



TML 2010 initiatives approved

As the 106th Tennessee General Assembly wrapped up its final days of business, two more of TML's 2010 legislative priorities were headed to the floor for final consideration.

TML's fiscal note bill – SB 3549 sponsored by Sen. Bill Ketron and HB 3351 by Rep. Charles Curtiss – was approved by both chambers. The bill provides enhanced transparency regarding fiscal notes and state regulatory actions.

TML's cooperative purchasing bill - SB 3194 by Sen. Lowe Finney and HB 3175 by Rep. Eric Swafford – passed unanimously in the House on April 5 and was amended and approved in the Senate on June 5. At press time, the bill as amended, was scheduled for final approval by the House. The legislation provides municipalities with clear authority to participate in cooperative purchasing alliances, and thus save money through the benefits of volume discounts.

Fiscal Note Bill

The bill requires monetary estimates of all bills; requires state departments or agencies to provide an estimate of the fiscal impact of proposed rules and regulations to the Secretary of State; and requires the Secretary of State to post table listings of the estimated fiscal impact of all proposed regulations on its website.

Present law requires that fiscal notes be provided for all general bills or resolutions increasing or decreasing state or local revenues, making sum-sufficient appropriations, or increasing or decreasing existing appropriations or the fiscal liability of the state or of the local governments of the state. The fiscal note statement must include an explanation of the basis or reasoning on which the estimate is founded, including any assumptions involved.

See LEGISLATION on Page 8



Sen. Bill Ketron



Sen. Lowe Finney



Rep. Charles Curtiss



Rep. Eric Swafford

NLC finds steady decline in local fiscal conditions

BY CHRISTIANAMCFARLAND
Nation's Cities Weekly

From employment to the stability of the housing market, signs of growth that may be making their way into the national picture are not yet evident in many local economies across the country. A new study reporting the results of NLC's State of America's Cities Survey on Jobs and the Economy indicates that declining fiscal and economic conditions persist in America's cities.

Three in four (75 percent) city officials report that overall economic and fiscal conditions have worsened over the past year. To deal with the fiscal implications of declining economic conditions, seven in 10 (71 percent) city officials report making cuts to personnel, including hiring freezes, layoffs and furloughs, and delaying or canceling capital projects (68 percent). Twenty-two percent of city officials indicate they are cutting public safety budgets, which is typically an option of last resort.

Other key findings include:

- Eighty-four percent of city officials report that unemployment has worsened over the past year and nearly nine in 10 say it is either a major (41 percent) or moderate (47 percent) problem for their community.
- More than six in 10 (63 percent) city officials report that poverty has worsened over the past year, representing the largest percentage of city officials reporting worsened poverty conditions since the question was first asked in NLC's 1992

survey.

- Two in three (67 percent) city officials report that the commercial property market has worsened over the past year. As a significant generator of local property tax revenues, the declining commercial property market is reported by more than eight in 10 city officials as either a major (31 percent) or moderate (51 percent) problem for their city.

Looking forward, city budget shortfalls are predicted to become only more severe as tax collections catch up with economic conditions. More than half of all respondents say that next year they anticipate even greater cuts in city services if they do not raise taxes or fees.

Given the amount of services and employment offered by local governments, these cuts demonstrate a need for a local jobs bill that creates meaningful employment opportunities for city workers. The Local Jobs for America Act will assist cities as they protect public safety and avoid laying off municipal employees. It will also lay a foundation for future growth as cities will be given funds to innovate and create useful jobs in both municipal and nonprofit agencies.

The Local Jobs for America Act, which would direct \$75 billion to cities and towns, is the first major federal jobs proposal to provide fiscal assistance to cities and towns to save and create jobs in their local communities. NLC has urged local officials to seek Congressional support for the bill. A sample letter and resolution can be found at www.nlc.org.

Legislature approves state budget

Lawmakers work to complete business

BY CAROLE GRAVES
TML Communications Director

After weeks of stalemates, negotiations, and at times bitter debate, lawmakers finally reached an agreement on the 2010-11 budget. The \$29.9 billion spending plan was approved unanimously in the House, and by 30-3 vote in the Senate.

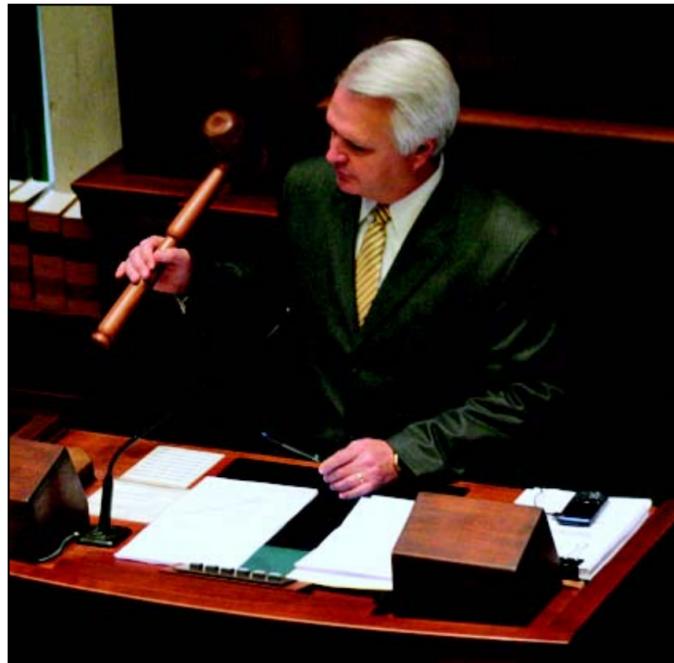
The budget, which goes into effect July 1, generally follows Gov. Phil Bredesen's plan. However, it does not include any of his revenue enhancement measures the governor proposed in order to plug a projected \$150 million shortfall. Bredesen's plan included lifting the sales tax cap on items that sell for more than \$3,200, which would have raised \$85 million for the state, and to tax cable boxes and to equalize sales taxes on cable and satellite television services, which would have generated \$23.3 million

Instead, lawmakers agreed to use more of the rainy day fund, dipping into reserves by an estimated \$185 million. They also rejected Bredesen's plan to provide a 3 percent pay raise to state employees, but instead approved a longevity bonus for state workers that would pay them from \$150 to \$1,250 depending on the years of service, and provided that state revenues improve and exceed expectations.

Other provisions of the budget compromise include:

- eliminating \$16.1 million for a fish hatchery in Upper East Tennessee;
- funding of Career Ladder salary bonuses for teachers, although they reduced the amount allocated for the program by \$5.4 million to reflect attrition; and
- funding in full the Governor's Office of Children's Care Coordination, which combats infant mortality.

Money for conservation land purchases, deleted from an earlier Senate version of the budget, was restored for two years that appropriate. **BUDGET on Page 8**



Lt. Gov Ron Ramsey presides over the Senate in one of the final days of the 106th Tennessee General Assembly.



House Speaker Kent Williams pensively awaits the final roll call on the 2010-11 budget.
Photos by Victoria South

First Tennessee joins Bond Fund program

Charles "Bones" Seivers, president/CEO of the Tennessee Municipal Bond Fund (TMBF), has announced the addition of First Tennessee Bank to the TMBF program. First Tennessee Bank will work with TMBF by providing different types of loans to our program. All of the First Tennessee loans will be handled in-house and include both variable rate and fixed rate products.

Doyle Rippee, Nashville regional president of First Tennessee Bank, said "First Tennessee is proud to partner with TMBF to serve the

to make this a very successful program."

The Bond Fund will compete with any provider of loans to cities and at a lower cost. Our pledge remains the same as it has for 25 years. The Bond Fund will loan money at the lowest possible cost and if we are not the lowest, then we have driven the cost down to what it should have been in the market place. TMBF is fortunate to have banks such as Bank of America and First Tennessee Bank on our team and participating in our program.



credit needs of cities and counties across Tennessee. We look forward to working with our TMBF partners

TML President appoints nominating committee

Tommy Green, Mayor, Alamo, Chair (West Tennessee)
Tom Beehan, Mayor, Oak Ridge (East Tennessee)
Curtis Hayes, Mayor, Livingston (Middle Tennessee)
Dale Kelley, Mayor, Huntingdon (West Tennessee)
Dot LaMarche, Vice Mayor, Farragut (East Tennessee)
Johnny Piper, Mayor, Clarksville (Middle Tennessee)
Tommy Pedigo, Sparta Mayor, (Ex-Officio, non-voting member)

The committee will meet on Sunday afternoon, June 13 from 3:30 to 4:00 p.m..

The nominating process

In accordance with the TML by-laws, the Nominating Committee will nominate a slate of officers and at-large board directors for the 2010-2011 term of office. The positions are:

- President
- First Vice President
- Second Vice President
- Third Vice President
- Eight At-large Directors

In making its selections, the Nominating Committee gives con-

sideration to the representation of women and minorities, geographic divisions, and an appropriate balance of mayors, council members, and appointed managers/administrators. The election of officers and at-large board directors will take place during the TML annual business meeting on Monday, June 14.

President and Three Vice Presidents. The custom is to select the president from among the three vice presidents on a sequential basis among the Grand Divisions. This practice assures the League of a president with experience on the Board.

The two remaining vice presidents have traditionally been re-elected and rotated to the next higher vice president's slot in order to rotate up to the presidency. A new third vice president is selected from the same Grand Division in which the new president resides.

In the normal rotation, Huntingdon Mayor Dale Kelley would become president — and a new third vice president from West Tennessee would be nominated.

At-Large Directors. The Nominating Committee will nomi-



Tommy Green

nate eight at-large directors. Two at-large directors are nominated from each Grand Division, as well as two additional directors who are minorities and/or women. At-large directors serve one-year terms, and can serve consecutive terms. It has been customary to re-elect at-large directors completing their first term to an additional term so that they serve at least two years on the Board.

District Directors. District di-
See NOMINATING on Page 6

NEWS ACROSS TENNESSEE



BY TML STAFF REPORTS

CHATTANOOGA

Several Tennessee Department of Transportation SmartWay cameras in the Chattanooga area are off-line and may not function again until September, according to a TDOT spokesperson. About nine of the 63 cameras normally in service are down for technical reasons, and others are being transferred to fiber-optic lines as TDOT moves its traffic camera control office and equipment from a temporary facility to a new Transportation Management Center at Enterprise South. The \$2.5 million construction project on the Transportation Management Center — where the TDOT SmartWay traffic cameras will be controlled, is expected to be completed by this summer.

DYERSBURG

The Dyersburg City School System will offer Camp EXCEL, a program allowing selected students of all ages the opportunity to participate in engaging activities designed to strengthen language arts and math skills this summer. One of the city system's proposals to spend Race to the Top funds locally, the two-week summer program offers selected students in each school a specialized age-appropriate program.

FRANKLIN

Hundreds of new jobs are headed to Williamson County. Jackson National Life Insurance Company based out of Lansing, MI, announced it is moving its corporate offices to Cool Springs employing up to 750 workers. Jackson National's growth plans call for the company to occupy 90,000 square feet of office space by January 2011, adding 30,000 square feet in 2012 and another 30,000 square feet in 2013.

