

## Wotus under review by agencies, supreme court

BY CAROLYN BERNDT  
National League of Cities

On Sept. 27, NLC submitted comments to the U.S. Environmental Protection Agency (EPA) and U.S. Army Corps of Engineers (Corps) on the Definition of the “Waters of the United States” – Recodification of Pre-Existing Rules. The proposed rule would rescind the 2015 Clean Water Rule (aka “Waters of the U.S.” or WOTUS) and recodify the regulatory text that existed prior to the 2015 rule.

The comment letter highlights some of the challenges for local governments in reverting back to the previous definition of a “waters of the U.S.” and asks the agencies to give clear direction to the regional offices about the types of waters that trigger federal Clean Water Act oversight and permitting responsibilities. Additionally, NLC asked the agencies to follow the guidelines of Executive Order 13132: Federalism and the Administrative

Procedures Act throughout the rulemaking process of withdrawing and proposing a WOTUS rule.

The withdrawal proposal comes as legal challenges to the 2015 rule continue. While the 2015 rule is under a temporary nationwide stay, the first legal question to be resolved is which court - the district court or the appeals court - has jurisdiction to rule on the merits of the case. This month, the U.S. Supreme Court will hear oral arguments in the case *National Association of Manufacturers v. Department of Defense* on the jurisdictional question.

EPA and the Corps will hold a series of sector-specific conference calls throughout the fall to hear from stakeholders. A call for stormwater, wastewater management and drinking water agencies will be held on Nov. 14 from 1-3 p.m. eastern.

For the full list of calls and registration information, go to <https://www.epa.gov/wotus-rule/outreach-meetings>

## Are your residents within a 10-Minute walk to a park?

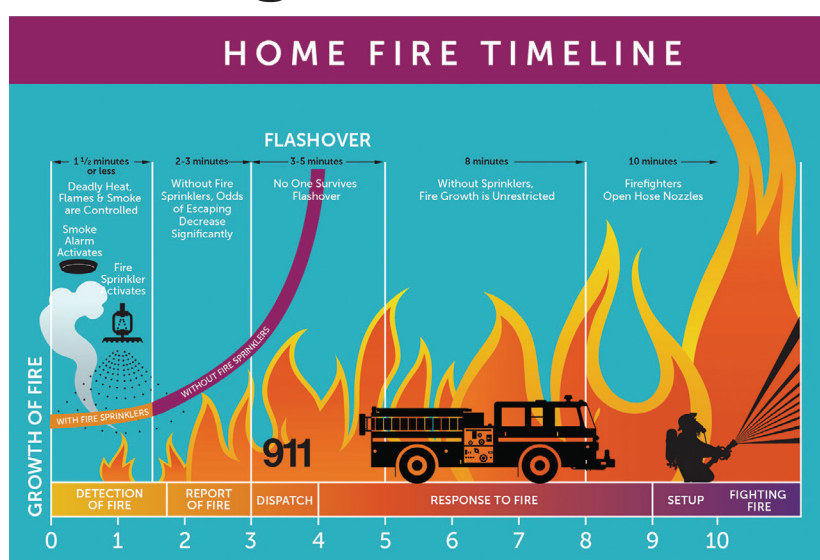
On Oct. 10, 134 mayors from across the country joined The Trust for Public Land, National Recreation and Park Association, and Urban Land Institute in launching an historic “10-minute walk” parks advocacy campaign, establishing the ambitious goal that all Americans should live within a 10-minute walk (or a half-mile) of a high-quality park or green space.

This bipartisan group includes mayors from all across the country and represents cities large and small, including America’s four largest cities (New York, Los Angeles, Chicago, and Houston) and diverse communities developing innovative parks solutions, from Oklahoma City to Chattanooga. The U.S. Conference of Mayors,

which represents more than 1,000 U.S. mayors, also unanimously passed a resolution at the 85th Annual Meeting urging all mayors to actively pursue the 10-minute walk to a park goal.

Studies show that high-quality parks provide a wide range of benefits to urban residents and cities themselves. These include physical and mental health benefits, by providing opportunities to be physically active and to interact with nature; economic benefits by boosting business and helping to revitalize neighborhoods; community-building benefits by providing opportunities for neighbors to interact with each other and work together to improve their surround- See **WALK** on Page 5

## Every second counts: survival is dependent on a tight timeline



In modern residential home fires, the NFPA estimates that people have between three to five minutes to evacuate the home before “flashover” occurs. Flashover is when all flammable materials in the room reaches a high enough temperature to ignite simultaneously.

BY STEVEN CROSS  
MTAS Fire Management Consultant

As we move into the last quarter of the year, we are reminded that these can be some of the most dangerous months of the year for fire risks in our homes and businesses.

October is National Fire Prevention Month, observed each year to remind us of these dangers and to give us tips on how to prevent fires or survive if we have a fire.

Statistics prove that people are the most vulnerable to these risks often where we feel the safest – in our homes. By being proactive and taking the necessary precautions, we can help to ensure family members and coworkers are safe in their homes and places of business.

Being on the forefront of fire risks in America, the National Fire Protection Association’s (NFPA) Fire Marshals Association of North America section observed the very first Fire Prevention Day in 1911 to

commemorate the 40th anniversary of the Great Chicago Fire of 1871.

President Calvin Coolidge proclaimed the first National Fire Prevention Week to be observed October 4-10, 1925. Coolidge noted that 15,000 lives were lost to fire in the United States, calling the loss “startling.” In 2015, there were 3,280 lives lost in the United States equating to one fire death every two hours and 40 minutes. This is still a “startling” number and we must work to reduce this loss of life.

Each year, NFPA sets the theme for National Fire Prevention Week. The 2017 theme is “Every Second Counts: Plan Two Ways Out!” Referring to the “Home Fire Timeline,” in modern residential home fires, the NFPA estimates that people have between three to five minutes to evacuate the home before “flashover” occurs. Flashover is when all flammable materials in the room reaches a temperature to See **FIRE** on Page 4

## Location, logistics advantages bringing big business to Tennessee municipalities

BY KATE COIL  
TML Communications Specialist

The power of same-day shipping and overnight rush delivery has changed the face of the American economy, giving consumers the ability to order and receive products in a 24-hour span – whether they are an online customer ordering clothes or a major manufacturer requiring supplied parts to arrive by the end of a single eight-hour shift.

Logistics and location have become major concerns for manufacturers and companies looking to deliver goods and products in short time frames. Bordered by eight states and within a day’s drive of much of the eastern U.S., Tennessee’s location has become an important economic recruitment tool.

Allen Borden, deputy commissioner of business, community and rural development for the Tennessee Department of Economic and Community Development, said Tennessee’s geography is one of its greatest selling points when it comes to prospective industry.

“One of our huge selling points, going along with our geography, is logistics costs,” Borden said. “The next highest cost beyond human capital and your workforce for most of these manufacturing facilities is logistics costs. It is very economical for any manufacturers in our state to get their raw materials into their



Tom Eldridge, head of governmental affairs with SAIC, speaks to the crowd as the unveiling of the company’s new renovated space for its Technology Integration Gateway in Cookeville. As of September, the company had 40 employees – including 29 recent Tennessee Tech graduates – with plans to hire 100 more by the end of the year.

facilities in a very cost effective manner then also get their finished goods and products out to their markets in a very cost-effective manner. This comes into play on almost every manufacturing project we have worked on here in the state.”

Cities across Tennessee have learned to use their location as a powerful recruitment tool.

Located less than 20 miles from Tennessee’s border with Arkansas and Missouri and less than 40 miles from the Kentucky border, the city of Dyersburg is in a good location for interstate commerce. Mayor John Holden said interstates help connect the city to major commercial hubs.

“We aren’t far from I-40 and

I-55, which makes it easy for distributors to access a lot of different areas,” he said. “We are eight hours from Chicago, eight hours from Dallas, and seven hours from Atlanta. We really have a prime location in the eastern U.S. and especially in the southeast. One of our major employers is DOT Foods, which is a food redistribution company. We also have automotive parts companies who have to meet their distribution deadlines.”

Melinda Keifer, economic development coordinator for Cookeville, said the city’s location in central Tennessee has also been See **LOCATION** on Page 8

## Oak Ridge rings in new chapter for city’s International Friendship Bell

BY KATE COIL

Officials with the city of Oak Ridge, Oak Ridge National Laboratory (ORNL), the International Friendship Bell Advisory Committee, Y-12, and others gathered on International Peace Day to begin in a new chapter for a symbol of hope, friendship, and peace that has called the area home for the past 25 years.

A special groundbreaking was held at Oak Ridge’s A.K. Bissell Park for the new Peace Pavilion where the city’s International Friendship Bell will hang. Architect Ziad Demian designed the new Peace Pavilion where the bell will eventually hang after the previous pavilion had to be demolished in 2014 due to extensive water damage. When the pavilion is completed, the bell will again be able to ring.

Oak Ridge Mayor Warren Gooch said the bell is a symbol of reconciliation and peace throughout the world at the groundbreaking ceremony for the new pavilion.

“The Friendship Bell is a powerful symbol of hope, and it is a testament to the fundamental truth that, despite past conflicts, we are stronger together in peace and harmony,” Gooch said. “The Friendship Bell represents a bond of friendship, respect, and unwavering support between Oak Ridge and the people of Japan, and between our two countries. We hear daily of political divisions at home, terrorist threats, military engagements, and wars abroad. The Friendship Bell reminds us in a profound way that, despite war, personal conflicts and political or cultural differences, people of good faith can find common ground, and that reconciliation can be achieved.”

Volunteers raised some \$750,000 for the project, including the transportation of the massive bell. Major donors included UT Battelle/Oak Ridge National Laboratory, Oak Ridge Associated Universities and CNS – Y-12.

The Oak Ridge Girl Scout Service Unit and the International Friendship Bell Citizens Advisory Committee helped host the event with the Girl Scouts leading in the creation of peace rocks to sit around the bell.



The proposed design for the new pavilion housing the Oak Ridge International Friendship Bell, which officials recently broke ground on. Weighing four tons and constructed in Japan in typical Japanese style, the bell will once again be able to ring upon the completion of the new pavilion to house it at A.K. Bissell Park. The bell has been grounded since 2014.

Longtime Oak Ridge resident and International Peace Bell advocate Shigeko Uppuluri has been involved in the project since the beginning. She and her husband came to Oak Ridge in 1963 with Japanese-born Uppuluri working

at Oak Ridge National Laboratories since 1976 to help translate Japanese journals as well as build a database containing information on chemicals that can cause cancers and birth defects. She and her husband See **BELL** on Page 3



Save the Dates

TML District Meetings

Nov. 30	District 4	Sparta
Dec. 1	District 5	Lafayette
Dec. 5	District 6	Brentwood
Dec. 6	District 7	Henderson
Dec. 7	District 8	Bartlett
Dec. 12	District 1	Greeneville
Dec. 13	District 2	Knoxville
Dec. 14	District 3	Dayton

Mark your calendars.  
More information about times and location coming soon.

