



## Mark Your Calendar

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|--------------------------|--|
| <b>Nov. 1-2</b>          | <b>2018 TN Governor's Conference</b><br>Nashville, TN            |
| <b>Nov. 7 - 10</b>       | <b>National League of Cities City Summit</b><br>Los Angeles, CA. |
| <b>Jan. 8, 2019</b>      | <b>111th TN General Assembly Convenes</b><br>Nashville, TN       |
| <b>March 26-27, 2019</b> | <b>TML Legislative Conference</b><br>Nashville, TN               |
| <b>June 22-25, 2019</b>  | <b>TML Annual Conference</b><br>Memphis, TN                      |

## Tenn Comptroller seeks comments on guidelines for Industrial Development Corp. and Tourism Zones

The Office of the Comptroller of the Treasury, on behalf of the Tennessee State Funding Board, is seeking comment on two sets of proposed guidelines related to industrial development corporations and tourism development zones which are required pursuant to two recent legislative acts.

Industrial development corporations ("IDC") are authorized in Chapter 53 of Title 7, Tennessee Code Annotated. Public Chapter 529, Acts of 2018 creates transparency related to the debt of IDCs and specifically addresses disclosure of annual debt outstanding and of any defaulted debt.

The proposed *Guidelines for Debt Reporting by IDCs* can be viewed online here, [http://comptroller.tn.gov/TSFB/PDF/IDC\\_Debt\\_Guidelines\\_with\\_Appendices.pdf](http://comptroller.tn.gov/TSFB/PDF/IDC_Debt_Guidelines_with_Appendices.pdf)

Tourism development zones ("TDZ") are authorized in the Convention Center and Tourism Development Financing Act of 1998 which is codified in Chapter 88 of Title 7, Tennessee Code Annotated. Public Chapter 816, Acts of 2018 requires prior approval by the State Funding Board of debt

issued for qualified TDZs. The proposed *Guidelines for Approval of TDZ Debt* can be viewed online here, [http://comptroller.tn.gov/TSFB/PDF/TDZ\\_Guidelines.pdf](http://comptroller.tn.gov/TSFB/PDF/TDZ_Guidelines.pdf).

Comments on the proposed guidelines may be sent by e-mail to [state.local.finance@cot.tn.gov](mailto:state.local.finance@cot.tn.gov) or by mail to: Tennessee State Funding Board; Attn: Ms. Ann V. Butterworth, Comptroller of the Treasury; 425 Fifth Avenue North; Nashville, TN 37243

Please include in the subject line whether the comments are related to the IDC or TDZ Guidelines.

At the State Funding Board's meeting, held on June 19, the board directed that the proposed guidelines be subject to comment for at least 60 days. Therefore, any comments should be submitted by Aug. 31, 2018.

The Comptroller will present the comments to the State Funding Board for review and consideration at a meeting following the close of the comment period.

Questions may be addressed to Ann Butterworth at [ann.butterworth@cot.tn.gov](mailto:ann.butterworth@cot.tn.gov) or (615) 401-7910.

## Five cities hold June elections

Five Tennessee municipalities held local elections during the month of June.

Brownsville, Livingston, Maynardville, Plainview, and Parsons all held municipal elections in June. Livingston and Maynardville also voted on referendums.

A total of 64 municipalities will hold elections coinciding with the Aug. 2 mid-term primaries while nearly another 200 cities and towns plan to host elections coinciding with the Nov. 6 mid-term elections.

### BROWNSVILLE

The city of Brownsville held a municipal election on June 19. Mayor William "Bill" Rawls Jr. ran unopposed and retained his seat.

Incumbent candidate Carolyn Flagg also retained her seat as Brownsville's Ward 2 Alderwoman, defeating challenger Broderick Pearson.

Travis Pugh defeated fellow challenger Tom Bridgewater and incumbent Tom Averyheart for the position of Brownsville's Ward 4 Alderman.

### LIVINGSTON

The city of Livingston held a municipal election on June 6 to select at-large aldermen and to vote on a liquor referendum.

Incumbent candidate David Langford will be joined by challengers Chris Speck and Kelly Coleman on the city's board of mayor and aldermen. Incumbents Bill Linder and David Sadler II did not garner enough votes for re-election.

Livingston residents also voted 425-370 to permit retail package

stores to sell alcoholic beverages in the city.

### MAYNARDVILLE

The city of Maynardville also held elections for city commission seats as well as a liquor referendum on June 26.

Challengers Ty Blakley and Marty Janeway Smith unseated incumbents H.E. Smiley Richardson and Charles W. McClure for the two open city commission seats. Richardson has been serving as Maynardville's mayor.

Maynardville residents also voted 177-131 in favor of the referendum to authorize liquor-by-the-drink.

### PLAINVIEW

The Plainview Board of Mayor and Aldermen also held an election on June 26.

Alderman Gordon Bright was re-elected to his unexpired alderman term, running unopposed.

Incumbent candidates Richard D. Phillips and Josh Collins also took the two open aldermen seats over challenger Myrna Hopper.

### PARSONS

The city of Parsons held a municipal election on June 7. Mayor Tim David Boaz ran unopposed and was re-elected to his seat.

Incumbents J. Kevin Cagle, Marty Carrington, Joseph Fisher, and William Dale Reynolds were all re-elected to their seats while newcomers Danny M. Mills, Lanny "Spud" Taylor, and Larry E. Townsend were selected for the open city council seats. Mark A. Davis, Bobby Rainey and Joe D. White did not seek re-election.

## Baby Boomers looking to retire in livable, age-friendly communities

BY KATE COIL  
*TML Communications Specialist*

With the last of the Baby Boomer generation reaching retirement age in the next 12 years, municipalities across the country are working to make sure they can meet the needs of their aging populations.

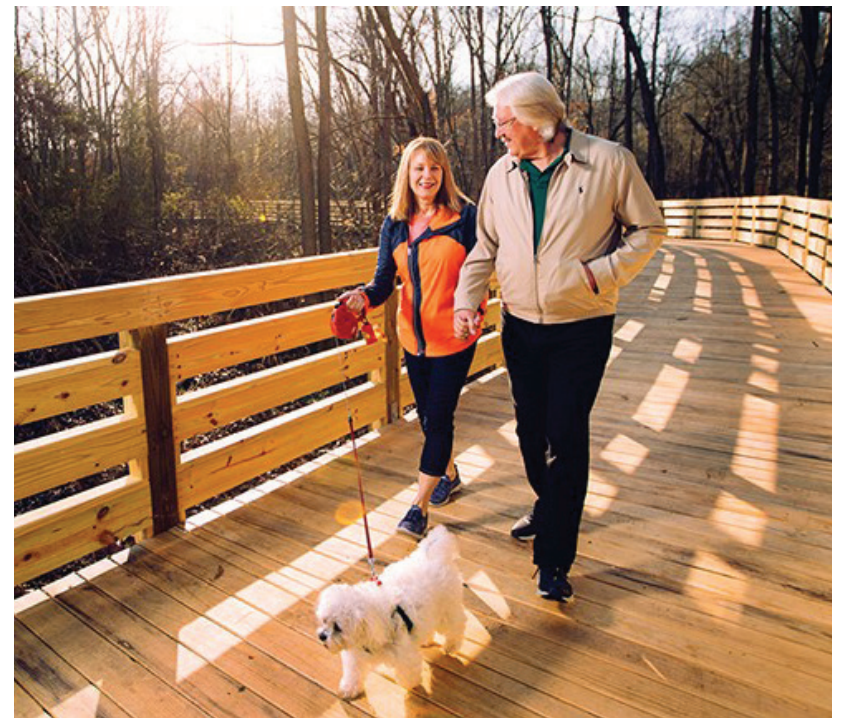
According to the U.S. Census Bureau, one in five Americans will be at retirement age in 2030 as the last of the baby boomer generation turns 65. This will be the first time in U.S. history that the number of residents aged 65 and older will outnumber those 18 and under. By 2035, there will be 78 million Americans over the age of 65 compared to only 76.4 million under the age of 18. In 2060, there will be 2.5 working adults for every one person retired.

Rebecca Kelly, state director for the Tennessee Chapter of AARP, said many communities across the nation are already working to address the challenges aging populations could present.

"It's no secret our country is aging quickly and dramatically," she said. "In the next 30 years, we are going to see some dramatic changes in our population. We are aging as a country, aging as a state, and we are aging in most counties in our state. Tennessee is much like the rest of the country, and in 70 counties surveyed, the median age of residents was older than in previous years. We have to ask if our communities are ready for people to age there and live there until they die."

Surprisingly, Kelly said AARP research has found many of the same factors older residents want in a community are the same things that are drawing younger residents to the area.

"What is good for older individuals is often good for attracting millennials," she said. "They both want communities that are walkable; have easy access to public transportation; have diverse types



Claire and Wayne Johnson walk their dog along the Kingsport Greenbelt. The couple moved from Seattle to Kingsport to retire because of the amenities the area offered. Kingsport was the first city in Tennessee to join AARP's Age-Friendly Communities Network.

of housing, people and incomes; and are close to shops, offices, residents, and amenities. According to AARP, a livable community is one that is safe and secure, affordable with appropriate housing, has transportation features, and has supportive community services and features. It's not just about housing and transportation; it's also about urging older residents to stay engaged as long as they can and will."

To help communities achieve their livability goals, Kelly said AARP has created a livability index that works as a web-based tool to score communities based on what they have to offer older residents. The site also provides resources on how to improve resources. Senior citizens have also used the tool to determine if they want to live in a community.

Another AARP resource is the Age-Friendly Network, a group of more than 250 cities across the nation that have pledged to make

their communities more friendly toward aging residents. In Tennessee, the cities of Chattanooga, Livingston, Kingsport, Knoxville, and Memphis have already joined the network with others in the application process.

Kelley said the network is designed around eight domains of livability created by the World Health Organization (WHO). The eight domains include transportation, outdoor spaces and buildings, community support and health services, civic participation and employment, social participation, housing, communication and information, and respect and social inclusion. The domains are split into two categories: social environments and built environments.

The city of Kingsport was the first municipality in Tennessee to join AARP's Age-Friendly Network. Kingsport Mayor John Clark said being part of the network has helped the city better understand *See BOOMERS on Page 5*

## When push comes to shove, what are local leaders' top priorities?

Route Fifty asked local government officials what is most important to their communities' future.