FRANKLIN

Three students from Franklin High School left for Carleton Place, Canada as part of the Franklin and Williamson County Sister Cities

Youth Exchange Program. The three girls, 17 year old Elizabeth Lehmborg, 17 year old Emily Ebner, and 15 year old Reyna Morgan will stay with host families. Their visit will include canoe lessons on the Mississippi River, a day trip to Ottawa, attending a local Carleton Place high school to take some courses and a jewelry making class at a downtown retail store. Carleton Place has been a sister city with Franklin since 2005.

GERMANTOWN

City officials and visitors celebrated the completion of the expansion and renovations of the Bobby Todd Water Treatment Plant. The project allowed the city to go from seven wells to 10 wells at the Johnson Road plant. A computerized well system releases 80,000 gallons of water within 20 minutes into a new filtration system. The system is a part of the \$6.6 million upgrade that doubles the plant's capacity. The expansion means the city now has an estimated 24 million gallons of water available daily. During the peak summer days, residents and businesses use more than 15 million gallons of water daily.

JACKSON

An airline that operates regional flights in Tennessee is considering expanding its work force in Jackson. The airline, TennesseeSkies, hired about 20 people in the West Tennessee city after it started flying out of McKellar-Sipes Regional Airport in August. Pacific Wings CEO Greg Kahlstorf says the company is considering expanding its marketing, reservation and other operations within Jackson in the coming year.

MORRISON

A new distribution facility will create 118 jobs. Miniature Precision Components Inc. will invest \$7.5 million in the facility in Morrison. The company is a supplier of products for the automotive, lawn and garden and commercial industries. Its customers include the Volkswagen Group of America,

Chattanooga operations. The facility is expected to open Aug. 1 as the first phase of a three-part growth plan. MPC, based in Walworth, Wis., has 11 support and manufacturing facilities in the U.S. and Mexico.

NASHVILLE

Gaylord Opryland announced plans to lay off more than 1,700 workers as repairs are made to the hotel and surrounding attractions. Gaylord has continued to pay salary and provide benefits since the hotel was evacuated a month ago. The Cumberland River rose above its 100-year levees and submerged much of the complex. Gaylord CEO Collin Reed says it was an "incredibly difficult decision" to let go of so many employees, which the company calls its "stars." "The cost of this disaster has meant that we have to balance the future of our business and our fiduciary duty to our shareholders with the responsibility we have to our stars." Employees will get two weeks of severance pay after they're released. Gaylord will maintain a staff of roughly 900 people. The hotel plans to reopen November 15th.

OAK RIDGE

The Tennessee Preservation Trust has named the K-25 plant to its "Ten in Tennessee" most endangered historic sites list. The nonprofit Washington, D.C.-based Atomic Heritage Foundation states that this announcement underscores the need for the Department of Energy to take a second look at whether "some small sliver of this facility can be saved." The uranium enrichment plant is one of three signature facilities of the Manhattan Project. In late January, U.S. Sens. Lamar Alexander and Bob Corker, U.S. Congressman Zach Wamp, and Gov. Phil Bredesen, along with the East Tennessee Economic Council, city of Oak Ridge and other local organizations urged the National Park Service to include Oak Ridge in a proposed Manhattan Project National Historical Park.

SMYRNA

Nissan made a major step toward the future while breaking ground on a lithium-ion battery manufacturing facility for its new Leaf electric car. The battery plant will support the assembly of the Nissan Leaf that will be built at the Smyrna plant in late 2012. The Leaf is the first in a range of forthcoming Nissan electric vehicles being heralded as the world's first affordable, mass produced zero emission car. The Department of Energy officially awarded a \$1.4 billion loan in January to Nissan North America to expand production in Smyrna. Modification of the plant, which will begin later this year, includes the new battery plant and changes in the existing structure for electric-vehicle assembly. When fully operational, the vehicle assembly plant will have the capacity to build 150,000 electric cars per year, and the new plant will have the annual capacity of 200,000 batteries. The 1.3 million-square-foot facility at full capacity will employ up to 1,300 people.



Officials gather for the dedication of Farragut's new Memorial Plaza and unveiling of a bronze statue of the town's namesake Admiral David Glasgow Farragut. From left to right: Rear Admiral Jay A. DeLoach, Farragut Alderman Jeff Elliott, Sculptor Linda Rankin, Farragut Mayor Ralph McGill, Farragut Vice Mayor Dot LaMarche, Farragut Alderman Bob Markli and former Farragut Mayor Eddy Ford.

Farragut honors namesake

By **CHELSEY RIEMANN**
Farragut Public Relations Coordinator

In the words of Mayor Ralph McGill, "A little over 30 years ago, the founders of the town of Farragut took up the creed to go boldly and tenaciously forward despite the obstacles." In the summer of 2006, the Farragut Board of Mayor and Aldermen (FBMA) presented a challenge to the town's four Leisure Services Committees: propose a new event or project to benefit the town's citizens. The Farragut Folklife Museum Committee boldly answered that challenge by presenting the concept of a statue of the town's namesake, Admiral David Glasgow Farragut.

Farragut, who was born on the riverbank at Stoney Point at Low's Ferry just a few miles from the town of Farragut, was the first commissioned rear admiral, vice admiral and admiral of the United States Navy and was a Civil War hero. He is perhaps best known for his statement, "Damn the torpedoes, full speed ahead!" said during the Civil War's Battle of Mobile Bay in 1864.

The FBMA approved the commission of the statue in 2007, with sculptor Linda White Rankin and appointed a Statue Subcommittee. A Knox County native, Rankin is a renowned artist in watercolors, bronze and other mediums. Her commissions include many private and corporate collections throughout the country, and she is especially known for her bronze sculptures of world champion horses and their owners.

The FBMA approved the recommended site for the statue and

memorial plaza on which it would sit in 2008. The site chosen is approximately six-tenths of an acre on town-owned property at the corner of Municipal Center Drive and the entrance drive to the Farragut Town Hall. The FBMA also approved the loan of two cannons from the U.S. Naval History & Heritage Command in Washington, D.C. — one from the USS *Hartford*, Farragut's flagship, and the second from the USS *Independence*, on which Farragut served early in his career.

Construction began in the fall of 2009.

The Farragut Statue Subcommittee and the town staff planned a special dedication event to unveil the new statue, which is believed to be the first bronze of the admiral in more than 100 years. The weekend began with a Civil War encampment on the grounds of the Farragut Town Hall where reenactors from the Sons of Confederate Veterans, United Daughters of the Confederacy and the 8th TN Company E demonstrated life on the battlefield during the Civil War. The encampment was capped off with the dedication of a Civil War Trail Historical Marker, which commemorates the Battle of Campbell Station fought on land surrounding the Farragut Town Hall Nov. 16, 1863.

Sculptor Linda White Rankin and local historian Tom Fine gave two distinct presentations on Admiral Farragut. Rankin shared her story of the two-year process of creating the seven foot bronze statue while Fine presented a fascinating look at Farragut's life and times.

Several hundred community members, including numerous local dignitaries and elected officials, gathered beside the Farragut Town Hall for the dedication of the Memorial Plaza and unveiling of the statue.

Knox County Commissioner Mike Hammond, Farragut Mayor Ralph McGill, former Farragut mayors Bob Leonard and Eddy Ford, and Rear Admiral Jay A. DeLoach of the United States Navy addressed the crowd, informing those in attendance of the significance of Admiral Farragut to the town and to our nation's history. The dedication ceremony culminated with Admiral DeLoach and FBMA members removing the cover to unveil the remarkable seven foot statue, a constant reminder of Farragut's spirit.



Nissan made a major step toward the future while breaking ground on a lithium-ion battery manufacturing facility for its new LEAF electric car. Nissan CEO Carlos Ghosn and Gov. Phil Bredesen examine the Nissan LEAF, which will be produced in Smyrna.

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Most cities unprepared for aging baby boomers

BY VICTORIA SOUTH
Communications Coordinator

While aging is a natural condition, older people struggling to live independently in communities ill-fitted to their basic needs is not. And in the United States, there will be a lot more older people in cities across the nation within a couple of decades; 71.5 million over the age of 65 by the year 2030, as the baby boomer generation, those born between 1946 and 1964, meets its stride. At that point, older Americans will become more visible, comprising 20 percent of the U.S. population, and predicted to live longer and stronger than their predecessors.

The aging of America is destined to have a direct and dramatic impact on every community in the nation, impacting nearly every segment of local government: health services, land use, housing and transportation, public safety, workforce and economic development, recreation, education and volunteerism/civic engagement. Communities will need to provide larger street signage, accessible housing, and age appro-

- A lack of affordable and appropriate housing options, land use patterns like urban sprawl often separate seniors from downtown areas;
- Few opportunities for walking, bicycling, or other forms of physical activity;
- Inadequate transportation options; and
- Limited opportunities for meaningful, challenging volunteer service.

In 2009, MetLife challenged the city of Chattanooga to become part of the solution. Listed in the July/August issue of "Where to Retire" as a Top 10 retirement location in the country, and the only city in Tennessee to make the list, Chattanooga was chosen among 12 other cities nationwide to take part in a *Building Partnerships* workshop, where local and national leaders began to brainstorm about how to create a livable Chattanooga for all ages. The group examined four vital areas: Healthy Living, A Place for Everyone, Building for the Future, and Lifelong Learning.

"When you say senior, what does that mean? Where does it

tration of Aging, provides services and programs that keep seniors independent, healthy and secure in their communities. The current authorization of the OAA, expires Sept. 30, 2011. "We are moving forward on the premise that if we do what is good for the community, it will be good for all ages," said Witt. "There were some small Jumpstart grants available, and a group of people decided to go in together for a grant called "Get On Line," a project for seniors age 50 and up who may not be familiar with computers."

The resulting MetLife report, *Building Partnerships: Creating a Livable Chattanooga for all Ages*, is considered by the city as the starting point for developing a full-fledged strategic plan in making Chattanooga a livable community for all. Currently, the city is involved with a project geared toward creating a true multi-modal transportation network called "Complete Streets."

"A community with a complete streets policy considers the needs of older residents every time a transportation investment decision is made," writes Phillip Pugliese, Chattanooga's first bicycle coordinator in an article for The National Trails Partnership. The city's lunch and learn series, Lunch, Learn and Engage, will provide information about the Complete Streets initiative called "Building for the Future: Equal Footing, Mobility for All. Through grant funding, Chattanooga is in the process of placing bike stations throughout town where visitors and citizens can check out a bike for free. "There's also a possibility down the line, where people may check out an electric car," Witt said.

In May, Chattanooga held a second conference comprised of community think tank leaders called "Take the Lead." "At this conference, we began something we call talent asset applications," Bennett said. "Out of 175 people that attended, we received 90 applications from talented leadership people who said they want to be more involved. It is the beginning of using people's talents to do more than just stuff envelopes. We are engaging people in problem solving and being advocates for their communities."

"We try to get people to look to the present and future, to serve the community in a different way," said Witt. "Because I'm not going to want to play Bingo or even go to something called a Senior Center one day."

Chattanooga's report can be viewed under the Resources link www.aginginplaceinitiative.org

"If we do nothing, than it will be reactive and an expensive problem," concludes Bennett. "But, if we are proactive, I think there's a lot of opportunities to take advantage and see how we can help individuals live the healthiest most productive lives they could, benefitting not only the individual, but the community."

