

## Class action suit filed against travel groups to recoup hotel/motel taxes

BY CAROLE GRAVES  
TML Communications Director

We've all seen the commercials where William Shatner is chopping hotel rates as part of Priceline's promise to secure the best travel deals for its customers. But what many may not realize is that Priceline, along with other online travel companies (OTCs), is collecting hotel occupancy taxes from consumers but only remits to local and state governments a fraction of the taxes collected.

Over the past several years, state and local governments have become aware of OTCs' unfair business practices and have initiated collection actions against them.

In Tennessee, the city of Goodlettsville is the lead plaintiff in a certified class action suit against online travel companies. The suit could mean millions of dollars in recovered hotel taxes for some of Tennessee's larger cities and \$10,000 to \$100,000 for the smaller cities that collect a hotel/motel tax.

"Right now we are still working in rough estimates," said Todd Moore, local counsel for Goodlettsville. "We will have a better idea in the next two to three

months of the amount of lost revenues once we complete the financial data."

OTCs like Expedia, Travelocity, Orbitz, Priceline, and Hotels.com contract with hotels to control and sell hotel rooms over the telephone and Internet. The travel companies pay discounted rates to hotels that are not disclosed to consumers. The OTCs charge consumers a full, marked-up retail rate and collect hotel taxes based on the retail rate. They also typically charge consumers a processing fee.

The lawsuit claims that OTCs only remit to taxing authorities hotel taxes based on the discounted rate. The travel companies then pocket the difference between the amount the consumer pays in taxes and processing fees, and the amount of occupancy taxes paid to the hotel.

"Based on the recent court rulings, we are optimistic about this case moving forward to trial or resolution – probably within the next year," said Moore.

The court previously denied a



Travelocity, Priceline, and other online travel companies (OTCs) are collecting hotel occupancy taxes but only pay a fraction of the taxes collected to local and state governments. A class action lawsuit has been filed against the OTCs to recover hotel taxes on the retail price and not the discounted price.

Motion to Dismiss in which the defendants (OTCs) argued that they are not subject to the city's tax ordinance because they cannot be considered "operators," as defined in the city's code. The court also rejected the defendants' argument that the difference between the retail rate and the wholesale rate is not subject to the tax.

There are approximately 128 taxing authorities in Tennessee that collect hotel occupancy taxes and See **HOTEL TAX** on Page 5

## TDEC mandate to reduce landfill waste rejected

BY DENISE PAIGE  
TML Government Relations

In an Aug. 3 meeting, the Solid Waste Disposal Control Board (SWDCB) considered Tennessee Department of Environment and Conservation's (TDEC) solid waste reduction proposal, a rule package that would have required municipalities to make a number of changes to current waste handling procedures.

After hearing public comments from the Tennessee Municipal League and other major stakeholders, the SWDCB elected not to adopt the rules by a vote of 6-4.

Under the proposed rules, municipalities with populations greater than 20,000 are deemed "major covered local governments" and would be required to reduce the waste stream going into their landfills by 20 percent before Dec. 31, 2015.

Municipalities with populations less than 20,000 are deemed "minor covered local governments" and would be required to meet a waste reduction goal based on yet to be developed standards by the TDEC. All local governments would be required to participate in waste reduction planning. Failure to comply

with the rules may result in the assessment of civil penalties of up to \$5,000 per day. The full proposal may be reviewed at <http://tn.gov/environment/swm/prwr/taskforce.shtml>.

Improvements have been made to the proposal since its initial introduction, however TML still has concerns and reiterated those concerns during the public hearing, including;

- The proposal is an unfunded mandate;
- Lack of a cost benefit analysis, despite numerous requests to TDEC to produce this information;
- Smaller cities will be subject to vague standards that have not been developed; and
- Larger cities will be compelled to meet waste reduction requirements, beyond 2015, that have not been quantified.

While the Solid Waste Board did not take any formal action, members discussed sending the proposal back to the Waste Reduction Task Force to be reevaluated.

TML appreciates the cities that provided feedback to our questions and surveys. TML will continue to monitor this issue and keep you apprised of any developments.

## New police accreditation program in full swing

BY VICTORIA SOUTH  
TML Communications Coordinator

Bristol and McMinnville are enjoying state accreditation status today through a program that for years was only a dream. Described as the "high water mark" of his 33-year career, Rex Barton, Municipal Technical Advisory Service Police consultant, can't say enough positive things about the new state police accreditation program he helped to develop and manage in partnership with the Tennessee Association of Chiefs of Police (TACP).

Administered by TACP in conjunction with a Professional Standards Committee, the Tennessee Law Enforcement Program can be a less costly alternative for smaller agencies than the current national accreditation program CALEA.

"CALEA is a wonderful organization, but it is extraordinarily expensive," said Barton. "There are 260 police departments in Tennessee and less than 25 are CALEA accredited. We've been toying with the idea for some time to have an alternative, not a competitor, but an alternative for agencies that otherwise would not be able to be accredited."

Like the national program, benchmarks measuring the effectiveness of numerous goals and objectives must be met and documented such as proper and adequate policies and procedures to deal with the use of deadly force. "If you're going to go



Pictured at the formal presentation of McMinnville's state accredited status are left to right: Michael Fann, TML Risk Management Pool loss control director; Rex Barton, MTAS police management consultant; McMinnville Police Chief Charlie Sewell; McMinnville Police Officer Denton; and Knoxville Deputy Police Chief Gus Paidousis.

out and conduct traffic enforcement, how do you know if you're doing a good job if you don't have a process in place to measure your success?" explains Barton.

The initial steps, Barton said, began two and a half years ago with a committee headed by McMinnville Police Chief Charlie Sewell and Knoxville Deputy Chief Gus Paidousis. "The committee worked really hard to study other state's accreditation programs to determine what would be suitable standards for

Tennessee police departments," Barton continues.

Most of the state's standards are similar to the national program, according to Barton. A crossreference of state agencies, Bristol, which is dual accredited, McMinnville and Belle Meade were selected as pilot cities. Belle Meade's status was delayed by devastating flood waters in May, but the city is expected to become fully accredited this fall.

"We are pleased to see this effort," said Barton. See **POLICE** on Page 3

## Gov. Bredesen warns parents of tougher K-12 standards

*Kingsport lauded at Straight to the Top Conference*

BY TIM WHALEY  
Kingsport PIO

Declaring that Tennessee has "moved the goal posts" on K-12 achievement standards to make high school diplomas meaningful, Gov. Phil Bredesen warned parents that they should not be shocked if their child is no longer academically proficient when new standards are set by the State Board of Education. Bredesen said the changes were essential given that state tests indicate 80 percent of all students are proficient in math, but only 21 percent of students score mathematically proficient on the National Assessment of Education Progress test.

"There's only one reason that could be, and that is, our tests are way too easy," Bredesen said, while urging the public and lawmakers not to backslide on tougher standards as he leaves office in six months. "To hand someone a diploma who does not have the skills to go out and be successful in college or at one of these (high-tech) companies is not



Photo by John Morris

State and national leaders on education, Gov. Phil Bredesen and other officials across the country converged upon Kingsport for the Straight to the Top Conference on education.

doing anybody any favors or helping us to succeed.

"It may be uncomfortable," Bredesen continued, "but I know you really want what is best for your

child. And your child is out competing against a lot of people who have these skills, some of whom are in this country, and some who are not."

See **STANDARDS** on Page 3

## Tommy Green joins Bond Fund staff

Charles G. Bones Seivers, President and CEO of the Tennessee Municipal Bond Fund, announced that Mayor Tommy Green of Alamo joined the TMBF staff July 1 as part of continuing efforts to serve cities in Tennessee.

Green has been the Mayor of Alamo for 24 years, is a member and past president of the Tennessee Municipal League, and has served as chairman of the Tennessee Municipal League Risk Management Pool Board of Directors.

In making the announcement, Seivers stated, "Tommy has been active in city government for many years, serving on city, county, and state boards, and knows many city and county officials across the state on a first name basis."

Green will be assigned to West Tennessee, but is available to work anywhere in the state as his services are needed.



Tommy Green

"We are very fortunate to have a man with Tommy's experience, knowledge, and willingness to work joining the TMBF staff. He will be a tremendous asset and we look forward to working with Tommy," Seivers said.

## Deadline approaching for local-option flood relief

In June, the General Assembly adopted legislation authorizing cities within a federally-declared disaster area in the wake of the May flooding to provide, by 2/3 majority vote, additional tax relief measure to assist qualified owners of flood-damaged real and tangible personal property.

Governing bodies may authorize this additional relief by resolution; however, such a measure must be adopted prior to Sept. 1, 2010. Municipalities that choose to adopt such relief must also notify the county property assessor that they have adopted a resolution approving proration prior to Sept. 1, 2010.

### Summary of legislation

Prior to enactment of the new law, State law only allowed for the proration of assessments of property damaged in a disaster if the property was not replaced or restored prior to September 1st of that tax year. The legislation enacted would allow a city to grant the county assessor the authority to prorate the annual assessment of qualifying property for the actual period of time the property is destroyed and not replaced or is substantially damaged, regardless of whether that property is restored or replaced by Sept. 1, provided it is longer than 30 days. Neither the prior law nor the new law makes any provision for proration of land values.

### Hypothetical example:

One owns a home or business within a federally-declared disaster area and their home or tangible personal property was rendered uninhabitable or unusable as a result of the flood. The owner had the home,

business, or equipment repaired and moved back in to the home or business or began using the equipment on Aug. 25. The governing body of the city in which the owner resides or operates a business adopted a resolution by a 2/3 majority vote authorizing the proration of assessments for qualified owners.