# NEWS ACROSS TENNESSEE



## BRENTWOOD

The city of Brentwood has recently completed the second phase of improvements at Marcella Vivrette Smith Park. Construction of the \$2.25 million project included extending the loop road and bike path on the south side of the Ravenswood Mansion, building two multi-purpose athletic fields, as well as construction of irrigation, parking, restrooms, a picnic shelter, and a playground near the fields. The park was dedicated in 2010 and was originally known as Ravenswood Farm. The park was renamed in honor of Marcella Smith, whose family donated 320 acres of the land. The park today includes six miles of walking trails, picnic space, and the historic 1825 Ravenswood Mansion.

## BRENTWOOD

The city of Brentwood recently installed five Automated External Defibrillators (AEDs) in three different city parks in honor of Doug Campbell, a local resident who died of cardiac arrest while running. Campbell's friends and family raised \$4,000 to rent and service the five AEDs for one year with the Brentwood Fire and Rescue Department budgeting for future replacement and maintenance. The five defibrillators are located in River Park, Tower Park, and three in Crockett Park. Each AED cabinet is equipped with an alarm that sounds when the cabinet opens. The user still has to dial 911 to report the location of their medical emergency.

## GALLATIN

The city of Gallatin has won the title of Nicest Place in America in a *Reader's Digest* poll. The city was named one of the top 10 finalists for the title in June. Votes were taken through July 14 through *Reader's Digest* and the neighborhood social network NextDoor. For winning the title, Gallatin will be featured in the November issue of *Reader's Digest*. Gallatin received commendations from the magazine for its openness to people of all backgrounds, the number of nonprofits and charities operating in the city, and its handling of racial tension. Other cities nominated for the honor included Rock Hall, Md.; Providence, R.I.; Franklin, Neb.; Hayesville, N.C.; and South Whidbey, Wash.

## GERMANTOWN

The Campbell Clinic in Germantown has announced a \$30 million expansion project that will add 120,000-square-feet of office space on five acres adjacent to the facility. Construction is expected to start in mid-2018 with a targeted opening date in the second part of 2019. Opened in 1992, the Campbell Clinic was one of the original tenants of the town's medical corridor on Wolf River Boulevard. Plans for the four-story building include outpatient orthopedic clinical space, expanded physical therapy and imaging suites, along with ambulatory surgery center with eight operating rooms. Additional parking spaces are also planned, bringing the clinic to a total of 750 spaces when completed.

## HENDERSONVILLE

The city of Hendersonville is beginning a new pilot program for recycling pickup. Working with a local vendor, the city has acquired 820 recycling cans for the program, which will be distributed among five neighborhoods participating in the program. Recycling will be picked up on Wednesdays

once the program begins, the only non-trash pickup day for the city. The program will take items including plastic, aluminum, and cardboard. The hope is the pilot program will take off, which could save the city money in tipping fees for landfills as well as have a positive environmental impact. The pilot program could begin as early as November.

## JASPER

The city of Jasper has received \$525,000 from a U.S. Department of Housing and Urban Development Community Development Block Grant to help fund a sewer expansion into the North Pryor Cove area of town. The total estimated cost of the project is \$708,000 and will bring sewer service to Georgia Lane, Gail Lane, and portions of Marilyn Drive. Residents in the area have been having septic issues lately, and the conventional gravity sewer line should alleviate the issues. The grant does not require matching funds from the city, though the city will be paying \$183,000 to cover the cost of engineering services performed by CTI Engineers.

## KNOXVILLE

The city of Knoxville has launched a new online data dashboard to help track blighted properties and efforts to restore them. The move is part of the city's recently adopted Open Data Policy, and includes charts and graphs tracking measures such as the number of identified blighted properties in the city; number of chronic problem properties remedied each year; number of inspections performed; and number of structure citations. Compiling data from several different city departments, the blight dashboard allows city departments to better track blight reduction efforts as well as permits residents to track the status of troublesome properties in their neighborhoods. The dashboard can be visited at <http://knoxvilletn.gov/government/opendata/blighted>.

## LEBANON

The city of Lebanon has received the 2017 Local Government Award for Public Works and Utility Infrastructure from the Greater Nashville Regional Council (GNRC). Lebanon was recognized for solid waste management and environmental stewardship through the city's gasification initiative. The first-of-its-kind system is the only one in the U.S. and the largest downdraft gasification plant in the world, embracing waste stream conversation technology to energy. Coupled with the city's embracement of solar, natural gas, and residential recycling program proves the community's vision for environmental stewardship. The project was made possible through a public-private partnership that combined positive economic impact with a positive environmental impact.

## MARYVILLE

Global automotive parts supplier DENSO has announced it will invest \$1 billion and create 1,000 jobs with an expansion planned for its Maryville operations center. The Maryville facility is the company's primary manufacturing center in North America for electrification and safety systems and the largest of the company's U.S. manufacturing facilities. DENSO produces starters, alternators, instrument clusters, safety products and a wide range of electronic components and systems for the automotive industry at its operations in Maryville. With this expansion, DENSO will expand multiple production lines to produce advanced safety, connectivity and electrification products for hybrid and electric vehicles. These new products will radically improve fuel efficiency and preserve electric power by recovering and recycling energy, and by connecting all systems and products inside the vehicles. The company has a U.S. headquarters in Southfield, Mich., and a world headquarters in Kariya, Japan. The company has more than 200 subsidiaries in 38 countries.

## NEWPORT

The city of Newport has recently received more than \$620,000 in

state, federal and private funds to help finance two major infrastructure projects in the community. The city received a Community Development Block Grant (CDBG) to finance a \$400,000 stormwater mitigation project in the downtown area. The city will have to provide a 20 percent local match to the funds. The first phase of the project is designed to encourage business expansion and retention, property rehab and development, and overall economic development in the downtown area. The city also received two grants from the Appalachian Regional Commission (ARC) and the Wright Family Foundation totaling \$300,000 for the rehabilitation and reopening of the Tanner School building. The city already received a \$250,000 appropriation from the state to finance the million-dollar renovation project. The former Rosenwald School was founded in 1924 to educate black students and has since become a cultural center.

## SMYRNA

The battery plant at the Nissan automobile factory in Smyrna will be expanding by 26,450 square feet. Opened in 2012 to help provide energy needed to operate the LEAF electric cars built at the automotive plant, the battery plant currently stands at 475,000 square feet and, as of July 2015, employs some 400 workers who have built more than 50,000 batteries. Construction of the expansion will begin next month with the plant being sold to China-based GSR Capital by the end of the year. While no new job creation announcements have been made, both GSR and Nissan have said the battery plant will remain an essential part of the auto manufacturer's products moving forward.

## SPARTA

Hörmann, LLC, will invest nearly \$64 million and create approximately 200 new jobs by establishing a new manufacturing facility in Sparta. Headquartered in Germany, Hörmann is a leading manufacturer of building entry systems. Plant construction is scheduled to begin in early 2018. The 350,000-square-foot facility is expected to be operational in mid-2019. Hörmann will produce residential and commercial sectional garage doors at the facility, serving customers across North America. Hörmann's products cover a wide range of doors for residential and commercial applications. Founded in 1935, Hörmann is family-operated and serves customers in more than 60 countries.

## SWEETWATER

Farm and home supply store Rural King Supply will be moving into the former Kmart building in Sweetwater with a grand opening slated for spring 2018. The company will be renovating the building to better suit its needs and has already begun taking job applications for new positions. The Mattoon, Ill.-based company has been operating since 1960 with more than 100 stores in a 12-state area, including Illinois, Indiana, Kentucky, Tennessee, Ohio, Michigan, Missouri, Pennsylvania, Florida, North Carolina, West Virginia, and Virginia. Rural King Supply already has three Tennessee locations in Clarksville, Knoxville, and Martin with another new store planned for the Maryville area in coming months.

## TULLAHOMA

The city of Tullahoma has received both the distinguished budget presentation award for its FY2016-2017 budget and the certificate of achievement for excellence in financial reporting for its comprehensive annual financial report (CAFR) for the Fiscal Year ending July 2016 from the Government Finance Officers Association of the United States and Canada (GFOA). These awards represent a significant achievement by the city, reflecting the commitment of the board of mayor and alderman and staff to meeting the highest principles of governmental budgeting, accounting and financial reporting. Only 15 municipalities in Tennessee received both awards during the last award cycle.

## Jonesborough opens new city park, railroad museum



Officials with the town of Jonesborough recently cut the ribbon on the new Chuckey Depot Museum at W.C. Rowe Park on 110 South Second Avenue. W.C. Rowe Park is named in honor of a life-long Jonesborough resident who also served on the Washington County Commission. The five-year-long park project also brought the Chuckey Depot from five miles down the road to the park, saving the structure from demolition. The depot now holds a museum dedicated to the area's railroad history.

## Murfreesboro unveils city's new soccer practice fields



The Murfreesboro Parks and Recreation Department has opened the new Richard Siegel Park Fields 16-21 located at the old Jordan Farm Property at 1233 Cherry Lane. The first phase of the project includes six new soccer practice fields and parking as well as sports lighting to the field at the Siegel Soccer Park. Long-range plans for a second phase will include a restroom/pavilion with funding from a Local Recreation and Parks Fund (LPRF) grant from the Tennessee Department of Environment and Conservation (TDEC).

## Crossville cuts ribbon on new walking trail



Officials with the city of Crossville cut the ribbon on the new 1.2-mile Woodlawn Loop Trail, which follows along the Obed River. Left to right, Crossville City Manager Greg Wood; trailbuilders John Martin, Deb Martin, Michelle Terry, Darla Caswell, Danny Terry, and Jerry Brown; Crossville City Councilman Danny Wyatt; Lucas Coelho; Friends of the Trails Member Levonn Hubbard; Crossville Mayor Pro-Tem J.H. Graham III; Crossville Recreation Director Tammie French; Crossville Public Works Maintenance Director Steve Powell; Friends of the Trails member Beth Davis; Crossville Public Works employees Jeremy DeRossett, Jeremy Haney, Jeff Brewer, and Tim Bolin; Crossville Street Superintendent Kevin Music; and Crossville City Engineer Tim Begley.

## Martin firefighters train on new TFACA simulator



Members of the city of Martin Fire Department recently spent a day training on a new simulator at the Tennessee Fire and Codes Academy (TFACA). The simulator helps departments train for breaching, bail-outs, rappelling, and using standpipes to transport water up through a building. Officials with the Martin Fire Department said these skills are important, especially since they serve dormitories and other tall buildings on the University of Tennessee - Martin campus.

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# Oak Ridge rings in new chapter for city's Friendship Bell

**BELL** from Page 1

band, Ram Uppuluri, first proposed the bell idea as part of the city's 50th anniversary celebrations.