"I don't think livable communities are a senior issue," says Margot Seay, AARP Tennessee State president and a resident of Kingsport. "I think it's everybody's responsibility to make their community the best it can be."

Last year, AARP Tennessee selected Kingsport as part of a pilot



Jackson's seniors take part in city sponsored computer education courses.

program focusing on the idea of livable communities. An AARP survey consisting of about 40 questions was mailed to 3,000 members selected at random in the greater Kingsport area. The survey asked people about their concerns and mobility, their neighborhoods and how satisfied they are living in Kingsport.

While 50 percent replied that they are very satisfied living in the community, the top two concerns

Jackson has been selected by the Tennessee Department of Environment & Conservation to serve as a pilot city for a new walkability/bikeability project called "Walk with Me Tennessee," and has recently completed improvements to the city's downtown sidewalk curbing, making it ADA wheelchair compliant.

MacDiarmid notes her department discovered the benefits of designing a community accessible for



Age appropriate recreational opportunities help older citizens stay healthy and active.

appropriate fitness programs as well as lifelong learning and job retraining opportunities, according to the National Association of Area Agencies on Aging. Yet a study by the MetLife Foundation: *The Maturing of America: Getting Communities on Track for an Aging Population*, discovered that only 46 percent of American cities have begun planning to address the needs of this exploding population.

"It's not so much about the impact baby boomers will have on (job) recruitment and replacement, as the impact they will have on services local governments will need to provide," *Governing* magazine states on its website.

According to the MetLife Foundation, the vast majority of aging citizens wants to remain in their own communities rather than setting sail for warmer climates, yet confront many barriers to remaining active and engaged. The Foundation's *Blueprint for Action: Developing a Livable Community for All Ages* sites a number of obstacles aging citizens face, including:

start?" asked Linda Bennett, former Chattanooga councilmember and executive director of Choose Chattanooga, a division of the Chattanooga Chamber of Commerce. "Some think it deals only with the elderly, but there's this whole in between group, boomers, who are a wealth of talent and experience. Bennett cites famous actress Betty White, who in her 80s, has recaptured an entirely new fan base from all age groups. "We have an opportunity to look at this aging process," Bennett continues. "Learn how to tap into that group and use them as mentors so that we don't lose the wisdom that they've gained."

"A lot has been done in Chattanooga to make it a livable community for all ages," agrees Steve Witt, director of the Southeast Tennessee Agency on Aging and Disability, part of nine area agencies on aging and disability in Tennessee. The agencies are a component of the Older Americans Act (OAA) requiring a council on aging to cover every county in the country. The OAA, administered by the U.S. Adminis-



Complete Streets policies design streets with senior citizens in mind.

are affordable health care and remaining independent as they become older. Other considerations were conveniently located community centers, well-designed streets and neighborhood lighting.

In response to the survey, Kingsport Mayor Dennis Phillips formed a Blue Ribbon Committee on Livability to develop an action plan. The complete AARP survey results can be found at http://assets.aarp.org/cs/misc/kingsport_tn_lc_report_final.pdf.

Jackson's Step up to Better Health program is an AARP fitness initiative. The city is a model when it comes to community wellness and mobility. "Our campaign is "Get up, Get fit, and Get active," says Sandy MacDiarmid, superintendent of Jackson Recreation & Parks. "We sponsor the annual senior Olympic games where several hundred seniors from all over West Tennessee participated, we have the Jackson Greenbelt, which is a great resource for walking, and the city has just adopted a community wellness policy that addresses all ages, and definitely with an eye toward writing better infrastructure and walkability in the community."

all ages when the city opened Gabriel's Garden, an inclusive handicapped designed playground for children.

"One of the first calls we received was from a grandmother who said 'My grandchildren are not special needs, but I'm in a motorized wheelchair and I love to take my grandchildren to the playground. But, with my wheelchair, I had to get outside of the playground area on the edge.' Because of the way the new playground was structured, the grandmother was able to get on the playground with them," MacDiarmid said. "We never considered grandparents may be physically limited and had the same needs. Now they can get out there as a family and play with their grandchildren."

For more information about Livable Communities, be sure to attend the *Creating Healthy and Sustainable Communities for an Aging Population* workshop from 10:15 a.m.-11:15 a.m. Monday, June 14, at TML's 2010 Annual Conference instructed by Dr. Jim Johnson, University of North Carolina at Chapel Hill.

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TML presents the 2010 Achievement Awards in Gatlinburg

Knoxville Police Department Excellence in Police Services

In a relatively short period of time, the Knoxville Police Department has handled several high profile cases successfully and commanded the national spotlight with integrity as representatives of state and municipal law enforcement. While the force provides excellent day-to-day services for the community, it also extends resources to smaller agencies and works diligently to protect Tennessee's children from Internet crime. For the department's tenacity in technology, training, dependability and dedication to its citizens and the youth of Tennessee, the Tennessee Municipal League is proud to present the Knoxville Police Force with an Excellence in Police Services Award.

Whether it's a gruesome double murder, a church shooting, or a sniper attack outside a local hospital, the Knoxville PD will be prepared and on the scene investigating and handling incidents with experience and professionalism. The department also serves as the primary law enforcement agency in the statewide efforts to combat child pornography and other crimes committed against children through the Internet Crimes Against Children (ICAC) taskforce. The department graciously opens its training programs to other law enforcement agencies across the state, providing a cost effective way of getting high level, professional training for personnel from smaller police departments.

Knoxville's PD has been a visible leader in advocating the use of technology to reduce injuries and property damage associated with traffic crashes. "Both the citizens of Knoxville and the law enforcement community of Tennessee have reason to be proud of this police department," said Rex Barton, MTAS police consultant.



Knoxville's Police Department has handled several high profile cases successfully and captured the national spotlight as representatives of state and municipal law enforcement.

Town of Unicoi Small City Progress Award

The city that works together gets it right. Unicoi is a fine example of a small town making big city progress through municipal teamwork and planning. The creation of new departments, codes and infrastructure has spurred development and has set the tone for an exciting future for the citizens of the community. To honor Unicoi's progressive initiatives, TML will present the town with a Small City Progress Award.

The installation of a sewer collections system was a huge risk for the town, but an enormous amount of development has occurred since the system was put in place, according to Pat Hardy, MTAS municipal management consultant. Continued development is highly important to the town's board and staff, who attend an off-site retreat each year to a community where they can gather ideas about new concepts and processes. The last few years, the group has visited Townsend, where they tour community facilities and meet with local leaders to discuss options for development.

"Unicoi is one of the most progressive and innovative small communities I have ever worked with," said Hardy. "It's even more unusual because the town has only existed for about 10 years."

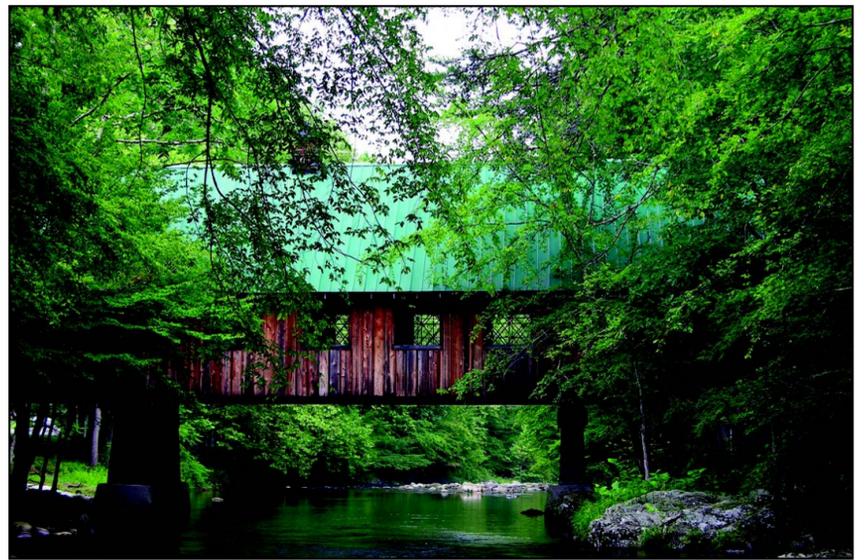
Town leaders set an annual series of goals to help guide decision-making efforts and create committees to help implement those goals. Only a few years ago, Unicoi had no zoning requirements. But now the Design Review Committee maintains high-quality standards for future growth. Among Unicoi's recent accomplishments, the town has: established a municipal court and hired a part-time court clerk, adopted International Building Codes and expect to hire a building inspector in July; have developed a street maintenance program to clean ditches, cut tree limbs and perform interstate mowing and litter pick up; established a public relations department that also maintains and coordinates seven festivals and special events each year, developed a newsletter, "The Pinnacle," established a town website, and created a Business Directory as a first step toward developing the Unicoi Business Alliance.

The town acquired 2.8 acres, where it is developing a multi-use public park and restoring an existing historic log cabin as a community museum projected to be open this year. Unicoi launched public auctions and fundraisers to help finance the Tansai Arts & Heritage Center off I-26 and a matching \$2,316 grant from the Tennessee Department of Agriculture/Forestry Division helped finance a First Day of Spring tree planting event at Buffalo Creek Park, where citizens planted 56 trees from 17 Tennessee species.

"The town of Unicoi is a perfect example of what can happen when a really good board is coupled with an excellent mayor and a top-notch staff," said Hardy. "Together they have shown nearly anything can be accomplished."



A matching \$2,316 grant from the Tennessee Department of Agriculture/Forestry Division helped finance a First Day of Spring tree planting event at Buffalo Creek Park, where Unicoi citizens planted 56 trees from 17 Tennessee species.



The Emerts Cove Covered Bridge is one of Pittman Center's destinations along the state's Sunnyside Trail project.

Town of Pittman Center Excellence in Governance

One of the smallest communities with a council-manager form of government, the town of Pittman Center is not afraid to tackle the big issues to become a well-run, top-notch community. Town officials have made significant progress with municipal projects that showcase the community's rich natural resources and mountain heritage, while enhancing the safety and welfare of its citizens through grant-funded improvements to the town's police department. In recognition of officials' forethought and excellent governing strategies, TML will present Pittman Center with an Excellence in Governance Award.

Just minutes from downtown Gatlinburg, and a designated "pristine waterway" for the middle prong of the Little Pigeon River, outdoor recreation is a big part of life in Pittman Center, where town officials work as a team to do what's right for their community. A website and Facebook page makes town information readily accessible and for history buffs, the new heritage museum inside the new Pittman Center Elementary School is chock full of interesting artifacts about the community.

As members of the state's Sunnyside Trail Project, Pittman Center's sites along the trail include: The Emerts Cove Covered Bridge, the Greenbrier entrance to the Great Smoky Mountains National Park; Noisy Falls, the Bent Creek Golf Course and the City Hall, which is on the register of historic places. With the assistance of UT Forestry Department interns, the town is currently developing 50 acres into an interactive trail, the Spring Branch Walking Trail, and an 80/20 state funded grant will bring a \$500,000 bridge to Golf Creek.

