



TML Legislative Conference March 4-5

Still time to register!

A host of prominent state officials are set to speak at TML's Legislative Conference in March. Both speakers, Lt. Gov. Ron Ramsey and House Speaker Beth Harwell, will address TML members during the two-day conference, scheduled for March 4-5 in Nashville.

Finance Chairmen of the Senate and House, Sen. Randy McNally and Rep. Charles Sargent are also on the agenda, as well as Sen. Ken Yager, chairman of the Senate State and Local Government Committee, and Rep. Matthew Hill, chairman of the House Local Government Committee.

City officials will also hear from Elisha Hodges, counsel for the Office of Open Records Counsel with the Comptroller of the Treas-

ury, and Tom Fleming, assistant to the Comptroller for Property Assessments.

In addition, members of the Capitol Hill Press Corp will serve on a media panel to provide insights and their perspectives on the political landscape in Nashville and beyond.

If you haven't done so already, make plans to attend now. The two day conference provides an excellent forum for city officials to interact with their legislators and to be updated on the many legislative issues currently being addressed by the 108th Tennessee General Assembly.

City officials are also encouraged to use their time in Nashville to attend Monday evening floor sessions and to schedule time to visit with their legislators.

The voice of Tennessee's mu-
See **CONFERENCE** on Page 8

Slower economic growth in 2013 followed by increase during 2014

The U.S. and Tennessee economies continue to dig their way out from the Great Recession, but they will be digging at a slower pace this year than last.

The debate over the nation's debt ceiling, the looming risk of sequestration of federal spending, and the payroll tax increase contribute to the slowdown in predicted gains, according to the forecast in the 2013 Economic Report to the Governor of the State of Tennessee.

The study, prepared by the UT Center for Business and Economic Research (CBER), predicts the trajectory of the state and national economies by examining many economic and fiscal factors and trends.

"The U.S. economy is projected to continue to grow in the quarters ahead and the unemployment rate will continue its slow but steady decline," said Matt Murray, CBER associate director and the report's author. "For Tennessee, the economic outlook calls for modest growth in 2013 followed by substantially stronger growth in 2014."

Several good signs for the nation's still fragile economy are the rebound of the housing sector and tangible contributions from the construction and manufacturing sectors in job growth. Manufacturing jobs will be up for the third year in a row after 13 years of contraction.

The expiration of the payroll tax cut is one of the most significant factors that puts downward pressure

on consumer spending and overall economic growth for our state and the nation.

"To put it in perspective, for a Tennessee household earning \$50,000 per year, this translates into a tax increase of \$1,000," said Murray. "It is expected that the payroll tax increase will have a significant negative effect on taxable sales for the year."

For the U.S. economy, inflation-adjusted gross domestic product is projected to grow only 1.7 percent in 2013, down from 2.3 percent growth in 2012. The unemployment rate will stay relatively flat this year, ending around 7.6 percent, just 0.2 percentage points down from its current level. Inflation is projected to remain benign and average under 2 percent over the next few years, despite interest rates being kept at historically low levels by the Federal Reserve.

Murray noted that while the last-minute cliff package averted large economic setbacks, continued positive growth is reliant on finding solutions to the nation's fiscal woes.

"There is still much uncertainty clouding the outlook of the economy," he noted. "The last-minute action helped avert tax hikes and drastic spending cuts, but it failed to address the core issue of how to bring the nation's deficit and debt under control."

Tennessee economy

Tennessee can expect slow
See **ECONOMY** on Page 6

Legislation to collect online sales taxes reintroduced in Congress

BY CAROLE GRAVES
TML Communications Director

Earlier this month, bipartisan legislation was introduced in both Houses of Congress to require remote sellers, no matter where they are located, to collect taxes on online sales.

The Marketplace Fairness Act, re-introduced by Sen. Mike Enzi, along with Sens. Lamar Alexander and Dick Durbin, will allow states to enforce tax laws currently being ignored and require all sellers making Internet sales to collect and remit sales and use taxes.

"This is an 11-page bill about a two-word issue: states' rights," said Sen. Alexander. "States have a right to decide what taxes to impose and whether they're going to collect those taxes from some or all of the people who owe them, and whether they're going to subsidize some businesses at the expense of others."

Currently, online retailers don't collect sales taxes in most states because of a 1992 Supreme Court ruling that said businesses only have to collect them in states where they have a physical presence (or Nexus).

As catalog, mail order, and Internet commerce have grown, state and local governments have been experiencing ever-increasing losses in sales tax revenue. States are estimated to lose out on as much as \$23.26 billion of revenue, according to the National Conference of State Legislatures. NCSL estimates that for 2012, Tennessee lost some \$748.5 million in revenues.

Under the Marketplace Equity Act, states that didn't want to collect taxes on Internet sales could choose not to. Five states — Alaska, New Hampshire, Delaware, Montana and Oregon — have no sales tax.



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The 2013 bill also exempts smaller Internet merchants, those with gross revenues of \$1 million in annual sales or less. The exemption is an increase from a prior cap of \$500,000, and brings the Senate bill in line with previous versions of the House. Both earlier bills sought exemptions for smaller online businesses, but differed on how they defined that threshold.

The legislation has received bipartisan support with 22 senators, including Sen. Bob Corker from Tennessee, and 37 members of the House. In addition to the support from Congress members, a Marketplace Fairness Coalition representing nearly 3 million retailers, companies and business groups nationwide plan to promote efforts to get the legislation approved during this session of Congress. The Act is also supported by the National Governors Associations, National Confer-



Sen. Lamar Alexander

ence of State Legislatures. The National League of Cities, and the U.S. Conference of Mayors, among others.