BY MITCH HERCKIS  
*Route Fifty*

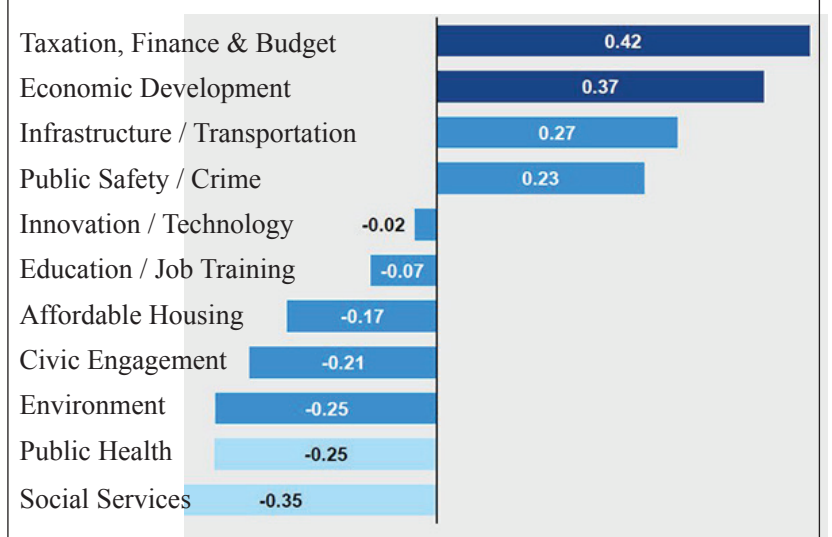
When forced to choose among competing priorities, local government officials said finance, economic development, and infrastructure are most important to ensuring the future success of their cities or counties, according to a new *Route Fifty* survey. Social services, healthcare and other citizen-facing services were among the lowest priorities.

The survey, "Critical Priorities for Local Government: A Candid Survey of Local Government Officials and Agency Leaders," took into account the responses of a mix of elected, appointed and career public officials at the local level. Respondents consisted primarily of senior-level officials.

Those local leaders ranked "Taxation, Finance, and Budget" as the highest priority for the future success of their jurisdictions, followed by "Economic Development" and "Infrastructure/Transportation." Addressing "Public Safety/Crime" was also a key priority for future success, respondents indicated.

On the lowest rungs of the priority list appeared issues that disproportionately impacted citizens who are most in need of support. "Social Services" ranked last among local officials priorities for the future success of their city, just below "Public Health/Healthcare" and "Environment/Resiliency." "Diversity/Inclusion & Civic Engagement" was also generally seen as less of a priority by survey respondents.

Which of the following represent the most and least important issues your city must prioritize to be successful in the future?



"Education/Job Training" was the highest ranked citizen-facing service, though the issue ranked as a low priority for the majority of survey respondents.

The type of jurisdiction that respondents served, as well as their career paths into public service, appeared to influence individuals' priorities.

Career government officials, for instance, prioritized infrastructure and transportation more than their political counterparts did. They were also more likely to prioritize diversity, inclusion and citizen engagement than elected officials and political appointees.

Our survey found that the larger the city, the more likely a public servant would prioritize affordable housing. Those in cities and counties with populations more than 150,000 ranked affordable housing

as a priority more often than not. Those serving larger jurisdictions were also considerably less concerned about city finances than their counterparts in smaller counties and cities.

Across all demographics, one thing remained constant: "Innovation/Technology," relatively hot buzzwords for officials, remained completely neutral from a priority perspective. The issue practically appeared to be a dividing line between high and low priority issues.

### How We Gathered This Data

Covering state and local governments, *Route Fifty* recognizes that government leaders have no shortage of issues they need to address. Unfortunately, much of what city and county leaders want to accomplish runs into a lack of time, *See PRIORITIES on Page 3*

# NEWS ACROSS TENNESSEE



## BRENTWOOD

The city of Brentwood has opened its own farmers market at the CityPark mixed-use community. The market will run through August 30 and will be open each Thursday from 4 to 7 p.m. at the green space in front of Mooreland Mansion. The market is producer only, meaning all items must be made or grown by the merchant. Products being sold at the market include lamb meat, sheep cheese, pork, chicken meat, free-range eggs, peaches, pecans, wild-caught Alaskan sea food, produce, cheesecakes, healthy meal packages, breads, seasoning blends, olive oils, pretzels, bottled juice blends, popsicles, and jerky.

## DUNLAP

The Dunlap Police Department is among one of 15 recipients of the 2018 Employer Support Freedom Award, a federal designation given to top employers of National Guard and Reserve Service Members. Established in 1996, the Freedom Award draws attention to the support provided by employers who go above and beyond the call of duty in their support of workers who are members of the Reserves. Dunlap received the award after the department's Robert Raber was activated to support hurricane relief efforts in the U.S. Virgin Islands. During his service, his home caught fire. The Dunlap Police Department worked to bring Raber back home as well as find his family temporary housing and fundraise to allow the family to get back on their feet.

## ERWIN

Several downtown Erwin buildings will be getting facelifts as part of a Tennessee Main Street Façade grant received by the city. The Capitol Cinemas Building, Main Street Lofts, and two commercial buildings on Main Street will all receive \$25,000 to restore their facades. The building owners will be working with the First Tennessee Development District to implement their designs. Work on the Capitol Cinemas building will restore its façade to its original appearance. The theatre originally opened in 1935. The South Main Lofts building will build an open air dining room at the restaurant on the first floor while the commercial buildings at 208 and 210 Main Street will receive storefront renovations.

## FRANKLIN

CKE Restaurants, Inc., the parent company of restaurants including Carl's Jr. and Hardee's, will invest \$3.6 million and create 145 jobs by expanding its headquarters in Franklin. CKE plans to add approximately 47,000 square feet to its current facility in Franklin. With this expansion, the company will be hiring employees to fill office support, IT, finance, risk management and international operations jobs at its Franklin headquarters. CKE Restaurants Holdings, Inc. owns, operates and franchises some of the most popular brands in the quick-service restaurant industry and includes more than 3,300 restaurant locations in 42 states and in 28 countries. The company originally moved its headquarters to Franklin in 2016.

## FRANKLIN

The city of Franklin recently completed upgrades to the Franklin Water Treatment Plant, which has been ongoing since 2015. The project will provide an increased level of service to city customers with upgrades including a membrane

filtration system that will remove finer particulars and granular activated carbon contactors that will remove taste and odor issues. The plant also has new ultra violet-advanced oxidation for disinfection improvement. Some of the equipment replaced through the up-grades was more than 50 years old, and the new upgrades have increased the plant's water capacity from 2.1 million gallons per day to 2.6 million gallons per day.

## HARRIMAN

The city of Harriman is making improvements to two municipal parks. A new ball court will replace the 40-year-old court currently located at Triangle Park, also known as F.R. Davis Park. The Triangle Park Association is also working with the city for grants to purchase some \$35,000 worth of playground equipment, a new pavilion, and resurfacing at the park. The \$6,000 ball court replacement has also been funded through a grant. Former tennis courts at Drack's Track in the city are also being renovated into a new baseball field in South Harriman. The city plans to install batting cages, and if room allows, a playground area and basketball court.

## JOHNSON CITY

The National Wildlife Federation has recognized Johnson City's Jacob's Nature Park at Sinking Creek as a Certified Wildlife Habitat, placing the site among a prestigious group of NWF members across the country committed to protecting and nurturing wildlife. The park was awarded the certification for creating a garden that improves habitat for birds, butterflies, frogs, and other wildlife by providing essential elements. This includes natural food sources, clean water, cover, and places to raise offspring. The new Certified Wildlife Habitat garden is now also part of the Million Pollinator Garden Challenge, a national effort to create a million gardens that provide habitat for declining pollinator insects, such as butterflies and bees. Jacob's Nature Park at Sinking Creek is a city park consisting of 28 acres of restored wetlands and steep wooded slopes. Its development was spearheaded by local attorney Bill Francisco in honor of his son Jacob, who died in 2004 of a bacterial infection caused by *E. coli* thought to have come from the creek.

## KNOXVILLE

The city of Knoxville will soon allow residents to lease goats to eat invasive plants on their land. Goats have already been employed mowing down invasive kudzu in public parks since 2010, and the success of the program has led the city to extend the brush cleaning services to residents. Anyone with a piece of land more than 2,500 square feet will be able to have goats enclosed on their property grazing for up to 90 days. Residents must have a proper fence and permit in order to participate in the program. City officials said goats have been helpful clearing invasive plants from city property and are more environmentally friendly than other methods of plant clearing.

## LEXINGTON

Nidec Motor Company will expand its current operations in Lexington, creating 301 new jobs and investing \$18 million in the area. With this expansion, Nidec will be adding new products to its current product line and will make modifications to its existing facility in Lexington. Nidec is an electric motor manufacturer and is the number one comprehensive maker of electric motors in the world. The company's product lines feature a full range of high-efficiency motors, large and small, which serve industrial, residential and commercial markets. The company recently acquired Leroy-Somer Americas, which now falls under the Nidec brand.

## MEMPHIS

The city of Memphis is undertaking a \$45 million upgrade project to Tom Lee Park as part of plans to make the park more accommodating for the annual Memphis in May International Festival along with daily park activities. The project will take an estimated 10 months to design and 18 months to construct, resulting in a rad-

ically improved centerpiece for downtown Memphis' frontage on the Mississippi River. The park redevelopment is part of wider plans that continue to transform Memphis' riverfront. The cost of the project will be covered through a mix of private fundraising and city capital-improvement money. Changes to the park will include shade trees, adding small hills, and utility upgrades.

## MURFREESBORO

The city of Murfreesboro has received \$5.58 million in State Industrial Access (SIA) funding for the construction of the Sazerac Distillery Development Public Road. The funds will be used to reimburse the city on eligible expenses for the construction of the access road between Florence Road and the Sazerac site. The city applied for the funds in April after rezoning 55 acres east of I-24 for development of the Sazerac distillery, which is expected to open in early 2020. The company has agreed to put forward \$1.25 million for road construction as well. Other funds will come from three private partners. SEC of Murfreesboro has been selected as the design firm and Griggs and Maloney of Murfreesboro is providing environmental services for the project.

## OAK RIDGE

The Oak Ridge Electric Department was recently ranked fourth in a listing of the Top 10 utility green power programs in the nation. The National Renewable Energy Lab (NREL) granted the city of Oak Ridge Electric Department with the award. The city receives a sales rate of 7.09 percent and is active in programs like TVA's Green Power Switch and Southeastern Renewable Energy Certificates. Since 2000, the National Renewable Energy Lab (NREL) has compiled data on utility green pricing programs. Every year, their annual Top 10 Green Power lists recognize outstanding programs across the U.S., in both sales and participation. More information about NREL's green power market research is available online at <http://www.nrel.gov/analysis/green-power.html>.

## SPRING HILL

The city of Spring Hill's population has jumped up by nearly 4,000 residents in the past two years, according to the results of its 2018 special census. The city presently has a population of 40,436, gaining a total of 3,906 residents since its last special census conducted in 2016. The city has grown by 468 percent since 2000 when it only had about 7,115 residents. The new census is expected to mean an additional \$515,397 in state-shared revenue for the city, which officials said will be used to tackle issues the city faces because of its high level of growth. Tennessee municipalities are permitted to conduct a special census every two years.

## TELLICO PLAINS

The town of Tellico Plains was recently named as one of the Most Beautiful Towns in America on travel company website Expedia. Tellico Plains ranked 21 out of 30 on the list of most beautiful towns on Expedia's Viewfinder Blog. Expedia said the town's views of the Smoky Mountains, its status as an Appalachian Trail Town, and its natural beauty make it easy to understand why the town's motto is "The Little Town with the Big Backyard." With a population of around 880, Tellico Plains is located on the former site of a Cherokee village on the Tellico River and was officially incorporated in 1911. The town is located between the Appalachian Mountain and a subrange of the mountains known as the Ridge-and-Valley Appalachians.