"The city asked people to give them ideas to commemorate everlasting peace," she said. "One side of the relief depicts Tennessee and the other side depicts Japan. The bell has a beautiful sound, and when you hear this bell, it is amazing."

The traditional Japanese bonsho bell weighs approximately 4 tons and is nearly seven feet tall by five feet wide. It features both ancient Japanese and modern American elements in its designs.

Crafted by Japanese bellmaker Soutetsu Iwasawa, some of the designs came from former Oak Ridge resident Suzanna Harris. The bell features the dates the atomic bombs were dropped in Japan on one side as well as the dates of Pearl Harbor and V-J on the opposite.

Cast in Japan, automaker Honda brought the bell to the U.S. for free so it could be hung in the city. The bell was unloaded in Savannah and brought to Oak Ridge via an ORNL truck. The bell was officially dedicated in 1996 and hung in the park. Oak Ridge was a particularly poignant location for the bell because of its involvement in World War II.

Founded as a production site for the Manhattan Project in 1942, Oak Ridge was known as the "Secret City" because of its involvement in the creation of the atomic bomb. Since then, the city maintains a reputation as a location for the U.S. Department of Energy, as well as science, and technology in general. The city has also worked to promote peace and understanding throughout the world through projects like the International Peace Bell.

One of the ways the city has done this is through partnering with Naka, Ibaraki, Japan as sister cities.

"If Oak Ridge and the people of Japan can reconcile, if Oak Ridge and Naka, Japan, can embrace each other as sister cities, and if the two cities can graciously and lovingly host each others' middle schoolers, teachers, and officials in an exchange program every year, can any current-day barrier or obstacle

be too great for us to overcome," Gooch said. "I think not."

Gooch said part of the bell's purpose is to honor the men and women who worked in Oak Ridge's secret labs and facilities.

"During our city's 75th anniversary, we will acknowledge the tens of thousands of the best, brightest, bravest, and most patriotic men and women whose efforts on the battlefields, at Y-12, and at Oak Ridge National Laboratory helped win World War II, the Cold War, maintain our national security, and deliver scientific advances which literally changed the world and enhanced the quality of our life."

The bell is one of a handful of peace bells across the country and part of a little more than 200 peace parks and monuments in the U.S. Similar Japanese-style peace bells hang outside the United Nations in New York City, and in Maguire Gardens outside the Los Angeles Public Library Main Branch.

Other peace bells include the World Peace Bell in Newport, Ky., and the Korean Bell of Friendship in Angel's Gate Park in the San Pedro neighborhood of Los Angeles. The bells are often rung on Sept. 21 to celebrate the International Day of Peace.

Gooch said the Oak Ridge bell honors both those who fought for freedom and preserving the ideals of peace and friendship moving forward.

"Going forward, we should heed its clarion call of hope; and honor the service and sacrifice of those upon whose shoulders we stand, by remembering that enemies can become trusted friends; that our strength requires us to seek peace; that with great power comes



The Friendship Bell was erected in honor of Oak Ridge's 50th anniversary as a city to symbolize both the historical legacy of the city's involvement in World War II and the Manhattan Project, as well as a post-war sense of peace and cooperation between the U.S. and Japan.



Left: One side of the bell commemorates the bombing of Pearl Harbor and V-J Day while the other commemorates the dropping of the atomic bombs in Japan, which Oak Ridgers helped to create. Right: Two reliefs don the sides of the bell as well, one depicting the city of Oak Ridge and the other depicting Japan. Local students and scouts painted peace rocks for the groundbreaking ceremony.

great responsibility; and that the hopes, dreams, and aspirations of all God's children around the world are best when shared together,"

Gooch said. "If we do, perhaps, it can be said of us on our city's 100th Anniversary in 2042 that we were good stewards of Oak Ridge's

legacy of hope and friendship, and our community is stronger because of our collective efforts."

# Nashville's Yazoo Brewery and Bells Bend Farm working together to implement successful sustainable practices

**BY BROOK POWELL**  
TDEC Office of Sustainable Practices

Tennessee is home to many sustainable breweries and distilleries, including Yazoo Brewery, located in Nashville's Marathon Village of the revived Gulch area.

Yazoo uses many notable sustainable practices in its brewery and taproom. Arriving a little early for my appointment with Neil McCormick, sales and marketing manager for Yazoo Brewery, I sat in the taproom and watched people arrive and stand outside waiting for Yazoo to open.

I had no idea that once the doors opened the entire pub would be filled with customers in just a matter of minutes. When Neil came in, we sat down and I asked him a few questions about Yazoo Brewery and their sustainability efforts. We talked at length about sustainability and "doing the right thing."

Before leaving the taproom to tour Yazoo, I noticed a sign on the wall where Yazoo has a six-pack Holder Give Back Rewards program that has proven to be very successful. This program has greatly reduced the amount of new six-pack holders being made as the ones returned turn right around to be reused for sales. Six local bars also participate in collecting the holders for reuse.

We began the tour upstairs, where Neil showed me the grain bags and explained that once the grain is used, they give the bags to Metro Nashville Parks to use for trash collection. To date, nearly 100 bags are donated to Metro per week. After the beer is crafted, the spent grain is picked up once a week for pig and cattle farmers to feed their livestock. Pallets are set outside, free for pick-up and advertised when available on Craigslist. In the front of the building, are Adirondack chairs made out of some of the pallets.

Creating as little waste as

possible with these practices, Yazoo took it a step further by establishing a partnership with Goodwill at the distribution site. Yazoo purchases glassware for \$1 per piece and then sorts them for pint glasses that can be used for pint night trivia time. The customers can then take their glasses home.

One of Yazoo's seasonal brews is called Bells Bend Preservation Ale. They are given the hops from Bells Bend Farm and for every bottle sold, \$1 is donated back to preserve Bells Bend. Sounding like such an awesome partnership, I contacted Bells Bend Farm to schedule a tour to learn about their sustainability practices out on the farm.

Bells Bend Farm is a local Community Supported Agriculture (CSA) farm, where consumers "invest" in a farm for the growing season. By paying a pre-determined amount before planting begins, customers receive a weekly "share" of fruits, vegetables, meats, cheeses, or farm-fresh products. CSA represents a different economic model, one based on principles of community and cooperation.

The land is some of the best in the region and the reason Nashville was settled long ago. The farm is only 15 minutes from Nashville and



Once the grain is used, Yazoo donates the bags to Metro Parks to use for trash collection. To date, nearly 100 bags are used by Metro per week. After the beer is crafted, the spent grain is picked up once a week for pig and cattle farmers to feed their livestock.

the persistent efforts of the local community have made it possible for this last farmland in the area to be free of unwanted sprawl and development.

The sustainable practices Bells Bend Farm uses is off the charts. They do not have to water their plants nor do they use any synthetic/chemical fertilizers, pesticides, fungicides, or herbicides. They chose not to go through costly organic certification and instead, have trust and transparency with their customers that they know and with whom they interact. Many describe their growing practices as "beyond organic."

Old cultivating tractors are used for weeding as well as planting clover in the rows for weed sup-



Yazoo has a 6-pack Holder Give Back Rewards to reduce the amount of new 6-pack holders being made and thrown away. Six local bars also participate in collecting the holders for re-use.

pression. To fertilize their gardens, mature, high-quality compost that is made on the farm from their own livestock is used. Their pigs, chickens, sheep, and cattle are rotated around the pastures to grow the best soil possible. Insect and disease control comes from the health of the soil. Good health in the soil grows plants able to withstand insect pressure and disease.

The hops for Bells Bend Preservation Ale grow on perennial vines and came from an old heirloom variety well-suited for the climate. Sheep are used to graze around the hops.

In August, visitors join Bells Bend Farm, and Yazoo Brewery where the crop is harvested. On Oct. 1, when the beer is ready, Bells Bend Farm hosts the Hops Festival and Square Dance. Twenty-two ounce bottles are sold at the brewery, various grocery stores in Tennessee, and several bars have the seasonal beer on tap.

The Bells Bend Preservation Ale is the result of lots of work from neighbors in the community. The hope is that it helps raise awareness about the fragile area where the farm is and the importance of preserving it for current and future generations.



## PEOPLE

**Nicholas Bradshaw** has been promoted to deputy director of fleet services for the city of Knoxville after serving as the acting deputy director. Bradshaw began his career with the city in 2009 and has held positions including administrative technician, human resource analyst, and public service department planning and safety coordinator before joining the Fleet Services Department in May 2017. He holds a master's of public administration (MPA) from The University of Tennessee - Knoxville and a master's of business administration (MBA) in human resource management from Bryan College. The Fleet Services Department maintains the city's fleet of more than 1,400 vehicles and equipment used by employees.



Nicholas Bradshaw

**Rachel Butzler** has been promoted to serve as deputy director of public service for the city of Knoxville, taking over from Sheryl Ely who was recently promoted to director of parks and recreation. Butzler has been serving as the city's solid waste manager, overseeing the implementation of both the new solid waste and recycling contract and yard waste processing contract, which collectively saved the city more than \$1.5 million annually. She joined the city in 2011 in the engineering department stormwater division. Butzler holds a bachelor's degree in environmental resource management from Pennsylvania State University and a master's in wildlife and fisheries sciences from Texas A&M University.



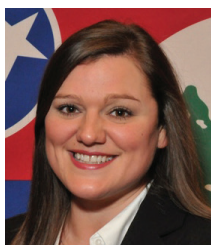
Rachel Butzler

**Sarah Haston**, economic development director for the city of Lebanon, was among six graduates who presented their capstone projects and earned the designation of Tennessee certified economic developer recently in Nashville. Haston's project topic was establishing a marketable identity for the city of Lebanon. Haston has been the economic development director for Lebanon since 2016. Before that, she served as vice president of corporate business development and marketing for Teddy Bear Portraits by Nationwide Studio's, Inc., in Gallatin. Haston is a 2001 graduate of the University of California at San Diego with a bachelor's degree in political science.



Sarah Haston

**Mary Laine Hucks** has been promoted to the position of director of economic development and marketing for the city of Goodlettsville. Hucks has been employed with the city for more than 11 years, most recently serving as Goodlettsville's marketing and public relations manager. Business recruitment and maintaining the area's economic vitality will be among Hucks' main goals in her new position.



Mary Laine Hucks

**Phillip Hyman** has been selected as the new fire chief for the city of Chattanooga, taking over from Chief Chris Adams who retired at the end of September. Hyman has served as the Chattanooga Fire Department's training chief since 2013 and has served in several leadership positions with the department since



Phillip Hyman

2001, including lieutenant, captain, and battalion chief. Hyman has 22 years of firefighting experience and was selected among 62 applicants and four finalists for the position.