### Prior law:

While the owner was unable to occupy residence or business or use equipment for more than 30 days, the owner would not be eligible for proration of annual assessment because the home, business, or equipment was repaired or restored prior to Sept. 1.

### New law:

The owner would be eligible for proration.

### Eligibility criteria for owners:

1. The municipality must be within a county that is included in a federally-declared disaster area.
2. The local governing body of the municipality in which the property is located must adopt an authorizing resolution by a 2/3 majority vote.
3. Affected property must be substantially damaged or unfit for use or occupancy for a period of at least 30 days (real property) or destroyed, damaged and not restored or replaced for a period of at least 30 days (personal property).
4. Damaged property must be replaced or restored by Sept. 1, 2010. (Property not replaced or restored after Sept. 1, 2010, would be covered under prior exception.)
5. Owner must apply for the proration by Sept. 1, 2010, using a form approved by the Director of the Division of Property Assessments.



NEWS  
ACROSS  
TENNESSEE



BY TML STAFF REPORTS

ALCOA

Alcoa City Manager Mark Johnson has accepted Alcoa Director of Schools Tom Shamblyn’s challenge to compete in a charity softball game that will benefit the Alcoa City Schools Family Resource Center and East Tennessee Children’s Hospital. The Aluminum City Rumble is scheduled for 6:30 p.m. Aug. 27 at Alcoa High School’s baseball field.

ATHENS

Athens has been awarded the Governor’s 2010 Environmental Stewardship Award for Aquatic Resource Preservation. With two streams listed on the state’s “impaired waters” list, the city teamed up with the local YMCA to convert a traditional parking lot into an all-green parking area, showcasing various green technologies. Located on city property behind city hall, the lot uses pervious concrete and pavers, geoblock green paving and rain gardens. These technologies have an approximate 50-year life as opposed to asphalt with a 20-year life. The rain gardens allow the rain to percolate through six inches of stone underneath the lot and clay berms to keep water in the garden’s sub-base longer. Athens supplied the labor and equipment, saving a total of \$60,000, while a local Eagle Scout built an educational kiosk with the first green roof in the county.

BARTLETT

The city held an unveiling recently of the 2010 Mayor’s Youth Council Project. Mayor Keith McDonald established the council to help determine what middle and high school age residents want for their city. Each year the students take on a service project to better the community. This year, they chose to incorporate artwork at W.J. Freeman Park. The student council distributed ceramic tiles at their schools to be painted by their classmates. The theme for the finished project is “Dreams.”

CHATTANOOGA

Wrigley Co. is planning its biggest expansion since it came to Chattanooga five years ago, as the confectionery maker brings production of Life Savers mints to the city. The

company will undertake a \$28 million expansion at its Jersey Pike plant and create 40 to 50 jobs. The expansion for Wrigley, which already employs about 265 full-time and temporary employees in the city, includes a renovation of the site and installing more equipment. Work at the plant will include adding a third level to part of the facility.

FRANKLIN

The Franklin Solid Waste Department collected 35.33 tons of recyclables in the first week of the new Blue Bag Curbside Recycling program. Thousands of local households participated totaling about 28 percent of the total households in the collection routes. Sixteen local retailers are selling the blue bags; many are helping with the education about the program by wearing stickers promoting the service or displaying signs and brochures. The program, where residents set up a container with a blue bag and put their recyclables in it each day, is voluntary.

JACKSON

Toolmaker Stanley, Black & Decker will close its distribution center in Jackson, eliminating about 80 jobs. According to a company spokesperson, the center will shut down April 1. Two other Black & Decker plants in the city continue to employ more than 500 people.

MEMPHIS

Diesel engine manufacturer Cummins Inc. will shift 100 jobs to San Luis Potosi, Mexico by November. Cummins will keep 200 workers at the former Diesel ReCon plant, where it will invest \$3 million in an upgrade to focus on rebuilding turbochargers. The plant’s other operations, rebuilding parts that range from water pumps to air compressors, will move to Mexico, where Cummins has had a presence for more than 25 years. “This is not just a move for lower labor costs. It’s truly about responding to a demand to get more efficient,” company spokesman Mark Land said.

MEMPHIS

Tennessee Agriculture Commissioner Ken Givens presented the Memphis Farmers Market with a \$100,000 grant to improve its pavilion.

ion. The money will be used to build an open-air covering over the vending space located in the parking lot perpendicular to the existing pavilion. The project is expected to be completed by next April. However, the MFM still needs to raise more money for the project, which expected to cost \$360,000. People can make online donations at [memphisfarmersmarkt.org](http://memphisfarmersmarkt.org).

MT JULIET

Construction on Bel Air West, a new 45-acre development in Mt. Juliet, should start later this year. The first building to go up will be a two-story, 25,000-square-foot medical office building at the corner of Beckwith Road and Interstate 40. The building will be anchored by Summit Medical Center and owned by Nashville-based Healthcare Development Associates. Construction of the building, dubbed Bel Air West Medical, should conclude by the end of 2011.

MURFREESBORO

NHK Seating of America, Inc. has announced plans to locate a manufacturing facility for automotive parts near the intersection of I-24 and Joe B. Jackson Parkway in Murfreesboro. NHK will spend nearly \$54 million to construct the facility beginning in October 2010, and the facility is expected to employ up to 224 workers when all phases of production are implemented in 2015. NHK is headquartered in Franklin, Ind., and has been in automotive parts production in the U.S. since 1987. Initial production at the Murfreesboro facility will be the manufacture of automotive seat frames, but company officials say they hope to expand the product line over time.

MURFREESBORO

Murfreesboro’s housing market has been listed as one of the most affordable in the country by *Money Magazine*. The 101,000-resident town ranked No. 20 in the most affordable homes category of Money’s 2010 Best Places to Live list for the nation’s small cities. Murfreesboro had a median home price of \$141,000 and median family income per year of \$68,620. Murfreesboro was the only Tennessee city to make the list of 25 U.S. cities with a population of 50,000 to 300,000.

NASHVILLE

Despite flood damage, the temporary closure of the Opryland Hotel and the threat of lost convention business, Music City’s hotel tax revenues held firm in May, slipping only 2.2



Bartlett Mayor Keith McDonald and Alderman Emily Elliott attended an unveiling ceremony at W.J. Freeman Park of “Dreams,” an art project completed by the 2010 Mayor’s Youth Council.



The city of Martin celebrated the grand opening of their new city hall with a ribbon cutting ceremony July 2. The upgraded municipal building, the site of the former First State Bank off University Street in downtown, which was purchased for \$1.5 million, houses a courtroom, drive-thru windows and night deposit boxes.

percent from a year earlier rather than suffering a feared 20 percent collapse. Nashville hotel rooms in May were filled with flood relief workers who took the place of temporarily lost out-of-town visitors, but enough conventions were rebooked from Opryland to other local hotels that city officials and hospitality leaders said the early May floods weren’t a crippling blow. The city’s 6 percent hotel tax collections in May came in at \$2.155 million, compared with \$2.2 million in 2009, according to the Davidson County Clerk’s office.

NASHVILLE

Nashville ranks 37th among 51 large cities in the percentage of residents who volunteer, according to 2009 numbers from the Corporation for National and Community Service’s Volunteering in America report. Although the number of volunteers rose

from 2008 to 2009, the city dropped two spots in the annual rankings as numbers increased heavily across the nation. “It could be as a result of people being energized by national politics and wanting to get more involved in their community,” said Jim Snell, executive director of Volunteer Tennessee. “(It) also could be the result of several large events that have happened, including hurricanes and national disasters, elsewhere in the country and in the world.”

WESTMORELAND

Westmoreland recently changed its designation from a town to a city. The chamber board of directors proposed the name change and presented it to the council, who voted 4-1 to pass the resolution. Both parties had discussed the proposal for some time agreeing that the “city” title serves the best interest of the community.

PEOPLE IN THE NEWS

BY TML STAFF REPORTS

Longtime U.S. District Court Judge **Robert L. Echols** has retired from the bench and joined the Nashville law firm Bass, Berry & Sims. Echols became a federal judge in 1992 and was eligible to retire with full pay three years ago, but stayed on to help with heavy caseloads in the Middle Tennessee district.

Councilwoman **Margaret Feierabend** has been elected to serve as Bristol’s mayor for the next year. The vote ushered in Feierabend’s second reign as the city’s mayor; in 1997, she was the first woman elected to the position. During the past year, Feierabend has been actively involved in efforts to reduce local obesity rates – especially among children and provide access to health care for residents who lack transportation.



Feierabend

**Mark S. Watson**, 55, former city administrator in Yuma, Ariz., has been hired as Oak Ridge’s new city manager. Watson will begin Aug. 9



Watson

**Tracy Baker**, an MTAS Post-graduate MPA Intern, has been named Sevierville Assistant City Administrator. Baker participated in the two-year internship program where she had the opportunity to work in Athens, Cleveland, Cleveland Utilities, Collegedale, Dayton, East Ridge, Etowah, Signal Mountain, Soddy-Daisy and the Southeast Tennessee Development District.



Baker

Johnson City Press Vice President and Publisher **Art Powers** took office as president of the Tennessee Press Association. TPA is the trade

association of the state’s newspapers. It is composed of 26 daily newspapers and 98 non-daily newspapers. Powers became vice president and publisher of the *Press* in 2002. He also oversees three weekly newspapers in East Tennessee.