## WHITE HOUSE

Tate Ornamental, Inc., will expand its operations in White House, creating 50 new jobs and investing \$6 million. The metal, millwork, and stonework manufacturer will expand its operations into a new 80,000-square-foot facility. Construction is expected to begin in summer 2018 and end in summer 2019. Tate Ornamental is a family-owned and operated company that has been in business since 1988. The company manufactures

## Eagle Scout builds picnic pavilion for Johnson City



Eagle Scout and recent Science Hill High School graduate Matthew Adkins recently finished construction on a picnic pavilion at Johnson City's Willow Springs Park. Adkins worked with city officials, the Johnson City Parks and Recreation Advisory Board, and his fellow scouts to create the new pavilion. The project cost \$3,300 and Adkins received \$2,100 in donations for it. Adkins said he wanted to build the addition to Willow Springs Park because of his fond memories of spending time in the park as a child.

## Chattanooga K-9 Duco retires



The city of Chattanooga recently celebrated the retirement of K-9 Officer Duco, who earned an impressive number of accomplishments during his seven-year tenure as a dual-purpose K-9 with the department. Since 2011, Duco was involved in 426 arrests, 623 vehicle and building searches, and 153 apprehensions as well as the recovery and seizure of guns and narcotics. During his career, Duco worked with the FBI; TBI; Homeland Security; the Bureau of Alcohol, Tobacco, Firearms and Explosives; and several local police departments as well as the 2015 terrorist attack at the Naval Operations Support Center in Chattanooga. In 2016, he earned the honor of Top Dog at the U.S. Police Canine Association Region 22 Fall Trials. He will spend his retirement with handler Steven Meador.

## Mt. Juliet constructs new welcome center at city hall



Construction is underway for the Corley and Sons General Store and City Welcome Center at Mt. Juliet City Hall. The building will be used both as a tourist stop and a welcome center, housing old collectibles of Mt. Juliet donated by the Corley Family as well as local history exhibits and information on local businesses and amenities. The project is being funded solely on donations made by the Corley Family, John Barker Two Rivers Ford, and The Panattoni Development Company, Inc. The gazebo formerly on the site has been moved to Charlie Daniels Park.

## Newport Public Works keeps downtown in bloom



Public works employees with the city of Newport water flower baskets located on Main Street and on the North Street Bridge over the Pigeon River. The flowers are part of ongoing efforts to improve downtown Newport, which have included water and sewer line replacements on Broadway, newly repainted fire hydrants, and new traffic signals and traffic patterns.

ornamental metal, architectural millwork and stonework for many industries including hospitality,

corporate offices, shopping centers, museums, government buildings and more.

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# Knoxville brings new ideas, technology to renovated Fleet Services campus

BY KATE COIL

While its campus continues to expand, the consolidation of Knoxville's Fleet Services Department and traffic engineering staff at its facility on Lorraine Street has repurposed an old facility to meet the new needs faced by public works employees.

The public works service center has been part of the city since 1970, but hadn't been upgraded since. The city realized the facility needed to be upgraded in order to provide the best service for city fleet vehicles and items like mowers and brush trucks to keep them in service as long as possible. Additionally, the city acquired two parcels of adjacent land to bring an administration building next to the fleet services facility.

The administration building now houses public service, traffic engineering, community rooms for local residents, and the city health clinic. The 4,600-square-foot building was designed by Barber-McMurry Architects. The Public Building Authority oversaw the project, and Blaine Construction served as the contractor.

Kristin Grove, director of property development for the Knoxville Public Building Authority, said the property was originally a flint mill in the city's West View neighborhood. While the mill was only there for about 30 years, it left behind contamination the city had to deal with before redevelopment could begin.

"The flint mill was here from the early 1920s, and was closed down for quite a period of time beginning around the 1950s," she said. "The land set empty for quite a period of time before the city acquired it. We originally intended for the administration building to be closer to the freeway. Once we started doing the work, we realized we couldn't build on that land because it was too contaminated."

In addition to rehabilitating the brownfield area, sustainability was largely taken into consideration when constructing the new facility. The building includes water-reducing plumbing fixtures, LED lighting, and energy use controls. Knoxville's Fleet Management division is also working to be more environmentally friendly by use of compressed natural gas and propane fuel, specifying more electric vehicles, and obtaining a grant for a waste oil heater.

"All of the lights are on sensors, so they have on-off based on occupancies," Grove said. "The building is also geothermal, which is a different heating element. One of the great features is our green roof, which our employees love. It helps cool the space below and provides a place for our employees to sit, hang out, and have their lunch breaks. Our windows and the open office also allow some of our employees to work without even turning on the lights because they have enough natural light."

More than 140 employees use the campus daily, though many are public works crew members who come in at the start of their shift to clock in and receive daily assignments. Exceptions are the administration and engineering staffers who work in the administration building and those who work on maintenance out in the maintenance shops.

Health and wellness for em-



Recent high school graduate Andrew Crowder became the first participant in the city of Knoxville's apprentice mechanic program. Working with the Fleet Services Department and the local TCAT facility, Crowder earned experience and required certifications to start his own career. City officials hope the program will help create the next generation of Knoxville Fleet Services employees.

ployees was also an important factor of the administration building. Exercise rooms are available to employees, and the health and wellness clinic on the bottom floor provides quick medical services for city employees and their families – including a physical therapy clinic. Grove said the facility is efficient and allows employees to get treated for everything from colds to on-the-job injuries in a timely manner.

Outside of the administration building, the fleet services campus offers its own gas station and car wash for city vehicles in addition to all of the maintenance facilities. The original 1970s building on the site is now part of the crew services facility while new facilities have been built to serve as maintenance shops for city equipment.

Jeff Johnston, vehicle shop manager for Knoxville, said maintaining the city's fleet of 1,500 is a tall order that requires both skilled professionals and equipment.

"Fleet services is responsible for all the equipment in the city of Knoxville, all the fuel brought in, and we run the Knoxville Police Department impound lot at our other facility," he said. "We have two shops where we take care of all of our equipment. We have one called our light shop next to the impound lot, which is where we handle all of our small vehicles like our support vehicles, admin vehicles, and police cruisers. Here at our heavy shop, we work on everything from fire trucks to public works and service vehicles as well as all of our lawnmowers."

The separation of the crew facility and the machine shops is less of a headache for workers.

"This area has showers and a breakroom for our employees," Johnston said. "It is also where we do most of our research. If one of our mechanics has a problem he needs to research, he can get out of the shop and all the noise and be in a good environment to research that."



One of the new additions to the Fleet Services campus is a special bay designed specifically for the city's fire trucks. The bay is tall enough that a fire ladder can be completely extended and rotated so that Fleet Services employees can put fire trucks back on the street as soon as possible without having to work outside in inclement weather.



This outdoor deck on the second floor of the Fleet Services Administration Building does double duty as a favorite lunch spot for city employees and by keeping the bottom floor of the building cool. The deck is one of several green technology improvements built into the structure, including LED lights, energy-use controls, water-reducing plumbing fixtures, and geothermal energy.

Workers can also do their online training in here instead of having to be in the shop trying to decipher what is happening."

A small engine shop oversees maintenance of the city's propane-fueled lawnmower fleet and smaller utility vehicles or ATVs, a heavy shop that was renovated from the original 1972 to house maintenance facilities for everything from knucklebooms to street sweepers, and a fire shop that allows crews to work on city fire trucks and vehicles even with ladders completely extended. The complex also contains a welding shop that helps with various repairs, storage of the various equipment needs for repairs like large screws and tires, and a shed for storage of fluids like gas and oil.

"We had several issues before we had this facility," Johnston said. "Modern fire trucks are getting bigger and bigger. To work on the engine or the cabin, you have to have the ladder up. Before, we would have to choreograph every-

thing because if we fully extended the ladder it would go through the ceiling. Now, we can extend the ladder straight up and rotate the 110-foot-ladder 360 degrees. We can do all the maintenance on the ladder inside this building instead of having to do it outside."

Grove said the new fleet services administration building cost \$12 million while the city is up to \$22 million in acquiring property for the fleet services campus. The entire campus is about 12 acres at present. She said the city is presently in the fourth phase of plans for the site and still has one piece of property it would like to acquire for future development.

As it looks toward the future, the fleet services facility is already working to build its next generation of employees. The department recently partnered with the Community Action Committee (CAC) and the nearby Tennessee College of Applied Technology (TCAT) to create an apprentice program for

hopeful mechanics at the facility.

Often, aspiring mechanics face roadblocks as they begin their careers. There's a year of classes required to obtain certifications, and new mechanics must start off with a personal tool inventory, typically an outlay of \$10,000 or more. With this apprenticeship, students earn money as they learn their trade. The apprentice is also overseen by a "mentor mechanic," one of the city's experienced Fleet Services employees, who can share a wealth of knowledge from years in the field.

Apprentices can acquire experience and required certifications that can help them join the fleet services division or launch other careers. Andrew Crowder, a recent graduate of Karns High School, is the first participant in the program and has been spending the summer working 30 hours a week at the fleet services building while also attending the nearby TCAT's automotive technology program.

# When push comes to shove, what are local leaders' top priorities

**PRIORITIES** from Page 1  
money or political will. In order to better understand the importance of one key issue versus another among local leaders, our research arm, Government Business Council, asked local officials to choose which key issues they felt were most important and least important to the future success of their jurisdiction.