**Monique Odom** has been selected as the new director of parks and recreation for the Metro Nashville Parks Department after serving as the interim director. Odom is a native Nashvillian, graduating from Fisk University with a bachelor's degree in political science and from Tennessee State University's College Institute of Government with a master's in public administration. She has been with the city of Nashville for more than 15 years, first starting with the human relations commission as a program coordinator then joining the parks and recreation department as a finance officer in 2006. She rose through the ranks, becoming assistant parks director for finance and administration and deputy director of the department in 2016.



Monique Odom

**Mark Sirois**, chief of police for Johnson City, will retire from his position with the city on Feb. 16, having served as chief of police since 2012. Sirois has worked with the Johnson City Police Department for more than 25 years, joining JCPD in 1991 after graduating from East Tennessee State University. He was assigned to the department's criminal investigations division in 1994, and promoted to patrol sergeant the following year. Throughout his career, he served in the administrative division, planning and research unit, rising through the ranks as a lieutenant, captain, and eventually interim chief.



Mark Sirois

**Dennis Young**, chief of police for the city of Winchester, died on Oct. 1 of an apparent heart attack at the age of 58. A native of Jonesboro, Ark., Young graduated from the Tennessee Law Enforcement Academy in 1982. He worked for the city of Estill Springs before he came to work for Winchester in 2001, first as chief over the public safety department that then consisted of both the fire and police departments, and then as police chief. During his career, Young led the statewide campaign to get pseudoephedrine, a key ingredient in the production of methamphetamine, placed behind the counter in drugstores and to limit the amount that can be purchased in a single transaction.



Dennis Young

## What to do if fire breaks out at home or business

**FIRE** from Page 1  
ignite simultaneously. What this means is, if you do not get out of the home before flashover occurs, **You Do Not Survive!**

Time is one of our worst enemies when a fire breaks out in a home or workplace. Occupants have to be alerted and evacuated before that three-minute window closes to have any chance of survival. With properly working and spaced smoke alarms, the fire should be detected within one to one-and-a-half minutes. If a home is equipped with a residential fire sprinkler system, the system should have activated within that time frame to bring the fire under control. If no sprinkler system is present, then occupants only have one-and-a-half to two minutes to evacuate the building before flashover. Survival is dependent on this very tight timeline and one cannot exceed in order to survive.

The absolute best way to survive a fire is to prevent it from happening to begin with. How can you do that? Some items to consider:

- Inspect for improper use and location of extension cords. Never use extension cords for heaters, air conditioners, refrigerators, and/or other appliances. Never run them under rugs/carpets.
  - When cooking, always stand near the cooking appliance and be attentive. Keep pan handle turned toward the back of the cooking appliance and the lid and baking soda nearby.
  - Never allow anyone to smoke in your home or workplace.
  - Give space heaters their space. Always keep at least 3 feet between the heater and combustible items such as but not limited to curtains, sofa, chair, etc.
- What can you do to improve your chances of surviving in your home or workplace if a fire should breakout?
- **Evacuate:** As soon as a fire is reported, evacuate the home/building and go to your predetermined meeting place. Never re-enter the home/building; you will not survive!
  - **Working Smoke Alarms:** We need a working smoke alarm in each bedroom and in the area outside the bedroom(s). Smoke alarms



In case of a fire, planning for a way out is an essential step in fire protection for your family. You should also practice the escape route especially from an upper level of home and using a portable fire escape ladder.

should be tested and maintained per manufacturers' recommendations and the entire unit replaced at minimum every 10 years. For new smoke alarms, contact your local fire department for assistance. All fire departments in Tennessee have access to free smoke alarms through the state's "Get Alarmed" program.

- **Close the Door:** Always sleep with your bedroom door closed. This practice may buy you more time by reducing the spread of smoke and toxic gases. If you are in the room where the fire starts, close the door on your way out to maybe buy yourself and other people in the structure more time to escape.
- **EDITH-Exit Drills In The Home:** Preplan two ways out of every room in your home and workplace. Your first exit path should be the way you normally enter the room. Your alternate route may be out a window. Have a predetermined meeting place outside the home or workplace. After making the exit plan, teach everyone the plan and practice the plan regularly with

everyone in the home or workplace. In conclusion, being proactive and eliminating the common causes of fire breaking out, you reduce the risks associated with having a fire. Along with these prevention efforts, be prepared to take action if a fire does breakout in your home or workplace. Everyone involved, you; your family members; and your co-workers, all benefit from being prepared and have a much greater chance to survive.

You taking the steps to prevent a fire has other benefits that most people do not think about. Local firefighters' are at less of a risk since they did not have to respond to and enter a burning structure. The public is at less of a risk of being involved in a traffic accident with a first responder who is responding to the scene.

If you have questions or want further information, contact your local fire department or access the Tennessee State Fire Marshal's Office website at <https://tn.gov/commerce/section/fire-prevention>



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## STATE BRIEFS



**The Tennessee Higher Education Commission has received a \$24.5 million grant to increase the number of low-income students who have access and resources to succeed higher education.** Awarded by the U.S. Department of Education, the Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP) grant will provide Tennessee \$3.5 million in resources annually over seven years. Tennessee's grant, operating under the name GEAR UP TN, will provide academic readiness and college access services to a cohort of 3,250 students in participating schools. Services are anticipated to begin in Spring 2018 for the Class of 2023 cohort. Students in the GEAR UP TN cohort will receive tutoring, career guidance, comprehensive college advising, and mentoring that will continue through their first year of postsecondary education.

**Tennessee public school students have set a new record high state average for ACT scores** with the state's average composite score for 2017 at 20.1. Average scores increased in every section including English, reading, math, and science. The number of students taking the ACT this year also increased by 3,500 and about 1,800 more students were eligible for HOPE scholarships over 2016. Students must score a composite score of 21 to be eligible for the scholarship program. Tennessee is one of 18 states that require all students to take the ACT or SAT.

**Tennesseans dropped off nearly 43 tons of unused prescription medications for proper disposal in the past year.** The Tennessee Department of Environment

and Conservation reported some 52,164 pounds of drugs were collected at drop-off sites across the state between September 2016 and August 2017. In just two days this fall, the U.S. Drug Enforcement Administration also collected more than 35,489 pounds of prescription drugs in Tennessee. Some of the prescriptions were as much as 50 years old. Since 2012, the state has collected nearly 220,000 pounds of pill waste. Despite the amount of collected pills and the rise in overdose deaths, a recent telephone survey found that 52 percent of Tennesseans didn't feel it was dangerous to leave unused pills around the house.

**Tennessee ranks fourth in the nation for the number of women murdered by men per capita,** according to a study designed to highlight violence against women. A new study by the Violence Policy Center found 71 percent of Tennessee women murdered in 2015 were murdered by men, amounting to 2.10 per 100,000 people. Only Alaska, Nevada, and Louisiana had higher rates of females murdered by men per capita. Four of the Tennessee victims were under the age of 18 and 10 over the age of 65 with the average age of the victim at 40 years old. Of the 71 homicide victims, 44 were white and 27 were black. Approximately 96 percent of the women profiled in the study were murdered by a man they knew and 72 percent were killed by a person they had been intimately involved with. Of the women profiled, 71 percent were murdered with a gun, primarily handguns. The U.S. Department of Justice has found women are far more likely to be the victims of crime committed by intimate

## Tennessee complaint statewide with Federal Particle Pollution Standards

The entire state of Tennessee is now in compliance with federal air quality health standards for particle pollution, also known as particulate matter or PM2.5.

The Environmental Protection Agency (EPA) finalized its official redesignation of all of Anderson, Knox, Blount and Loudon counties and the remaining part of Roane County as "attainment," meaning the areas now meet federal particle pollution standards. These areas were the last remaining areas in Tennessee to achieve the designation.

Actions by local communities

and individuals have promoted and sponsored a variety of emission reduction activities.

Improvements in fuel economy and engine efficiency have reduced mobile source emissions from cars and trucks, even though vehicle miles traveled in Tennessee have increased by more than 50 percent over the past 25 years.

For more information on particle pollution designations, visit <https://www.epa.gov/particle-pollution-designations/learn-about-particle-pollution-designations#basis>.

## 10-minute walk campaign designed to expand residents' access to parks

**WALK** from Page 1

ings; and environmental benefits by cleaning and cooling the air, improving climate resilience, and providing opportunities for environmental education.

### Partnering with cities to advance the 10-minute walk vision

The campaign marks the start of a multi-year partnership with cities and mayors across the country. Beginning in 2018, the campaign—led by The Trust for Public Land in partnership with the National Recreation and Park Association, and Urban Land Institute—will be working with select cities across the country on measurable policies and strategies to advance the 10-minute walk vision.

"On issues from climate change to infrastructure development, U.S. mayors have shown that cities can lead. Mayors aren't waiting on Washington; they are acting boldly and independently. Urban leaders have declared that parks are a priority, and mayors have joined together in this historic campaign to ensure that everyone has access to a high-quality park," said Barbara Tulipane, president and chief executive officer of the National Recreation and Park Association.

Reaching 100 percent served in cities nationwide will require major advances in park finance and construction; zoning changes to encourage park development; embedding this goal into city and



parks master plans; the expansion of "joint use" agreements that open school playgrounds, tracks, and gyms for public use after hours and on weekends; and other innovations.

"Through our Cities Connecting Children and Nature initiative, the National League of Cities is helping mayors expand residents' access to and utilization of parks and green spaces," said Clifford Johnson, executive director of NLC's Institute for Youth, Education, and Families (YEF Institute). "With a variety of tools at their disposal, city leaders can play a significant role in closing the 'nature gap,' particularly among low-income

children and children of color. We urge all city leaders to join with the 134 mayors who took the 10-minute walk and make increasing residents' access to parks a priority in their communities."

The Cities Connecting Children to Nature (CCCN) initiative supports city leaders in closing the nature gap. CCCN strategies promote creation and enhancement of nature in parks and a complementary focus on programming and experiences that bring children and families to those spaces. Stay tuned for upcoming announcements regarding additional developments in the CCCN initiative.

## State law requires burn permits Oct. 15-May 15

The Tennessee Department of Agriculture Division of Forestry is observing National Fire Prevention month by reminding citizens to follow simple safety practices to prevent wildfires. The official start of wildfire season in Tennessee is Oct. 15.

"It's important, and required by law from Oct. 15, 2017, to May 15, 2018, that citizens call for a burning permit and follow outdoor burning safety recommendations," State Forester Jere Jeter said. "Tennessee experienced a historic fall fire season last year due to exceptional drought conditions. Fortunately, that underlying condition does not exist this year, but we're not going to let our guard down. The permit system helps us communicate to the public when and where it is safe to burn and focuses attention on safety. We need all Tennesseans to volunteer to prevent wildfires."

The online burn permit system is free, fast and simple. If you are burning a leaf or brush pile that is smaller than 8 feet by 8 feet in size,

log on to [www.BurnSafeTN.org](http://www.BurnSafeTN.org) for approval. More than 300,000 permits are issued each year, and the online system provides a quick and efficient way to apply.