Tennessee has been actively involved in the push to collect sales and use taxes on Internet sales since 1999, when the Streamlined Sales Tax Project (SSTP) was created for the purpose of developing and
See **INTERNET** on Page 7

State's police accreditation program gaining ground in Tennessee

Additional agencies awarded at certification ceremony

BY VICTORIA SOUTH
TML Communications Coordinator

With four new departments Elizabethton, Cleveland, Maryville, and Martin recently joining the ranks of state accredited police agencies, The Tennessee Law Enforcement Accreditation Program (TLEA) is advancing in the ranks as an outstanding choice among local police departments seeking the highest quality of professionalism. Once only a dream, the program kicked off in 2010 by the Tennessee Association of Chiefs of Police (TACP) in partnership with the Professional Standards Committee, has accelerated since pilot cities Bristol and McMinnville crossed the finish line.

The number of accredited agencies has increased to 20 total, which is music to the ears of the Tennessee Municipal League Risk Management Pool. As the entity that provides Law Enforcement Liability (LEL) coverage to 256 municipal police agencies in the state, The Pool was created following a bleak time in the late 70s when cities' commercial insurance policies were routinely cancelled due to a lack of professional policies and procedures for police and other safety workers.

"Law enforcement professionalism is very important to The Pool and what the accreditation process brings to the table, for not just large, but small agencies," said Michael Fann, Pool director of Loss Control and a founding member of the TLEA Professional Standards Committee. "The program, developed by TACP and the professional standards committee, accomplishes the 12 essential risk management objectives that we insisted upon all along."

After more than 20 years of providing an incentive for agencies to complete national accreditation through the Commission on Ac-



Dyersburg Police Chief Art Heun (Vice Chair of TACP's Professional Standards Committee) presents the Tennessee Law Enforcement Accreditation (TLEA) Program certificate to Martin Police Chief David Moore and Accreditation Manager/Captain Don Teal, along with other members of the Martin Police Department. Also representing the Professional Standards Committee is the TML Pool's Michael Fann (on left).

creditation of Law Enforcement Agencies (CALEA), the Pool had less than 20 of its insured municipal police agencies CALEA-accredited.

According to Fann, there are now 14 Pool members that have completed the state accreditation program in the last three years, including five that were never CALEA-accredited.

"This is out of a total of 20 agencies that are now TLEA-accredited, including Memphis PD, Chattanooga PD, Knoxville PD, The Tennessee Highway Patrol, and the Blount County Sheriff's Department," he said.

Fifteen of the state accredited agencies are also now dual accredited. "Most are wanting to do both," Fann adds.

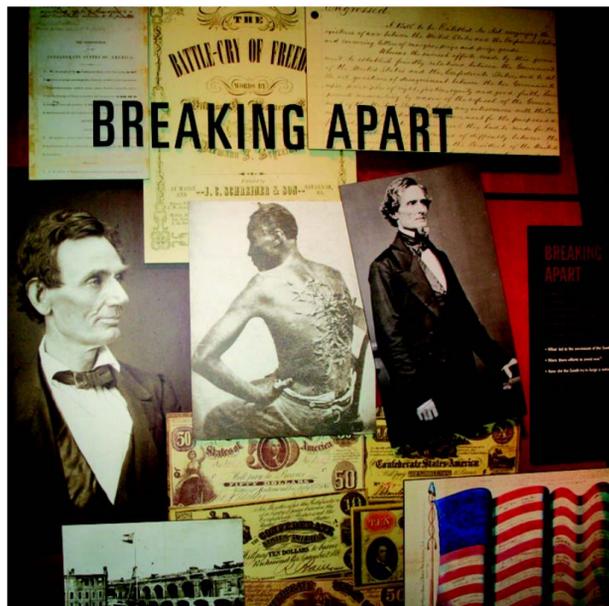
The Pool offers monetary incen-

tives for departments that complete the process, a 25 percent reimbursement in a one-time payment on the application fee, once a department finishes the program, along with a reduction on the agency's annual law enforcement liability premium by \$100 per commissioned officer.

"We have 29 sworn officers, which is a great savings," said Martin Police Chief David Moore.

Recalling his time serving on the charter committee of the state of Florida's accreditation program, Springfield Police Chief David Thompson approves of The Pool's incentives. "One of the things we hoped for in Florida, was that organizations like TML would come on board to provide monetary incentives for accreditation, so I'm glad to
See **ACCREDITATION** on Page 8

State Museum kicks off Emancipation Proclamation and Civil War exhibitions



The Tennessee State Museum is hosting an acclaimed interactive exhibit *Discovering the Civil War* from the National Archives in Washington, D.C. While the original Emancipation Proclamation has returned to storage, the 13th amendment signed by President Abraham Lincoln is still on display. The exhibit will run through Sept. 1. Story on Page 10



BY TML STAFF REPORTS

ALCOA

ProNova Solutions officials announced that the medical sciences company will locate a headquarters facility and research and commercialization laboratory representing an investment of \$50 million and the creation of 525 new positions in Blount County. The company, in coordination with Provision Health Alliance, is developing next-generation proton therapy technology to treat cancer. Proton therapy benefits include a significant decrease in tissue damage, decrease in debilitating side effects and a decrease in secondary cancers from unnecessary radiation exposure, which brings the potential for patient cost savings by decreasing these complications. Becoming the anchor tenant at the Pellissippi Place technology research and development park, ProNova will construct two facilities on 26 acres in phases over the next few years. A total of nearly 200,000 square feet will be used upon completion of both phases, including approximately 130,000 in office space and 60,000 of commercialization and research space.

BRISTOL

The city council has beefed up plans for the city's emergency warning system by approving the purchase of two new emergency sirens. The systems will give Bristol a total of seven emergency-warning sirens, addressing concerns that residents in some areas of the community could not hear the existing sirens. The city will spend \$62,613 to buy the sirens, which will be installed at Holston View Elementary School on King College Road and Bristol's No. 4 Fire Station on Exide Drive. In April 2011, millions incurred in property damage across the Tri-Cities, when several tornadoes swept through the Mountain Empire.