"The town has developed a board and staff team that work together seamlessly," said Pat Hardy, MTAS Municipal Management consultant. "They employ a part-time city manager who is the absolute epitome of what a professional manager is all about. The town is also fortunate to have a wonderful, upbeat, smart, and caring mayor."

With public safety a strong focus of town leaders, quarterly Safety Department meetings are implemented and the community has been receiving TML Risk Management Pool safety grants for the past five years. The town's police department developed a Standard Operating Procedure Manual and a \$5,000 Governor's Highway Safety grant has helped update police vehicles with mobile and portable radios. Most importantly, Pittman Center citizens will reap the benefits good governance brings for years to come.



Franklin's new police headquarters features green amenities and is on target to receive a Silver LEED rating.

City of Franklin Excellence in Green Leadership

While a leader among cities across Tennessee and the nation, Franklin hopes to become a national leader in sustainability. The city's devotion to sustainable practices, not only in municipal departments but throughout the entire community, is commendable. In addition to creating a Sustainability Action Plan, Franklin's efforts include: developing a new city ordinance for green construction practices and creating a network of business partnerships throughout the community based on sustainable operations. In recognition of the city's efforts to promote green practices, TML will present Franklin with an Excellence in Green Leadership Award.

Franklin is on track to become one of only a few Tennessee cities making green construction practices a requirement, at least when it comes to municipal buildings. A proposed ordinance requiring all government-owned buildings either be built or renovated to meet the "silver" level of environmental guidelines developed by the U.S. Green Building Council, is under consideration by the city aldermen. If approved, Franklin will become the first Williamson County city to join other American cities requiring municipal buildings to use Leadership in Energy and Environmental Design sustainable building practices. The city's new Columbia Avenue police headquarters already supports various green amenities and is expected to receive a silver rating.

Franklin businesses are being more sustainable too with efforts such as recycling, using energy efficient appliances, energy efficient vehicles and more, through a collaborative partnership that promotes sustainable operations in the work place, the "Live Green Partnership for Business." The program is open to any business in Franklin on a volunteer basis, regardless of type or size, as long as they implement resource conservation measures and demonstrate a culture of sustainability in their everyday practices. Businesses are awarded a certificate signed by Franklin Mayor John Schroer and Sustainability Commission Chairperson Ken Scalf. They also get a Live Green decal to display at their business. Franklin is the first in the state to start this type of community driven partnership.

"We are very proud of our recent accomplishments in implementing our sustainable initiatives in the last couple years," said Mayor Schroer. "This would not have been achievable without the support and interest from the Franklin Community. This all began with a huge volunteer effort to develop, and bring to fruition, a sustainable action plan for the city. With the help of Franklin citizens we've been able to implement a very successful green business partnership, a new curbside recycling program and much more."

The city has nine volunteers that serve as commissioner's on Franklin's Sustainability Commission. The commission serves as a policy advisory board to the board of mayor and aldermen in the development and initiation of programs that will enhance and promote economic development, environmental health and social equity within the community for present and future generations. In addition, the city's Sustainability Task Force has developed actions/goals for the community across nine subject areas: waste reduction, water and stormwater, urban nature, urban design, public education, alternative fuel and energy, transportation and energy and environmental health. These action items have become Franklin's Sustainability Community Action Plan.

The plan provides a roadmap for Franklin's long-term success and viability. "I truly believe we are on our way to attain our goal to be a top 25 sustainable city in the country," adds Schroer.

2010 Achievement Awards presented to cities for excellence

Athens Public Works Department Excellence in Public Works

If a movie were made about Athens, the city's Public Works Department would play a leading role for proactive and progressive action in the areas of green initiatives, mitigation, stormwater management, sanitation and recreation while accomplishing significant projects to improve the lives and infrastructure of the community. TML is proud to recognize the efforts of the Athens Public Works Department with an Excellence in Public Works Award.

With a staff of 32 full time employees and an annual operating budget of more than \$3 million, the Athens Public Works Department performs the everyday functions for a mid to large size city, but is always one step ahead with innovative new projects. When the city obtained a \$30,000 grant, the department joined forces with the YMCA, TVA, TDEC and Southeast Watershed Forum to build a \$163,000 green parking lot to serve both the city and the YMCA. Featuring Geoblock (recycled high-grade plastic grates with grass sown in open spaces) and porous concrete. A rain garden featuring native, water-loving plants was planted along the middle of the lot by local Eagle Scouts. The green parking lot project has been nominated for a 2010 Governor's Environmental Stewardship Award. Athens Mayor Hal Buttram describes the project as "not only a good green project, but an example of how the community came together."

The department brings the community together in other ways too. Proactive when it comes to stream corridor restoration, the Athens Public Works Department completed a visual survey of 16 miles of Blue Line Stream and two creeks on the state's impaired creeks list and their tributaries. All pertinent data such as vegetation, erosion, litter, water clarity and presence of wildlife was recorded on an ESRI geo-database for year-to-year reference. The department organizes public tree plantings and stream bank clean-up events as well and educates citizens on the importance of tree canopies around streams. Grants are offered for citizens to build rain gardens on their properties to reduce stormwater runoff.

Time and energy management has brought a major shift in the way the department handles waste services. Last year, the department switched from rear-load collection of refuse to automated pickup, which has allowed drivers to finish their routes two hours earlier and move from a four-day to a three-day route. The move not only will save fuel costs, but will free up employees to work in other public works areas. Additionally, a three-year record of steady increases at the city's recycling center has resulted in a 45 percent landfill diversion rate in Athens.

With a TDOT enhancement grant, the department has installed a tree museum along a recently completed sidewalk outside the public library and through studies and implementation of upgrades in street lighting, mapping, roadway signage and fuel reduction projects, the department is working toward increasing energy savings significantly throughout the city. The staff assists with safety studies with the city's fire and police departments as well.

"Athens' Public Works Department has been very progressive in implementing green initiatives and obtaining grants while efficiently managing day-to-day operations," said Sharon Rollins, MTAS consulting program manager. "They deserve recognition as a model of what a well-managed, community-minded, risk-taking public works department can accomplish."



The Athens Public Works Department completed a visual survey of 16 miles of Blue Line Stream and two creeks on the state's impaired creeks list and their tributaries recording pertinent data such as vegetation, erosion, litter, water clarity and presence of wildlife on an ESRI geo-database for year-to-year reference.

City of Kingston

Excellence in Community Service

Kingston's city employees take pride in their community and in planning and working together as a team to create recreational opportunities for the community's citizens. Their initiative and hard work has brought about a new \$60,000 pavilion for the Kingston City Park that will be enjoyed by citizens for years to come. For the hard work and exemplary service Kingston's city staff has extended to their community, TML will present Kingston with an Excellence in Community Service award.

When Kingston city department heads and Executive Assistant Joyce Lewis, completed Levels I & II of the MTAS Municipal Management Academy, they were searching for a grand finale, a project they could complete together for Level III. That's when Kingston Fire Chief Willie Gordon came up with the idea of building a new pavilion at the Kingston City Park. The estimated \$60,000 cost to tear down the old pavilion and construct the new one didn't deter them. Instead, the group went to work raising the money through fundraisers, spaghetti dinners, garage and bake sales, and outright asking for donations from local businesses, suppliers, professionals and contractors. As excitement about the project began to grow within the community, one chili supper alone drew 350 people. Planning for the pavilion began in the summer of 2009, and the finished product will soon be unveiled in 2010.

The pavilion measures 68-feet by 90-feet, and will seat around 300 people. There is a full commercial grade kitchen with a range, hood system, refrigerator, and ice machine, along with handicapped accessible restrooms and a small room for surveillance equipment. The work is being managed by city employees using prison labor, with a number of contractors donating materials, either free, or at reduced costs.

"This project was entirely the idea of city employees and not initiated by the city manager or council," said Warren Nevad, MTAS municipal management consultant. "The pavilion has become a source of pride for the entire city!"



Kingston city employees developed and then raised funding for a project to build a 68 x 90-foot pavilion at the Kingston City Park.



Changing shift schedules from 8-24 hours has raised the bar at Dayton's Fire Department.

The Dayton Fire Department

Excellence in Fire Service

While always a good department, Dayton's new fire chief and assistant chief, fire department staff and city leaders set a common goal; to become a great fire department. Improvements implemented in a short period of time to all areas of the department from a new facility to scheduling to manpower and equipment has helped the department accomplish their goal and has increased the safety of the community at large. The Tennessee Municipal League will recognize Dayton's improvements to the city's fire department with an Excellence in Fire Service Award.

With the hiring of new Fire Chief Chuck Suttles and Assistant Chief Justin Jackson in 2008, Dayton's city officials, council and the staff of the Dayton Fire Department were on board with bringing the department up to new standards of excellence. Their efforts have produced a new fire station, new equipment, increased manpower and improved response times.

Changing shift schedules from eight hours to 24-hours has been one of the most cost effective efforts the department has made on its way from a good department to a great one. The change has not only saved a significant amount of money in overtime, but has also increased the number of firefighters on duty without adding additional positions. It also allowed the city to staff the new station on a part-time basis increasing response times to a high value industrial park.

Not long after these changes were implemented, they were put to the test. A fire broke out in one of the city's major manufacturing facilities. The increased response time of the Dayton Fire Department saved both jobs and money.

The department has also improved its firefighter training program and recruited several new volunteers. Improvements to the main station allow firefighters to sleep safely at night without exposure to hazardous materials and have brought the station into compliance with national safety standards. Pre-fire planning and new fire prevention efforts have also been implemented to prevent fires before they occur. The department now looks forward to its ISO inspection later this month.

"None of this could have been accomplished without the support of the city manager, city council and officials," said Gary West, MTAS fire consultant. "The city of Dayton is humble and deserving of this award because of its continued improvement to fire protection."



The town of Graysville has recently completed upgrades and purchased new equipment for the local playground through a 50/50 matching grant.

Town of Graysville

Small Town Progress

Despite a small population of 1,541 and an annual budget of \$1 million, things are moving right along in Graysville. Improvements at the town's police and fire departments are only the beginning. The town is relocating its water treatment plant, and is exploring future opportunities in renewable energy along with increasing the quality of recreational facilities and activities for its citizens. TML will recognize Graysville's progressive efforts with a Small Town Progress Award.

Graysville citizens can count on renewable energy opportunities in the future, thanks to the town's position as a founding member of the Tennessee Renewable Energy and Economic Development Council. The council's goal is to provide rural economic development opportunities using renewable energy as a catalyst.

In the area of public safety, two new grants have helped the Graysville Police Department to purchase two patrol cars along with two in-car cameras. The cameras were purchased with proceeds from the department's drug fund. This is the first time the department will be equipped to supply a vehicle for each officer.

The Graysville Volunteer Fire Department is growing in number and experience, recruiting 10 new additional volunteers. Ninety-two percent of the department has at least a Firefighter 1 certification. The department has also lowered its ISO score from a 7 to a 5. The new score will save thousands of dollars in insurance premiums for residences and businesses. The fire department hosts various fundraisers throughout the year and is proud to have provided Christmas presents for 83 children this year.

With the town's water treatment plant located in a flood zone, town leaders knew it was time for a change. A grant has enabled them to relocate the facility to a more centralized location and add a drive thru window to better assist senior citizens and new mothers.