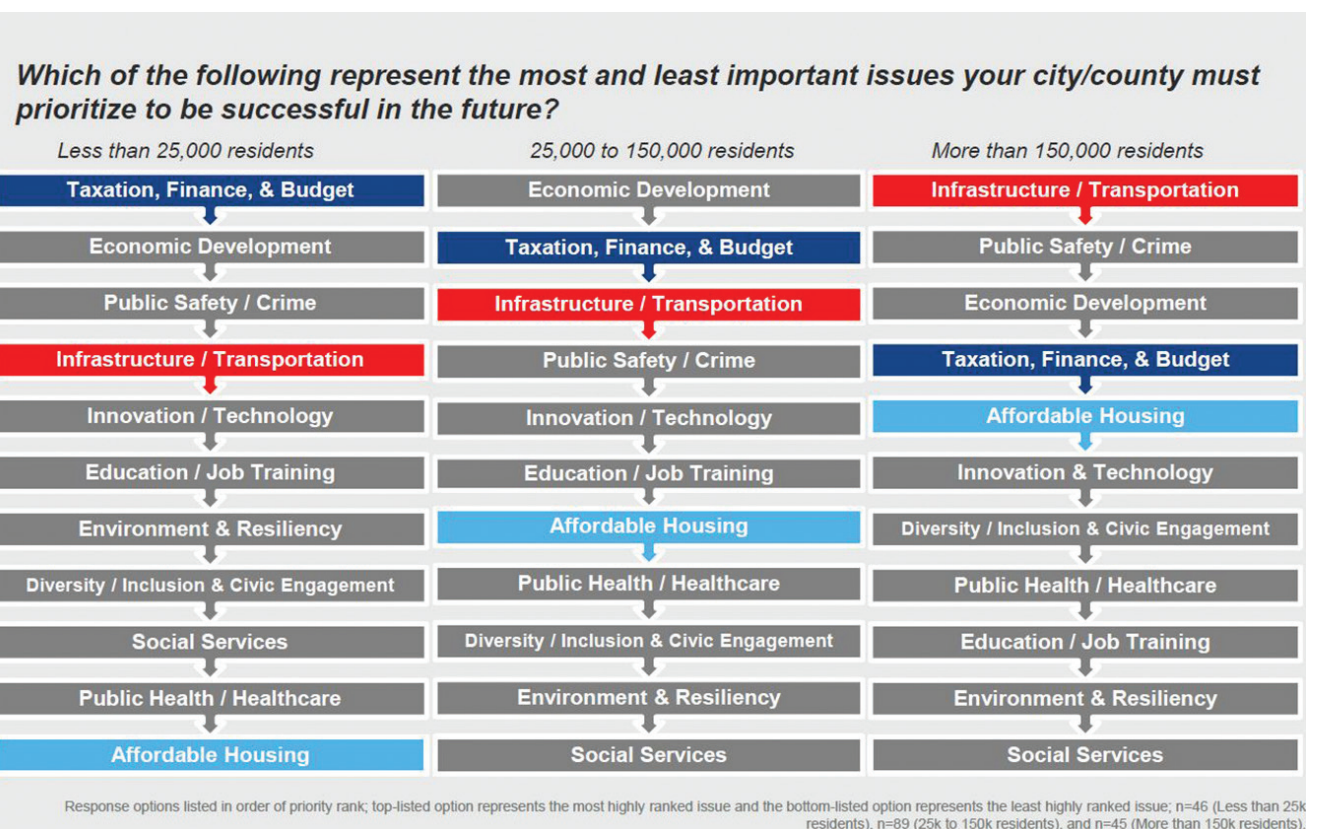
By requiring public officials to choose among key priorities, we were able to get a better picture of what issues were seen as most vital to the future success of local communities across the United States. This methodology, known as "MaxDiff," allows researchers to get a better picture of a groups' preferences when forced to make trade-offs.

As local government officials are often required to make difficult trade-offs in areas ranging from budgeting to the course of their daily jobs, we felt this was an excellent fit.

The U.S. Conference of May-

ors helped Route Fifty with the survey, providing input, advice and helping shape the key priorities we asked our respondents about. The issues we asked the local officials to choose between were: Affordable Housing, Diversity/Inclusion and Civic Engagement, Economic Development, Education/Job Training, Environment and Resiliency, Infrastructure/Transportation, Innovation/Technology, Public Health/Health Care, Public Safety/Crime, Social Services, and Taxation, Finance, and Budget.

Additional information—including the full survey results and methodology—are available on *Route Fifty's* website, <https://www.routefifty.com/feature/gauging-leaders-assessing-critical-priorities-local-government/>





## PEOPLE IN THE NEWS

**Jim Atkinson** has resigned his position as Lakeland's city manager to join the private sector as a planner. Atkinson has worked for Lakeland for 13 years, beginning as the city's planning director and serving as the city manager since 2015. He will be joining Lakeland-based A2H. Atkinson holds a master's degree in city and regional planning and a graduate certificate in public administration from the University of Memphis. Before coming to Lakeland, he worked as a city planner for Mounds View, Minn., and as assistant city planner for Farmington, Minn.



Jim Atkinson

**Margaret Fierabend** has been selected to serve as the mayor of Bristol for the upcoming 2018-2019 fiscal year. Fierabend previously served as the city's mayor from 1997 to 1998 – the first woman selected for the post – and as the city's vice mayor from 1996 to 1999. She has served a total of 17 years on the city council beginning in 1994. She earned her bachelor's degree in English language and literature from Louisiana State University and her master's in community health education from the University of North Carolina at Greensboro. She has lived in Bristol for more than 35 years, and serves on numerous boards and committees in the city.



Margaret Fierabend

**Paul Frisbee** has been appointed as the new Ward 3 Alderman for the city of Hendersonville following the resignation of Angie Hedberg. Frisbee will fill the seat until municipal elections are held in November. Frisbee has lived in Hendersonville for 28 years and works in human resources for the Hospital Corporation of America (HCA). In addition to working for HCA, Frisbee worked in television including 11 years as a production manager for WZTV in Nashville, six years television director for the Community Church of Hendersonville, and 10 years as a production network for ION Media. He also supervised video recordings of city council meetings for three years.



Paul Frisbee

**Wade Hinton**, city attorney for the city of Chattanooga, has announced he is leaving his position with the city to serve as first vice president of diversity and inclusion at Chattanooga-based insurance firm Unum. Hinton will join the agency on Aug. 20, and his role will include strategic diversity and inclusion programming for the company's culture, environment, and business approach. A Chattanooga native, Hinton was the first African American selected to serve as city attorney for Chattanooga. He joined the city in 2013 under Mayor Andy Berke. Before coming to the city, he had worked as deputy general counsel for Volkswagen Group of America's Chattanooga operations and in private practice at the firm of Miller & Martin, Snipes Roberson and Hinton and Shumacker & Thompson. He also was a former director of the Hamilton County Title 6 program and served as a consultant to Hamilton County Mayor Claude Ramsey. Hinton is a 2017 Presidential Leadership Scholar, and graduated from Emory University and University of Memphis School of Law.



Wade Hinton

then worked her way up as a patrol officer, investigator, lieutenant, and commander before being selected as the assistant chief. As an investigator, she reopened and solved the well-known local cold case murder of Terry Sharp. After retiring from the force, Jones will take a new position as senior manager at Community Health Systems in Franklin.



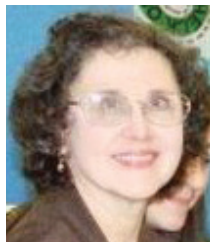
Mickey Jones

**Lucy Kempf** has been selected as the new executive director for planning for the city of Nashville. Kempf will replace Doug Sloan, who left as planning director in January to serve as chief legal officer for the Nashville Airport Authority. Kempf earned a bachelor's degree in history from Davidson College and holds a master's in urban and environmental planning from the University of Virginia School of Architecture. She began her career as a planning associate in the Washington, D.C., area. She worked for the National Capital Planning Commission for 10 years before coming to the city of Nashville as manager of the city's land development position, a title she has held since 2016.



Lucy Kempf

**Kathy McNeilly** has retired after more than 47 years of service to the Oak Ridge Public Library. McNeilly earned a bachelor's degree in library science from Florida State University and then a master's of library science from the University of Tennessee Knoxville. She was first hired by the Oak Ridge Public Library in 1971 as a reference assistant, rising through the ranks to service as the head of the reference department, head of technical services, and assistant library director. McNeilly has served as the library's director since 1998. During her retirement, McNeilly said she plans to continue volunteering at the library.



Kathy McNeilly

**Emily Passini** has been selected as the new chief of staff for Nashville Mayor David Briley, replacing outgoing chief of staff Rich Riebling. A longtime Democratic campaign operative, Passini managed Briley's special election campaign. Passini earned a bachelor's degree in urban studies from Rhodes



Emily Passini

College and a master's in urban anthropology from the University of Memphis. During her career she has worked for organizations including the Tennessee Department of Mental Health and Development Disabilities, New Jersey House Democratic Caucus, Saint Consulting, Howard Consulting Group, Hopkins and Sachs, Greenlight Media Strategies and Emerge Tennessee.

**Randy Potts**, longtime Greenfield City Recorder and certified municipal finance officer, has retired after 30 years of service. Potts began his career with the city in 1998 and has served under four mayors and 26 board members. He has also served with two city clerks, two fire chiefs, two public works directors, four librarians, four police chiefs and six parks directors. His last day with the city was June 22.



Randy Potts

**Eve Thomas** has been selected as the new chief of police for the city of Knoxville by Mayor Madeline Rogero. Thomas has served with the Knoxville Police Department since 1993, most recently as deputy chief. Thomas will be the first woman to lead the Knoxville Police Department and has served for more than 25 years in law enforcement, working as a patrol officer, field training officer, sergeant, lieutenant, captain, east district commander, internal affairs unit commander, and in the criminal investigations division. Thomas holds a bachelor's degree in psychology from the University of Tennessee at Knoxville and a master's degree from the Long Island University Homeland Security Master's Institute.



Eve Thomas

**Brian Washko** has been selected as the new director of codes for the city of Hendersonville. Washko brings more than 30 years of building department administration experience to the position, having served as a building inspector, plans examiner, and building official. He is also an ICC Certified Master Code Professional and holds 40 other ICC certifications. He holds bachelor's degrees in business science and in management as well as a master's degree in public administration from the University of San Francisco. He began his career working with his father, an electrician, and ran the family electrical, plumbing, and mechanical contracting business before entering into public service.



Brian Washko

## Rep. Ron Lollar dies suddenly

State Rep. Ron Lollar, R-Bartlett, died of a heart attack on July 6, 2018, at the age of 69.

Lollar was first elected to the Legislature in 2006 overseeing District 99, which covers a portion of Shelby County, and was running for re-election in November.

A native of Jackson, he entered the U. S. Marine Corps after high school, receiving numerous military awards, including the Vietnamese Cross of Gallantry and the Navy Commendation Medal. After serving in the Marines, Rep. Lollar went on to earn his associates degree in history from Jackson State Community College and a bachelor's degree in political science from Austin Peay State University. He continued to serve in the Army National Guard and



Rep. Ron Lollar

was a member of the Ceremonial White House Guard during the Reagan Administration.

His first elected office was serving on the Shelby County School Board.

## Farragut Mayor McGill dies at age 75

Ralph McGill, mayor of Farragut, died on June 25 after a recent illness, having resigned from his post four days before.

One of the founding fathers of Farragut, McGill led the movement to incorporate the town in 1978 leading to the successful voter referendum in 1980.

He served two terms as mayor of Farragut during which the town added the McFee Park splash pad, an outdoor classroom, the Campbell Station Inn Property, and expanded its greenway.

Born in Charlotte, N.C., McGill attended North Carolina State University, earning three degrees, including a PhD in mechanical engineering. After a nine year stint with General Motors, McGill settled in the Knoxville area to work



Ralph McGill

at Oak Ridge National Laboratory, where he spent 26 years before retiring in 2004.

He is survived by his wife of 53 years, Marianne, two children, and four grandchildren.

## Former TN Supreme Court Chief Justice Riley Anderson dies July 4

Former state Supreme Court Chief Justice E. Riley Anderson died on July 4, 2018, at age 85 after a long fight with cancer.

Riley was a Chattanooga native who moved to Knoxville as a child and practiced law in Oak Ridge.