For a larger burn, apply for a free permit by calling your local Division of Forestry burn permit phone number Monday through Friday, 8 a.m. - 4:30 p.m. Phone numbers can be found by visiting [www.BurnSafeTN.org](http://www.BurnSafeTN.org).

Burn permits are only issued when conditions are conducive to safe burning. If you live inside city limits, there may be additional restrictions. Check with your municipality before you burn.

To learn what materials may not be burned, check the Tennessee Department of Environment and Conservation's Open Burning Guidelines at <https://tn.gov/environment/article/apc-open-burning>.

Burning without a permit is a Class C misdemeanor punishable by up to 30 days in jail and/or a fine. Wildfires caused by arson are a class C felony punishable by

three to 15 years in prison and up to \$10,000 in fines. Anyone with information about suspected arson activity should call the state Fire Marshal's Arson Hotline at 1-800-762-3017. The hotline is answered 24 hours a day, and you may remain anonymous when providing information. Cash awards are offered for information leading to an arrest or conviction. To report illegal burning, please call 1-888-891-TDEC.

Visit [www.BurnSafeTN.org](http://www.BurnSafeTN.org) for additional tips to burn safely and to protect your community.

The Division of Forestry promotes the wise use of forest resources by assisting landowners, fighting wildfires, providing quality seedlings, monitoring insects and diseases, improving urban forests, managing state forests, protecting water quality and collecting forest inventory data. The Division also works to promote primary and secondary forest industries to stimulate the state's economy. Visit <http://www.tn.gov/agriculture/section/forests> for more information.

## UT Naifeh Center to launch Certified Manager Program Jan. 2018

The Naifeh Center for Effective Leadership is excited to launch the Tennessee Certified Public Manager (CPM) program in January 2018. The CPM is a comprehensive management development program specifically designed to prepare managers for careers in federal, state, and local government and in other organizations with a public purpose.

CPM is a nationally accredited management program and certification in which participants

develop and strengthen their management skills through competency based curriculum and activities. The program can fill a training gap for staff with significant technical expertise who seek to further their knowledge of current management practices.

Program participants will be able to sharpen their personal and professional leadership styles and expand the knowledge and skills needed to manage and inspire positive change in their workplaces and

communities. Participants will meet for a total of 12 days over a period of 12 months.

The competency-based instruction comprised of four modules will take place with instructor-led class sessions as well as online coursework. During the modules, students will complete a capstone project for their organization or agency before obtaining the public manager certification at the end of the 12-month program.

The National Certified Public

Manager Consortium and its accreditation body have awarded the University of Tennessee's Naifeh Center for Effective Leadership an active status in becoming the sole provider of the certification for the State of Tennessee. The University of Tennessee will now join the ranks of other universities across the country including University of Georgia, Florida State, and Rutgers University.

The Naifeh Center is experiencing much excitement from federal,

state and local government agencies and their leaders in anticipation for its newest program. Seats are filling fast and the curriculum promises to be an excellent growth opportunity for those wishing to excel in their public service careers.

For more information or to enroll in the program's first Tennessee cohort, contact Naifeh Center Training Specialist Trent Clagg at [trent.clagg@tennessee.edu](mailto:trent.clagg@tennessee.edu) or simply visit [leadership.tennessee.edu](http://leadership.tennessee.edu).

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## CLASSIFIED ADS

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

### BUDGET TECHNICIAN

**COLLIERVILLE.** This position performs a variety of responsible and technical budgeting, accounting and other related support duties involving the town's budget including the planning, development, adoption and adjustment processes. Requires an associate's degree with major course work in finance, economics, accounting, or a closely related field; supplemented by two years' previous experience in the preparation and development of departmental budgets; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Valid driver's license required. Excel spreadsheet experience including pivot tables highly preferred. Must be able to pass a work-related physical and drug test. The work of this job is primarily sedentary. Full job description available upon request. Call (901) 457-2296. Salary range: \$29,375 - \$35,106 annually DOQ with excellent benefits package. Selection process may include: examinations, interviews, assessment centers, practical skills, etc. Drug testing may be required. Submit an original town of Collierville application to the following address: Human Resources, 500 Poplar View Parkway, Collierville, TN 38017. Applications are available to download at [www.collierville.com](http://www.collierville.com) under Employment Opportunities, or you may obtain one from our human resources office. Applications must be submitted either by mail or in person to the above address. The human resources office is open Monday - Friday, from 8 a.m. - 5 p.m. We are unable to accept faxed or emailed applications. EOE/Drug-free workplace.

### BUILDING OFFICIAL

**FARRAGUT.** Performs difficult skilled technical work planning, organizing, supervising, performing and managing the operation and activities of the codes inspection division which includes reviewing plans, issuing permits, manages scheduling process, maintaining records and files, preparing reports, and related work as apparent or assigned. Work is performed under the general direction of the community development director. Departmental supervision is exercised over codes staff members. Associates/technical degree with coursework in a related field and 5 years experience in the building construction industry, engineering, and code enforcement, or equivalent combination of education and experience. State of TN Certified Building Inspector certification required. ICC Master Codes Professional (MCP) certification preferred. Supervisory experience preferred. Complete job description and required job application are available at [www.townoffarragut.com](http://www.townoffarragut.com). Resumes may be uploaded. SALARY: \$49,620-\$63,266 DOQ annually with excellent benefits package. Open until filled. EOE.

### DEPUTY CLERK

**GALLATIN.** The city of Gallatin Recorder's office seeks to fill the deputy clerk position. The purpose of this position is to perform difficult skilled clerical, technical and administration work coordinating with the city recorder. Supervision is exercised over the court clerk, customer service clerks, and recorder service specialist of office operations, duties and policies. Work is performed under the regular supervision of the city recorder. This is a 40 hours per week, day shift position. The starting salary is \$43,908 + excellent benefits. The successful applicant should have advanced skills in Excel, Word, Power Point and other software, equipment and thorough knowledge of business English, spelling and arithmetic. Ability to keep office records and prepare accurate reports. Ability to maintain effective working relationships with mayor, city council members, other department heads, employees, staff and the public. Essential duties include assisting the city recorder with computer, clerical and administrative support, preparing and maintaining detailed records and files; receiving calls for the city recorder and ascertains nature of business. Minimum qualifications: any combination of education and experience equivalent to graduation from high school and extensive experience in administrative supervision in the office of an executive. Three to five years of experience with Microsoft Office products. To apply, please visit our website at [www.gallatintn.gov](http://www.gallatintn.gov). Open until filled. EOE.

### ENGINEER DIRECTOR

**LA VERGNE.** The city of La Vergne is accepting employment applications for a director of engineering. Performs complex and professional engineering work for the city's varied projects and programs. Ensuring technical competence and compliance with all current codes and criteria. Supervises GIS/mapping coordinator, construction inspectors, project engineer, stormwater inspectors/employees and other staff as assigned. May serve as project manager. Qualifications include graduation from a four-year college or university with a degree in civil engineering or a closely related field required. Minimum of five years previous professional civil engineering experience required. Any equivalent combination of education and experience may be considered. P.E. certification is preferred. Local government experience is preferred. Full-time position with a salary of \$78,222 annually. Open until filled. To review the

job posting and complete an online employment application for consideration for this position, go to [www.lavergnetn.gov](http://www.lavergnetn.gov). All candidates selected for any job opening must pass a physical exam and a drug screen before starting the job. EOE/Drug-free workplace.

### ELECTRIC SUPERINTENDENT

**LEBANON, Mo.** The city of Lebanon is currently accepting applications and résumés for an electric superintendent. This position leads, plans, directs, coordinates, and manages the operation, maintenance, and routine construction activities for the electric transmission and distribution systems within the electric division; supervises, plans, and coordinates the activities of the electric division staff; coordinates activities with other divisions and departments, outside agencies, and the general public; and provides highly complex staff assistance to the public works director. Minimum qualifications include graduation from an accredited college or university with a bachelor's degree in one of the following fields: electrical engineering, civil engineering, or related degree preferred. Candidate must have at least six years managerial, administrative, and professional experience directly related to various aspects of electric distribution. This is a full-time regular position with an annual starting salary of \$63,475 - \$65,398 and includes an excellent benefit package. Placement within range depends on experience, education, and training. Pre-employment drug testing and completion of a successful background check are required as a condition of employment. Interested candidates must submit a letter of interest, résumé, completed employment application, and a list of references to the following: Stevie Patterson, Human Resource Generalist at PO Box 111, Lebanon, MO 65536. This position will remain open until filled. The first review of applications will be Oct. 27. To view the complete job description, minimum qualifications, and salary range, visit [www.lebanonmissouri.org](http://www.lebanonmissouri.org). EOE.

### EXISTING INDUSTRIES MANAGER/ GRAPHIC DESIGNER/ ADMINISTRATIVE ASSISTANT II

**GALLATIN.** The city of Gallatin Economic Development Agency (EDA) is seeking qualified applicants for the position of existing industries manager/graphic designer/administrative assistant II. This position works with existing industry on personnel recruitment and problem-solving, creating promotional materials for the EDA, along with assisting with day-to-day operations of the office. This is a 40 hours per week, day shift position. Starting rate is 20.11 per hour + excellent benefits. The successful applicant should have experience in event organization, including arranging venues, catering and audio/visual needs; strong organizational and multi-tasking skills in a fast paced environment; advanced computer skills with a thorough knowledge of Adobe Creative Suites, Microsoft Office, and Excel. Essential duties include working with the executive director to gain a general understanding of all initiatives within the Economic Development Agency, representing the agency, and city when appropriate, at job fairs, completing diverse administrative tasks including: appointment management, meeting and presentation preparation and database management, while maintaining strict confidentiality, and arranging travel needs (including but not limited to hotel, air and registrations) for the agency. Qualified applicants must possess an associate's degree. Bachelor's degree is preferred. Must have at least five years recent work experience in a related capacity, preferably working directly with executive level positions. For a full description and to apply, visit the city's website at [www.gallatintn.gov](http://www.gallatintn.gov). Open until filled. EOE.