**Bill Widener** retired June 30 after serving 22 years as the Caryville Police Chief. Widener has served longer than anyone in the city’s history. Chief Widener is being replaced by Johnny E. Jones.

**Mary Freeman** has been elected by Tennessee Regulatory Authority directors as chairwoman for the coming year. She will be responsible for all administrative and fiscal operations. Freeman, a Memphis native, has been a TRA director for two years. The TRA has jurisdiction over privately owned utilities including electric, telephone, water and wastewater, natural gas and methane gas along with safety inspections of the state’s natural gas pipelines.

Former TML employee Patty Huffer dies

Patricia Lee Huffer, age 61, passed away July 20 at Vanderbilt Hospital. She is survived by her husband, Dennis Huffer, former attorney with the Municipal Technical Advisory Service and the TML Risk Management Pool.

Patty worked for the Tennessee Municipal League for 15 years from 1986 to 2001 as a staff assistant. She loved Tennessee’s cities and their officials and dearly loved working for them at TML and with the Tennessee Municipal Attorneys Association.

A native of Knoxville, Patty graduated from Young High School where she played the clarinet in the Young High Band. She continued her marching band career in college at the University of Tennessee. After two years at UT, she transferred to East Tennessee State University, where she earned a bachelor’s degree in education. She then returned to UT and earned a master’s degree in early childhood education with extensive course work in speech pathology.

It was 1 9 7 4 , while she was working on her master’s degree at UT that she met her future husband Dennis, who was in law school at the time.



Patty Huffer

She is also survived by brothers, Samuel P Thrower III and William Thrower; sister, Kathy Verble; nieces, Tiffany Thrower and Kaylee Verble; nephew, Brandon Thrower; aunt, Kathleen Weigel; goddaughters, Donna Irie and Kami Emert; godsons, Josh, Shaun and Chris Knight; god-grandchildren, Mary Spencer, Lindsey Irie, Toshi Irie and Lena Emert.

Tribute gifts in memory of Patty, may be made to the Vanderbilt Children’s Hospital.

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# Shelbyville celebrates 200-year birthday bash



Photo by Kent Flanagan/Shelbyville Times Gazette

Mayor Wallace Cartwright, left, and Al Simmons of the Bedford County Historical Society unveiled a new historic marker commemorating Shelbyville’s 200th Birthday. The marker notes the establishment of the town in 1810 by Clement Cannon and Shelbyville’s namesake, Revolutionary War General Issac Shelby.

Shelbyville celebrated its 200th birthday July 17 with classic cars, historical displays, live music, hot chili, and plenty of fun for people of all ages.

The birthday party began with the crowd “blowing out” 200 electric candles that adorned the four by six foot “cake” that had been constructed for this day.

“I don’t know a place I love

any better, or would want to be than Shelbyville, Tennessee,” said Mayor Wallace Cartwright, as he and Al Simmons of the Bedford County Historical Society unveiled a new historic marker at City Hall commemorating the occasion.

In addition, two time capsules will be buried next to the marker next January.

## Bredesen warns of tougher standards

STANDARDS from Page 1

Bredesen, delivering the keynote address for Kingsport’s Straight to the Top Conference at MeadowView Conference Resort & Convention Center, applauded Kingsport and Sullivan County for being quick to realize this fundamental connection between a truly educated workforce and a stable local economy.

“Site selection consultants used to dismiss Kingsport as a part of the rust belt with a lot of old industry,” Bredesen said. “Nobody says that today. This is a part of our state that has really transformed its economy in some really fundamental ways ... and is training a 21<sup>st</sup> century workforce. Kingsport and Sullivan County are gaining national recognition for that. The academic village model is something that is being talked about around the country.”

To highlight the nexus between education and economics, Bredesen indicated that a major manufacturing prospect Tennessee is currently pursuing “is adamant they will not even interview someone without two years of education beyond high school.” He added that 80 percent of jobs today now require a minimum two years of college. Since 2002, Kingsport and Sullivan County have offered every high school graduate free tuition to Northeast State Community College.

“For a long time in our country a good job was a place you went to work right after high school ... I suspect Eastman (Chemical Company) was one of those over the years,” Bredesen said. “With the mobile society we live in today, the very best protection is not getting on at Eastman early on, it is to have the skills it takes to go wherever you

want and be able to get the kind of job that supports a family and lets you live the American dream.”

Meanwhile, Eastman CEO Jim Rogers, who introduced the Governor, noted his company’s commitment to education, with “200 employees who are trained” to work in more than 100 local school systems.

“I may not be an expert in this area, but I am a customer of the work you do,” Rogers told educators and administrators in the room. “What you do is extremely important to us. And we hope you are going to deliver the graduates who give us a competitive leg up.”

Earlier in the session, former Washington D.C. Mayor Anthony Williams and current Lecturer in Public Management at the Harvard Kennedy School likewise commended Kingsport for helping residents to “punch their meal ticket” and thereby encouraging trust in the larger direction of local government.

“How does a city become a viable, memorable city in a region and compete in the global economy,” Williams asked. “What are the ingredients? Most are spelled out in a common understanding in terms of building convention centers like this one or having great sports facilities or bringing in some entertainment to your city. “But where all of us are impressed with Kingsport is that you are doing all of these things, but you are also looking at education and understanding the role of education in economic development,” Williams adds. “I think that is the genius of Kingsport’s plan.”

Summing up the conference, Mayor Dennis Phillips noted “The leadership of Kingsport is not going to fail, and this is only the beginning of what we hope to accomplish.”



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# Crisis communications in a changing world

BY BRAD RITTER, APR  
and JANET RITTER, APR

When Shakespeare wrote, “All the world’s a stage, and all the men and women merely players,” he never could have envisioned a time in which local government leaders are thrust into the limelight on a moment’s notice. Yet, today municipal officials in communities of all sizes are increasingly becoming characters in real-life dramas played out on the worldwide stage called the Internet. In a wired, socially networked world, news of a flood, sensational crime or scandal travels across the globe as fast as across the street. When trouble strikes, elected officials must respond quickly or risk having their leadership called into question.

## More Channels, More Challenges

Many elected officials recall when communities had a few newspapers and a handful of television and radio stations. Back then, focusing communications efforts on those channels would have been adequate. However, according to recent research by Pew, 61 percent of people now get their news online, which includes social media sites. Television remains the most popular news source, but online channels already top radio and newspapers. The report also found 60 percent of consumers use a mix of online and offline media.

Downsizing and competition among news organizations prompted the early retirement of veteran journalists succeeded by less experienced reporters juggling multiple stories and tougher deadlines. In the race for ratings, the old journalistic saying, “When in doubt, leave it out” has been replaced by “Get it first, then get it right.” Finally, anyone with a camera, cell phone or computer can become a “citizen journalist” and instantaneously share their version of the story –right or wrong – with the world.

The consequences for crisis communications are far reaching. No longer do press conferences and releases alone reach your constituents, each of whom expects information to be available at his or her convenience via their preferred delivery method.

## Survival Strategies

### 1. Update your communications plan and infrastructure

## New police accreditation program in full swing

POLICE from Page 1

fort to increase effectiveness and efficiency of local law enforcement organizations come to fruition without the need of a legislative requirement,” said Chuck Shoopman, assistant vice president, University of Tennessee Institute for Public Service. “I think that speaks highly of the professional men and women involved. It’s also another example of how working together with affiliate organizations of the Tennessee Municipal League and MTAS can assist communities.”

In addition to increased solidity of court cases, another pleasant perk for accredited police agencies will be insurance discounts. “Whether you seek accreditation with CALEA or state accreditation through the Tennessee Accreditation Program, the



City officials participate in a mock press conference during a workshop conducted by Brad and Janet Ritter at TML’s Annual Conference.

A clear chain-of-command – with authorized backups – is imperative in a 24/7 world. Expect at least one key person to be on vacation or otherwise unavailable during a crisis.

Identify secondary communications command centers with backup power and access to computers and servers, printers, fax machines and televisions. Prepare “fill-in-the-blank” press releases and a “ghost” web page for a variety of potential crises. Learn to create simple online videos. Know how to send twitter tweets.

Binders filled with communication plan components have given way to flash drives, CDs or even business-card sized CDs that are infinitely easier to store and transport. At least on an annual basis, review the plan, incorporate new scenarios, revise materials and update media and community contacts. Consider conducting surveys to determine how constituents want to get breaking news.

### 2. Create a culture of response-ability

A crisis is like a house fire. The first responders need to start putting it out with whatever is available. Minutes matter in a crisis, too. Indecision and inaction allow the situation to worsen. By communicating first and often, leaders can better manage public expectations and minimize incorrect speculation. Remember, the media, including “citizen journalists,” are going to report the story on their timetable, not yours, using whatever information and visuals are available.

### 3. Assign and train multiple

## spokespeople

The old rule was to have ONE designated spokesperson for consistent messaging, but in a ‘round-the-clock news cycle, that is unfeasible. Confident, articulate spokespersons are trained, not born. Even the most skilled spokespersons benefit from refresher courses, advanced message development training and rehearsals.

### 4. Monitor communications

Designate several people to monitor coverage of the crisis and its response. Besides traditional media outlets, keep careful track of blogs, facebook, twitter and other social media posts. If misinformation is circulating, quickly counter it in the same forum.

### 5. Prepare for blaming

The crisis will likely remain underway when the finger pointing and blaming begin. The public and media expect instant answers and fixes, regardless of the problem’s complexity. Anticipate the most difficult questions and address them upfront. Make sure responses are appropriate, honest, empathetic and in the public’s best interest.

