to hear, we are going to tell them the right information. If it's not what they want to hear, we work with them to figure out what other options may exist.

TT&C: Can you think of an example of a pertinent issue that affects various communities differently?

MN: The first thing that popped into my mind is alcohol. It's a touchy subject. There are people for it, people against it and people who don't care one way or the other. Let's say in a community the voters have passed retail package store sales, and the [governing] body wasn't for it — but the voters approved it. How do we teach them what the laws are regarding this? This is something new for them; they haven't dealt with it before. How do we get them up to speed on what they can and can't do, and help them learn where the city has authority and where the state has authority? They might say, "We really want to regulate this one thing." But it might not be possible because the ABC (Alcoholic Beverage Commission) might regulate it under state law. We can talk about what might be some other alternatives since you can't do that.

TT&C: What are some big challenges for MTAS?

MN: Changing legislation is a challenge. New legislation is passed every year. Annually, we do a legislative update, and one of our

attorneys will go across the state and provide training. You can find out what's changed, what you need to know about legislation and bills and what you have to do going forward as a result of this legislation.

Geography is one of our biggest challenges. We have 51 staff members in seven locations across the state, and we are headquartered in Knoxville. It's a challenge to make sure everybody is getting what they need, when they need it, where they need it, how they need it.

Retirements are another challenge. We have an older workforce, and it's an issue that's going to continue. It's important to make sure we make the right hires that are not only a good fit for our staff but for our customers so that customers continue to trust our knowledge and expertise. We're fortunate in that we've been able to hire some great people this year. We conduct national searches. Our recent hires include some instate and out of state.

TT&C: How would you describe your leadership style?

MN: I'm probably more of an influencer. I'm a coach as opposed to someone who mandates. One of my strengths is that I collaborate and get people working together. I like to help people understand the big picture and then help them figure out where they fit into that bigger picture. Then together we can achieve our mission and vision. I will ask rather than demand.

Servant-leadership is a term sometimes used, but it's a buzz word that may have lost its context from being overused. I simply love helping other people. My leadership comes down to this: How can I help you? What barriers can I remove to help you be more successful?

TT&C: Who has influenced you the most in your career at MTAS?

MN: Mike Tallent and Bob Schwartz. [Tallent and Schwartz are both former executive directors of MTAS.] Bob hired me as an intern in 1993. He had a large impact and was my introduction to MTAS. Mike helped me significantly. When I was living in Missouri and wanting to come back to Tennessee, he helped keep me in the loop. He was a tremendous influence and helped guide me. I was a city manager at age 24. Mike definitely taught me how to be a city manager when I was less than a year out of grad school. I had the education, but I needed the practical experience. Then Mike became my supervisor when I was hired back in 2001 as a management consultant.

TT&C: What do you most want our readers to know about MTAS?

MN: MTAS is an incredible organization. The communities in Tennessee are so fortunate to have MTAS because other states don't have this resource. They have to pay for consulting services which means smaller communities typically do without because they can't afford to hire someone to come in and do what we do with the same level of research and training. Our training is incredibly cost effective. What we offer is geared toward municipalities and local government in Tennessee. You could attend some private sector training, and it's going to be generic and may or may not apply to government work. If you attend an HR course in the private sector, some of that information is going to be wrong in its application to local government.

I love MTAS, and I know how fortunate I am. I actually found my dream job. When Bob Schwartz interviewed me to hire me as a management consultant, he asked me what my long-term plans were. I told him at that point — and this was 17 years ago — that I planned on retiring with MTAS. He said, "OK, what are you going to do during that time?" I said, "Well, Bob, maybe someday I'll have your job." It took me awhile but it happened.

I am proud of MTAS and our staff. The beauty of MTAS is that our staff knows our customers. They know the issues we're dealing with and know the community they are working in. They know their local politics; they know the issues the governing body is dealing with; they know the issues the staff is dealing with. I just love the thanks you get from MTAS customers. They make you want to come back and help even more. When you get to help someone help themselves — and see the positive impact you have — it's so rewarding. To me it's priceless.