CHARLESTON

Wacker officials said that work and hiring is still ongoing for the company's \$1.8 billion polysilicon production plant and it's aiming for its revised startup schedule of mid-2015. Last October, Wacker announced it was pushing back the startup of the plant by about 18 months, citing too much production capacity for polysilicon in the marketplace. The company graduated 44 new lead chemical operators and technicians from its Wacker Institute at Chattanooga State Community College. Conrad Bachhuber, who's heading up the massive Bradley County project, said the company now has 270 employees at the site, including engineering staff from the company's headquarters in Germany. In addition, about 1,000 construction workers continue to build the factory that will produce polysilicon for the solar power industry.

CHATTANOOGA

Hollywog, LLC officials announced the company will expand its Chattanooga headquarter operations. The \$400,000 investment by the medical device company will create 22 new manufacturing and administrative positions over the next 36 months. Hollywog is an innovative medical device company that designs, develops and manufactures medical devices for pain management and physical rehabilitation. The company recently released the world's first wireless remote controlled pain relief device, the WiTouch. The unit uses transcutaneous electrical nerve stimulation (TENS) technology to specifically target lower back pain. The expansion will include new tooling and restructuring of its facilities on Amnicola Highway to accommodate the demands of new product releases and support continued product development.

CHATTANOOGA

Volkswagen's efforts in Chattanooga to produce Passats using the sun has put it on a federal list of top green power purchasers. The U.S. Environmental Protection Agency has ranked the VW factory, which recently opened the biggest solar park in Tennessee, as the 11th best on its top 20 list of on-site buyers of green energy. Frank Fischer, who heads VW's Chattanooga operations, said using green power helps it improve its environmental efficiency and confirms its status as the only Leadership in Energy and Environmental Design Platinum-certified

auto plant in the world. VW's 33-acre solar park adjacent to the plant, supplies about 12 percent of all its energy needs. Silicon Ranch, a Nashville company started by former Gov. Phil Bredesen, owns the \$25 million solar array and sells the electricity to VW under a 20-year agreement. When the plant isn't producing cars, the solar park meets 100 percent of its energy needs. According to the EPA, VW's solar park is equivalent to avoiding the carbon dioxide emissions from the electricity use of more than 1,000 average American homes annually.

CLEVELAND

State and local dignitaries and citizens were on hand to celebrate the grand opening of the city's New Jetport. More than 30 years in the making, the facility replaces Hardwick Field, once called the state's most unsafe airport. The New Jetport has a 5,500 foot runway and 8,000 square foot terminal. It is considered one of the most modern facilities in the state and the first new airport to open this year in Tennessee.

COVINGTON

Rose Fabricating and Industrial Solutions, LLC will expand its 290 Industrial Road facility representing an investment of \$4.5 million and the creation of 25 manufacturing and sales jobs. Founded in 1953 and formerly known as Rose Iron Works, the company fabricates and manufactures carbon steel, stainless steel and aluminum structural weldments, along with custom process equipment.

DAYTON

The city council approved a \$9.3 million bid for a new water treatment plant to replace the current plant, which is significantly aged and deteriorated. The project will also provide additional capacity for the water system. There are also plans for a new transmission line to a storage tank, and space for a laboratory and chemical feed room at a projected cost of about \$3.1 million. The city plans to borrow \$5.5 million to complete the new facility, according to City Manager Frank Welch.

EAGLEVILLE

The U.S. Department of Agriculture Rural Development will provide \$1.5 million in emergency grant funding toward the city's sewer project. The \$2.6 million system will eliminate the run off from failing septic tanks, which pose public health hazards. In addition to sewer lines, Consolidate Utility District (CUD) will also install new water lines to provide quality, quantity and fire protection. Construction is expected to begin in the spring. Planners estimate the project will be completed in six to nine months.

FRANKLIN

Highwoods Properties plans to develop up to 1.3 million square feet of office space on land it has acquired in Cool Springs. Last December, the Raleigh, N.C.-based real estate investment trust purchased 68 acres and SouthStar LLC, a local development and investment company, took possession of the other 77 acres. The companies have agreed to jointly develop a \$500 million project on the property along McEwen Drive and Carothers Parkway, just south-east of the Nissan headquarters.

GALLATIN

The city's planning commission has gone paperless, opting to post meeting agenda packets online. Instead of printing out all of the staff reports and resolutions for each case, the items will be posted. The switch is geared not only to save time, but money. It is estimated that by going paperless, the city will save more than 1,000 pages per month. Agenda packets will be posted on the usual day, but online for public viewing. The city council is considering a paperless switch as well at an undetermined date.

GOODLETTSVILLE

Tyson Food Inc. plans to spend \$7.7 million to expand its meat-processing plant in the city by the end of April, hiring up to 100 new workers. The plant, which already employs around 1,500, produces cuts of beef and pork, along with ground beef, for retail sale in grocery stores. More than \$40 million will be spent at four Tyson plants in a company expansion that will create up to 490 new jobs.

GREENEVILLE

Automotive supplier Huf North America will create 100 jobs in Greene County with a \$20 million plant expansion. Huf will build a 52,000-square-foot addition onto its current structure for a plastic injection molding and paint facility. Customer deliveries are scheduled to begin at the first of 2014. The company is a global leader in mechanical and electronic key systems, lock sets, steering locks and remote control systems for the automotive industry.

MEMPHIS

Memphis-based American Esoteric Laboratories announced it has reduced its Memphis-based work force by 65 employees, or 10 percent. According to David L. Smalley, president at AEL, the "shifting health care reimbursement environment" forced the company to consolidate its local financial services division into that of its parent company, Sonic Healthcare USA.

MEMPHIS

The Economic Development Growth Engine of Memphis and Shelby County approved a four-year tax abatement for South Carolina-based Container Maintenance Corp., which is investing \$3.6 million to expand its 4530 Clark Road facility. The company, which maintains, repairs, stores and handles intermodal containers and equipment, will increase their number of employees to 106 when the expansion is completed. The company, which has operated in Memphis since 2006, is projected to create more than \$1.3 million in new tax revenue for Memphis and Shelby County.