### IT SUPPORT SPECIALIST

**DICKSON.** The city of Dickson is accepting resumes/applications for the position of IT support specialist. The IT Support Specialist performs advanced technical work involving installation and maintenance of computer hardware, software and network-related functions. Salary range is \$41,389 to \$62,063 depending on experience with benefits including health, dental and vision insurance, paid vacation, sick leave and Tennessee Consolidated Retirement System participation. Applicants may obtain a job description and/or application at Dickson City Hall, 600 East Walnut Street, Dickson, TN., 37055, between the hours of 8 am and 4 pm Monday through Friday; by email to [administrator@cityof-dickson.com](mailto:administrator@cityof-dickson.com); or by calling 615-441-9508 extension 508 during normal business hours. Completed applications, resumes and cover letters should be submitted to IT Position, attn. City Administrator, 600 East Walnut Street, Dickson, TN., 37055, or by email to [administrator@cityof-dickson.com](mailto:administrator@cityof-dickson.com) with subject "IT support specialist position." Deadline for applications is Nov. 17. EOE

### PLANNING DIRECTOR

**SPRINGFIELD.** The city of Springfield (population 16,700) is accepting applications for planning director. Individual will plan, organize and direct the activities of the community development and planning department under a council/manager form of government. The community development and planning department administers all planning functions and activities, economic development projects, residential, commercial and industrial development and codes administration. Bachelor's degree in planning, public administration or other related field required - master's degree in planning and AICP certification preferred. A minimum of five years of supervisory, administrative or consultative experience in municipal or regional planning, community development or related field required. Hiring range: \$68,910 - \$79,144. Salary range: \$68,910 - \$94,931 (DOQ). Applications

## UT-MTAS NOVEMBER MAP CLASSES

### BUSINESS TAX ADMINISTRATION

Administration and collection of the local business tax can be difficult. This class will address issues and any changes to reporting requirements and improvements the Department of Revenue has made.



must be received by no later than Nov. 3, 2017, at the following address: Human Resources Department, City of Springfield, P. O. Box 788, Springfield, TN., 37172, or apply online at [www.springfield-tn.org](http://www.springfield-tn.org). For more information on Springfield, please go to the city's website at: [www.springfield-tn.org](http://www.springfield-tn.org). EOE.

### PLANNER

**COLLIERVILLE.** The city of Collierville is currently accepting applications for a planner. The position is responsible for complex professional work in a variety of current and long range planning studies. Bachelor's degree with major course work in Urban Planning, Landscape Architecture, or closely related field; supplemented by two years previous experience in a municipal planning office; or a master's degree in urban planning supplemented by one year of experience in a municipal planning office; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. SALARY RANGE: \$47,476 with excellent benefits package. Must possess and maintain a valid driver's license. AICP preferred but not required. May require attending meetings after normal business hours. May require occasional lifting up to 10-20 pounds. Requires passing physical and drug test in the pre-employment process. Selection process may include: examinations, interviews, assessment centers, practical skills, etc. Drug testing may be required. Submit an original Town of Collierville application to the following address: Human Resources, 500 Poplar View Parkway, Collierville, TN 38017. Applications are available to download at [www.collierville.com](http://www.collierville.com) under Employment Opportunities, or you may obtain one from our Human Resources Office. Applications must be submitted either by mail or in person to the above address. The Human Resources Office is open Monday - Friday, from 8 a.m. - 5 p.m. Open Until Filled. EOE / Drug-free workplace.

### POLICE CHIEF

**JOHNSON CITY.** The city of Johnson City is seeking a committed public safety professional to lead and manage a modern, full service agency dedicated to policing our city with a highly engaged and community-involved approach. Under the general direction and supervision of the city manager, the chief plans, organizes, directs, coordinates and evaluates all activities of the Johnson City Police Department. The police chief will be privileged to lead a dedicated staff of 149 sworn officers and 32 civilian employees. The chief will manage the non-uniform police department's \$13.5 million budget and oversee the entire operations. The department is nationally accredited and is organized into three divisions: administration, criminal investigations, and operations. Areas of responsibility include: patrol, criminal investigations, canine, drug task force, EOD, minimum security jail, special operations, community policing, school resource, and SWAT. The candidate must possess the following critical success factors: strong interpersonal and communication skills (both verbal and written); experience presenting to elected officials and public speaking; ability to motivate and inspire staff to build on past successes; demonstrated ability to develop and achieve long-range planning and budget goals; comprehensive and broad knowledge of the principles and practices of modern police administration; Requirements include a bachelor's degree in a related field (criminal justice, public administration, or equivalent) from an accredited university or college. A minimum of seven to 10 years of command level officer experience in a similar-sized department at the captain level or above. The city operates under the Commission-Manager form of government with a city manager appointed by a five-member city commission. Applications will be received on-line at [www.johnsoncity-tn.org](http://www.johnsoncity-tn.org) until the position is filled. Salary range \$72,069 to \$116,810. EOE.

### PROFESSIONAL ENGINEER (P.E.)

**CROSSVILLE.** The city of Crossville is seeking applications and resumes for the position of professional engineer (P.E.). Starting annual salary range is \$62,980 to \$67,823 DOQ. A benefit package will be included consisting of group health, dental and life, retirement 401A, vacation and sick leave provisions. This position is under the general guidance of the director of engineering and is responsible for performing technical engineering work associated with the design and/or coordination of engineering and construction projects to ensure compliance with industry standards and applicable codes. A complete job description is provided with application request or by request at [leah.crockett@crossvilletn.gov](mailto:leah.crockett@crossvilletn.gov). Desired qualifications for this position are as follows: bachelor's degree from accredited college or university

### Dates/Locations/Times

Nov. 1 Jackson  
8:30 a.m. - 12:30 p.m. CDT  
Nov. 2 Memphis  
8:30 a.m. - 12:30 p.m. CDT  
Nov. 3 Nashville  
8:30 a.m. - 12:30 p.m. CDT  
Nov. 7 Kingsport  
8:30 a.m. - 12:30 p.m. EST  
Nov. 8 Knoxville  
8:30 a.m. - 12:30 p.m. EST  
Nov. 9 Collegedale  
8:30 a.m. - 12:30 p.m. EST

### 4 CPE/CMFO (Financial) (PA)

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in an engineering discipline plus eight years' of post degree engineering experience, including two years as a licensed professional engineer. Knowledge of the theory, principles, standard methods and practices of civil engineering and contract administration. Knowledge of subdivision planning and municipal government engineering. Applicant will need proof of identity, eligibility for employment, a valid TN driver's license and able to pass a drug screen and physical. Applications for this position are to be obtained, and returned, to the Tennessee Department of Labor Career Center, located at 60 Ridley Street, Crossville, TN. Completed application must have resume attached for consideration. Applications and resumes will be accepted until the close of business on Oct. 31. EOE.

### PROJECT ENGINEER

**CROSSVILLE.** The city of Crossville is seeking applications and resumes for the position of project engineer. Starting annual salary range is \$47,817 to \$51,494 DOQ. A benefit package will be included consisting of group health, dental and life, retirement 401A, vacation and sick leave provisions. This position is under the supervision of the director of engineering and is responsible for performing technical work associated with designing and coordinating civil engineering projects and ensuring projects comply with established design criteria and codes. A complete job description is provided with application request or by request at [leah.crockett@crossvilletn.gov](mailto:leah.crockett@crossvilletn.gov). Desired qualifications for this position are as follows: bachelor's degree in civil engineering (B.S.C.E.) or environmental engineering is required. Five years' experience preferred in the management of construction document preparation and production, computer-aided design and drafting and construction management, with experience in estimation and design standards. Knowledge of subdivision planning and municipal government engineering. Applicant will need proof of identity, eligibility for employment, a valid TN driver's license and able to pass a drug screen and physical. Applications for this position are to be obtained, and returned, to the Tennessee Department of Labor Career Center, located at 60 Ridley Street, Crossville, TN. Completed application must have resume attached for consideration. Applications and resumes will be accepted until the close of business on Oct. 31. EOE

### STORMWATER CREW LEADER

**WHITE HOUSE.** The city of White House is currently accepting applications for stormwater crew leader. This person is responsible for supervising and participating in the work of a crew performing stormwater construction and maintenance, landscaping, R-O-W maintenance, and public facility and infrastructure maintenance and repair. An application may be obtained by visiting [www.cityofwhitehouse.com](http://www.cityofwhitehouse.com) or at the human resources office located at 105 College Street, White House, TN 37188. Return applications to the human resources office or faxed to 615-616-1058 or emailed to [humanresources@cityofwhitehouse.com](mailto:humanresources@cityofwhitehouse.com). Starting Compensation range: \$16.29 - \$19.85 hourly DOE Open until filled. EOE.

### SANITATION AND ENVIRONMENTAL SERVICES, DIRECTOR

**FRANKLIN.** The city of Franklin is soliciting applications for a director of sanitation and environmental services. The director is responsible for planning and directing the establishment of refuse collection routes and the assignment of personnel and equipment to serve residential and commercial customers. The director organizes overall management of transfer station operations, landfill and hauling contract, household haz-

ardous waste (HHW) drop-off and additional environmental services provided by the department of sanitation and environmental services. The director researches and implements additional environmental services to be provided by the department of sanitation and environmental services, or in partnership with other organizations/businesses. The position reports to the assistant city administrator of finance and administration. The required knowledge, skill, and abilities to satisfactorily perform job duties are normally acquired through obtaining a bachelor's degree from four-year college or university, plus six to eight years of solid waste management experience or an equivalent combination of education and experience. Required Certifications/Licenses: Solid Waste Association of America (SWANA) Certified, 40 hours of hazardous waste operations and emergency response training and required DOT manifesting and labeling training. All resumes must be submitted to: City of Franklin, Director of Sanitation and Environment Services Vacancy, 109 Third Ave. South, Franklin, TN 37064

### WATER PLANT OPERATOR

**COLLIERVILLE.** The position performs skilled trades work in the installation, operation, maintenance, and repair of town water system facilities including wells, pump stations, water towers, the distribution system, water hydrants, and water meters. Qualifications include: high school diploma or GED with concentration in a vocational program; supplemented by three years' previous experience and/or training involving water system maintenance, at least one year of which must have been operating experience in a Grade II water treatment plant; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must be in compliance with TDEC Rule 0400-49-01 and remain in compliance throughout employment. Must possess and maintain a valid driver's license. Job requires sufficient physical strength, stamina, and ability to pass a work related physical proficiency test and pre-employment examination. The work is physically demanding, may require lifting heavy objects, and may require working in inclement weather. Work environment at times could involve toxic or caustic chemicals, risk of electrical shock or work around moving parts. For full job description call (901) 457-2296. SALARY: \$32,425 - \$55,584 DOQ annually with excellent benefits package. Selection process may include: examinations, interviews, assessment centers, practical skills, etc. Drug testing may be required. Submit an original town of Collierville application to: Human Resources, 500 Poplar View Parkway, Collierville, TN 38017. Applications are available to download at [www.collierville.com](http://www.collierville.com) under Employment Opportunities, or you may obtain one from our human resources office. Applications must be submitted either by mail or in person to the above address. The human resources office is open Monday - Friday, from 8 a.m. - 5 p.m. EOE/Drug-free workplace.