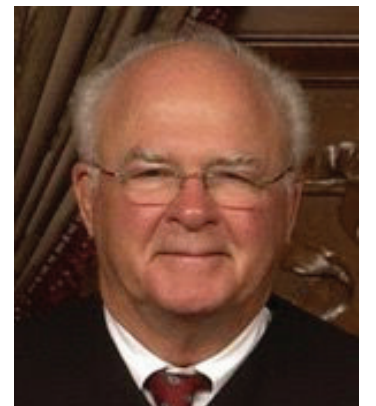
He was appointed to the Supreme Court by Gov. Ned McWherter in 1990 and was chosen by his colleagues to serve as chief justice for the first time in 1994.

When he retired from the court in 2006, Anderson had served as chief justice longer than anyone else in the preceding 40 years.

Anderson's early tenure was marked by legal wrangling over the state's death penalty. He voted to uphold the death penalty in 1991, but voted several times to overturn death sentences imposed by trial judges.

As chief justice, Anderson worked to make courts open and accessible and to educate Tennesseans about the judicial branch of government. He spearheaded the effort to adopt a rule permitting cameras in court proceedings and for the first time cleared the way for television coverage of Tennessee trials in 1995.

After the 1996 defeat of Justice Penny White in a retention election, Anderson lamented restrictions placed on judicial candidates that prevent them from discussing



E. Riley Anderson

cases or issues before them. He ended up easily winning a second eight-year term in 1998.

Justice Anderson also founded the SCALES program, where justices travel across the state holding court for high school students. The SCALES program, which stands for Supreme Court Advancing Legal Education for Students, has reached more than 25,000 students in 460 different schools and has won numerous awards, including the 2016 Sandra Day O'Connor Award for the Advancement of Civics Education.

When asked how he wanted to be remembered, Justice Anderson said: "I guess other people are going to select how you're going to be remembered, but I'd like to be remembered as somebody who was fair and honest and worked hard at the job."

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## Water and Wastewater Systems

**Michelle "Mickey" Jones**, assistant police chief with the Columbia Police Department, will retire from the force after nearly 30 years of service. Jones joined the department as a dispatcher in 1989 and

# Baby Boomers want to retire in livable, age-friendly communities

**BOOMERS** from Page 1

what assets it already has and where it can make improvements.

"Our city turned 100 years old last year, and over those 100 years, there has been a lot of progress made in Kingsport from a livability perspective," Clark said. "For me, livability is just another term that means quality-of-life. You have to recognize that people have choices, and that they can pick and choose where they want to live, work, play, and raise a family. We are a big employer for our whole region, but we recognized we needed to offer things outside of just jobs. We wanted to be not just a commuter town but a vibrant 24/7 city. Being a part of this network helps us understand what other cities are doing around the country, share information, learn from each other, and then apply what makes sense for Kingsport."

Knoxville Community Development Director Becky Wade said both big and small cities can benefit from network resources.

"Just like Kingsport, we know we are competing," Wade said. "The city of Knoxville is focused on equity for all people. It is important to us that everyone can take part and participate in the wonderful amenities we have here. Being part of the Age-Friendly Network encourages us to focus on those things and keep us truly working toward making our city livable for all people. We are also using some of the tools they provide for us. It is great to be able to compare what other cities are doing for housing, health, transportation, and other issues to explore best practices."

Livingston Mayor Curtis Hayes said not every aging resident has relatives nearby they can depend on for help. As a result, municipalities may have to fill in some of the gaps needed to keep older residents in their homes and communities.

"Like all small communities, we are a community with an aging population," Hayes said. "AARP is providing us with tools and resources that we need. We are going to have an open town hall meeting coming up to focus on some areas

to help us with our older residents. One thing that really got my attention on this issue was my mother. A lot of people in her age group don't have anyone to help them. This tool will allow us to reach out to our aging community and help with what they need."

Clark said health care and education are two of Kingsport's strongest features as well as its industry. Safety is another focal point for the community.

"What we are trying to do is continue focusing on our strengths, what makes us appealing and attractive, so we can retain and attract those core customers – residents, businesses, developers, and visitors," Clark said. "That is really the life line of a city. We have taken an inventory of what we currently have and what are the things we need to expand our portfolio, to make us a more compelling city for people to spend their lives in."

Hayes said Livingston has been focusing on improvements to public spaces, community events, and social connectivity.

"We added a park with a splash pad and while the seniors aren't using that, their grandkids certainly are," Hayes said. "We have a walking track and outdoor exercise equipment. We have gotten great reviews of our new Central Park. We are also located near a state park where people can fish and paddle boat."

Livingston has also partnered with its local development district for a bus service that provides older residents with transportation options. Residents can pay \$1 for a trip to the store, doctor's office, or other destinations and then \$1 for the return trip.

Making transportation and walkways more accessible to those of all ages and abilities is one of the issues Wade said Knoxville has been focusing on.

"We are striving to make more and more bus stops accessible and put more bus shelters in place," she said. "That encourages more ridership, and we have seen that increase in ridership. We have also focused on sidewalk replacement. Like a lot of southern cities, we

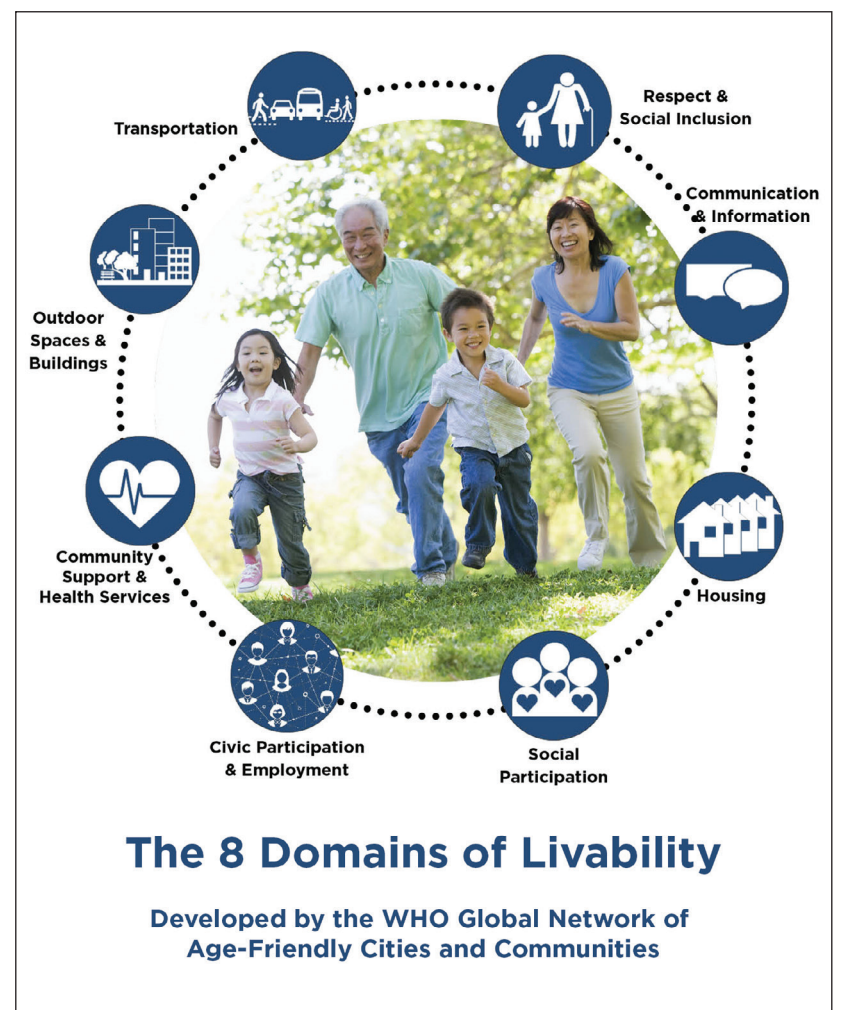
don't have sidewalks everywhere so that infrastructure is needed. We are part of the Complete Streets Consortium, so when we build a street we make it truly walkable and accessible. Curb cuts have to meet ADA standards and sidewalks are wide enough for everyone to use."

Adequate housing that suites the needs of multiple generations is an issue many cities are facing as their communities age. Clark said housing has been a challenge for Kingsport, especially as different generations look for different types of housing. Developing apartments, developing old housing stock, and new developments are all parts of keeping the balance.

"Millennials don't typically jump right into a mortgage; they rent for a while," Clark said. "There is a reason for that. When I started my first job, I was pretty much guaranteed a pension working for 30 years at a major corporation. That no longer happens. Millennials aren't tied into the idea that you get your first job and then go out and buy a house. They want to live somewhere, figure out if that location offers the experiences they are interested in, and then decide to live there a while. We want to provide great housing opportunities for those of all income opportunities. All of those income levels are important to our city, and all of those residents want to have a great quality of life."

Wade said Knoxville, through the use of federal funds, has been working to improve its stock of public and low-income housing. As the city contributes grant funding toward these projects, Wade said the city can then put stipulations on construction that allows houses to continue meeting the needs of their residents as those residents age.

"We ensure that houses are at a minimum visitable," she said. "That means at least one zero-step entrance on the ground floor, wider doorways, and a bathroom that is accessible on the main level. What that has done for our city is helped people stay in their homes and age in place. That's what people want to do. It is to our benefit for residents



to stay in their homes longer, and really improves their quality of life. One of our issues is a shortage of affordable rental houses, and so the more people who can stay in their home the less people are looking for other options."

Knoxville also has a grant program that aims to help seniors stay in their homes longer. The program provides funds for wheelchair ramps, retrofitting bathrooms to accommodate accessibility issues, and other modifications to benefit elderly residents.

"This not only helps residents with their housing needs," she said. "It helps our community as a whole."

Clark said the best way to begin making a community more age-friendly is seeking input from those who are invested in the issue.

"We have to provide a great lifestyle that is attractive to all segments of the population," Clark

said. "What is important is that you identify who is in your community, your champions who represent a group of people. You have to build private-public partnerships to implement those priorities. When you do a project, you also need to market and promote that so people know and can see what you're doing."

Hayes said letting older residents have a voice and being open-minded to their suggestions can be a benefit to the whole community.

"It allows you to look through a different set of eyes, and really opens up your eyes," Hayes said. "They provide a different perspective than maybe your average working-age people you usually hear from."

For more information about AARP's livability index or its age-friendly communities network, visit [www.aarp.org/livable](http://www.aarp.org/livable).

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## STATE BRIEFS



**A program that helps local officials identify people at high risk of domestic violence is expanding in Tennessee.** The state's Office of Criminal Justice Programs (OCJP), in collaboration with the Tennessee Law Enforcement Training Academy (LETA), have approved Fayette Cares, Inc., in Somerville, Home Safe in Hendersonville, and the Helen Ross McNabb Center in Oak Ridge to join 17 domestic violence service providers and 31 law enforcement agencies using the Lethality Assessment Program – Maryland Model (LAP). Created by the Maryland Network Against Domestic Violence in 2005, LAP is an innovative strategy to prevent domestic violence homicides and serious injuries. The Tennessee Bureau of Investigation reported that of the 77,846 domestic violence cases in 2017. A little more than 70 percent of the victims were women.