NASHVILLE

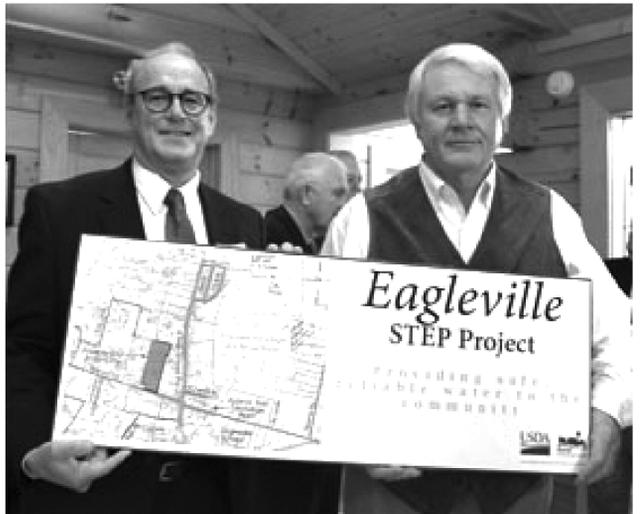
It was a strong showing for Nashville and other Tennessee metros in the latest *Best-Performing Cities* index released by the Milken Institute. Nashville ranked No. 27 on this year's list, up from No. 42 from last year. Knoxville finished higher at No. 25, up from No. 58 on the 2011 list. Memphis, ranked at No. 99, but up 92 spots from last year's list. Clarksville finishing as No. 43, was the only Tennessee city to drop on this year's index. The city ranks No. 30 last year. *The Best-Performing Cities* index includes measures of job, wage and technology performance to rank the nation's 200 large metropolitan areas and 179 smaller metros. Unlike other "best places" rankings, it does not use quality-of-life metrics, such as commute times or housing costs. In the Institute's index, employment growth is weighted most heavily due to its critical importance to community vitality. Wage and salary growth measures the quality of jobs created and sustained.

NASHVILLE

The grand opening celebration for the Music City Center will take place over two days: May 19 and 20. The event will include a free open house for the community on both days featuring live, local music and a free street party and outdoor concert on May 20. Mayor Karl Dean will present his State of Metro address at the Music City Center at 10 am May 20 as part of the grand opening festivities. Construction on the \$585 million facility began in January, 2010 and will be completed on April 30. Already more than 100 meetings and 800,000 room nights have been booked. The Music City Center totals 2.1 million square feet. That includes 1.2 million square feet of public space and a 900,000-square-foot garage, which includes 1,800 parking spaces.

NOLENSVILLE

The Volunteer Fire Department is celebrating an improved ranking. The Insurance Services Office, which rates more than 48,000 municipalities nationwide on their ability to protect structures from fires, will move Nolensville's Public Protection Classification from a 5/9 to a 4/8B starting April 1. Three main components went into the rating, which came about from an ISO inspection last fall. Improvements in communication, water infrastructure from the Nolensville College Grove Utility District and fire suppression technologies all played a part in the achievement. Class 8B is a new classification for communities that have fire protection services and fire alarm facilities but lack the water supply required for inclusion in Class 8 or better. The rating for Nolensville is split, with the first number representing protection for homes within five road miles of the nearest recognized fire station and



The U.S. Department of Agriculture Rural Development is providing \$1,005,000 in emergency grant funding to help Eagleville begin a major sewer project. The \$2.6 million sewer system will eliminate the run off from failing septic tanks, which pose possible public health hazards to residents. Pictured left to right: Bobby Goode, State Director USDA Rural Development and Eagleville Mayor Sam Tune.



Cleveland Mayor Tom Rowland cuts the ribbon officially opening the new Cleveland Regional Jetport. Also pictured are: House Speaker Beth Harwell, Congressmen Scott DeLujas and Chuck Fleishman.

within 1,000 feet of a fire hydrant. All town properties and some land outside the town limits served by the department meet the requirements for Class 4. Properties not within 1,000 feet of a hydrant fall in Class 8B. The ISO also considers equipment, how often fire personnel are trained and how much water is immediately available to put out a fire.

KNOXVILLE/MEMPHIS

Two Tennessee cities top *Forbes' 10 Happiest Cities to Work In* list. Knoxville takes the No. 2 spot and Memphis the No. 4. This list of the happiest cities to work in, compiled by careers site *CareerBliss.com*, is based on analysis of more than 36,000 independent employee reviews between Nov. 2011 and 2012. Employees all over the country were asked to evaluate 10 factors that affect workplace happiness. Those include one's relationship with the boss and co-workers, work environment, job resources, compensation, growth opportunities, company culture, company reputation, daily tasks, and control over work done on a daily basis.

KNOXVILLE

TDOT announced that the rebuilding of three piers on the Henley Bridge will likely delay its reopening to traffic until Feb. 28, 2014. The entire project will be complete by June 2014. The Henley Bridge rehabilitation project was initially scheduled to be complete on June 30, 2013. When the intricate repair work began on the piers of the bridge, further deterioration was discovered, not just in the concrete itself, but also to the steel inside the concrete. This deterioration was not something that could be seen until it was exposed during the repair process. The bridge is more than 80 years old. When the rehabilitation project is complete, another 50 years is expected to be added to its life, and by expanding the travel lanes, the bridge design will result in traffic moving in and out of the downtown area more efficiently.

LEBANON

Starbucks is finalizing a lease on a 688,000-square-foot warehouse, a move expected to bring at least 150 new jobs to the area. The warehouse is planned for the southeastern corner of Central Pike and State Route 840. It would be the first building at a 158-acre site known as Park 840 East Logistics Center. Currently, the Seattle-based coffee giant has distribution operations spread across multiple locations in La Vergne totaling about 600,000

square feet. It has roughly 300 employees in La Vergne — jobs that could possibly be relocated to the city.