### WASTEWATER UTILITY MECHANIC

**WHITE HOUSE.** The city of White House is currently accepting applications for wastewater utility mechanic. This position is responsible for skilled wastewater lift station work, collection system work; and performs related work as required. An application may be obtained by visiting [www.cityofwhitehouse.com](http://www.cityofwhitehouse.com) or at the human resources office located at 105 College Street, White House, TN., 37188. Applications should be returned to the human resources office or faxed to 615-616-1058 or emailed to [humanresources@cityofwhitehouse.com](mailto:humanresources@cityofwhitehouse.com). Starting compensation range: \$16.29 - \$19.85 hourly. DOE. Open until filled. EOE.

### TML Board of Directors meets Nov. 1

Notice is hereby given that the Board of Directors of the Tennessee Municipal League will meet in regular public session on Wednesday, Nov. 1, 2017, at 12:30 p.m. in the TML Board Room on first floor of the 226 Capitol Boulevard Building, Nashville, Tenn., for the purpose of considering and transacting all business that may properly come before said board. If reasonably possible, an agenda will be available on Monday, Oct. 30, at the offices of the Tennessee Municipal League, 226 Capitol Blvd., Suite 710, Nashville. Additional information concerning the above may be obtained from Jackie Gupton at 615-255-6416.

### TMBF Board of Directors meets Nov. 1

Notice is hereby given that the Board of Directors of the Tennessee Municipal Bond Fund will meet in regular public session on Wednesday, Nov. 1, 2017, at 8:30 a.m., local time, in the conference room of Suite 502 of the Tennessee Municipal Bond Fund, 226 Capitol Blvd., Nashville, for the purpose of considering and transacting all business that may properly come before said Board. Some members of the TMBF Board of Directors may participate in such meeting by telephonic means, which will be audible to any member of the public attending such meeting. If reasonably possible, an agenda will be available on Monday, Oct. 30, in the offices of the Tennessee Municipal Bond Fund, 226 Capitol Boulevard, Suite 502, Nashville, TN. Additional information concerning the above may be obtained from Jackie Gupton, 615-255-1561.

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## America's new front porches: public spaces

They bring people together. We need more of them.

**BY JOHN ROBERT SMITH**  
*Transportation for America*  
 Chairman and former mayor of Meridian, Miss.

In Meridian, Miss., the town where I grew up, people used to escape the summer heat by sitting on their front porches with a pitcher of lemonade. On those hot afternoons, they chatted with neighbors and strangers who passed by, sometimes inviting them up for a cool drink. They got to know each other that way.

Then air-conditioners showed up and moved everyone indoors.

Across America, we have turned inward to engage more with our televisions, computers, video games, and cellphones instead of with each other. This has led to less understanding of people who are "other," less acceptance, less compassion, greater discord — and sometimes, as recent events illustrate, even violence.

Today, our public spaces are America's front porches: places in our communities where people can mix and mingle, swap stories, do business, flirt, even protest — and all the other things that humans do when they rub shoulders with one another. And we need them now as much as — or more than — ever.

During my 16 years as mayor of Meridian, I came to recognize the need for these kinds of public spaces. But I also came to see that they don't just spring up spontaneously. We must create them intentionally, and to do that we must have a vision for the kinds of communities that we want our children and grandchildren to inherit.

I recently joined a study tour, organized by the Robert Wood Johnson Foundation and the Gehl Institute to Copenhagen, where I saw in the parks,

the streets, the sidewalks and the outdoor cafés a commitment to building a more social society whose public spaces promote the joy of mingling. Everywhere you go in Copenhagen, people mix with each other. They chat, they play, they listen to music or appreciate outdoor art together. They enjoy being part of the great congress of humanity.

These places are not necessarily grand. Many are tiny, simple spaces, perhaps just a patch of shaded ground between two houses with a couple of park benches. But they welcome everyone in the community. Many of them support physical activities like bike riding and walking. They promote health and they bring people together by connecting with everyday activities in ways that are easy and convenient.

We certainly have examples of intentional public space-making here in the United States. Take Chattanooga, for example. Surrounded by mountains and sitting on the banks of the Tennessee River, it had turned its back on its gorgeous natural assets. A six-lane highway separated the city from its river, which became horribly polluted. Civic leaders realized that they had to re-engage the community with its natural surroundings.

They cleaned up the river and took out several highway lanes to create an outdoor complex with grand steps that link the city's magnificent aquarium with the river. On a nice day, people are everywhere, eating lunch, playing or just sitting and watching the world go by.

In New York City, planning officials did the unthinkable: They removed traffic lanes at Herald Square to create a temporary outdoor space with tables and chairs and landscaping for people to claim — which they did, with great enthusiasm. Even in New York, people hungered for small, simple places where they could commune



John Robert Smith

with each other.

These days, in my current role with Transportation for America, I often consult with communities contemplating major renewal projects. I advise them to ask themselves three questions:

Who were you? Why did the founders of your community build it where they did? Was it because of proximity to a river or railroad? To start a farming community or a trading community?

Who have you become? Look in the mirror. What choices has your community made over the years, and what have been the results of those choices? What essential element of your community's identity has been lost and how can it be recovered?

Who do you aspire to be? Look 40 years into the future and imagine the community you want your grandchildren to inherit. If you can't, you may not be ready to begin your work.

In Copenhagen, they recognize that rich community life requires rich social interaction in public spaces — a social society, if you will. In America, we can create more vibrant and diverse communities for our children. And it's up to us as governors, mayors, council members, city planners, and engaged citizens to make that happen.

So let's ask ourselves: Who do we want to be as a place, as a people? And then let's design public spaces that nurture that vision and open our minds to the understanding of "neighbor."

## NATIONAL BRIEFS



**Rural motorists are less likely to wear seatbelts and more likely to die in car crashes**, according to a new study released by the Centers for Disease Control. The CDC's Rural Health Services *Morbidity and Mortality Weekly Report* found adult motor vehicle drivers and passengers in rural counties had a death rate three to 10 times higher than those living in urban counties. Drivers in rural areas were less likely to wear seatbelts at the time of fatal crashes than their urban counterparts. Self-reported seat belt use was also 14.1

percent lower in rural counties than in urban ones, where 88.8 percent of residents reported regular seatbelt use. The number of crash-related deaths for urban drivers and passengers has decreased since 2014 while the same number of rural drivers and passengers has increased.

**The U.S. economy lost 33,000 jobs in the aftermath of Hurricanes Harvey and Irma last month**, the first decline since September 2010. The unemployment rate declined slightly to 4.2 percent. While economists expected a growth slump due to the hurricanes, numbers were

worse than initially predicted. The number of Americans who filed for unemployment benefits hit a two-year high in the first week of September.

**Most U.S. households will see higher heating expenditures this winter**. The U.S. Energy Information Agency (EIA) said colder weather and higher fuel prices will increase heating costs. The average U.S. household can expect to pay about \$644 to heat a home with natural gas, \$980 with electricity, \$1,462 with heating oil, and \$1,661 with propane.

## No loan is too large or too small



The city of Clinton and the Clinton Utilities Board recently closed a \$7 million fixed rate draw down loan with the Tennessee Municipal Bond Fund to be used on electric system improvements. Pictured are: bottom row (L to R) Gail Cook, Clinton finance director; Scott Burton, Clinton mayor; and Gina Ridenour, Clinton city recorder. Back row: Dudley Fagan, Clinton Utilities finance director; Greg Fay, Clinton Utilities general manager; and Steve Queener, TMBF marketing representative.



The city of Three Way closed a \$2 million fixed rate loan with the Tennessee Municipal Bond Fund to finance various projects, including a new city hall, street and road improvements, and equipment. Pictured are Mayor Larry Sanders and City Recorder Susan Rogers.

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



**Oct. 27-29: Morristown Mountain Makers Festival**  
 Hosted at the historic 1892 Rose Center, this festival is filled with juried fine arts and crafts, live music, dancing, storytelling, children's activities, food, and expert demonstrations of time-honored traditions. For more information go to [www.rosecenter.org](http://www.rosecenter.org)

**Oct. 28: Livingston Fall-O-Ween**  
 Enjoy more than 100 booths for trick-or-treating, games with prizes, bouncy houses, hay/wagon rides, music, and ghost stories. For more information go to [www.overtontco.com](http://www.overtontco.com)

**Oct. 28: Franklin 34th Annual Pumpkinfest**  
 From 10 a.m. to 6 p.m. along Main Street in downtown Franklin. Event features kids' activities, putt-putt golf, pet and kids costume contests, pumpkin carving, music and food. For information, go to [www.historicfranklin.com/events/event/pumpkin-fest](http://www.historicfranklin.com/events/event/pumpkin-fest)

**Oct. 31: Greeneville Halloween Happenings**  
 Event will be held from 4 p.m. to 6 p.m. in downtown Greeneville. All events are free and the public is invited. Merchants, professional offices, banks, churches and the county courthouse will be prepared to treat youngsters with candy if children are under 13 years of age and are accompanied by a parent or guardian. For more information contact Jann Mirkov at [director@mainstreetgreeneville.org](mailto:director@mainstreetgreeneville.org).

**Nov. 3-4: Portland A Portland Country Christmas Craft Show**  
 This free craft show will be held from 5 p.m. to 9 p.m. on Friday and 9 a.m. to 4 p.m. on Saturday at 106 North Broadway. For more information, contact 615-325-2386.

**Nov. 4: Germantown Germantown Oktoberfest**  
 Be a part of this inaugural festival that will put the German back in Germantown. Focused on fun, family, and tradition, the festival is estimated to draw an attendance of 20,000 or greater. Presented by the Germantown Education Foundation, Germantown Oktoberfest is expected to become the largest annual fundraiser for the Germantown Municipal School District. For more information or to purchase tickets, visit [OktoberfestGermantown.com](http://OktoberfestGermantown.com).

# Location, logistics advantages bringing big business to TN cities

LOCATION from Page 1

a boon to recruiting industry.

"We are located on I-40 and we have that north-south corridor Highway 111 that runs from Kentucky to Georgia," she said. "We are four hours from Atlanta, four hours from Cincinnati and between Nashville, Chattanooga, and Knoxville. Academy Sports and Outdoors decision to locate here is just a prime example of our accessibility. A lot of companies looking for sites are trying to find ground zero — the area where their transportation costs are as low as they can be — and we were very close to ground zero because of our infrastructure. From a municipal standpoint, we are rural community and we are a prime example of how infrastructure can bring good momentum."

The ability of Tennessee and its cities to meet the logistics needs of manufacturers is one reason many industries are growing in the state. The ability to ship to multiple markets is one of the reasons why the automotive industry has transitioned to Tennessee and the southeast.

Borden said the logistics are also one of the reasons why Memphis is considered by many to be the logistics and shipping capital of the U.S. The city is located 500 miles from the mean center of U.S. population through roadways, the Port of Memphis on the Mississippi River, and the Memphis International Airport — the second busiest cargo airport in the world after Hong Kong.