Graysville's neighbors are enjoying new opportunities to socialize at the many dances, fall festivals, block parties and events hosted by the town's Park and Recreation board. The town's library has had to hire a part-time assistant just to assist with its many special events and projects. The new Beautification and Historical committees have also given citizens the opportunity to get involved. And for Graysville's youngest citizens, upgrades to their favorite playground and new equipment has been funded through a 50/50 matching grant.

"The major changes in Graysville during the past year are remarkable considering the difficult times in our economy," said Warren Nevad, MTAS municipal management consultant. "Graysville is most deserving of a Small City Progress award."

STATE BRIEFS

BY TML STAFF REPORTS

The state will inspect unregulated dams this year, starting with about 70 that could result in deaths if they break. The Tennessee Department of Environment and Conservation (TDEC) agreed to inspect about 500 unregulated dams, starting with about 70 that are considered a high hazard. But state conservation officials want legislation giving them authority to inspect and regulate all of the state's 1,200 non-federal dams. The dams are not subject to safety inspections under a farm pond exemption in the 1973 Tennessee Safe Dams Act, meaning they are not open to the public and have fewer than three owners. According to TDEC's communications department, for TDEC to be able to inspect and regulate all dams would require action by the General Assembly.

No Tennessee law enforcement officers were reported killed in the line of duty last year. According to crime statistics released by the Tennessee Bureau of Investigation, 2,037 incidents were reported in 2009 from law enforcement offices around the state. That is a decrease of 5.3 percent from 2008. Most officers, 72 percent, reported no injuries in the line of duty in 2009. Another 26 percent reported minor injuries. The most frequent weapon used against officers was what the report refers to as a "personal weapon," which the report defines as hands, fists or feet. Personal weapons were responsible for injuries in nearly 69 percent of the incidents. The report does not reflect accidental deaths or injuries that occurred while officers were on duty.

A study shows the University of Tennessee and its statewide campuses bring in at least \$2.5 billion annually in income to the state and support more than 53,600 jobs. The study also found the university generates an estimated \$237.6 million in state and local tax revenue. UT economists, led by Center for Business and Economic Research Director Bill Fox, analyzed data from fiscal year 2008, which runs June 30-July 1, to estimate the economic impact of the UT system overall as well as the individual impact of the campuses in Knoxville, Martin, Chattanooga, the Health Science Center in Memphis and the Space Institute in Tullahoma. The estimated economic impacts include income and jobs created by spending of the university and its employees and students.

The Pew Center on the States has commended Tennessee's efforts to improve pre-kindergarten programs. The Washington-based research center cited the state's emphasis on early childhood education in Tennessee's Race to the Top application. Tennessee was one of just two states to be successful in the program's first round awarding

grants to improve failing schools. The center also referenced the state's efforts to improve training for pre-k teacher assistants and child care workers. The governor's office says Tennessee has 934 state-funded pre-k classes serving more than 18,000 children. The center works to advance state policies that serve the public interest.

Tennessee's unemployment rate for April was 10.5 percent, down 0.1 percentage point from the previous month. Tennessee Commissioner of Labor and Workforce Development James Neeley said while the seasonally adjusted unemployment rate was at the same rate as the same year-ago period, the state is also experiencing a growing number of people returning to the work force. The state's labor force of 3 million in April was at the highest level since May 2009. Tennessee had about 318,300 people seeking work during the month. The state's biggest job gains were in the fields of leisure and hospitality; mining and construction; and trade, transportation and utilities. The national unemployment rate in April was 9.9 percent.

Tennessee is becoming a more bicycle-friendly state. The League of American Bicyclists says Tennessee jumped 19 spots to 24th in the group's annual Bicycle Friendly rankings (BFS). Officials attributed the new rating to better collaboration among the Tennessee Department of Transportation and regional and municipal planners along with other factors. The BFS rankings are based on a 95-item questionnaire that evaluates a state's commitment to bicycling and covers six key areas: legislation, policies and programs, infrastructure, education and encouragement, evaluation and planning, and enforcement. The League offers feedback and technical assistance to states in an effort to improve their ranking as well as overall conditions for bicycling.

Tennessee labor officials say the state ranks in the top 11 percent nationally in the job retention rate of those who received training under a 1998 federal law. According to the Tennessee Department of Labor and Workforce Development, 92 percent retained their jobs for six months in 2009 after registering for training under the Workforce Investment Act. This law uses federal job training funds to help adults, dislocated workers and youth. Tennessee has won more than \$7 million in incentive awards since the inception of the program. More than 9,100 in Tennessee registered for training under the act last year.

The total value of contracts awarded for future construction in Tennessee dipped in April, according to data released by McGraw-Hill Construction. According to McGraw-Hill, \$510.9 million worth of construction

projects were awarded last month, compared to \$664.7 worth of contracts in April 2009, a 23 percent decrease. Nonresidential construction — including commercial, manufacturing, educational projects, etc. — dropped by 55 percent, to \$132.8 million, down from \$297 million in April 2009. Nonbuilding construction — for infrastructure projects like roads, bridges, utilities, etc. — dropped 24 percent, to \$94.7 million, down from \$125 million in April 2009. Residential construction provided a bright spot, however, increasing 17 percent.

Moody's Investors Service says the historic flooding that hit Tennessee has had a minimal effect on short-term credit. Moody's Vice President Geordie Thompson compiled a report in which he found no expectation that any rated state, local or enterprise credit would have trouble making upcoming debt service payments. The report said Moody's would continue to monitor the credit market, with Nashville especially hard hit, and said more significant pressures are likely to emerge over the longer term. Cited were the cost of flood-related expenses and perhaps disruption in some revenue collections. The company said that various debt obligations of the city-county government were placed on a watch list for a possible downgrade.

State lawmakers have voted to let county property assessors revalue properties damaged by flood, regardless of when owners decide to rebuild. The break in Davidson County alone could affect 10,500 properties. The measure is one of several that lawmakers have weighed to give flood victims a tax break and possibly also a state grant to help them rebuild. House lawmakers passed the property tax break unanimously, and the Senate approved the measure as well. A local city or county council also would have to approve the break by a two-thirds majority for it to go into effect.

The U.S. Department of Labor has awarded \$4.67 million to the Tennessee Department of Labor and Workforce Development in order to create temporary jobs in the wake of this month's devastating flooding. The grant will support ongoing recovery efforts and provide temporary employment to Tennesseans as they clean-up flood-impacted areas and return their lives to normalcy.

The flood is now the worst disaster in Tennessee history and has put a record number of people out of work. A total of 45 counties are now offering disaster unemployment assistance. Those who might be eligible are the self-employed, any individual that isn't monetarily eligible for regular state benefits, and anyone injured during the flood who now can't work. Even if a county is not declared a disaster area by the federal government, people are still urged to apply for unemployment benefits if they lost their job due to



The League of American Bicyclists says Tennessee is becoming a much more bicycle friendly state. Chattanooga has been recognized as a top bicycle-friendly community since 2003. City planners stand outside a 1000 ft. tunnel containing a cyclist warning system. The light is activated when cyclists hit a button as they approach the tunnel entrance alerting drivers to their presence inside.

the flood. Weekly DUA benefit amounts are determined in the same way as regular unemployment benefits. Benefits range from \$114 to \$275 per week and are payable up to 26 weeks after the day of declaration, which was May 4, 2010. DUA benefits will end if unemployment is no longer the direct result of the disaster.

Country music super group Rascal Flatts is joining the Tennessee Department of Transportation to encourage Tennesseans to help clean up the state by adopting a highway. Rascal Flatts members are featured in a new 30-second public service announcement and on billboards across the state saying "Show Your Pride and Adopt-A-Highway Today." The goal of the campaign is to raise awareness of the volunteer program, encourage more participation and to remind motorists to Stop Litter in Tennessee.

Tennesseans lagged behind the rest of the country in the amount of physical activity they engaged in. The state also ranked poorly in the availability of facilities for getting exercise. Tennessee ranked last among the states in the percentage of adults who are considered physically active, which is defined as 150 minutes a week of moderate activity or 75 minutes of vigorous exercise. Just 51.8 percent of Tennesseans met that definition, compared to the national average of 64.5 percent. The state also ranked near the bottom with 29.9 percent considered highly active, which is defined as 300 minutes a week of moderate activity or 150 minutes of vigorous exercise. The national average is 43.5 percent. High school students in the state did better than the national average but still only 24.3 percent were counted as physically active. The national average was 17.1 percent. Also in the report: Percentage of youth with parks, com-

munity centers and sidewalks in their neighborhood.

Google Inc. generated \$422.4 million in economic activity in Tennessee in 2009, according to the company's first report detailing nationwide economic impact. The company said 22,900 Tennessee businesses advertised on Google or public websites connected to Google and the search engine giant generated the \$422.4 million of economic activity through Tennessee advertisers and website publishers. Another 30 Tennessee nonprofits got Google grants and the company donated \$824,000 in free advertising to Tennessee nonprofits in 2009.

One hundred twenty one elementary schools across the state have been chosen to participate in the Fresh Fruit and Vegetable Program for the 2010-11 school year. The program allows students to newly experience fresh fruits and veggies in hopes their consumption will increase throughout their lives. These funds are provided to the Department of Education through the United States Department of Agriculture as part of the National School Lunch Program.

Legendary late soul musician Isaac Hayes may get a commemorative stretch of highway in his home state of Tennessee. A measure to designate a section of Interstate 40 the "Isaac Hayes Memorial Highway" has passed the state Senate unanimously. The House approved it without opposition in April. The commemorative stretch would be near Memphis, where Hayes had a home until he died of a stroke in 2008 at the age of 65. He was raised in Tipton County, north of Memphis. The bill now goes to Gov. Bredesen. The deep-voiced singer won Academy and Grammy awards for his "Theme From Shaft." He was elected to the Rock and Roll Hall of Fame in 2002, acted in movies and provided the voice of Chef on the animated TV show "South Park."

Nominating committee

NOMINATING from Page 1
rectors for Districts 2, 4, 6, 8 (because 2010 is an even-numbered year) will be nominated by members during the district meetings on Sunday, June 13, at 3:00 – 3:30 p.m. Each municipality has one vote in district elections. District directors serve a two-year term, with half of the districts selecting new directors each year.

Other directors. The individuals who serve on the TML Board of Directors in designated positions, not nominated by the Nominating Committee include:

- District Directors (one from each of TML's eight districts, elected in the District Meetings held during the TML Annual Meeting)
- Mayors of the four largest cities in Tennessee
- Past presidents of TML who hold an elected position at municipality from which initially elected
- The president or designee of the Tennessee City Managers Association (voting)
- Director designated by the Tennessee Municipal League Risk Management Pool Chairperson
- Director designated by the Tennessee Municipal Bond Fund Chairperson

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PEOPLE

Don Darden retires after 41 years of public service

BY SUSAN ROBERTSON
IPS Information Specialist

After 14 years with the UT Municipal Technical Advisory Service (MTAS) and a total of 41 in the field of public service, Don Darden is retiring at the end of June.

Darden joined MTAS in March of 1996 after a lengthy career in city management and economic development. He has served as a city manager/administrator in Jefferson City and LaFollette, the Coffee County executive, executive director of the South Central Tennessee Development District and as executive director of the Tullahoma Industrial Board. He also serves as a member of the UT Institute for Public Service (IPS) Economic Development Council and has conducted extensive research on economic development issues and problems in Tennessee cities.