Shakespeare offers some solace to unwitting players on today’s world stage. He notes, “They have their exits and their entrances.” By effectively managing crises, you may leave the drama unscathed and, perhaps, even earn rave reviews.

*Brad and Janet Ritter speak and conduct communications workshops nationwide. This article is based on programs presented at the TML Annual Conference in Gatlinburg. You can contact them at [www.bradritter.com](http://www.bradritter.com).*

TML Risk Management Pool reduces your law enforcement liability premium by \$100 per officer,” said Michael Fann, director of Loss Control. Additionally, a one time 25 percent rebate is added on the annual application fee. “The pilot cities are going to save at least \$3,100 on their 2010-11 premiums with the pool this year,” says Fann. “Once you’re accredited, the professional management of the police department, on the long term, will increase your overall law enforcement liability losses.”

Both Barton and Fann are members of the Professional Standards Committee. “I have been on the committee since the beginning, said Fann. “Which I think says a lot about the TACP’s commitment to making sure that not just basic management and administration principals are

covered in the accreditation process, but that risk management plays a key role in the development.”

Although the program is open to all applicants, some agencies will experience a different time frame in the accreditation process, Barton notes. “If a department does not already have a policy procedure in place, it will be close to a three-year project,” he said “They’re going to have to spend a good deal of time creating new policies and procedures to meet the rigorous standards.”

About 40 people have requested applications for the program, according to Barton and 11 forces have been accepted. “One of the costs with CALEA is providing food and hotel rooms for assessors to come in from out of town,” said Barton. “We’re doing this with Tennessee people.”



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# STATE BRIEFS

## BY TML STAFF REPORTS

In a new global broadband forecast, climate experts add that “the Southeast United States may be one of the most vulnerable regions to climate change.” Heat wave events now occurring every 20 years could occur about every other year, and very hot days are projected to be about 10 degrees hotter region wide than they are now. These changes and more are cataloged in a 60-page draft report prepared by experts at Oak Ridge National Laboratory, the University of Georgia, the Battelle Memorial Institute and consultants for the U.S. Environmental Protection Agency. The report defines the Southeast as Tennessee, Alabama, Georgia, North Carolina, South Carolina, Mississippi, Kentucky and Florida. Joel Smith of Stratus Consulting, the primary writer of the draft report, said the important question is no longer if climate change is happening, but what to do about it. In addition to national climate bills in Congress, some states have begun to make plans, but Tennessee is not among those states, according to the Pew Center on Global Climate Change.

Tennessee’s economic development deals have landed it atop another magazine’s list of top states for business. *Southern Business and Development* magazine’s annual “Top Deals and Hot Markets” named Tennessee Co-state of the Year, along with Louisiana. Nissan’s decision to build the Nissan Leaf and its lithium-ion battery packs in Smyrna also helped Tennessee win the Automotive and Green Economy Deal of the Year awards. The magazine looked at deals involving at least 200 jobs or \$30 million in capital investment.

Total tax collections for June were below budgeted estimates, but recorded positive growth in sales and corporate taxes. Finance and Administration Commissioner Dave Goetz announced that overall June revenues were \$1.062 billion, which is \$6.2 million less than the state budgeted. June sales tax collections represent consumer spending that took place in the month of May. “This marks the third consecutive month in which sales tax collections recorded positive growth over the same month a year ago,” Goetz said. “While the positive growth for June is small, remember that consumer spending was depressed in May as a result of the unprecedented flooding the state endured.” On an accrual basis, June is the 11th month in the

2009-2010 fiscal year. The general fund was under collected by \$9.3 million, and the four other funds were over collected by \$3.1 million.

A reconfiguration of TVA’s Generation Partners program will allow larger-scale solar projects across the state to receive existing incentives for renewable power generation. Under new guidelines, customers planning projects between 400 kilowatts and 1 megawatt in generation capacity have until late August to apply for the incentives, which pay for electricity generated by customer-owned solar, wind and biomass power generation projects. Handling of larger projects remains undetermined. TVA abruptly shut down Generation Partners last month after applications to the pilot program exceeded limits set by the federal utility for the test initiative.

As prison inmates increasingly run criminal enterprises from behind bars, state corrections officials are turning to a new weapon: dogs. The Tennessee Department of Correction plans to train three drug-sniffing dogs to add cell phones to their olfactory arsenals in a growing war against prison contraband. Nationwide, prisons and jails have struggled to stop inmates from sneaking in cell phones and continuing to commit crimes while imprisoned. In the last year alone, Tennessee corrections officers confiscated 1,684 cell phones at 12 state prisons.

Tennessee’s unemployment fell to 10.1 percent in June, the Tennessee Department of Labor and Workforce Development announced. That’s down from 10.4 percent in May and 10.9 percent in December. The national unemployment rate was 9.5 percent in June, down from 9.7 percent in May. According to the state labor department’s business survey, leisure and hospitality employment increased by 5,000 jobs between May and June, while mining and construction added 2,500 jobs, and health care and social assistance added 2,300 jobs. Government shed 34,700 jobs, private educational services shed 3,000 jobs and administrative services shed 6,100 jobs.

A new U.S. Chamber of Commerce study ranks Tennessee third among all states for its low business taxes and minimal red tape. The corporate-friendly combination has helped the state see a net gain of 260,000 residents since 2001. The U.S. Chamber shared details of its report at a two-hour roundtable

staged at Nissan North America’s headquarters in Franklin.

The state has awarded the mechanical and electrical renovation of the 150-year-old State Capitol to Nashville contractor Hardaway Construction Corp. The Capitol’s HVAC system is more than 50 years old and has a significant potential for failure because of age, an inability to find replacement parts and access difficulty. The internal duct liners are dirty and grime encrusted, and deteriorated beyond cleaning. For these reasons, the state has chosen to execute a full scale HVAC replacement. The renovation will require extensive demolition to access the electrical and plumbing systems, which will necessitate the removal of ceilings and interior finishes while maintaining historical finishes. Many precautions will need to be taken to reduce the effects of selective demolition to ensure the preservation of the historical features. The six month construction schedule will begin June 2011 in coordination with the Legislative session break, and be complete by January 2012 when the Legislative session resumes.

Paychecks in Tennessee should see a 2.5 percent uptick in 2010 and a nearly 3 percent increase in 2011. The latest survey from Washington, D.C.-based WorldatWork finds that employers across the country are budgeting an average of 2.5 percent for raises in 2010. Tennessee falls in line with this national trend. Projections for 2011 budget salaries are set to increase by an average of 2.9 percent in Tennessee, which also matches national percentages. Metropolitan areas of Tennessee were not broken down in the survey’s report. The WorldatWork 2010-2011 Salary Budget Survey also said low performers can expect to see minimal increases of up to 0.7 percent or nothing at all. Middle performers might expect a nominal base pay raise of 2.4 percent, while high performers may expect an average of 3.7 percent. The survey found employers rated roughly one out every four of their employees as high performers, while most were classified as middle performers.

More than \$200 million in federal aid will soon head to Tennessee to help communities recover from May’s devastating floods. The House passed a \$58.9 billion supplemental funding bill for the wars in Iraq and Afghanistan that includes the flooding assistance. President Barack Obama is expected to sign it.

Tennessee achieved its best ranking ever in the Annie E. Casey Foundation’s 2010 KIDS COUNT Data Book. The annual report looks at a variety of factors to determine the well-being of children in all 50 states. The 41st ranking is the best in 21 years of KIDS COUNT scores based on 2007 or 2008 data. The state ranked 46 in last year’s report. Reported data are from before the current recession, highlighting the importance of maintaining effective programs for increasingly stressed families and communities in order to continue to make progress.”



Photo by Victoria South

The Southeast is one of the most vulnerable regions to climate change, according to a draft of a new report from the U.S. Environmental Protection Agency. Effects could include heat wave events that once occurred every 20 years, occurring about every other year, shrinking wildlife populations and damage to trees.

## State opens nominations for LinkTenn Awards

Tennessee Department of Economic and Community Development Commissioner Matt Kisber announced that the state will begin accepting online nominations for the 2010 LinkTenn Awards honoring Tennessee communities and organizations who have achieved outstanding economic development marketing through the use of their websites.

The awards will be presented at the 57th Annual Governor’s Conference on Economic and Community Development at the Nashville Convention Center on Sept. 16-17, 2010.

Criteria for judging the websites includes: quality of data and informative content on topics such as available buildings and sites, labor and workforce, and transportation and infrastructure; use of maps; recent news; interactivity and use of links; ease of navigation and overall visual appeal.

For a complete list of judging

criteria and to submit an online nomination, visit the LinkTenn website at [www.tn.gov/ecd/GovConf10/index.html](http://www.tn.gov/ecd/GovConf10/index.html). Deadline for applications is Aug. 20. Applicants will be scored by a panel of economic development professionals.

Now in its second year, the LinkTenn Awards were introduced at the 2009 Governor’s Conference on Economic and Community Development in conjunction with the launch of ECD’s new marketing website [www.investtennessee.org](http://www.investtennessee.org). Ten communities were honored for their websites at the conference’s Commissioner’s Luncheon, hosted by Commissioner Kisber.

Questions related to the application process can be e-mailed to Nicole Gagliano at the Tennessee Department of Economic and Community Development at [Nicole.Gagliano@tn.gov](mailto:Nicole.Gagliano@tn.gov) or by calling 615-253-1390.