**The state of Tennessee maintained its national rank of 35 in the 2018 KIDS COUNT report,** though the state did make strides in some individual rankings. The state ranked 27 out of 50 in children's health, 33 out of 50 in economic well-being for children, 35 out of 50 in education, and 38 out of 50 in family and community. The state also ranked in the bottom 10 for how much it spends on education per child. However, the state was ranked 8 out of 50 for high school graduation rates with only 12 percent of students not graduating on time. Fourth-grade reading and eighth-grade math scores also improved.

**The number of new businesses grew more than 10 percent during the first quarter of 2018 compared to the same time last year,** according to a new report released by the Secretary of State's office. There were 11,480 new entity filings in the first quarter of 2018, representing a 10.7 percent increase compared to the same time the year before. Initial filings have now had positive year-over-year growth for 26 consecutive quarters. Domestic limited liability corporations (LLCs), which were up 13.3 percent compared to the first quarter of 2017, account for nearly two-thirds of all new entity filings. As of April 1, 2018, there were 273,437 active entities in Tennessee representing a 5.5 percent increase compared to the same time last year.

**The Tennessee Department of Mental Health and Substance Abuse has unveiled the new Fast Facts data portal.** The redesign of this popular feature allows visitors to TN.gov to interact with data that touches all facets of the department's mission and vision. Topics covered by the resource include substance abuse treatment and recovery services, crisis services assessments, psychiatric hospital admissions, and more. Visitors can hover over their county to learn about services delivered in their area and to locate nearby providers. The portal also includes location and contact information for special initiatives.

## Cities share in historic preservation grants

The Tennessee Historic Commission and the State Historic Preservation Office have awarded 11 municipalities with matching historic preservation grants as a part of 18 total grants awarded to community and civic groups across the state.

This year's selection included archaeological surveys, design guidelines for historic districts, rehabilitation of historic buildings, posters highlighting the state's archaeology, National Register nominations.

"This year's grants reflect the many diverse ways the Tennessee Historical Commission's support reaches all corners of the state. We are proud to work with our partners to help save these important places," State Historic Preservation Officer and Executive Director Patrick McIntyre said.

Municipalities sharing in the funds included Athens, Bell Buckle, Bolivar, Ethridge, Franklin, Gainesboro, Johnson City, Kingsport, Lawrenceburg, Memphis, Nashville, and Rogersville.

Additionally, the American Legion Bohannon Post No. 4 in downtown Livingston and the New Salem Baptist Church in Sevierville also received funds.

In addition to the 18 community grants, the state also awarded 11 multi-county grants.

Awarded annually, 60 percent of the project funds are from the federal Historic Preservation Fund and 40 percent of project funds come from the grantee.

Grants are competitive and this year the Tennessee Historical Commission staff reviewed 46 applications with funding requests totaling approximately \$1.5 million, significantly more than the amount of funding available.

### Preservation Grants Award

| Entity   | Grant    | Purpose  |
|--|----------|--|
| American Legion Bohannon Post #4 (Livingston)                | \$7,532  | Restoration of American Legion building                                    |
| Athens   | \$18,000 | Design of historic districts guidelines                                    |
| Bell Buckle  | \$7,200  | Design guidelines for downtown   |
| Bolivar  | \$29,543 | Restoration of brickwork on Hardeman County Courthouse                     |
| Cumberland University  | \$25,000 | Masonry restoration for Memorial Hall                                      |
| East Tennessee State University                              | \$10,000 | Archaeological survey of David Crockett Birthplace State Park              |
| Ethridge   | \$9,269  | Restoration of Farmers and Merchants Bank roof                             |
| Franklin   | \$22,200 | Restoration of windows at Hayes House                                      |
| Franklin   | \$6,000  | Updates to Hincheyville National Register District                         |
| Gainesboro   | \$17,550 | Restoration of Jackson County Historical Museum exterior                   |
| Johnson City   | \$12,000 | Survey and National Register nomination of Gump Addition                   |
| Kingsport  | \$12,060 | Design guidelines for historic overlay districts                           |
| Lawrenceburg   | \$15,000 | Restoration of Crockett statue   |
| Memphis  | \$42,612 | Restoration of tower at Clayborn Temple                                    |
| Nashville Historical Commission                              | \$24,000 | Preparation of pattern book for outbuildings in historic overlay districts |
| New Salem Baptist Church Renovation Task Force (Sevierville) | \$33,416 | Masonry on former New Salem Baptist Church building                        |
| Roane Co. Heritage Commission                                | \$25,000 | Masonry restoration on former Roane County Courthouse                      |
| Rogersville Main Street                                      | \$15,000 | Restoration of roof and tower of St. Mark's Presbyterian Church            |
| Tennessee Division of Archaeology                            | \$5,400  | Archaeological survey of Burgess Falls State Park                          |

## Retail Academy Grants awarded to 30 cities

The Tennessee Department of Economic and Community Development has announced the 30 municipalities that have received Retail Academy Grants.

The grant is designed to provide funding to communities to participate in two retail training programs.

"I want to congratulate the 30 recipients of the Retail Academy Grant," TNECD Commissioner Bob Rolfe said. "With the assistance of these grants and the Retail Academy program, communities across the state will be taking the steps to improve their retail landscape, which will in turn promote economic growth."

The Retail Academy Grant fully funds participation in the Retail Academy program in September 2018. The goal is to provide cities and towns with the resources and education necessary to grow their retail, which will lead to higher sales tax and property tax collections for the communities.

The Retail Academy, developed by leading national retail advisory firm Retail Strategies, educates communities on best practices to attract new retailers while providing resources to support and grow existing local businesses.

"We are excited to expand what has already been a successful program that equips communities with resources to grow existing businesses and attract new retail opportunities," Assistant Commissioner of Community and Rural

Development Amy New said. "With these tools, communities can tailor retail recruitment to meet local needs by creating jobs, strengthening the local economy and broadening the local tax base."

The Retail Academy 101 program is an introduction to retail recruitment for local leaders, and the Retail Academy 201 program offers advanced retail site selection training to communities who have completed the 101 program. TNECD supported communities completing the Retail Academy in 2016 with a pilot round in West Tennessee and with distressed communities from across the state in 2017.

Since those academies, new retail establishments have opened in 41 percent of the participating communities with an estimated annual economic impact of \$1.7 million in new local tax revenue.

The program assists communities in strengthening their retail landscape. Communities will be trained and equipped with the tools and education necessary to attract new retailers to their markets, while providing support to their existing local businesses.

Each application was supported by the community's senator and representative in the Tennessee General Assembly.

To learn more about the Retail Academy and the Retail Academy grants, visit [www.tn.gov/ecd/rural-development/tnecd-retail-academy-grant.html](http://www.tn.gov/ecd/rural-development/tnecd-retail-academy-grant.html).

### Retail Academy 101 Recipients

- Alamo
- Bolivar
- Decatur
- Dunlap
- Dyersburg
- Greeneville
- Henderson
- Humboldt
- Jasper
- Loudon
- McMinnville
- Mosheim
- Portland
- Pulaski
- Sevierville
- White Bluff

### Retail Academy 201 Recipients

- Athens
- Erin
- Erwin
- Jamestown
- Lexington
- Maynardville
- McKenzie
- Mountain City
- Ripley
- Spring City
- Tracy City
- Tullahoma
- Waynesboro
- Whitwell

## Moderate growth for June revenues

Tennessee tax revenue exceeded budgeted estimates for the month of June. Overall, June revenues totaled \$1.4 billion, which is \$31.4 million more than the state collected in June 2017, and \$31.3 million more than the estimate for the month.

"June revenues recorded positive gains compared to the budgeted estimate and were driven primarily by sales, corporate tax receipts, and privilege tax revenues," said Larry Martin, Finance and Administration commissioner. "Sales tax receipts were slightly more than the month's estimate. Franchise and excise taxes were less than last year's reported totals, but were in excess of the budgeted estimate for the month. All other tax revenues, taken as a group, were more than the June estimates."

On a year-to-date basis, total reported revenues are now 2.68 percent more than the budgeted estimate and 2.3 percent more than the revised estimate set in November 2017. The state is expected to exceed estimates at the end of the fiscal year, with one month remaining to be reported.

General fund revenues were \$31.7 million more than the budgeted estimates, while four other funds that share in state tax revenues were \$400,000 less than the estimates.

Sales tax revenues were \$8.8 million more than the estimate for June and 5.21 percent more than June 2017. For 11 months, revenues are \$76.3 million higher than estimated. The year-to-date growth rate for 11 months was 4.33 percent.

Franchise and excise tax revenues combined were \$11.4 million higher than the budgeted estimate in June, but the growth rate compared to June 2017 was negative 8.51 percent. For 11 months, revenues are \$182.6 million more than the estimate and the year-to-date growth rate is negative 2.29 percent. However, adjusting for the one-time payments received last fiscal year and this fiscal year, there is a positive underlying recurring year-to-date growth rate of 3.06 percent.

Gasoline and motor fuel revenues for June increased by 29.39 percent compared to June 2017, and they were \$2.4 million more than the budgeted estimate of \$96.7 million. For 11 months, revenues have exceeded estimates by \$9.5 million. Motor vehicle registration revenues were \$2.8 million less than the June estimate, and on a year-to-date basis, revenues are \$19 million more than the estimate.

Tobacco tax revenues were \$300,000 more than the June estimate of \$22.1 million. For 11 months, they are \$8.3 million less than the estimate.

Inheritance and estate tax revenues were slightly less than the June estimate. On a year-to-date basis revenues for 11 months are \$3.1 million less than the estimate.

Hall income tax revenues for June were \$100,000 less than the budgeted estimate. For 11 months, revenues are \$28.9 million more than the budgeted estimate.

Privilege tax revenues were \$5.8 million more than the June estimate, and on a year-to-date basis, revenues are \$27.2 million more than the estimate. Business tax revenues were \$4.3 million more than the June estimate, and year-to-date up by \$19.3 million.

All other tax revenues exceeded estimates by a net of \$1.2 million. Year-to-date revenues for 11 months were \$352.5 million more than the estimate. The general fund recorded \$308.1 million more than estimates and the four other funds \$44.4 million.