Darden teaches economic development, structures of city government, charters, codes, open meetings and open records in the MTAS Elected Officials Academy, and he has developed and delivered training on reducing health insurance costs in the MTAS Municipal Management Academy.

Darden began his lengthy career in public service after receiving his bachelor's degree in political science from Middle Tennessee State University (MTSU). He received his master's in public administration from the University of Tennessee. He also is a graduate of the Economic Development Institute at the University of Oklahoma.

During his tenure at MTAS, Darden served as a municipal management consultant advising cities on issues and problems including charter revisions, personnel policies and procedures, police policies and procedures, utilities, safety, budgets and purchasing.

Darden was honored in 2008 with the Robert S. Hutchison Out-

standing Public Service Professional Award at the IPS Annual Conference, and he has received a number of other awards and commendations during his career.

During his retirement, Darden said he plans to do more trout fishing, travel and that he's already doubled the size of his garden. Darden and his wife Dianna reside in Tullahoma and have five grown children. Greg, a graduate of the University of Tennessee, is an Army officer currently stationed at Ft. Bliss, Texas; Jack is a computer programmer in Franklin; Emily is employed by Tennessee Retina Associates; David, a graduate of MTSU, is stationed with the 160th Special Operations Regiment at Ft. Campbell, Ky.; and Steven, a professional singer, is a graduate of Belmont University where he majored in vocal commercial music.

Here's what some of his colleagues have to say about him.

"Don's contributions to MTAS have been immense, especially in the area of economic development. He worked to enhance the skills and knowledge he brought to MTAS and did an excellent job of transferring that knowledge to MTAS's customers. He has been a cornerstone of the IPS Economic Development Council. The cities he served over the years are going to miss him and so will I. It has been my honor to work with Don and call him a colleague. I wish him the best of everything in retirement."

- Mike Tallent, IPS Assistant Vice President and Former MTAS Executive Director

"Don has made numerous con-



Don Darden

tributions to IPS and MTAS during his time here. He shared a wealth of knowledge, specifically in the area of economic development, with cities throughout Middle Tennessee. I'd like to thank Don for his years of service at MTAS and wish him nothing but the best in his retirement."

- Dr. Mary Jinks, Vice President of Public Service

"Hopefully, when someone hears the term 'MTAS consultant,' he or she thinks - knowledgeable, experienced, professional, team-player, dependable, goes above the call of duty. Don Darden exemplifies all these traits. He goes about his work with little fanfare, but makes a big impact on his customers and colleagues. When Don retires at the end of June 2010, MTAS will lose a valuable consultant. We will miss him!"

- Sharon Rollins, Consulting Program Manager, MTAS



U.S. Senator Lamar Alexander said implementing the "lead-paint" rule could affect more than 750,000 buildings in Tennessee and 168,000 housing units in Davidson County alone.

FEMA reports latest flood damage recovery estimates

Federal Emergency Management Agency officials released the latest numbers in the flood recovery efforts. So far, 45 Tennessee Counties have been approved for individual disaster assistance. FEMA has also approved \$118.4 million in federal assistance for those affected by the severe storms and flooding.

Also, the U.S. Small Business Administration has approved \$9.8 million in loans.

According to FEMA, 54,479 individuals have registered for individual assistance. There are 32 Disaster Recovery Centers currently in operation in Middle and Western Tennessee. One hundred and thirty two community relations specialists are going door-to-door in hard-hit communities to ensure that affected families are registered.

Tennessee suffered extensive

flood damage along with 23 confirmed fatalities as a result of the extreme weather and flooding from May 1-2.

Individual assistance can include grants to help pay for temporary housing, home repairs and other serious disaster-related expenses. Public assistance is also available to state and eligible local governments and certain private nonprofit organizations on a cost-sharing basis for debris removal and emergency protective measures only at this time. In addition, federal funding is available on a cost-sharing basis for hazard mitigation measures statewide.

Residents and business owners who sustained losses in the designated counties can apply for assistance by registering online at www.fema.gov or by calling 1-800-621-FEMA (3362).

BY TML STAFF REPORTS

President Obama appointed **Bill Killian**, 60, Jasper attorney, to serve as U.S. Attorney for East Tennessee.



Killian

Richard V. Norment, Assistant to Tennessee Comptroller Justin P. Wilson, is one of this year's winners of the David M. Walker Excellence in Government Performance and Accountability Award. Norment was selected based on his demonstrated leadership in improving government performance and accountability and his contributions to the NIAF. Every two years, the National Intergovernmental Audit Forum seeks nominations for people who work in government accountability offices at the local, state and federal levels. The NIAF then selects one winner for each level of government.

Former FEMA director **James Lee Witt** will head a company that will provide flood disaster relief consulting services to the state. James Lee Witt Associates will provide five specialists who will help the Tennessee Emergency Management Agency develop, administer and coordinate recovery programs. The specialists will provide guidance on such matters as flood recovery strategies and will help to review applications from counties and other local governments seeking reimbursements for cleanup and repair work for compliance with FEMA guidelines.



Witt

Chattanooga business owner, **John Sweet**, accepted the award from the U.S. Small Business Administration in Washington, D.C. as the Tennessee Small Business Person of the Year for 2010. He was accompanied by his wife and business partner, Angela Sweet. While in Washington, Sweet served on a panel representing "Main Street" small businesses.

Steve Huffer, a civil engineer who has performed consulting work for Mt. Pleasant intermittently since 1990, has been selected as city manager. Huffer was formerly employed as senior civil engineer at General Physics Corp.

Jennifer Ward, UT Municipal Technical Advisory Service (MTAS) management intern, recently accepted a job as assistant city manager of Columbia.



Ward

The eight-year-old daughter of state Rep. **Joey Hensley** was hit by a car in Lewis County. The second grader was walking from the mailbox to her house when the accident happened. She was flown from Hohenwald to a Nashville hospital. While the child has serious injuries, she is expected to make a full recovery.

Renee Pratt has accepted the position of executive director of Metro Social Services in Nashville. Pratt has served as interim director since January 2009. During her tenure she has been charged with positioning Metro Social Services as the planning and coordination entity dealing with social issues in Davidson County.

Sen. Alexander seeks delay of EPA Lead Paint Rule to assist Tenn. flood victims

U.S. Senator Lamar Alexander asked the Environmental Protection Agency (EPA) to delay implementing a new "lead paint rule" that he said could "affect repair work on up to 750,000 Tennessee buildings, make repairs more expensive and impose on painters and other contractors fines of up to \$37,500 a day."

Alexander has also joined Sen. Susan Collins in introducing an amendment to the Supplemental Appropriations bill that would allow any contractor who enrolls in a lead-paint certification class by Sept. 30, 2010, to be considered in compliance with the EPA lead paint rule. He said that the EPA has only three trainers assigned full-time to Tennessee to offer such classes, "even though there are 50,000 contractors—13,000 in Nashville alone—who may need to be certified before they can work on most homes built before 1978."

The amendment passed the Senate, 60-37, on May 27.

In a letter to EPA Administrator Lisa Jackson, Alexander said implementing the "lead-paint" rule could affect more than 750,000 buildings in Tennessee and 168,000 housing units in Davidson County alone. The rule requires that all contractors that disturb six square feet of lead paint surface in homes,

child-care facilities, and schools built before 1978 be certified by the EPA and follow lead-safe work practices.

"Ten days before the Tennessee flood, the worst natural disaster in the U.S. since President Obama took office, a new EPA rule went into effect that will make it harder and more expensive for Tennesseans to repair their flood-damaged homes and get back on their feet," Alexander said. "For example, Nashville alone has \$2 billion in flood damage and 11,000 buildings in need of major repair."

The EPA lead-paint rule requires not only that the contractor or firm be certified, but that the employees who perform the work be certified as well, adding to the shortage of available contractors. Additionally, the EPA can fine uncertified contractors who violate the lead-paint rule up to \$37,500 per violation, per day, the threat of which will create significant delays in the repair process for thousands of Tennesseans who are limited to a small number of lead-paint-certified contractors, Alexander said.

In his letter to Administrator Jackson, Sen. Alexander made the following three requests:

- delay the lead-paint rule's implementation for 120 days (until September 30, 2010), while the EPA



U.S. Sen. Lamar Alexander

creates a reasonable plan for its implementation in flood-damaged Tennessee, and that it establish a process by which any contractor that enrolls in a lead-paint certification class be considered in compliance with the lead-paint rule;

- reinstate the homeowner "opt-out" provision that would allow homeowners to hire uncertified contractors to repair their homes, as long as they verify that there are no children under six or pregnant women in the home, and comply with current lead paint disclosure rules when the homeowner sells the home; and
- increase the availability of training sessions in Tennessee, where only three trainers are in place, only 2,700 contractors have been trained and only 370 firms certified.

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NATIONAL BRIEFS

**BY TML STAFF REPORTS**

Procrastination is no longer just for the taxpayers who wait until the last moment to file their tax returns. Thanks to the economic downturn, at least a half-dozen cash-poor states are now delaying their tax refund checks. Hawaii initially planned to delay all tax refunds until July, when its fiscal year begins, but decided that its finances were healthy enough to begin sending checks to people whose tax returns were processed back in January. New York briefly postponed sending out half a billion dollars worth of refunds until its new fiscal year began in April. Rhode Island extended its tax filing deadline until May 11 to help taxpayers who were still reeling from severe floods; now the state is delaying refunds to make sure it has enough money left to pay debts coming due in June.

At a meeting of the California Cities Gang Prevention Network held in Sacramento, CA, League of California Cities (LCC) and National League of Cities (NLC) rep-

resentatives met with U.S. Attorney General Eric Holder to discuss ways in which the federal government can strengthen local gang prevention efforts. The network, sponsored by NLC's Institute for Youth, Education, and Families (YEF Institute) and the National Council on Crime and Delinquency (NCCD), includes teams of law enforcement, city, and community partners led by the mayors and police chiefs of 13 cities. Attorney General Holder and network officials participated in a roundtable discussion to explore ways in which federal policies can support promising gang prevention efforts at the local level. In particular, the network has sought to make currently-siloed federal funding streams more flexible in filling gaps and covering insufficiently supported components of comprehensive local gang prevention action plans, which have been developed by each of the 13 network cities. Holder highlighted a fiscal year 2011 budget request for \$12 million in new funding for coordinated local efforts that blend gang prevention, intervention, suppression, and reentry offender

ers. To download the NLC toolkit on "Preventing Gang Violence and Building Communities Where Young People Thrive," which contains lessons learned by the network, visit www.nlc.org/iyef.

Dozens of local magazines across the country are donating more than \$100,000 in print and online ads to promote flood relief efforts in Nashville. The ad campaign is the work of the City and Regional Magazine Association, a national membership organization consisting of 72 magazines with a collective readership of 2 million. More than 40 magazines are devoting full or partial-page ads in their June issues that direct readers to a website listing a host of local organizations collecting donations, supplies or coordinating volunteers for flood relief. *Nashville Lifestyles* Magazine published by The Tennessean's parent company, Gannett, compiled and hosts the website referral list at www.nashvillelifestyles.com. Jeffrey Goldberg, publisher of *Memphis* magazine, also played a key role in the effort.