# NATIONAL BRIEFS



## BY TML STAFF REPORTS

The nation’s unemployment crisis is now reaching far inside prison walls. Since 2008, thousands of inmates have lost their jobs as federal authorities shutter and scale back operations at prison recycling, furniture, cable and electronics assembly factories to try to make up \$65 million in losses. The job cuts, prison officials say, mean a dramatic reduction in job training for inmates preparing for release, lost wages for prisoners to pay down child support and other court-ordered fines, and more tension in already overcrowded institutions. “Anytime we have a loss of inmate jobs ... it becomes more challenging to keep inmates constructively occupied,” a spokesperson for the federal Bureau of Prisons said. Bureau records show that the job cuts during the past two years coincide with slight increases in serious inmate assaults on staff and other prisoners. Slightly more than 7,000 federal prisoners have been cut from the work rolls in the past two years, and up to 800 more are expected to be dropped in the next several months, according to Federal Prison Industries records.

A new Municipal Action Guide, “Sustainable Cities: 10 Steps Forward,” was released as a resource for cities to help develop and strengthen their sustainability initiatives. The guide presents a sampling of discrete action items divided across 10 issue areas: energy, water, land use, municipal operations, transportation, air quality and climate, public health, green buildings, economic development and housing. Recommendations for action were selected based on applicability and adaptability across cities regard-

less of population size, geography, or level of experience or involvement with sustainability initiatives. The guide is now posted on the National League of Cities website, [www.nlc.org](http://www.nlc.org).

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**Aug. 25-27: ACEC Statewide Annual Meeting, “Engineering a Better World.”** The joint meeting of the American Council of Engineering Companies of Tennessee (ACEC) and the Tennessee Society of Professional Engineers (TSPE) will be held at the Embassy Suites in Murfreesboro. Events include presentations on sustainable site design, LEED challenges for HVAC design, and environmental regulations. Paul Degges, PE, Chief Engineer, Tennessee Department of Transportation, will be a featured speaker. Registration deadline is August 18. For more information, contact Judy Logue at 615-242-2486 or [jlogue@tnec.org](mailto:jlogue@tnec.org).

**Aug. 26: Franklin’s Citizens Government Academy.** The session will begin on at 6:00 p.m., and run for eight consecutive Thursdays. A Saturday tour of city facilities is also planned. Participants will learn about the wide variety of services provided by the city and about key areas such as planning, finance, public works, and public safety. Participants will also have the opportunity to tour key facilities, talk with city officials, and gain a new perspective on the inner-workings of their local government. Applications are available at [www.FranklinTN.gov](http://www.FranklinTN.gov), or at City Hall. The Academy is free and available to all residents of Franklin over 18 years of age. Class size is limited. For more information, call 615-550-6606

**Sept. 20-21: First Annual Tennessee Watershed Conference** at Ellington Agricultural Center. Convening federal, state and local government representatives, as well as watershed associations, for a focused discussion on Tennessee’s future water policies. Limited to 150 participants, the majority of which will be federal and state officials and representatives of watershed organizations. We hope to come out of this conference with goals for the next five years for water policy in Tennessee. A future website link for registration will be posted, as well as the agenda for the conference. For more information, contact Elaine Boyd at [Elaine.Boyd@tn.gov](mailto:Elaine.Boyd@tn.gov) or 615- 532-2088.

**Sept. 22-24: 2010 Governor’s Conference on Tourism** held in Kingsport. Keynote speakers include Gov. Bredesen. Complete details can be found on the Tennessee Tourism Roundtable website, at [www.tenntourismroundtable.com](http://www.tenntourismroundtable.com).

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# THE RISK CONTROL IMPACT OF WORKPLACE INCIVILITY

**BY MICHAEL FANN, ARM-P**  
*Director of Loss Control  
TML Risk Management Pool*

Civility is generally defined as a polite act or expression, showing regard for others, or acts that contribute to smoothness and ease in dealings with people. One might say it is simply giving consideration to others before you act. Sounds simple, and it truly is. But is it easy? All too often in our current culture, those who truly desire to treat others with civility will have to do so in circumstances and environments where the other person or group of people simply do not have the same desire. You must choose to be respectful even when the other person does not.

Walt Disney remarked that everyone in life is one of two different kinds of people: either a life-enhancer or a well-poisoner. Life-enhancers are typically easy to identify and hopefully every reader has at least one or two of these folks in his or her life. These are people you absolutely enjoy being around. They have some enthusiasm or passion about something, and they tend to uplift and encourage the people they are around.

Some well-poisoners are easy to identify. They are just grumbly, grouchy, negative people. Other well-poisoners are not so easy to identify but are just as effective at injecting poison into your life. Some of these people are well-meaning, loving folks that want to "protect" you from disappointment in unfulfilled hopes and dreams. How many of us have been excited about the prospects of a potential career change, promotion or substantial raise in pay only to hear Aunt Mabel sweetly say, "Now don't get your hopes up"? Just one of any number of droplets of poison and hopelessness that people drop into your well each and every day.

As others impact us, we need to be conscious that our words and actions are impacting them as well. Are the messages we're sending positive or negative? Are we lifting people up or tearing them down?

While civility encompasses politeness, respect, affirmation, self-restraint and tolerance, it might also be said that, at least in the workplace, the Golden Rule might not be enough any more. Perhaps a "Platinum Rule" should be followed that suggests we try to treat others, at least to a reasonable sensitivity, the way they would like to be treated.

### Is it me or is it you?

Refer back to the "Civility Survey" by U.S. News and World Report referenced earlier. This survey was conducted in the aftermath of three internationally-televised examples of inappropriate behavior by people who likely knew better. On the heels of an elected official yelling out that the president of the United States was a liar, a champion tennis player making extreme threats to a linesperson for a perceived bad call, and an internationally-known music artist perhaps intentionally embarrassing a winner at an awards show because he felt someone else should have won, this survey revealed that 89 percent of the people interviewed said that incivility was a serious problem in today's society, and 90 percent of those same people said that they were not personally rude!

While it's possible that only 10 percent of the population could be causing this perception, it is not likely. Some of us in the 90 percent need to be honest with ourselves and acknowledge that, at least on occasion, "it wasn't just you, perhaps it was me." We must overcome the "blindsight" of comparing others' actions to our intentions. As Shakespeare wrote, "To thine own self be true."

### Incivility

Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others and may include an ambiguous intent to harm the target. This behavior might manifest as acts or words whose purpose is to insult, humiliate, embarrass or injure the dignity of others. It may include scape-goating, backstabbing, perpetuating rumors, and possibly unethical or dishonest behavior.

These behaviors result in lowered morale of employees and reduced team effectiveness that costs the organization in terms of lost work

time and productivity, higher turnover, work avoidance, higher health costs due to stress and potentially higher costs due to increased litigation.

In a basic risk assessment, potential causes of workplace incivility, or a toxic work environment, could be an authoritative management style, inconsistent or unpredictable supervision, acceptance of disrespectful behavior, inadequate conflict resolution process or training, or basic personal insecurities. All of these causes may serve to reduce morale and productivity and contribute to increases in workplace injuries, employment liability claims, and exposure to workplace violence from disgruntled employees.

### A Culture of Civility

At its foundation, the battle of workplace civility finds "respect"

and "entitlement" in conflict. Respect is an intentional act born of humility and confidence. Entitlement is an attitude and worldview that is born of selfishness and arrogance. As entitlement battles respect within each of us, the daily victor is revealed in our words and actions in the way we treat others.

So, how do you build a culture of civility within your organization? It begins with leadership. It's preferable that the positional leaders within your organization set the example for the staff. But that is not always a practical reality. Therefore, someone who possesses true passion for people and desires to set the proper example must lead in this area.

Once leadership buys into the critical importance of civility within the workplace, out of that leadership should grow policy, training and (eventually) a culture change. The culture change occurs when there is top-down commitment, civility is frequently referenced as a core value, and you begin to hear the staff "talk about it all the time." A culture where leaders model civility for others, the organization has clearly defined expectations for how employees are to treat each other, and civil behavior is openly rewarded is certainly possible to achieve. Roadblocks occur due primarily to arrogance and insecurity. People remain difficult because they either have too high or too low an opinion of themselves.

### Parting Thoughts

If it is true, in fact, that the 89 percent are accurate and we live in a society where incivility has become a serious cultural problem, then where do we begin? While it may be true that we live in the most uncivil times in recent history, this is certainly not a new problem. Our culture did not get to this point overnight and there certainly is no quick fix. You'll likely



Workplace incivility can cause lowered morale of employees and reduced team effectiveness that costs the organization in terms of lost work time and productivity.

have to begin small and slowly. Within your organization you may have to start with one person... you.

Every major change takes place with one initial first step. To take that step, you should decide before you start that you won't wait for someone to be nice to you, and that you won't be "keeping score"... that is, you'll likely have to "let some things slide" coming from others. This is especially true of relatively small slights that you know could possibly be unintentional. Mahatma Gandhi said "you must be the change you want to

see in the world." So be the one to change first. The biggest risk for your organization is not creating or maintaining a culture of anger and incivility... but rather creating a culture of indifference where employees no longer care.

If it is our desire to reduce the frequency and severity of potential losses by preventing loss-causing events, then an assertive program at promoting civility within your organization will aid in the effort to ensure that losses are kept to a reasonable minimum.



## Class action suit to recoup hotel taxes

### HOTEL TAX *from Page 1*

have been identified as class members in the suit. Specifically, each class member's ordinance makes hotel operators responsible for collecting the tax from hotel guests and remitting it to the relevant tax authority. Each ordinance also states that the tax owed shall be calculated as a percentage of the rate that is charged by the operator.