PORTLAND

Tsubaki Automotive, LLC plans to expand its Portland facility. The expansion represents a \$1.9 million investment and will create 70 new, full-time jobs in Sumner County. Tsubaki Automotive is the world leader in chain technology and supplies complete chain drive systems for many engine and transmission applications, including cam drives, balancer drives and oil pump drives. The systems typically include chains, tensioners, guides and sprockets.

RED BANK

Following a recent analysis by the Insurance Services Office, Red Bank Fire Department has been awarded a Public Protection Classification 3 rating, an improvement from the Classification 4 rating it previously held. Fire Chief Mark Matthews credited improvements in firefighter training, new equipment and the consolidation of Hamilton County and Red Bank dispatch services for the improved rating. He suggested residents call their insurance agents to see if the new ISO rating results in a savings in their homeowners' insurance policies. Factors ISO considers when grading a department include dispatching, fire alarms, personnel, training, equipment and water supply. The department is assigned a Public Protection Classification rating ranging from 1-10, with 1 being the highest level of protection. The new ISO rating also signifies an increase in citizen safety and helps attract businesses to the city.

UNION CITY

The opening of the Discovery Park of America in West Tennessee has been delayed until at least this fall. The \$100 million project had been slated to open this summer, but that has been pushed back because of construction delays. The Obion County park will feature the Discovery Center, the main 100,000-square-foot exhibit building with nine galleries covering three floors. A 20,000-gallon Reelfoot Lake aquarium and a theater with an earthquake simulation are also planned. In addition, the park complex will feature a log cabin village, a farm equipment showcase, an amphitheater and a train depot. A Jackson-based research firm, Younger and Associates, has estimated the park would bring in 275,000 people a year.

Kingsport honored

National award garners synergy for Livable Communities

BY JAN COMPTON
TDEC

A collaborative effort to make Kingsport a more livable community for all ages has garnered national attention to the city and heralded to others as a model to follow. Kingsport's Livable Community Collaborative was presented an Award of Excellence in Program Innovation from the Archstone Foundation and the American Public Health Association at the APHA's recent annual conference in San Francisco. Kingsport is the only Tennessee community that has ever received this recognition.

What first began as a pilot livable community project by AARP, evolved into a multi-year collaboration that included AARP, the city of Kingsport, local residents, and volunteer focus groups to develop a survey assessing opinions and concerns of residents of the Greater Kingsport area.

"The survey covered aspects of community design and services, neighborhood issues, and personal concerns related to public health, aging, and livability issues," said Dr. Kathleen Beine. Beine, a physician, community advocate, and a driving force behind the community project, represented Kingsport at the San Francisco awards ceremony.

As a medical practitioner, Beine said that when she prescribed more exercise to her patients, she was well aware of their limitations within the community. The city had very few sidewalks or walking paths. These challenges and concerns motivated her to become a grassroots advocate for the citizens and she began to plead her cause at city hall.

A "visual image study" was her first project as she realized that a community's physical design impacts the physical, mental, emotional, spiritual and economic well-being of its citizens. With 1,100 participants using photographs and survey tools, the visual image study determined that the five primary characteristics of a positive community are "clean, green, more sidewalks, parks and playgrounds, and neighborhoods with these amenities."

In 2009, AARP selected the city to serve as a pilot Livable Community project. AARP provided the financial assistance to move forward with a survey for residents, predominantly focusing on the senior population, but also interviewing others to determine what would make the city a better place for them to live, work and play. The 16-page survey covered aspects of community design and services, neighborhood issues and personal concerns related to public health, aging and livability. From the 1,439 surveys distributed, a remarkable response rate of 43.6 percent was achieved, in large part, to an educational campaign that utilized various media to prepare the residents for it.

In March 2010, the final report was released which revealed that the majority of participants were very pleased with the city and the community in which they lived. There were, however, suggestions for improvements that could be made to increase satisfaction. The survey information was sorted into three main categories. The first category was community concerns, and some items identified included job opportunities, urban gardens, and public transit accommodations. The second category, neighborhood concerns, included lack of sidewalks, grocery stores within walking distance, and community recreation centers and parks. The final category, personal concerns, included health care affordability, maintaining independence, and safety issues.

After the completion of the survey, Mayor Dennis Phillips appointed a "Blue Ribbon" Task Force

on livability which included former Kingsport leaders such as mayors and aldermen, along with four community organization leaders. The task force examined the survey results and the city's design to identify key improvements. They discovered that the city was providing a number of services of value to residents, but community members were not aware of them due to limited communication. Some of the city action items initiated as a result of the task force include improved communication efforts, enhanced local transit services, development of a Regional Bicycle and Pedestrian Plan, of more sidewalks constructed, and expansion of community centers and recreational opportunities.

"The AARP survey helped us realize that we were doing a good job as a city providing a number of services considered necessary and useful by our residents, but we weren't always doing the best job publicizing-



Through survey results, residents determined that wanted a community that was clean, green, and had more sidewalks, parks, playgrounds, and neighborhoods with these amenities.



One of the most recent results from the initiative was development of Kingsport's first community garden.

ing these services," said Jeff Flemming, assistant city manager for Development. "At the same time, several key areas were identified where we need to do some more work, particularly in areas of walkability and convenience to retail centers without having to get into a car."

The survey findings have been used to advocate for healthy community design and to solidify successful grant applications.

One of the most recent results from the initiative was development of Kingsport's first community garden. The Harvest of Hope Community Garden is a collaboration between AARP, the United Way of Greater Kingsport, The city of Kingsport, First Presbyterian Church, the UT Extension Office and the Master Gardeners of East Tennessee. AARP and the city of Kingsport also recently held an Active Living Workshop with national expert Dan Burden to help Chris Campbell, Transportation Planning coordinator for the city, to refine planning and transportation regulations to promote safe travel for bicyclists and pedestrians.