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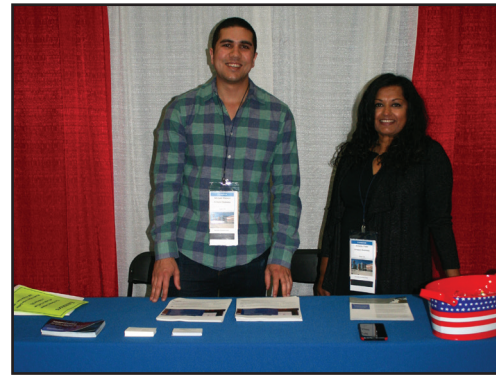
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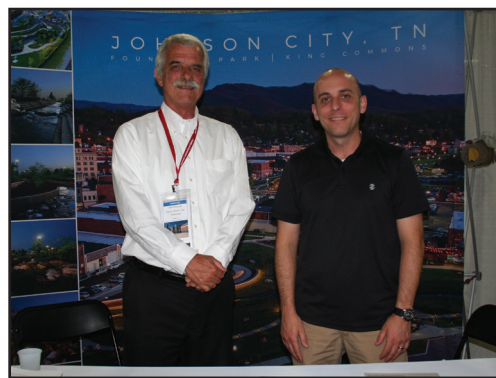
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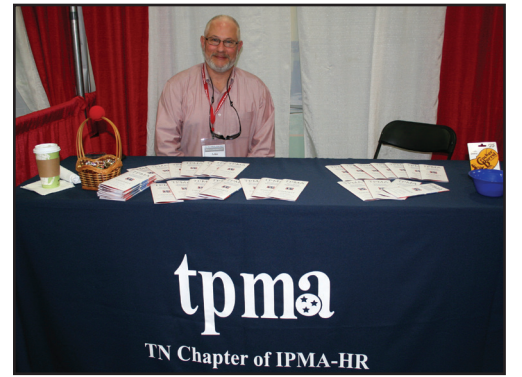
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## U.S. House passes water resources bill

BY CAROLYN BERNDT  
*National League of Cities*

On June 6, the House passed the bipartisan Water Resources Development Act (H.R. 8, WRDA) by an overwhelming vote of 408-2.

The Water Resources Development Act, which the National League of Cities (NLC) supported, authorizes \$3.5 billion of U.S. Army Corps of Engineers (Army Corps) projects and programs related to flood control, navigation and ecosystem restoration.

The bill includes \$2.5 billion of federal spending on seven new Army Corps projects, plus additional money on modifications to other projects and programs like those targeted at levee and dam safety.

Of the 52 amendments that were considered, 50 of them passed by voice vote, including ones related to disaster mitiga-

tion in Puerto Rico, Texas, Florida, and other areas; meaningful consultation between the Army Corps and communities; and alternative agreements and use of dredge material.

The Senate is scheduled to bring its version of the bill, America's Water Infrastructure Act (S 2800), up to the floor by the end of the month.

Beyond the traditional Army Corps projects, the Senate bill includes additional water infrastructure provisions like supporting the State Revolving Funds, WIFIA, integrated planning, and workforce development within the water sector, which are not included in the House bill.

Specifically, the legislation:

- Requires the Army Corps headquarters and districts to have greater local government input in the development and implementation of a 5-year budget and work plan of projects and initiatives to be

carried out;

- Provides the sense of Congress for robust funding for the Clean Water and Drinking Water State Revolving Funds;
  - Authorizes grant programs to address combined sewer overflow, sanitary sewer overflow and stormwater discharges at \$225 million for fiscal years 2019 and 2020;
  - Reauthorizes and expands the Water Infrastructure Finance and Innovation Act (WIFIA) at \$100 million for fiscal years 2020 and 2021;
  - Codifies the U.S. Environmental Protection Agency's Integrated Planning framework; and
  - Establishes a water infrastructure workforce development program.
- Congress typically passes water resources development bills every two years, with the last WRDA bill signed into law in December 2016.



## TENNESSEE FESTIVALS

**Aug 11: Collierville Train Heritage Day**  
Train Heritage Day celebrates Collierville's long connection with trains. Come to the Morton Museum of Collierville to learn about this great history, make train hats, and view model train displays. The event extends to the historic Train Depot on Town Square when you can see additional model train displays and explore a 1940s executive train car, a caboose, and Frisco 1351, a steam locomotive. Food trucks on-site, in addition to great restaurants on the town square. Admission is free. For more information, visit <http://colliervilemuseum.org>.

**Aug 11: Halls Wings Over Halls**

The Wings Over Halls Airshow brings 30-plus Warbirds to the Dyersburg Army Air Base Memorial Veterans' Museum in Halls. Tour aircraft and military vehicles, purchase rides in aircrat, watch parachute and reenactor demonstrations, and see the Mobile Innovation Lab from TN Driving Innovation present their robot and virtual reality simulations. For more information, visit [www.dyaab.us/wings-over-halls](http://www.dyaab.us/wings-over-halls).

**Aug 16: Ooltewah**

**4th Annual Melon Fest**  
From watermelon to canteloupe to honeydew, melons of every shape and size will be celebrated at this event sponsored by the Ooltewah Farmers Market. Held from 3 p.m. to 6 p.m. behind the Ooltewah Nursery and Landscape Co., on Main Street, the event coincides with the weekly Farmers Market. Participate in melon-themed dancing, a seed spitting contest, and eat different types of melon-related foods. Learn more at [www.ooltewahnursery.com/farmers-market](http://www.ooltewahnursery.com/farmers-market).

**Aug 18: Gallatin**

**Fire on the Water Music Festival**  
Fire on the water is a one-day music festival on the Cumberland River that celebrates Gallatin's spirit with music, entertainment, and a unique food and beverage experience unlike any other gathering north of Nashville. Features two stages and 10+ acts, local craft brews, fire entertainers and aerialists, bonfires, and the best food trucks in the area. Lock 4 Park is the most unique setting for a gathering with more-than-180-degree views on the Cumberland River. On land or on water, this will be the ideal location for music, entertainment, food and fire. For more information, visit [www.fireonthewaterfestival.com](http://www.fireonthewaterfestival.com).

## NATIONAL BRIEFS



**Seven out of 10 U.S. college seniors graduate in debt with U.S. college-loan balances jumping to a record \$1.5 trillion.** College Board, an organization representing more than 6,000 of the world's leading colleges, schools, and other educational organizations, found that the average cost of the school year at a public university for the 2017-18 term was \$10,000 – a price that does not include room and board. The organization also found the average college student has around \$29,650 in debt.

purchases of automobiles and a range of other goods, cementing expectations for robust economic growth in the second quarter. Sales rose despite threats of a trade war over steel tariffs. Along with a tightening labor market and firming inflation, the rise in household purchases will likely keep the Federal Reserve on track to continue raising interest rates this year. The U.S. central bank raised interest rates for the second time this year in June, has forecast two more rate hikes before the end of the year.

**Wasteful spending could account for as much as half of the approximately \$3.5 trillion Americans**

**spend on health care**, according to experts. As much as \$1.8 trillion in recoverable waste is spent on health care in the U.S. with more than half of that figure funded by government dollars. Often, patients are stuck with the bill for unnecessary spending. A lack of cheaper preventative care can also lead to patients developing more costly and complicated chronic diseases further down the road. Experts also blamed high health care costs on a lack of communication between doctors who care for the same patient, which often leads to doctors not having key information when they make decisions about patient care.

**U.S. retail sales rose solidly in June** as households boosted

## UT-MTAS AUGUST MAP CLASSES

### NATIONAL FLOOD INSURANCE PROGRAM ADMINISTRATION

This free, 4-hour training session will provide a detailed overview of FEMA's National Flood Insurance Program (NFIP) and review the community's roles and responsibilities in administering this program at the local level. The course will contain information regarding floodway development, the components of an H&H study, no-rise certification as well as the Letter of Map Revision submittal process. The course is designed to familiarize participants with the various aspects of the duties of the floodplain manager, project engineer and the importance of compliant documentation. The class will be limited to 50 participants at each session.

#### DATES/LOCATIONS/TIMES

|                  |              |                        |
|------------------|--------------|------------------------|
| <b>August 1</b>  | Johnson City | 8:30 a.m. – 12:30 p.m. |
| <b>August 2</b>  | Knoxville    | 8:30 a.m. – 12:30 p.m. |
| <b>August 7</b>  | Collegedale  | 8:30 a.m. – 12:30 p.m. |
| <b>August 8</b>  | Cookeville   | 8:30 a.m. – 12:30 p.m. |
| <b>August 9</b>  | Nashville    | 8:30 a.m. – 12:30 p.m. |
| <b>August 14</b> | Memphis      | 8:30 a.m. – 12:30 p.m. |



Credits: 4 CPE / CMFO (Other) (PA)

To register for a course, go to [www.mtas.tennessee.edu](http://www.mtas.tennessee.edu), or fax to 865-974-0423. 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.

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The city of Jackson closed on a \$9 million fixed-rate loan for various infrastructure projects within the city. Pictured are Tommy Green, TMBF representative; Mayor Jerry Gist; Al Laffoon, city recorder; and Sam Dawson, assistant to the mayor.



# Franklin Mayor Ken Moore keeps an eye on city's future and a listening ear to constituents' concerns

BY LINDA BRYANT

Physicians don't have a lot in common with politicians—at least at first blush.

But Franklin Mayor Ken Moore, a retired orthopedic surgeon, says the two professions have least on major skill in common—the ability and willingness to listen.

Moore has been listening to people for decades, whether it's a child facing critical surgery in Central America or a constituent complaining about traffic problems in Franklin.

"They say if you listen to the patient they will tell you what's wrong with them," Moore said. "So much of what I do as an elected official is listen to people and try to understand their feelings about issues. The only difference is that when I was practicing orthopedic surgery I could put them to sleep."

Moore has overseen Franklin during a time when the city of about 63,000 has experienced dramatic growth as well as lavish attention—regionally and nationally—for having one of the highest ratings for quality of life in the country.

For Moore, the goal of his work as mayor is making sure his community remains exemplary when it comes to its quality of life while still maintaining low taxes. He has worked to make government more accessible to a wider variety of people, creating YouTube video segments known as "Moore with the Mayor" where he discusses everything from historical preservation to local events and festivals to arts and culture to healthy living to his own furry friends.

Moore has focused on making city departments more effective and efficient. And under his leadership, Franklin's online presence has become quite savvy and now includes a vigorous presence on social media and videos highlighting the behind-the-scenes work of municipal employees, educational videos about city issues and policies and showcasing the lighter side of city leadership.

With his extensive medical background, Moore is also proud of the growth in health-care services in Williamson County. He also remains a staunch warrior for improved education.

"Ken Moore is honest, grounded, inclusive, and he really knows how to give back to the community and mankind," said fellow orthopedic surgeon Eslick Daniel, MD, who met Moore in medical school at the University of Tennessee and practiced alongside him at Middle Tennessee Bone & Joint Clinic in Columbia for almost three decades. "He's a born politician, and in his case, that's a compliment as far as I'm concerned. He's a born leader."

**TT&C: You enjoyed a career as an orthopedic surgeon, retired and then went into local politics. What got you interested in politics to begin with?**

**Ken Moore:** I got involved in state politics and the General Assembly when I was practicing orthopedics. I was president of the Tennessee Orthopedic Society when the Tennessee Medical Association contacted me and said they had three scope of practice bills they wanted my help with. All three of them were pretty contentious. They were [about the] scope of practice for physical therapists, chiropractors, and podiatrists. I worked with the General Assembly for two years in full session on those bills to craft legislation that was acceptable to both sides.