Proceeds from the hotel-motel tax can be used for purposes authorized in the enacting ordinance. Many jurisdictions designate and use the tax proceeds for tourism development, such as the construction of convention centers or for historic preservation.

### Federal legislation

Nationwide, more than 50 different court cases are currently pending.

In response to the growing number of lawsuits and ordinance clarifications that make it absolutely clear that occupancy taxes are due based on the retail amount a customer pays, OTCs initiated a lobbying campaign in Congress to pass the "Internet

Travel Tax Fairness Act" or ITTFA.

If passed, the ITTFA would create a special tax preference for OTCs by preempting state and local taxing authorities' ability to fully levy occupancy taxes on OTC transactions. ITTFA would do three things:

1. Create a unique federal tax preference for OTCs by preempting state and local governments from collecting occupancy taxes on rooms sold by OTCs for any amount over what the OTCs provide to the hotel for the room, regardless of what the room was advertised and sold for by the OTC;

2. Extend the tax preference to traditional travel agents whose transactions currently and indisputably are subject to occupancy taxes based on the retail rate the room is advertised and sold for; and

3. Prevent jurisdictions from pursuing litigation to collect taxes they believe they are owed.

The minimum annual revenue loss local and state governments would realize from the OTCs proposal is estimated to exceed \$1 billion and increase to \$8.5 billion if

hotels push for the same exemptions.

The National League of Cities, along with several national organizations including the National Association of Counties; U.S. Conference of Mayors; and Government Finance Officers Association are all actively opposing the introduction of this legislation.

In a letter written to members of the U.S. Senate, the coalition stated, "The current economic downturn has impacted the U.S. hospitality industry particularly hard. State and local governments are struggling to balance their budgets and provide basic services to their constituents. ITTFA merely shifts the OTCs' tax burden onto others to the detriment of our communities and public sector jobs. No industry should be allowed to manipulate the tax code to secure a competitive advantage over hoteliers while simultaneously short-changing cities."

TML will continue to monitor this legislation as well as stay abreast on the class action lawsuit.



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# NLC partnership offers economic development assistance to cities

National League of Cities Center for Research and Innovation and Northeastern University Kitty and Michael Dukakis Center for Urban and Regional Policy have launched the Economic Development Partnership. This partnership assists cities and towns in attracting and expanding private investment, a sustainable tax base and well paying jobs.

As the nation’s cities and towns continue to face severe fiscal challenges, they are seeking economic development solutions that are more informed, accountable, and effective than ever before.

“The Partnership assists cities in responding to the rapidly changing economic conditions. The systematic approach employed by the program will give communities a leg up in creating a strong foundation for future economic growth and development,” said Ronald Loveridge, mayor, Riverside Calif., and President, National League of Cities.

Communities enrolled in the program are guided through a confidential survey of their relative capacity

to compete for private sector investment. The survey is ideally completed by the mayor, together with senior municipal officials and key staff. The city is then provided an assessment report and practical strategies to surmount the “deal breakers” within their control that discourage critically needed private sector investment.

With nearly two hundred questions in the self-assessment, this rigorous examination helps local officials explore their community’s potential in ten assessment categories:

- Access to Customers/Markets
- Concentration of Businesses & Services
- Real Estate and Infrastructure
- Labor Market Factors
- Municipal Permit Processes
- Community Quality of Life
- Site Related Amenities
- Business Incentives
- Local Tax Rates
- Access to Local Information

These categories were developed in conjunction with the Na-

tional Association of Industrial and Office Properties to reflect the private sector perspective on the importance of each factor in their investment decisions.

Pilot programs have been launched in nearly 70 cities in the northeast, with great success. Cities have used the program as a guide for re-tooling their development process, to help local elected officials better understand and lead local economic development, to bring together city staff who may not traditionally be involved in economic development and to direct scarce resources for economic development in a coordinated and impactful way.

Specifically, communities enrolled in the Partnership will receive:

- A robust and confidential Self-Assessment Tool
- Benchmarks for local strengths and weaknesses
- Detailed guidance on where to focus efforts



**Aug. 27-28: Wartrace**  
*15<sup>th</sup> annual Town Wide Yard Sale*  
Vendors welcome to participate. Sale runs from 6 a.m to 5 p.m. each day. Antiques, appliances, used cars, baked goods, clothing, crafts, electronics, toys and more. Food vendors and live music in the downtown square. For more information, visit [www.wartracechamber.org](http://www.wartracechamber.org).

**Aug. 14 : Sevierville**  
*Summerfest Cars, Crafts & Music Festival*  
Downtown Sevierville. Cruise in with top notch custom and antique cars, homemade crafts, great commercial area, music groups, karaoke, lip smackin’ foods and more. Bring your custom car, walking shoes and chair. Free admission. 10am-10pm.

**Sept 4 -6 Harriman**  
*Hooray for Harriman*  
Roane Street. A weekend of fun including arts, crafts, food and business vendors, Kid’s Fair and live music. For more information, call 865-398-9693

**Sept. 6: Harrogate**  
*Annual Labor Day Celebration*  
Harrogate City Park at 3 p.m. with kids’ games, live bands, food, crafts and business fair. Spectacular fireworks display at 9 p.m. For more information call Harrogate City Hall at 423-869-0211.

**Sept. 10-11: Loudon**  
*Smoky Mountain Fiddlers’ Convention*  
Legion Field. Bluegrass music and competitions for bands, both adults and children. Food, fun, crafts show and sale. For more information, call 865-458-3036.

**Sept. 17-18: Adams**  
*The 32nd Annual Old Time and Bluegrass Festival*  
Located at the Bell School House grounds, 10 miles north of Springfield on Hwy. 41N. Shade tree pickin’, vendors, concessions, camper hookups. For more information, call 615-390-6754.

## Municipal Administration Program September Schedule

### Human Resources Hot Topics

With the passage of several pieces of legislation, in addition to modification of previous laws, this course will provide an overview of those subjects of interest to local governments affecting Human Resources. The course will also cover the proposed Collective Bargaining legislation, Healthcare Reform, Effects of ARRA on Political Activities, Modifications to FMLA and USERRA and the definition of a job applicant under new EEOC guidelines.

**Instructor**  
MTAS Training Consultants

**Time**  
Public administration courses begin at 8:30 a.m. and end at 12:30 p.m.

**Dates and locations**

Sept. 1	Lakeland
Sept. 2	Jackson
Sept. 8	Johnson City



Sept. 9	Knoxville
Sept. 10	Collegedale
Sept. 15	Smyrna

**Training Facilities**  
**Collegedale, Collegedale City Hall, 4910 Swinyar Drive**  
**Jackson, West Tennessee Center for Agricultural Research, Extension, and Public Service, 605 Airways**

**Lakeland, International Harvester Club House, 4523 Canada Road**  
**Johnson City, Johnson City Municipal Building, 601 East Main Street**  
**Smyrna, Town Center, 100 Sam Ridley Parkway East**

**Knoxville, University of Tennessee Conference Center, 600 Henley Street**

To register for this municipal administration program class, please visit the MTAS website at [www.mtas.tennessee.edu](http://www.mtas.tennessee.edu) or contact Elaine Morrissey at Elaine.morrissey@tennessee.edu or 865-974-0411. Fees are \$25 per person per class for municipal employees and \$55 per person per class for all other participants. Submit payment with your registration.

MTAS will need to receive payment in order to confirm your attendance for the class. MTAS can no longer accept payments/registration at the door. Directions to the facility will be included in an e-mail message within two days of the event. Directions are also available at [www.mtas.tennessee.edu](http://www.mtas.tennessee.edu).

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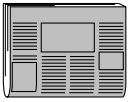
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The city of Murfreesboro closes a \$103 million loan, the largest in TMBF history.

The town of Nolensville closes a \$21,000 loan.





# CLASSIFIED ADS

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

**BUSINESS/FINANCE OFFICER HARROGATE.** The city is now accepting applications for the position of business/finance officer. Duties include accounting, payroll, budgeting, correspondence, purchasing, compiling reports, customer service, and clerical responsibilities. Position reports to the mayor. Starting pay range is between \$25,000 and \$30,000 depending on education and experience. High school diploma or GED required, but associate degree in accounting preferred. Must be able to obtain municipal finance officer certification within two years. Prefer 3-5 years of accounting experience, particularly governmental accounting. Also prefer 2 years experience with QuickBooks and Microsoft Office products. If you like to be challenged, have excellent customer service and accounting skills, please submit a letter of interest and a resume to Rose Kiser, City of Harrogate, P. O. Box 979, Harrogate, TN 37752 by Aug. 20, 2010. For a full job description including educational and experience requirements, please refer to the city's website: [www.harrogate-tn.com](http://www.harrogate-tn.com) or contact city hall at 423- 869-0211.

**DIRECTOR OF INDUSTRIAL / ECONOMIC DEVELOPMENT LEWISBURG.** The city is seeking a Director of Industrial/Economic Development. The director provides leadership in implementing and managing the organization's programs and manages properties owned by the IDB. This includes knowledge and promotion of existing building inventory and sites within the city and county and the development of marketing programs, strategies for recruitment of business and industry, as well as retention and expansion of local business and industry. Other responsibilities include management of support staff, management of contracts, and budget accountability. The position requires a minimum of a Bachelor's Degree in economic and community development, business, public administration or finance. Polished verbal, presentation, and written communication skills a must. Applicant shall be proficient in Microsoft Office. This would include but not be limited to Microsoft, Access, Excel, Outlook, Powerpoint, Publisher and Word. Must also be capable of learning any other computer application deemed necessary or applicable to the position. Complete job description available upon request. Interested candidates must be willing to relocate in 6 months and should submit cover letter, resume, a two (2) page essay explaining how they will bring and retain jobs in Lewisburg, and salary history to the City of Lewisburg, 131 East Church Street, P.O. Box 1968, Lewisburg, TN 37091 by 4 pm on Friday, Sept. 3, 2010.