"We realize that our economic vitality, public health and transportation systems are intrinsically connected and that having more transportation options will improve the city's livability, well-being and retail vibrancy," Campbell said.

The Archstone foundation is a private grant-making organization dedicated to preparing society to meet the needs of an aging population, and has awarded more than \$77 million in grants for that goal since it was founded in 1986.

Kingsport's award was judged on the criteria of creative design, documented outcomes, replication potential, collaboration, and dissemination strategy. The 15 previous recipients, since the inception of the award in 1998, were from the states of Massachusetts, Washington, Maryland, California, Minnesota, Maine, Connecticut, Illinois and Michigan. Tennessee is the first southern state to be selected for the award. The replication potential is a tremendous advantage allowing Kingsport to serve as a model for other cities.

Murfreesboro, Crossville and Blount County implemented a modi-

fied version of the survey in 2012 to better understand the needs and desires of their residents. Similar to Kingsport, the survey results showed the majority of residents consider their community a good place to live and want to remain there in the future. The gaps in neighborhood features and services were similar for all cities participating and included issues like sidewalks, dependable transportation, a variety of services to help residents maintain their independence, and walking or bike trails within a half mile of their home.

"We are so pleased to see Kingsport represented among national recipients for this prestigious award. It's advantageous to have a pilot city in a program designed with replication potential, as we continue to learn and improve upon the health, prosperity and livelihood of the citizens of Tennessee," said Lori Munkeboe, director of the Tennessee Department of Environment and Conservation's Office of Sustainable Practices.



Livable Communities for all Ages

As the Baby Boom generation reaches retirement age, the number of Americans over the age of 65 is expected to double to more than 70 million by 2030—twice what their number was in 2000. The aging of America will pose new challenges for the delivery of local services, such as health care, recreation, housing, transportation, public safety, employment, and education. An additional challenge is that many older adults are low-income or physically vulnerable.

Many government and civic leaders are already moving in that direction and are planning for elder-friendly communities.

Developing Livable Communities for All Ages looks beyond the fields of healthcare and social security and explores housing options, economic development, community support systems, and civic engagement.

The aging of America will also present many opportunities, as the nation's communities realize the largest population of educated and skilled older adults in its history.

Communities that harness the experience and talents of their older citizens, create a win-win strategy for all citizens. But it requires a shift from seeing older adults as a burden on the community to the reality of seeing them as community assets and civic allies.

For more information, visit Partners for Livable Communities at <http://livable.org/>



The Harvest of Hope Community Garden is a collaboration between AARP, the United Way of Greater Kingsport, the city of Kingsport, First Presbyterian Church, the UT Extension Office and the Master Gardeners of East Tennessee.

STATE BRIEFS



ECD's new international staff, pictured at the Memphis Chamber of Commerce, embarked on a statewide tour to meet and greet with economic developers and state and local officials in Jackson, Memphis, Knoxville and Chattanooga.

BY TML STAFF REPORTS

State establishes global export offices

The state launched an international strategy focused on increasing exports of Tennessee goods to key markets around the globe. Efforts will be led by the Department of Economic and Community Development International Division with new Export Development Offices in Mexico, the United Kingdom, Germany serving the entire European Union, and China. The announcement marks the first time since 1997 that the state has had overseas offices solely dedicated to advancing Tennessee exports.

TN auto plants post record sales

All three automakers with Tennessee assembly plants posted higher U.S. sales for January, with Volkswagen's Chattanooga-made Passat up 40 percent over a year ago. VW reported it sold 29,018 vehicles, up 6.7 percent over the same month a year ago. While VW has been reporting double-digit percent gains, officials said monthly comparisons will narrow because of earlier sharp sales hikes. Still, last month was the German automaker's best January in the U.S. since 1974. Passat sales hit 8,856 last month, which was its best January ever, according to VW. Meanwhile, Nissan sold 80,919 vehicles in January, up 2 percent from the year earlier. Sales of its Pathfinder sport utility vehicle more than tripled last month over the year-ago level to 6,281 vehicles. Sales of the Nissan Sentra and Versa were up 27 percent and 9 percent year-over-year respectively.

State part of \$29M Toyota agreement

Tennessee has joined 29 other states in a \$29 million agreement with Toyota Motor Corp. over allegations the company concealed safety issues related to unintended acceleration. The agreement was filed in Knox County Chancery Court and is pending court approval. In a complaint filed along with the agreement, the states allege that Toyota engaged in unfair and deceptive practices when it failed to timely disclose known safety defects with accelerator pedals. State officials say Tennessee will receive about \$700,000 as part of the agreement to resolve consumer protection claims. Toyota has also agreed to provide improved communication with consumers if other potential safety concerns arise.

TN spirits sales spike

Tennessee whiskey had another sales spike in 2012, led by pricier premium brands. Figures released by the Distilled Spirits Council show bourbon and Tennessee whiskey sales from producers or suppliers to wholesalers rose 5.2 percent to 16.9 million cases last year. Revenue increased 7.3 percent to \$2.2 billion. Revenue from super-premium brands rose 14.4 percent last year, while premium brand revenues went up 9.4 percent. Jack Daniel's, produced in Lynchburg, is the dominant brand in the Tennessee whiskey category.

East TN insurer to stop hiring smokers

Mountain States Health Alliance will not hire smokers as of the first of next month. The healthcare system, which spans from Southwest Virginia into East Tennessee, will put the policy into effect March 1. It includes all tobacco users. People who test positive for nicotine during the hiring process can reapply in six months. Those who are already smoking will not be hired, hospital officials said.

UT to get major facelift

A multimillion-dollar overhaul of Volunteer Boulevard will be the marquee project in the University of Tennessee's new plan to shed its "ugly campus" reputation. UT will ditch on-street parking, add bike lanes and install lush new landscaping along the city-owned, horseshoe-shaped campus thoroughfare. The project is part of an immediate face lift that would also bring greenery to Presidential Court, landscape the engineering buildings behind Ayres Hall, add entrance pillars to Fraternity Park and extend the existing pedestrian mall. "What we really want to do is a quantum leap that transforms the view of this campus," said Dave Irvin, associate vice chancellor for facilities. "That kind of quantum leap would set up a synergy of success that would begin to feed other projects, begin to help in terms of recruitment of students, recruitment of faculty, and accelerated donations."