"Behind manufacturing, warehousing, distribution and logistics continues to be one of our major clusters," Borden said. "Memphis is extremely strong in that particular area due to its location. Memphis is a global distribution center for air and trucking, especially with I-40. It's the second most heavily traveled interstate on a trucking basis, and Memphis is about halfway across from that standpoint. That helps manufacturers and retail distribution centers have a choice when it comes to shipping their goods. Plus, we have the benefit of those warehousing and distribution companies located in our state. Most major retailers have very large distribution centers nowadays. We have five Amazon fulfillment centers in our state."

While Detroit was once known as the Motor City for its wealth of automotive manufacturers, Tennessee has been touted as the new center of vehicle manufacturing in the U.S. Borden said every part of the state has seen some sort of impact from the industry, whether from vehicle companies themselves or the suppliers who make parts and products for assembly.

"The automotive cluster is the No. 1 industrial cluster for the state of Tennessee," he said. "There are three OEMs operating in our state: Volkswagen in Chattanooga, Nissan in Smyrna and Decherd, and General Motors in Spring Hill. The Nissan plant in Smyrna is the largest auto manufacturing plant by volume in America. We also have a lot of OEMs surrounding our state. The great thing about the automotive industry is there is a very diverse and robust supply chain that goes along with the OEMs. There are more than 925 automotive supply companies located through our state."

## ECONOMIC DIVERSITY

While the auto industry is one of the state's largest employers, the departure of much of the industry from Detroit and surrounding communities in southeastern Michigan should still serve as a lesson to other cities about the dangers of relying on a single industry for support.

Borden said Tennessee has worked to ensure its economy isn't relying on all having



Each red dot on this map created by the Tennessee Department of Economic and Community Development (TNECD) shows the location of all industries in the state dedicated to automotive manufacturing or supply. Of Tennessee's 95 counties, 80 are home to some automotive-related company, either serving one of the three auto companies in the state - General Motors, Nissan, and Volkswagen - or in surrounding states. Logistics is a major reason these companies have chosen Tennessee.

all its eggs in one basket. He said the state has electronics companies, the home appliances manufacturers, food and agribusiness industries, and medical device manufacturing.

"After the automotive industry, if you look around, Tennessee really is a diverse state economically," Borden said. "I often go places and ask if anyone knows what the No. 1 export in Tennessee is. Most people think it's Jack Daniels, but it's actually medical devices. Nashville has actually gotten the nickname of the Silicon Valley of Healthcare."

Holden said a diverse economy is becoming more and more important, especially for smaller communities.

"It's important to have someone there to pick up the slack," he said. "We have a wealth of industries in Dyersburg ranging from food to automotive parts to distribution and logistics companies to ERMCO, which manufactures electrical transformers and NORDYNE, which makes air conditioning parts. We are fortunate that we have had folks with the foresight to see that and take steps in that direction."

Keifer said leadership is key to providing opportunities to diversify the local economy.

"Leadership is key to diversifying, and we are blessed that our past leadership knew that," she said. "We have always had a kind of broad and diverse industry, especially from a manufacturing standpoint. A lot of our successful smaller businesses started here and grew. I think it's very important to have a broad base, especially for rural communities."

The more modern challenge is that what draws diverse companies to an area is often changing.

"It's a moving target, constantly," Keifer said. "Maybe 20 years ago everyone was looking for the same thing, but I don't think it will ever go back to that. There is a new normal. Even companies that are reshoring are coming back for a whole different set of reasons than they left for. You have to be very intuitive and tap into those needs. Even the recruitment of foreign direct investment as changed."

Diversity can also mean companies from different countries. Dyersburg has industries with parent companies based in Japan and Germany.

"Develey is a company that makes mustard and has been looking to expand its lines in our area," Holden said. "We were where they chose to open their first North American facility, which is a big deal for a town like Dyersburg. I've met with their CEO several times and he even came up with us to the governor's economic development conference to talk."

Foreign investment is becoming just as important for rural communities as it is for urban ones as the economy becomes more globalized.

**"We call it a site selection game, but at the end of the day it's more like a site elimination game. The idea to be the winner of this game is to have the site and be the last person standing, so to speak, that meets the criteria these projects want the best."**

— Allen Borden,  
TNECD deputy commissioner  
of business, community  
and rural development

"We will soon be closing on our second foreign-direct investment in our business park," Keifer said. "Who knew that little Cookeville could be the home for their first U.S. company. Their key grabbers were totally different than Ficos, who already had a North American hub. This company literally had to create a U.S. company to move here."

## GUIDING INDUSTRY

While municipalities can't exactly pick and choose what industries decide to open up in their area, Borden said the state wants to work with cities and towns to make sure they have the resources they need to be competitive. Programs like Workforce 360, the ThreeStar program, Select Tennessee Certified Sites, and site development grants work with communities to give them the best chance to compete economically.

"Whereas we would love to be able to have the latitude to place these projects in different areas across the state, the fact of the matter is that we don't drive the projects locations; the company's drive that," Borden said. "With that said, what we try to do in working with our regional partners, especially TVA, is have a number of different programs as they invest in themselves. We want to partner with our communities all across the state, join arms with them, and help them develop these industrial sites."

Borden said meeting workforce needs of companies may become a challenge in the future.

"On one hand, we have been blessed to have the lowest unemployment in the Southeast right now," he said. "Still, we have to continue to deliver that workforce so our existing companies can continue to grow and thrive as well as for other companies to invest here."

Holden said there are ways local leaders can help guide industries and target companies they feel would be an asset for their area.

"We do try to target certain industries by seeing what sort of resources they are looking for," he said. "Nowadays, a company may check you off the list without you even realizing they're looking at you. It's more of an elimination process than an inclusion process. Because of that, we try to always make sure we have our websites updated and information out there and easy to access for companies to look at. It can be a little easier to recruit retail than major manufacturing, but it can be done. We also try to be honest and tell companies what we can and can't do for them. It doesn't work to bend the truth. You have to be honest and open."

Keifer said the city has tried to target certain industries by producing an economic development guide, joining the four-county Highlands Economic Partnership, and going to trade shows for industries they are hoping to see grow in the community.

"From a municipal standpoint, I think the key factor for leadership is to be able to determine where that tipping point is," she said. "They are looking for reasons to eliminate you. We aren't exactly a secondary city; I would call it a tertiary city. We are the largest micro-politan in the state. Big cities are seeing great growth, but if you look at communities like us, Maryville, Jackson, Cleveland, and others are seeing that trickle down growth. When you see that communities like us are seeing that success, it shows how well the state as a whole is doing."

Borden said a good, ready site that meets a company's needs can often mean the difference between landing an industry and losing out on one.

"The truth of the matter is when these companies are out looking at sites for their facilities, you are not only in a competition with other communities within the state but also states in five, six, seven even as many as 10 different states we compete with," Borden said. "We call it a site selection game, but at the end of the day it's more like a site elimination game. The idea to be the winner of this game is to have the site and be the last person standing, so to speak, that meets the criteria these projects want the best. You can have great inventory from a site standpoint, but if you don't have a good workforce, you aren't going to be successful. We encourage

all communities to invest in their workforce and talent. You have to link economic development with education."

Holden said education is a major way smaller communities can both invest in themselves and create a needed workforce to attract diverse companies.

"We have really invested in education, and it says a lot that our state has invested in education," he said. "Now with Tennessee Promise and Tennessee Reconnect, people can go to a TCAT or vocational technical school and get a certificate or degree, which will then help you in the workforce. I think it says a lot about our state and about Gov. Bill Haslam that we are making this possible."

Keifer said smaller municipalities often face the challenge when it comes to competing for industry.

"From a rural perspective, you have to be good at all of it. It is not as easy for companies to locate in smaller communities," she said. "Because some of the larger cities in the state have grown so fast, it is appealing to some but not to others. Being able to capture those key drivers for a company has been critically important for our growth and partnerships with our new companies and existing and expanding companies as well. You have to provide that good solid community development piece whether its education or parks or health care."

Despite the challengers, Keifer said small communities can still find their own niche and what works for them.

"We are the smallest city in the state with a symphony," she said. "We have two great farmers markets. The city still owns its hospital, which has an impact. We also still own all our utilities, which is great for ease of construction and begin able to hit timelines. It can become a huge barrier just dealing with the utility piece of a new or expanding company."

In addition to recruiting new industries, Holden said it is essential to retain good relationships with established companies. Those relationships can be what keeps a company in town or helps them expand.

"Maintaining relationships with existing industries is key," he said. "We try very hard to make sure we have good relationships with our existing industries and their executives. New companies are exciting, but we also have some companies that have been in our community since the 1940s. We don't want to forget them or ignore their needs. We have an existing industry roundtable that meets to discuss what we can all do to foster industry and growth."

## EMERGING INDUSTRIES

To maintain this economic diversity, investing in new and emerging industries is also important. Borden said the state has seen trends for industries that are starting in or coming to the state.

"We are certainly seeing more healthcare information technology," he said. "I think we will see more and more IT jobs coming to the state. The great thing about them is those are high-paying jobs. I also think the metro areas will see the financial services industry continue to grow."

Tile is becoming big business in Tennessee as well.

"We have been very successful in recruiting several ceramic tile companies to the state, mainly from Italy, but we have also recently located a Chinese tile company," Borden said. "They want to get more involved in the U.S. market and have landed here. Part of the reason for that is the logistics and the geographic location. Ball clay is another reason ceramic and porcelain tile makers are locating here. It is the primary raw material they use, and we have an abundance of it in Tennessee."

Tile is one of the emerging industries Keifer said Cookeville has been exploring.

"From a sector standpoint, we are seeing an industry in tile-manufacturer," she said. "They are similar to the automotive industry in that the tile industry has to be close to suppliers, and they have Tier I and Tier II suppliers. We have a relatively large tile manufacturer located in the state, which is helping bring other related industries to the area."

Cookeville also recently became the home of SAIC, a global company headquarters in Virginia that does government contract work on the federal level.

"It's a very nice wage and average salary with the facility here; it's about \$60,000 a year," Keifer said. "You want your citizens to have that extra money so they can take a vacation, take care of an elderly parent or a special needs child or just go to the movies. I think we are very conscientious and our leadership is very conscientious of that. It's great to see an increase in that per capita income, because our job is to increase that per capita income in Tennessee. We want to create an opportunity for everyone in Cookeville to be paid well."



Dyersburg officials break ground on the new Develey Mustard and Condiment plant in 2016. Founded in Bavaria in 1845, the German-based food manufacturer chose Dyersburg as the location of its first-ever North American plant. Production began in June 2017. Develey is one of 1,000 registered food and beverage manufacturers operating across the state of Tennessee.



Employees and officials with Academy Sports and Outdoors celebrate the grand opening of the company's distribution warehouse in Cookeville. The city's location and the ability to widely distribute ordered goods from the area was one of the reasons why the company chose Cookeville for the facility. As the importance of ecommerce and quick delivery to consumers around the nation grows, companies are opening up warehouse and distribution facilities across the state to meet customer needs.