**FIREFIGHTER FRANKLIN.** The city is seeking applicants for the position of Firefighter. Reports to the Captain and/or Lieutenant. Under general supervision, duties include: fighting fires; salvage and rescue work; and administering minor first aid. Ability to work under stressful and dangerous conditions. Will complete regular training sessions and perform some fire station maintenance work and vehicles as required. Must be 21 years of age with a High School

diploma (or GED), active EMT Basic (minimum) license required, active Paramedic license preferred, a valid TN driver's license, and a record free from habitual use of drugs or intoxicants, felony convictions and misdemeanors involving dishonesty or false statements. Salary is \$1,321/bi-weekly, with additional \$4,550/yr for Paramedic License. Applicants will be pre-screened for training, education, and experience. Highest-rated candidates will be invited to written test and pass-fail physical agility test (date yet to be determined). Must score 63 or higher on written test. Must successfully complete Franklin Fire Academy training school as specified by the Franklin Fire Department; work a 24 hours-on/48 hours-off shift (average 56 hours week), and live within 45-minute drive of Fire Department Headquarters within six months of employment. Subject to call back 24-hours-a-day. Apply on-line at: [www.franklintn.gov](http://www.franklintn.gov). Deadline to apply: Aug. 13, 2010. Complete application required. Obtain application on-line or from HR Dept., City of Franklin, PO Box 305, 109 3rd Ave S., Franklin, TN 37065, tel. 615/791-3216, fax 615/791-3297, e-mail [tracyh@franklintn.gov](mailto:tracyh@franklintn.gov). The city of Franklin does not discriminate based on race, color or national origin in federal or state sponsored programs, pursuant to Title VI of the Civil Rights Acts of 1964 (42 U.S.C. 2000d). EOE/ Drug-free Workplace.

**PUBLIC WORKS SUPERINTENDENT TULLAHOMA.** The city is accepting resumes for the Public Works Superintendent position which plans and directs the daily functions of the Street and Sanitation divisions. Responsibilities include supervising personnel on drainage projects, street repair, garbage collection, recycling program and sign maintenance. The successful candidate must be able to plan and implement various department projects including estimation of required material, equipment and manpower including costs for construction, paving and maintenance. The Public Works Superintendent consults with engineers, contractors, design professionals and other agencies regarding public works matters. Construction and supervision experience is required along with some storm water knowledge. The successful candidate must be able to communicate well with the public. College degree is preferred or a comparable combination of experience and training. This position reports directly to the Public Works Director. The salary range is \$46,000 to \$50,000, DOQ. To apply, send a resume to city of Tullahoma, Attn: Human Resources, P.O. Box 807, Tullahoma, TN 37388 or email to [cbrice@tullahomatn.gov](mailto:cbrice@tullahomatn.gov). A job description is available on the city's website [www.tullahomatn.gov](http://www.tullahomatn.gov) or you can contact Human Resources at 931-455-2648.

**FIRE TRUCK FOR SALE ORLINDA.** The city is offering a 1996 GMC 3500 4x4 5.7 motor rescue mini-pumper truck for sale. 5-speed with overdrive, anti-lock brakes, dual fuel tanks, wheel simulators, automatic front hubs, 300 gallon tank w/ booster reel & 100' hose, side and top & rear 1 1/2 and 3" pre-connects. Darley 250 gpm pump & roll, with drafting capabilities. Truck has a 10,000 # Ramsey bumper and winch, comes with code 3 warning lights and siren with side scene lights. Large bins for equipment and top of bed is made for 3" layout hose. 29,850 miles.

# Athens hosts NLC's Small Cities meeting

Athens Vice Mayor Bo Perkinson serves as Small Cities Council co-chair

BY AMY ELSBREE  
Nation's Cities Weekly

Downtown revitalization and how to stabilize and grow retail business in these tough economic times headlined NLC's Small Cities Council Steering Committee summer meeting discussions in Athens, Tenn., July 15-17. The steering committee also took action in support of NLC's legislative priorities, including sending a letter to House and Senate leaders calling for enactment of the Livable Communities Act.

The revitalized downtown area of Athens served as the live example of how a smaller city can tackle the difficult task of turning around vacant storefronts and deserted downtown areas. Meeting participants toured the area, including one building that had originally served as a Woolworths that is now a mixed-use property with a deli and law offices on the first floor and rental apartments above.

The city also faced challenges with a low-lying area that was plagued with flooding, but had the assets of a county courthouse and a college in the downtown area. City leaders emphasized that the formation of a Downtown Partnership Committee with leaders from the community was critical to building a broad base of support and building the momentum to move the work forward.

Athens Vice Mayor William Bo Perkinson, Small Cities Council co-chair and host of the summer meeting, explained, "You first do the low hanging fruit, do some things that can be accomplished easily. But then it's a work in progress. You just have to keep plugging away. There are still things out of our original action agenda that we are working on, but the momentum is what matters and we built that early."

Paul Willson, chairman of Citizens National Bank in Athens, was instrumental in forming the Downtown Partnership Committee that has led the revitalization of downtown Athens.

"Bo is what you call a prime mover," said Willson. "I credit him with an awful lot of getting us where we are today. What you pay attention to gets done ... and so we all kept paying attention and things got done."

One of the early steps the city of Athens took was to work with NLC's America Downtown program. Representatives from the program, Dolores Palma and Doyle Hyett, were present at the meeting and shared how they can help guide a city through the process of planning, seeking community input and executing on a downtown development project.

"The America Downtown program is not just another plan or study," said Palma. "It is a course of action for a five-year time period. It is not 'pie in the sky.' It is practical and realistic."

Palma added, "This methodology can apply to other areas: such as a waterfront or a highway access. They are also important. But we think the downtown is the place to start. It's like the pebble in the pond. Start with



NLC recently hosted the Small Cities Council Steering Committee summer meeting in Athens.

your downtown and you'll have a ripple effect on the other locations."

Another key development challenge for small cities is promoting the growth of retail. Meeting participants heard from Cynthia A. Stewart from the International Council of Shopping Centers, an NLC Capstone Corporate Partner, about how best to attract and support retail business.

Despite the slowdown in consumer spending, Stewart encouraged city leaders to get to work now on a retail strategy for their communities. "You need to do your work now so you are ready when the retail industry comes back. Look at your zoning. Look at your empty storefronts."

She also encouraged city leaders to be willing to accept the less exciting retail first as that will help build the market for the higher-end retailers. "Sometimes you have to start with a CVS and a McDonalds. Once they are doing well, then you can get a Ross Clothing Stores, or a Dress for Less. Then it just keeps rolling."

Steering committee members spent time at their meeting discussing NLC's federal policy priorities and how the Small Cities Council can support and provide input to the work of NLC's Policy and Advocacy Committees. The council chairs and many of the members present signed a letter of support for the Livable Communities Act, which would provide funding support for regional planning efforts that coordinate housing, transportation and environmental concerns, including for smaller communities that can connect with other local governments in their area.

Other topics of concern for the Small Cities Council are implementation of the Broadband Act, transportation planning, the development of high speed rail corridors, authorization of the federal surface transportation programs and how federal funds flow to smaller cities.

NLC First Vice President James Mitchell Jr., participated in the meeting and stressed the importance of the work of the Small Cities Council.

"Many small cities are places of innovation and creativity," Mitchell said. "It is critical that we are hearing about the successes and the chal-

lenges in our smaller cities and that we get the perspective of smaller cities on the many policy issues that NLC is working on."

Another example of the creativity of smaller cities was a presentation from the staff of the City of Athens that highlighted its aggressive grant writing activities that have resulted in more than \$12 million in grants over the past 10 years.

Brad Harris, director of finance, emphasized that the key for Athens has been consolidating the management of the grants into one department so that management and control is assured. The result is that the city has built credibility and trust with funders and is considered a strong grant recipient the next time funding becomes available.

Athens also showcased a local vendor with whom they have worked for years to provide fireworks displays at community events. Austin Fesmire, director of parks and recreation, shared that the complexities of putting on a firework display, especially around safety, dictate that a city must take the time to learn the basics of the business before planning an event. Lansden Hill, president of Pyro Shows Inc., offered a thorough training session on the mechanics and safety precautions involved in a pyrotechnics show and provided a demonstration of the different types of fireworks during the evening activities.

In other council business, the steering committee provided NLC with input on an updated set of guidelines for how NLC's Member Networking Councils operate, discussed plans for various members of the Small Cities Council to apply to serve on NLC policy and advocacy committees and on the NLC Board of Directors and began planning for activities for the upcoming NLC Congress of Cities in Denver that will focus on the needs and interests of smaller cities.

Details: For more information on Small Cities Council activities, please contact Mae Davis at [mdavis@nlc.org](mailto:mdavis@nlc.org). For more information on NLC's America Downtown program, contact Denise Belser at [belser@nlc.org](mailto:belser@nlc.org).