TN Transportation Map available

The official 2013 Tennessee Transportation Map is now available for

travelers. This year's map contains new information to assist motorists, including the recently completed State Route 840 in southern Middle Tennessee. This is the first state map in 26 years to show the completed route that bypasses Nashville and provides access to Interstate 40 east and west of Nashville, Interstate 24, and Interstate 65. The 2013 state map can also be downloaded from the TDOT web site at www.tn.gov/tdot/maps.htm. Pre-printed maps may be ordered from TDOT online at www.tn.gov/tdot/MapOrder/maporder.htm or by mailing a request to: Tennessee Department of Transportation, 505 Deaderick Street, James K. Polk Building, Suite 900, Nash., TN. 37243-0345. Individuals may request up to five free maps. Organizations and schools may order up to 100 maps.

TN self-employed figures climb

The amount of Tennesseans reporting themselves as "self-employed" ticked up 2.1 percent from 2010 to 2011, the U.S. Small Business Administration reported, but that portion of the workforce has made significant gains over the previous 10 years. The SBA's latest Small Business Profile for Tennessee indicated there were 317,000 workers in the state economy designated as self-employed in 2011. That's an increase of 34.9 percent from 2001, when there were a little more than 206,000 Tennesseans identifying themselves as such. Tennessee small businesses — defined as those with fewer than 500 employees — accounted for 44.9 percent of the private-sector workforce, and made up 97 percent of all in-state employers.

March 1 designated Tennessee's Arbor Day

Gov. Haslam has proclaimed March 1 as Arbor Day in Tennessee to recognize the importance of trees to the state. This year's state celebration will be held in Knoxville, which has been designated a Tree City USA community for 22 years.

"Arbor Day is important for reminding us how every community, regardless of size, benefits environmentally and economically from trees," Agriculture Commissioner

Julius Johnson said. "We're committed to improving and protecting our forest resources, both in rural and urban areas and are proud to join Knoxville and their tree board to recognize Arbor Day."

The Arbor Day celebration, hosted by the city of Knoxville Tree Board and the Tennessee Department of Agriculture, will take place March 1 at 10 am EST at Ijams Nature Center.

Six Tenn communities join downtown program

Tennessee Department of Economic and Community Development (ECD) announced the communities of Clifton, Greenfield, Portland, Tracy City, Waynesboro and White Bluff have been selected to participate in the Tennessee Downtowns program. In its third round of participants, Tennessee Downtowns is a competitive community improvement program for cities and counties seeking to revitalize traditional commercial districts.

"Congratulations to each of the six communities selected to participate in this round of Tennessee Downtowns," said ECD Commissioner Bill Hagerty. "A thriving commercial district can be an excellent driver of economic growth in our rural communities, and we are pleased to recognize those that are committed to reviving the downtown business area in their locale." Tennessee Downtowns is a tiered program affiliated with the Tennessee Department of Economic and Community Development's Tennessee Main Street Program. Communities selected to participate in Tennessee Downtowns will form a volunteer committee of local citizens who will participate in a multi-month training curriculum supported by the National Main Street Center. The curriculum is designed to teach citizens about comprehensive, sustainable downtown revitalization and historic preservation. The training includes webinars, workshops and a \$15,000 reimbursable grant to complete individual-

ized downtown development projects.

The six selected communities are each home to downtown commercial districts established at least 50 years ago and have demonstrated their readiness to organize efforts for downtown revitalization based on the successful "Main Street Four-Point Approach to Downtown Revitalization." The highly competitive selection process was based on five core criteria: historic resources, need (economic and physical), demonstrated local effort, overall presentation and probability of success.

Main Street revitalization is a comprehensive, incremental, self-help economic strategy that also focuses on developing public-private partnerships to enhance community livability and job creation, while maintaining the historic character of the district. For information about the Main Street Program and the Main Street Four Point Approach, visit www.preservationnation.org/main-street/about-main-street/.

Tennessee's Main Street program provides communities with technical assistance and guidance in developing long-term strategies that promote economic growth and development. The program provides information and assistance in forging public networking and training opportunities for downtown commercial districts.

For more information about Tennessee Downtowns, visit www.tennesseemainstreet.org.

Report examines changes to Civics education in Tennessee

Tennessee students will soon have to apply the lessons they learn about civics in the classroom to "real world" situations — a major departure from years past.

Last year, the Tennessee General Assembly passed a law requiring school districts to assess students' civic knowledge at least once in grades 4 through 8 and at least once in grades 9 through 12. The legislation is significant, a new report from the Comptroller's office suggests, because it is the first time the state has required any type of assessment for civics education.

The new civics assessments, which will begin in the current school year, differ from other state-mandated assessments in two important respects: (1) they will not be standardized tests developed by vendors according to state-determined specifications, but instead are to be developed and implemented by school districts, and (2) they are required to be "project-based," which is education lingo for a more hands-on, practical approach to learning.

Project-based assessments differ considerably from the multiple choice format that dominates most standardized testing. Project-based learning involves student-driven projects that are both central to the curriculum and rooted in the real-life

situations, involving complex tasks based on challenging questions or problems. Students work to develop solutions that could actually be used to address the issues they are studying.

An example of a project-based approach to learning is Project Citizen, a program some Tennessee schools already use. In Project Citizen, students work together to identify problems in their communities, research those problems, consider possible alternatives, develop solutions in the form of public policies and petition local or state authorities to adopt those policies.

The Comptroller's report cites research suggesting that project-based approaches in the classroom can result in more in-depth learning and better performance on complex tasks — outcomes that align with Tennessee's recent education reform efforts to ramp up student expectations.