TENNESSEE FESTIVALS

June 19: Belle Buckle*RC Moon Pie Festival*

Held from 7 a.m.-5 p.m. The day begins with the 15th annual 10-mile run; 50 art and craft booths, live music, cloggers, food vendors offering BBQ turkey legs, hand-squeezed lemonade, deep fried Moon Pies and more. RC Cola & Moon Pie games, parade, and cutting of the world's largest moon pie. For more information, call 931-389-9663.

July 2nd: Monteagle*Music in the Park*

Red, White & Blue street dance at Harton Park, College Street. Featuring live music with food and craft vendors. Free event. Raising of the Flag Ceremony begins at 5 p.m.

July 4: Lenoir City*Rockin' the Docks*

Live bands, food, fireworks and children's play area on beautiful Fort Loudoun Lake. For more information, call 865-986-1223.

July 4: Kingston*Smokin' the Water*

Kingston's Waterfront, along Hwy 70. Celebrate a small town 4th of July with fireworks on the water. For more information, call 865-376-1356.

July 4-5: Etowah*Old Fashioned 4th of July*

Food and craft vendors with games and rides for the kids, music and entertainment. For more information, call 423-263-2202

Legislature approves state budget

BUDGET from Page 1
ates \$17 million from the real estate transfer tax to four different funds:

- local park acquisition fund: \$3.7 million;
- state lands acquisition fund: \$3.1 million;
- wetlands acquisition fund: \$6.9 million; and
- agricultural resources conservation fund: \$ 3.2 million.

Lawmakers also agreed to allocate \$20 million for a flood relief program. The package includes sales tax relief for FEMA-certified homeowners who were flooded out. They can qualify for up to \$2,500 in sales tax relief on purchases of building materials, furnishings and

appliances. The Opryland business complex would get a tax credit, granted to a business that suffered \$50 million or more in damages.

According to House Finance Committee Chair Craig Fitzhugh, the state has cut \$1.1 billion in spending in the current 2009-10 and the 2010-11 budget. The new budget lays off some 853 state workers and cuts 500 more vacant positions as the state continues to recover from the recession. "That comes to about a 12 percent reduction in state government," Fitzhugh said, "and a reduction of some 3,500 in the state work force."

In a released statement, Bredesen thanked the members of

the General Assembly for resolving their differences and passing a common-sense budget.

"When I introduced the budget in February I said that this was the most difficult one I've faced during my time in public office. The plan that passed is a common-sense approach that ensures we live within our means," said Bredesen. "The budget that we'll implement on July 1 protects funding for pre-K-12 education and makes difficult spending cuts. Our state's reserves remain strong and we will leave the next governor with a budget that keeps the state on strong financial footing, which has been a priority of mine during this process."

TML 2010 initiatives gain approval

LEGISLATION from Page 1

The bill, as amended, requires that any rule and regulation proposed to be promulgated, the proposing agency must state whether the rule or regulation may have a projected financial impact on local governments. The statement must describe the financial impact in terms of increase in expenditures or decrease in revenues and not opine as to policy. If the statement says that the rule or regulation has a financial impact on local governments, the General Assembly will be authorized to request representatives of any affected local government to testify concerning its impact.

Cooperative Purchasing Bill

This legislation amends current law to allow municipalities to purchase through cooperative purchasing alliances, whether based in Tennessee or elsewhere.

State law specifically authorizes county governments to purchase supplies and equipment through one such purchasing alliance, the National Association of

Counties Purchasing Alliance. However, state law does not expressly authorize municipalities to participate in this or any other purchasing cooperative.

While the Tennessee Attorney General has opined (Attorney General Opinion 09-55) that purchases through the National Intergovernmental Purchasing Alliance could be carried out through the Intergovernmental Cooperation Act seemingly providing an avenue for municipalities to participate in purchasing cooperatives, or at least the National IPA, municipalities lack specific statutory authorization.

The lack of explicit authority creates legal uncertainty, leaves otherwise willing governing bodies reluctant to participate in these cooperatives, and precludes municipal taxpayers from realizing savings available to taxpayers in jurisdictions that participate in these cooperatives.

Approved Legislation

And as previously reported, the legislature has also approved:

- SB 2792 by Sen. Diane Black and HB 2870 by Rep. Mike McDonald which allows municipalities to receive property tax payments in installments.
- SB 2933 by Sen. Jack Johnson and HB 2842 by Rep. Charles Sargent – prohibits the unauthorized use of government logos and symbols.
- SB 2688 sponsored by Sen. Jim Tracy and HB 2766 by Rep. Harry Tindell – amends existing law to remove the "sunset" date and provides local governments with clear and permanent authority to enter into fuel stabilization contracts with a financial institution – provided the term of any single contract does not exceed two years.
- SB 3428 sponsored by Sen. Lowe Finney and HB 3659 by Mike Stewart – grants a certified administrative hearing officer the authority to conduct hearings, issue orders, and to assess penalties for non-compliance of city building codes.

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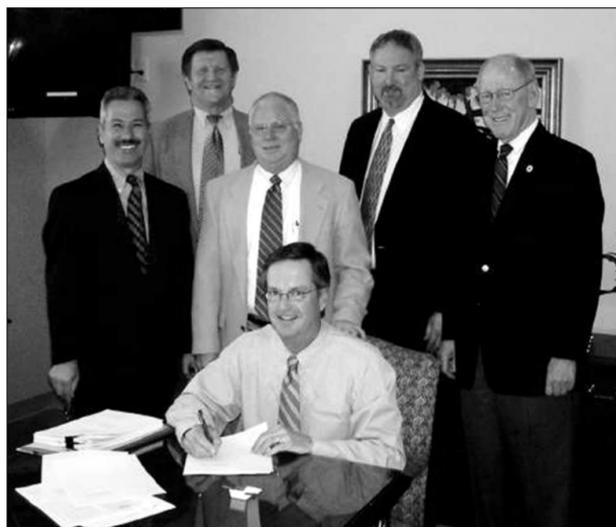
TENNESSEE TOWN & CITY
(ISSN No. 0040-3415) Publication No. 539420
— Official publication of the Tennessee Municipal League. **Publisher:** Margaret Mahery (mmahery@TML1.org); **Editor:** Carole Graves (cgraves@TML1.org); **Phone:** 615-255-6416. **Advertising:** Publisher reserves the right to reject any advertising deemed unacceptable. Fax classified ads to *TT&C*: Attention Mona Lawrence at 615-255-4752, or e-mail mlawrence@TML1.org. Fax advertising copy to *TT&C*: Attention Debbie Kluth-Yarbrough at 615-255-4752, or e-mail to dkluth@TML1.org. Opinions expressed by non League officials or staff do not necessarily reflect policies of TML. *Tennessee Town & City* is published, semi-monthly, 20 times per year at 226 Capitol Blvd., Suite 710, Nashville, TN 37219-1894. Periodicals postage paid at Nashville, TN. Subscription rates: \$6 per year to members, \$15 to nonmembers, \$1 a copy. **Postmaster:** Send changes of address to Tennessee Town & City, 226 Capitol Blvd., Suite 710, Nashville, TN 37219-1894.

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TENNESSEE MUNICIPAL BOND FUND

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



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



The 106th General Assembly Adjourns

June 24: The Government Health Roundtable-A free workshop from 10 a.m.-2 p.m. in Bristol at the Steele Creek Park Lodge. A collaboration of government entities pursuing better management of health and health related benefits within their organizations. Anyone responsible for leading or managing your health or wellness plan should attend. For registration and scheduling information, visit the MTAS website www.mtas.tennessee.edu or e-mail Bonnie Jones at bonnie.jones@tennessee.edu.

July 19-20: Grants Management Workshop in Nashville. The Tennessee Department of Economic and Community Development, Research and Strategic Planning Division and Grant Writing USA will present a two-day grants management workshop. Learn how to administer government grants and stay in compliance with applicable rules and regulations. This training is recommended for grant recipient organizations across all disciplines. For more information contact Dr. Lisa Webb-Robins, TN Dept. of Economic and Community Development, Research and Strategic Planning Division 615-532-1912 or lisa.webb-robins@state.tn.us or for online registration, visit <http://GrantsTraining.com/TNManage>.

Sept. 16-17: 57th Annual Governor's Conference on Economic & Community Development held at the Nashville Convention Center in Downtown Nashville. Informative sessions on high potential industries and positioning your community to attract development for community leaders, economic development professionals, elected officials and business owners. Practical information on Tennessee incentives, job creation programs, site selection do's and don'ts, technology trends, marketing your community and much more. Information on keynote speakers, session topics and registration will be available soon. Look for the latest updates on the official conference website, <http://tn.gov/eCd/GovConf10/index.html>. For questions or more information, please call 615-253-1950 or e-mail eCd.communications.office@tn.gov.



Sen. Jamie Woodson



Lt. Gov. Ron Ramsey



Sen. Jim Kyle



Sen. Bill Ketron



Reps. Jimmy Shaw and Brenda Gilmore



Secretary of State Tre Hargett and Rep. Jason Mumpower



Reps. Straton Bone and Ty Cobb



Rep. John Litz and House Speaker Emeritus Jimmy Naifeh

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Lee Holland proud of Risk Management Pool accomplishments

BY GAEL STAHL

Asked to tell the story of his life, Lee Holland pricks curiosity when he says, "Sure, I've had an interesting life." After all, he's run an insurance company for more than two decades.

Holland, 21-year President and CEO of the Tennessee Municipal League Risk Management Pool, was born in 1944 in north-east Nashville and was raised very strictly by older parents, similar to being raised by strict but benevolent grandparents.

When he was nine years old, they moved to a farm between Gallatin and Portland. His father commuted to his work in Madison and his mother taught parochial grammar school. Lee was put to work at an early age, taking responsibility at 11 years old for the milking of 10 cows by hand twice a day every day. He learned a strong work ethic of being responsible that would serve him well throughout his life.

He was a typical enough teenager to begin to dislike farm life, but he never lost that sense of personal responsibility and work ethic. At 16 he left home and bounced around for two years, then returned to a parochial boarding high school in Mississippi, graduating in 1965. He went to Southern Missionary College (now Southern Adventist University) in Collegedale for two years, and was later drafted into the Army in 1967 at the height of the Vietnam war.

Army discipline didn't faze Holland, having been raised in a much stricter environment than the military. After basic and advanced training at Fort Sam Houston in San Antonio, he was one of 50 (out of 400 applicants) chosen for the Whitecoat program based at Fort Detrick, Maryland, the home of the military equivalent of the Center for Disease Control. This was during the days of germ warfare development, and Fort Detrick was at the center of it. The Whitecoat program tested vaccines against germ warfare and used a baseline group of soldiers whose upbringing forbade smoking, drinking and drug use. In return for volunteering for service in the program, no one was ever transferred, this when 95 percent of all newly trained service personnel were sent to Vietnam.

When asked if he ever had any residual side effects from the experiments, Holland said "none whatsoever" and that he is glad to serve his country. He is a proud patriot, evidenced by both his words and the patriotic pictures on the walls of his office. Holland says the greatest benefit of his military service was that it made a man out of him.