# Good Risk Management is just Good Management



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# Columbia Athenaeum, sweet home of the Southern Belle

BY VICTORIA SOUTH  
TML Communications Coordinator

*On a sweltering hot day in July, the 20<sup>th</sup> class of 1861, dressed in hoop skirts and crinoline, attend high tea on the lawn of the Columbia Athenaeum Rectory. Every summer for one week, young women ages 14-18, some traveling from as far away as New York and California; leave behind family and friends and the conveniences of home to explore the world of young ladies from the 19<sup>th</sup> century. The students, who receive board in the community, attend the rectory attired in full costume and take classes ranging from needlepoint to mourning customs. Conversation and etiquette reflect the manners of the time period and students learn to deliver a proper curtsy like a true southern belle. But what graduates of the program say they take away from the historic girl's school is far more intrinsic; a deeper understanding of women's lives from another century, a lesson the teenagers say they'll never forget.*

In 1990, Columbia history teacher Mark Orman was working a summer job as a tour guide at the Athenaeum Rectory. It was the perfect opportunity to peek at the school's

appear to transcend to another century, adapting to the customs and mannerisms to which they are exposed. Nashville filmmakers Kathy Conkwright and Mary Makley have documented this amazing transformation in their film *Southern Belle*, a documentary that offers a rare insider's glimpse of the summer camp as well as the unique history and culture of Tennessee and the Antebellum South. The movie recently premiered at the Nashville Film Festival, and is being considered by public television for a national broadcast, according to Conkwright.

On the eve of graduation, the girls, carrying parasols and dressed in gloves, bonnets and party gowns are giddy with excitement as each awaits her turn to board a horse and buggy. "We help produce ladies, model citizens of tomorrow, and superior young men as well," said Angie McClanahan, Etiquette instructor, who scurries about teaching her students the proper way to board and exit the carriage.

"I guess we'll keep doing this until we can't find period walkers and wheelchairs," quips Linda Gupton, of Lewisburg, another early founder who teaches art and plays the school's headmistress. "But, there are already a number of young people following in our footsteps as teaching assistants," she adds.

The author of *A Southern Saga: the Story of Franklin Gillette Smith and the Founding of the Columbia Athenaeum*, Gupton notes how learning about the time period is a continuous journey. "There are wonderful things in danger of being forgotten," she said.

Exam time in the 1860s was more like a recital, according to Gupton, where family and friends were invited as witnesses. A scaled down version will be given to each student before her instructors, consisting of an oral review of the class material and of course, the performance of a full curtsy.

As controversy is never too far from the surface when addressing the Civil War era, both Orman and Gupton are quick to address some of the non-glamorous aspects of the



Photos by Victoria South

Entering and exiting a horse and buggy gracefully is just part of the curriculum at the Columbia Athenaeum 1861 Girl's School where young women become Southern Belles.



Headmistress Linda Gupton instructs a student on graduation etiquette flanked by alumni Jadrian Myhre, last year's recipient of the coveted Virginia Renfro award. The award is given each year to the girl who is determined to be the epitome of a Southern Belle.

original files, where he marveled at the inner workings of the institution, which, much more than a finishing school, was established in 1852, and chartered as a fully empowered women's college in 1858 by the Tennessee General Assembly. The Athenaeum School for Young Ladies received national acclaim for its progressive sixteen-thousand-volume library and museum with six thousand specimens.

The school was directed by the Reverend Franklin Gillette Smith, an Episcopalian from Vermont, who espoused the cutting edge philosophy that female intelligence was equivalent to men and operated for 52 years offering courses previously only taken by males, such as physics, calculus, and marine biology.

The rectory and its adjoining two-room cottage, built in 1837, are the only original structures left on the property. Initially built for the nephew of President James K. Polk, the Rectory, instead, became home to Rev. Smith and his family. Their descendents occupied the house up until 1973 before donating it to the Association for the Preservation of Tennessee's Antiquities where it is maintained and operated by the Maury County Chapter of the APTA as a historic house museum.

Orman boldly approached an initially skeptical board with the idea of a girl's 1861 summer school based on the history of the Athenaeum. The curriculum includes activities that would be common for women of that century, morning prayers at St. Peter's Episcopal Church, handwriting, needlework, art, music, current events (1861 history), etiquette, parlor games and dance practice, which Orman would supervise in his role as Rev. Smith.

All participants, including the instructors, would be in full period costume and young men from the Jackson Cadets, a fraternal service organization for high school boys, would serve as partners at dance practice and the formal ball held after graduation. The year 1861 was chosen for its time of romance and great expectations, on the fringe of a brutal war.

The first year, 10 students trickled in from Tennessee, Alabama, Mississippi and South Carolina. Today, the program enrolls 25-30 students per session, with students now restricted to only two years attendance. Alumni are welcome, however, to attend the formal tea and graduation activities. A ladies weekend has been added for students over 19 years of age, who would like to enjoy a mini-version of the experience.

Although it isn't a necessity, some mothers, such as 15-year-old Susannah Jackson's, are compelled to put their newborns on the school's waiting list to ensure enrollment. Jackson, who attended this summer, has been on the list since November 1995.

"Some girls show up here with a trunk load of clothes ready to play Scarlet Ohara for a week," laughs Orman. "We have Northern girls who now say they wish they were Southern." As he speaks, voice class begins in the parlor. Young female voices rise sweetly in unison, unfettered by accompaniment. The combined elements, historic architecture, period clothing, antiques, to the casual observer, can be overwhelmingly realistic, as the young women

period. As a living history experience, the school is set at a time when the Civil War, for most 1861 citizens, was more about state's rights and unfair taxation, than slavery.

"Every year, I stress that slavery is wrong," said Orman, who teaches the history (1861) portion of the program. "The problem is when people try to judge yesterday by today's standards," he continues. "You must judge the past by yesterday's standards."

Gupton grows serious, as she notes the inequality that shrouded women of the 19th century; restraint and etiquette, while aesthetically pleasing, were the primary route to female

survival in the 1860s. "If a girl was considered rude, there was no chance of her being invited back to social events or getting married," she said. "A girl was only somebody according to



Like a scene from Louisa May Alcott's "Little Women," students in Renee Bowser's class form a sewing circle in the Rectory parlor.

who her father was and then later, who her husband was."

When researching her book, Gupton recalls her frustration when she could not find any educational records for Mrs. Smith, who was degreed and accomplished in her own right. Smith taught classes and managed the school after her husband, Rev. Smith, signed papers authorizing her to run the institution in his stead. On many levels, the early school and its elite graduates, marks an advancement for women. "I was speaking at David Lipscomb University one day, and when I turned around, there was Mrs. Lipscomb's framed diploma on the wall and it was from the Columbia Athenaeum Girl's School," Orman marvels.

Both educators say that the summer program welcomes diversity. "There are no questions concerning race on the application," Gupton states firmly. "We have never turned anybody away." The numerous volunteers, including a period hairstylist, who helps transform hairpieces for girls with short hairstyles into works of Southern glory, are never paid for their services, as all proceeds go to the upkeep of the site.

"This is a big deal for our city," said Columbia Mayor Dean Dickey. "It's very impressive. We all have past upbringings here that relatives like to talk about. The school helps keep that alive while preserving Columbia's history."



The instructors of the 2010 class of the Columbia Athenaeum Girl's School. Pictured left to right are: Front row- Joyce Johnson , assistant; Michelle Lunsford, tea etiquette and mourning customs; Angela McClanahan, etiquette, and parlour games; Renee Bowser, needlework and domestic arts. Back row- Linda Gupton, art; Angela Mollet, assistant; Kendyl Stokes, penmanship; Meghan Gregory, assistant; Mark Orman, headmaster, dancing and current events of 1861 and Tammy Hatcher, hair styles.

## The Columbia Athenaeum Girls School & Rectory

Consisting of both Gothic and Moorish architectural elements, the Athenaeum Rectory and an adjoining two-room cottage, are the only remaining buildings on the 22-acre college grounds at the western edge of Columbia. In the reception room, the chandelier made of seven metals; and the front door panels are "flushed glass," containing gold made in Europe. The floors are walnut and oak. A fountain on the front lawn, is original to the property and from France.

An original portrait of Rev. Smith hangs over the mantle, while a portrait of Mrs. Smith graces the parlor. The house is open year round for events and tours.

Published reports of the U.S. Commissioner of Education for 1887-1888 state that

the other educational buildings were on a high elevation covered by a grove of trees. They consisted of Davis Hall, the boarding department, the rotunda and pavilion, a gymnasium and various outbuildings. There were dormitory rooms for roughly 125 students in addition to the day students.

In 1905, a large part of the grounds and buildings were sold to the city for the public school system. They were torn down to make way for a modern Central High School.

### Clothing guidelines

The clothing guidelines to attend the summer session at the Athenaeum Rectory reflect some of the customs of the times. They include:

- Daywear fabrics should be of cotton or look like natural fiber;
- Fabrics can be striped, plaid, polka-dot, solid, or floral excluding calico;
- Useful evening fabrics for ball gowns and high tea include velvet, moire, taffeta, satin and silk.
- Young girls did not wear red;
- Earrings must be dangling, fish-hook style, not posts;



- Women did not wear wristwatches during the 1860s. Women who carried a timepiece carried a pocketwatch;
- During the daylight hours, a lady is covered from the neck down including sleeves to the wrist;
- Gloves or mitts are always worn;
- While outside, a hat or bonnet with ribbons that tie under the chin must be worn;
- Hair was parted in the middle and worn either in a snood or braided and twisted low on the neck;
- Married ladies did not wear feathers;

For more information about the Columbia Athenaeum Rectory, visit <http://athenaeumrectory.com>