U.S. Sen. Lamar Alexander was a family friend. When he was running for president, he contacted me to help him raise money from doctors. I was extremely successful so that put me in the crosshairs to help raise money for other candidates and be involved with other campaigns. I was also one of two representatives with the Board of Counselors for the American Academy of Orthopedic Surgeons. A lot of our role was dealing with health policies. We would visit Washington once a year.

One morning one of my friends I had worked with on a campaign and I were having breakfast, and he said, "You ought to run for alderman." It just hit me at the right time. I ran the first time in 2007. There were 14 people running for four spots, and I ended up getting the top votes. I was pretty content to be an alderman-at-large. My second year as an alderman I was vice mayor. The fourth year that I was vice mayor our mayor, John Schroer, resigned to become the Commissioner of the Tennessee Department of Transportation. I finished out his term and then ran for mayor in 2011. I have had one other election since which was in 2015. My next election will be next year in 2019.

**TT&C: You're probably in one of the most enviable small cities in America. Can you reflect on what it's like to be at the helm of such a popular town?**

**KM:** Franklin has been taking off for a number of years. You can date our popularity back to the 1990s when streetscapes occurred downtown. That's when the merchants got together and took down all the aluminum siding that had been covering up some of the most beautiful buildings in America. They had tried to make it look like a strip mall and that process of removal was a very big leap of faith by many leaders in our community.

Last year we were designated the fourth best place in America to live and the second best place in the South. We are known for the



Franklin Mayor Ken Moore

great quality of life. We are known for doing the best at whatever we do. For example, if we are building a new wastewater plant we are going to use the latest technology and techniques. If we're building a new fire station, we are going to build to be a place where people from all over the country would want to come.

It's not unusual for Franklin to be out ahead of the state legislature and other cities as far as our policies go. Many communities across the state look to us as an example of what can be done.

**TT&C: Can you think of an example of another policy where you are on the leading edge?**

**KM:** I believe we are a leader in sustainability. When I was working as an alderman, I went in to see Mayor Schroer. I told him that I was just on a flight and read a magazine article about the top 25 greenest cities in America—and we weren't even on the list. Then he looked at me as only John Schroer can and said, "That's a good job for you." So, I led the initiative along with the staff to create a sustainability initiative in our community. Not only did we create one in our community but our city operations [department] created a sustainability plan. Since that time we have seen a lot of improvements as far as energy efficiency, lighting in our community, and recycling. We have been recognized as a Platinum Level Sustainable Community by the Tennessee Valley Authority.

Another area is health. We were tagged as one of the initial pilot communities for Healthier Tennessee. We were honored, and we were designated the year after the pilot program as one of the healthiest communities in Tennessee. We work in tandem with a non-profit in town called Franklin Tomorrow to help improve the health of our community by raising awareness about the things we need to be doing. In particular, we have focused on physical activity, smoking cessation and obesity. The other area we have targeted is mental health. We have a quarterly Get Fit Franklin that we call Walk Moore with the Mayor.

**TT&C: What are the challenges of such a fast-growing city?**

**KM:** We are the eighth-fastest growing city in America. With that comes a lot of challenges for a great city team with a large workload in every single department. It creates challenges for us in meeting deadlines. But we do meet those deadlines. I think the biggest challenges that confront many citizens are traffic and attainable housing.

We have the lowest unemployment in the state of Tennessee. For five quarters in a row we were No. 1 in America in job growth. Right now we have a very talented workforce. We are already at the goal the governor set for us. We need to continue to make sure that we have the most educated people to be competitive as a city.

**TT&C: What are some of the more recent accomplishments as far as businesses and industries in Franklin?**

**KM:** We are a headquarters destination for many businesses. I think we have 13 of the 25 or 28 of the publicly traded companies on the Fortune 500 list in Middle Tennessee—Nissan North America but more recently Schneider Electric, Mars Petcare, and CKE, which is the parent company of Hardee's. CKE recently announced another 125 more jobs. These are great wins for our community.

**TT&C: What's a typical day like for you?**

**KM:** Our charter says I am a part-time mayor. But there is so much happening here that I need to be involved with that I pretty much work full-time every single day. I have someone who runs the city—that's my city manager, Eric Stuckey. I try to wean away from the job on Fridays as best I can but I still work a lot of weekends.

For example, I read part of the Declaration of Independence on the Fourth of July [for a community event]. There are various duties I'm involved in like that—a lot of meetings with citizens and meetings on issues that are confronting the board. I am involved in a lot of planning and in regional issues with the

Greater Nashville Regional Council. I serve as their president right now. I am on the executive committee of MPO (Metropolitan Planning Organization), and I'm on the committee for the Regional Transit Authority.

I'm still active in the Middle Tennessee Mayors Caucus, although I stepped down as the head. It's a great opportunity to work with 40 mayors from the Middle Tennessee area to talk about challenges and issues that are in common for us. One of the things that we have been working on for many years is the gasoline tax and money for roads. So we were very active in that discussion and made our opinions known for the IMPROVE Act. I'd like to think the Mayors Caucus had an influence [in the bill's passage in 2017.] We certainly made phone calls and visits to the hill.

**TT&C: Why is the regional vision and leadership on that level so important?**

**KM:** Good examples are when companies like Nissan North America, Schneider Electric or Mars Petcare come here. They don't look where the county line or the city border ends, they look at the entire region. I think it's imperative that we all work together to make this a great region. We share a lot of common issues. Transportation is one of them. We can't solve the issue just in Franklin. We can do our part but we all have to work together.

**TT&C: What regional issues are on the horizon?**

**KM:** Solid Waste is going to be a big challenge going forward because it's harder to permit a landfill and a lot of the landfills are filling up. Another issue will be water. I'm serving on the steering committee for Tennessee H2O. We're looking at water for the next 20 to 25 years in the state of Tennessee.

**TT&C: What do you hope happens with the region's transportation issues?**

**KM:** If you look at what the economists and think tank people are predicting, our population is going to double in the city of Franklin by 2040. The county will double by 2040, and the whole region is going to have more than one million more people. We have to focus on transportation, and evidence shows that you can't build yourself out of traffic congestion. If we don't do anything by 2040, we are going to be in gridlock. The solution to the transportation issue is not any one thing but a whole bunch of things. Certainly, technology solutions to the problems are going to be an evolving thing. Some type of mass transit is going to be needed. It could be rapid bus transit, a light rail system or the use of existing rail line. We just don't know yet.

**TT&C: What are some key accomplishments that you are proud of?**

**KM:** Franklin continues to be a community. It's a very special place where people want to live, work, and raise their family. It's just got that special sense of place. The sustainability issue in our community has been very important. It's led to a lot of dollar savings for our city.

I'm also proud that we have a new campus for our Columbia State Community College. I practiced orthopedic surgery in Columbia so I was very familiar with the community college. When I moved here I was appalled with the campus they had. But even with the old, dilapidated campus they still had one of the highest retention rates in the state. They were pushing out some great students, and they were going all over the country. My involvement really got heavy when Dr. Janet Smith became president. I worked very closely with Dr. Smith to help her find property in Williamson County.

At that same time, we had a very receptive legislator in the House—Rep. Charles Sargent, who had a lot of passion for the college. We were able to get funding for a new campus and build three of the nine buildings that will be constructed there. It's a gem and has already surpassed my vision of what it would do. The school's programs have great synergy with the students and with the health care programs through Williamson Medical Center. It's now one of the top destinations for some of our brightest students. The school has created a lot of programs with our high schools. One im-

portant one is information technology which has had a real deficit as far as needing more people.

We are very successful in job creation. We have a friendly environment and a very low tax rate. A lot of people in the Nashville community are coming to work in Franklin. We are the only county in Middle Tennessee with an equal "in and out" everyday. The same amount of people are coming from Davidson County to Williamson County are going from Williamson to Davidson. All of the other counties are just going to Davidson.

Another thing I'm pleased with: We just received an award from the Tennessee City Managers Association for our land use plan. Our planning and sustainability department got the top award this year for our land use plan.

**TT&C: Can you speak to the way Franklin's city government is structured and provide a couple of highlights from your departments?**

**KM:** Eric Stuckey is our city administrator. He's doing a great job, and he has created an amazing team from our 700-plus employees. Every department seems to work well together; I think they are all exemplary. I get a lot of emails and letters talking about and praising our employees.

Pretty much everyone in our Planning and Sustainability department has at least a master's degree. Franklin's Police Chief Deborah Faulkner has a Ph.D. She is a great leader in our community. Our police department and firemen deserve a special shout out. They never know what they're going to get into when they get a call, particularly now that we have the opioid crisis.

In our development services area, which has to do with inspections and improving planning, 90 percent of the inspections can be scheduled now online for the very next day. If you bring plans in, we have deadlines to get things done and our staff is meeting those deadlines.

**TT&C: What are some of your personal hobbies and interests outside of serving as mayor?**

**KM:** My wife and I love to travel. I enjoy golf. In fact, I just got back from a golf trip to Ireland with a group of friends. I like to take photos, so, whenever I travel, I take a lot of pictures. I enjoy reading biographies of great people. Right now I'm reading the book *Parting the Waters*, which chronicles the Rev. Martin Luther King years, and it's been very revealing. I like music, and I've learned to play the acoustic guitar in the past couple of years. We have five children between us and six grandchildren. Three of the grandchildren are grown and three of the grandchildren are young. They are 6, 11, and 13 years old.

We are regular churchgoers, and I teach Sunday school at Franklin First United Methodist Church. I am very active in the Shalom Foundation, an organization that works in Guatemala. I am the medical director of a surgery center there. We do free pediatric surgery for Guatemalan children. We have 30 full-time employees, and we take the best surgeons in America to our Guatemalan facility to operate.

John Brock, who is the head of Monroe Carroll Children's Hospital at Vanderbilt, is getting ready to go down there with a team in the next few months. We work with a pediatric plastic surgeon from Denver Children's Hospital and perform every type of surgery except for heart and neurosurgery. I am on the phone with Shalom on a regular basis. I have already travelled there once this year, and I was there four times last year.

**TT&C: Can you share some lessons learned or important takeaways from your time as mayor?**

**KM:** I have learned to be a better listener because in a community of our size there are lots of different opinions. I've learned to take everybody's opinion into consideration as we work through things. I've had to do that all of my life but I think I've had to do that more since I have been mayor. I have also learned to be more considerate of other people's feelings.

**TT&C: You were recently elected to the TML board as third vice president, and you were also named TML's 2018 Mayor of the Year. Through the years why has it been important for you to have a relationship with TML?**

**KM:** TML is an extremely important organization because it allows community-elected leaders and their staff to get together and have an organization that advocates for them. We are able to create a much larger voice together than we could separately. And most of us have very similar issues such as infrastructure, growth, jobs also legislative issues. It's important for cities to participate and send their leadership staff to these meetings so we can build better communities in Tennessee and also build a better state that way.

**TT&C: If you could wave a magic wand what would Franklin be like in five years?**

**KM:** I hope that five years from now Franklin will have that special feeling. I hope it's a place where people want to live, work, and raise their family. We've got something really special here. I feel like I have to work very hard to make sure that we keep it!