In 1969, discharged from the Army, he attended MTSU for a year, then married and went back to Southern, graduating with a degree in accounting. Immediately after college, he went to the boarding school in Mississippi from where he had graduated high school, but now as general manager and principal. Holland thus began his career in leadership, first on a small scale and growing larger over time.

Holland stayed at the school for 2 1/2 years and was then recruited to become city manager of Collegedale, where he had graduated from college. Collegedale was and is home to both the university and McKee Foods, the maker of Little Debbie snack cakes and the largest private producer in the world. He was hired in 1975 and had a very satisfying tenure lasting 13 years.

Holland had watched with interest the early workings of the Pool and was fascinated by its potential. He brought his city into the Pool early on and began volunteering for service on various committees, eventually being asked to serve on the board of directors. Wanting to expand his horizons but still serve Tennessee local governments, Holland left Collegedale in 1988, coming to the Pool as Deputy Director and Chief Financial Officer. When the Pool's Executive Director announced his resignation five months later, Holland was chosen by the board to lead the Pool as president and CEO. The Pool was in its early stages still but it was growing, and Holland was charged with leading it to maturity and stability.

After 21 years of quiet, steady growth and improvement, the Pool is an organization that stands head and shoulders above its competitors. In 1994, Holland and the Pool were honored by Business Week magazine, the national insurance industry journal, with election to its Honor Roll representing the public pooling sector. This was the first time a state



"In the last 21 years we have grown assets by 600 percent, doubled the membership to more than 90 percent of eligible members and have returned \$67 million in surplus funds to Pool members over the years. We have never assessed our members and currently insure more than 40,000 city and agency employees and \$5.8 billion in municipal property. All this was done with what I call quiet efficiency."

league Pool and its president were so honored, and the recognition was obviously very gratifying.

It is with a calm and joyous sense of satisfaction that Holland looks back with pride and also forward to his retirement at the end of June. He and his wife Edna, a long-time professional lobbyist on Capitol Hill, will celebrate their 20th wedding anniversary this year. Their retirement gift to each other will be a cruise around the world.

Besides travel, Holland's main hobbies are walking (every day for 30 years), reading (his mother taught him to read at 4 years old), music of nearly all kinds, and movies. After he returns from his cruise, Holland plans to volunteer to teach adult classes at a local prison as well as take some adult classes at Vanderbilt University in his areas of special interest—history, demography and sociology.

TT&C: Why did you leave Collegedale to go to the Pool?

LH: I loved being at Collegedale during those 13 years. I wasn't burnt out at all, but I was ambitious and felt I had something more to offer. I was looking for a larger playing field but wanted to stay involved with Tennessee local governments.

I'd been involved with the Pool since its early years and was serving on the Board of Directors. I thought the Pool had tremendous potential, and I wanted to be a part of it. The Pool was still in its adolescence but it was growing - it needed a steady hand to guide it through the turbulence into maturity. According to a professional performance audit commissioned by the Board, management was not what it could and should have been. I found out that the executive director was going back to his home state of Texas at some point, and I successfully applied to join the Pool as deputy director and chief financial officer. What I didn't expect was that the executive director would announce his resignation five months later. I was concerned that the board would think I was not seasoned enough for the top job, but they unanimously voted to appoint me president and chief executive officer, a position I have held for 21 years.

TT&C: Your style of leadership was so different. Were you a new broom that swept clean?

LH: No. But when I took office in February 1989, I spearheaded the rebuilding of the Pool department by department. We started with the Finance Department. We're primarily a financial institution, and in 1989 it was woefully understaffed with professionals. For example, there were no CPA's on staff (we now have three). Loss Control came next, with major upgrades in personnel and output. Underwriting was outsourced at the time, although we later brought it in-house. Claims were outsourced to a separate company that operates very closely with the Pool. I didn't clean house but kept what worked and redid what didn't.

I didn't have any insurance experience other than my involvement with the Pool over the years, but it's a very simple concept. If you charge too much, you'll lose your customers to your competition. If you charge too little, you'll go broke.

It's the implementation that gets very complex.

There are two kinds of managers, simplifiers and complicators. I'm a simplifier. I don't like any more bureaucracy than is absolutely necessary to operate. I'm a great believer in efficiency, and the fewer layers of management, the better. At the Pool we have three, and I think that's about as few as possible.

In the last 21 years we have grown assets by 600 percent, doubled the membership to more than 90 percent of eligible members and have returned \$67 million in surplus funds to Pool members over the years. We have never assessed our members and currently insure more than 40,000 city and agency employees and \$5.8 billion in municipal property. All this was done with what I call quiet efficiency.

TT&C: Your Board of Directors consists of prominent mayors and city managers?

LH: Yes, and many of those on the Pool board also serve on the League board. I have an enormous respect and admiration for those early Pool boards that founded the Pool and took on all the attendant risks. The Pool began with a concept of filling a desperate need that Tennessee cities had, and these early leaders deserve our undying gratitude.

The Pool boards of directors throughout the years have been exceptional. The board sets policy and my staff and I implement it. The Pool board is the ultimate authority, and can fire me if the votes are there. I have never had an employment contract - if the board doesn't want me here, I'll leave. So far, so good.

I learned a lot about interacting with boards and commissions at Collegedale, and it stood me in good stead at the Pool. My way of dealing with my board is simple and transparent. Board members can have any information they want. There are no hidden agendas, and if there are any controversial issues looming, I explain things openly to the board.

TT&C: Why did Municipal Leagues begin insuring themselves in the late 1970's?

LH: The main reason was that during this time period legislatures began to erode the doctrine of sovereign immunity, whereby governments were mostly immune from claims and lawsuits. Commercial insurance companies hate that kind of uncertainty, and consequently many withdrew from the governmental market. My own city of Collegedale was dropped by its commercial carrier despite having no claims.

For cities to have insurance they began to start pooling their insurance. Those early years were full of uncertainty, especially since there was no start-up capital, just premiums, and a couple of large claims could have put us under. Thankfully, that didn't happen. But now, of course, we have so much claims experience (about 10,000 a year) that we can predict future claims trends pretty accurately. I can't overstate the necessity of getting claims right, both in dollar amounts and service. Badly handled claims can put you under. Our independent claims unit is by far the most experienced in the state in our field. That didn't happen by accident, but by close cooperation and mutual respect.



"It's a very simple concept. If you charge too much, you'll lose your customers to your competition. If you charge too little, you'll go broke. It's the implementation that gets very complex."

TT&C: What happened when commercial insurers tried to get back into your market?

LH: Those insurers who had deserted cities realized that they had made a serious error. They had cut themselves off from a lucrative market, and they tried to make a comeback. By that time, however, the Pool was a force to be reckoned with. This was one of my three main goals when I came to the Pool - to make it the dominant provider of insurance and risk management services for Tennessee cities and agencies. We used several strategies to get there. We did not compete on price. Commercial insurers will lower or raise premiums at will or even buy business by undercutting the competition. I told my underwriters to give members the lowest possible price the first time, and then don't budge. If a member says to us, Company X will insure us for 2/3 your price, we say two things: Have you read the fine print of your coverage? If they still insist on the lower price, we wish them Godspeed, and when they want to return (and almost all do) we welcome them back but with a small surcharge to keep them from bouncing in and out.

TT&C: You indicate the Pool is competitive?

LH: Yes, we are. We're not always the lowest price, but competitive we are. Several years ago, a major insurance company decided to get back into the municipal market in several states, including Tennessee. We later learned from an agent that the team they had sent to spy on us decided that the Pool was too tough a nut to crack, and they moved on to greener and easier pastures. It just filled my heart with pride to hear they had said it would cost them too much money to go up against us.

TT&C: How does the effort to lower the number to claims through intensive loss control and training work?

LH: Loss control is the largest department in the Pool, although the independent claims unit is bigger. The only way to change the behavior of city personnel is to train intensively. If that doesn't work, that city will be charged a higher premium. My people conduct hundreds of seminars every year all over the state on a large variety of subjects. Additionally, loss control provides the underwriters with a work sheet on each member detailing cooperation or not, which influences the premium. So a member can influence their premium to a certain extent, either up or down.

All the recommendations loss control makes are good and solid, not capricious, but about safety and reducing claims. The Pool is big into employee behavior, since this is a major source of lawsuits these days. It's hard to quantify, but I am absolutely convinced this methodology has been instrumental in bringing our claims down for several years. Over the years we've been able to change some attitudes. We now get lots of phone calls asking for advice when they are contemplating terminating someone. Can the Pool experts help them do it right? Sure we can. And it's all free, already in-

cluded in the premium.

TT&C: How close are relations between the Pool and the League?

LH: For many years the relationship between pools and leagues has been a topic of discussion nationwide. There are different arrangements, although the most prevalent is that the league runs the pool directly.

I chose, and the board concurred, to use a different model. I proposed that the Pool and the League cooperate closely at the top, and operate independently. The Pool supports the League as we have prospered, and the League has supported the growth of the Pool. As I have said previously, many Pool board members belong to the League board, and the current League president automatically serves on the Pool board for his or her term. I call this arrangement being joined at the head, but not at the hip. Politically we're joined. Operationally we're very different. The Pool competes in the open insurance marketplace. The League is a one-of-a-kind organization lobbying for cities. We very successfully support each other. Speaking of the League, I'd like to say that I've served with four different League directors. Of them all, Margaret Mahery, the current director, is by far the best I've worked with for the Pool. She understands the relationship between the two organizations, and as we work together, we defer to each other in our respective areas of expertise. I appreciate her very much.

I'd like to say something in regard to my wife, Edna. Words fail me when asked to describe just how smart and experienced she is - and tough. Some years ago I felt I needed to "broaden my horizons" and become a lobbyist for the Pool. She said, "Lee, your horizons are plenty broad enough. You need to stay in Brentwood and run your company. Leave the lobbying to the professionals." She was right.

People have asked me, including a couple of newspaper reporters some years back, how I justify hiring my wife as a lobbyist. My response was then and is now - she works from downtown, not at the Pool. Additionally, did they know anyone more qualified than she? The answer has always been "no" and the arrangement has worked.

TT&C: What is your proudest accomplishment at the Pool?

LH: I'm proud of how successful the Pool has become, of course. But the thing I'm proudest of, the thing closest to my heart, is that I have been responsible, directly or indirectly, for improving the lives of 50 people - here at the Pool and at the claims unit. I'm proud that I have adhered to a few unbreakable rules of management, both at Collegedale but mainly here where I've perfected them.

First, the golden rule of management. Treat your employees like you would like to be treated. Never mistreat your staff, and always respect them. Compensate fairly and demand a lot in exchange. If you treat your people well, they will reward you and make you successful. If you treat them badly, they'll cut your throat eventually.

Second, I've never tolerated harassment. My people feel safe here, and that has been my goal. I've fired people for harassment and I would do so again. It's despicable, especially from superiors.

Third, don't discriminate. It's stupid to restrict your talent pool by race, gender, religion or any other reason. I've hired the best people I could find - you hire by performance, experience and attitude.

Finally, I don't shortchange what I've done at the Pool, but the true reasons for my success lie with the board of directors above me and the management and staff below me. I care deeply for my employees and they know it. I would commend these principles to others. They have worked for me.