The report also provides an overview of the evolution of civics instruction in U.S. public schools, how civics is taught and tested in Tennessee schools and the implementation of the new project-based assessments for civics in Tennessee.

To view the full report online, go to: www.comptroller.tn.gov/OREA/

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PEOPLE IN THE NEWS



BY TML STAFF REPORTS

Nashville Mayor **Karl Dean** is the recipient of the Local Leadership Award, which is awarded to individuals for leadership and innovation in leveraging national service to meet local needs. Dean, who traveled to Washington, D.C., to receive the award, is a founding member of the Cities of Service Coalition, and developed a comprehensive service plan and coordinated strategy focused on matching volunteers and established community partners to the areas of greatest local need. The plan, called Impact Nashville, engages volunteers year-round with the leadership of a chief service officer. Dean has also initiated two additional service-oriented programs: The Excellence in Volunteer Engagement and The Mayor's Workplace Challenge.



Dean

State Rep. Larry Miller is the new Chairman of the Tennessee General Assembly Black Caucus.



Miller

Victor Ellis, a state representative from Nashville during 1957-59 and 1973-89, died Jan. 27 at age 89. Ellis served the Legislature for 19 years, also serving as Lakewood city manager in Old Hickory for more than 10 years.



Ellis

Somerville Alderman **Mike White** has passed away. He served as interim alderman, and two terms as alderman, and was a member of the city's planning commission.

Mike Walker, retired Brentwood city manager, has been selected to serve as the Tennessee City Management Association's (TCMA) new Executive Director. Walker has 35 years of professional local government experience and served more than 22 years as city manager in Brentwood. He was President of TCMA in the late 1990's and was chosen "Tennessee City Manager of the Year" by his peers in 2005. Walker also served on the Executive Board of the International City/County Management Association (ICMA) from 2007-2010.



Walker

Anthony R. Massey will become Columbia's next city manager. Massey served as the Lee County, Ga., administrator and has functioned as the county's chief administrative officer since 2011. He also previously served as city manager of Frankfort, Ky.; Bristol, Tenn.; Savannah, and assistant city manager of Kingsport.

Farragut's attorney **Tom Hale** received the Knoxville Bar Association's highest honor, the Governor's Award. The award is presented annually to an attorney who commands special respect from his or her peers. Hale has practiced with Kramer Rayson LLP since 1980, where he is a managing partner. His practice emphasizes commercial litigation and corporate and transactional work. He's been president of Knoxville Bar Association, president of Legal Aid of East Tennessee, and chairman of the board of directors of Knoxville Bar Foundation. For the past three years, Hale has been president of the Knoxville Bar Foundation.



Hale

Nashville district Fire Chief, **Bobby Connelly**, 75, recently retired after 53 years of service. Connelly became a fire fighter on December 1, 1959.



Connelly

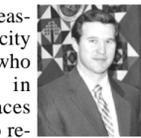
Don Ownby, a retired legal consultant at the Municipal Technical Advisory Service for 34 years, has passed away. Ownby was an integral part of the shaping of the ordinance codification and legal services MTAS offices.

After 20 years with the Westmoreland Police Department, the first woman to be a police chief in Sumner County, **Carla Deneise Etheridge**, 60, has retired. As one of the city's first female officers, Etheridge joined the department in 1993 as a part-time dispatcher. After graduating from the police academy in 1998, she became a full-time officer. She became the chief in 2007.



Etheridge

Chris Clark is Pleasant View's new city attorney. Clark, who practices law in Clarksville, replaces Jennifer Noe, who resigned in January.



Clark

After nearly 30 years working with Hamilton County children through the juvenile court, Judge **Suzanne Bailey** announced she is retiring. Juvenile Court Judge since her 1990 election and previous eight-year court referee, Bailey will step down in April. The Hamilton County Commission will appoint her replacement, who will hold the position until the August 2014 election.

Tullahoma police officers earn Criminal Justice degrees



Pictured left to right: Lt. Ray Higginbotham, Capt. Scott Jackson and Sgt. Dale Stone of the Tullahoma Police Department recently received Bachelor of Science degrees in Criminal Justice from Bethel University. The accredited program evaluates each officer's professional training and awards credits based upon their law enforcement accomplishments then, a curriculum is developed towards a degree. The officers completed a continuous program through Bethel on-line in approximately 18 months. A law enforcement officer for more than 29 years, Captain Jackson serves as Support Division commander. Lt. Higginbotham with more than 25 years of experience, is Patrol Division commander, and Sgt. Stone, serving for 20-plus years as an officer, serves in the Investigations Division.

TN sales tax collections continue upward trend

Tennessee tax collections continued an overall upward trend in January, even though sales tax collections were worse than the previous year. January sales tax collections represent retail activity that occurred during December. Finance and Administration Commissioner Mark Emkes announced that overall January revenues were \$1.1 billion, which is \$15.4 million more than the state budgeted. It's the sixth consecutive month of overall positive growth this fiscal year, with corporate tax collections, once again, contributing heavily to the upward trend.

"This marks the first month this year that we've recorded negative growth in sales tax collections," Emkes said. "We believe it's the result of an aggressive November holiday retail marketing strategy, and two additional days of after 'Black Friday' shopping, compared to November of 2011."

"Total collections in January seem to indicate that Tennessee continues to slowly recover from the recession, which is the national trend as well. It means we must continue to closely monitor spending and revenues, working with the General Assembly to end the fiscal year with a balanced budget."

The general fund was over collected by \$10.1 million and the four other funds were over collected by \$5.3 million.

Sales tax collections were \$15.1 million less than the estimate for January. The January growth rate was negative 0.30 percent. For six months revenues are under collected by \$33.4 million. The year-to-date growth rate for six months was positive 1.94 percent.

Franchise and excise taxes combined were \$22.1 million above the budgeted estimate of \$172.1 million. For six months revenues are over collected by \$113.5 million.

Gasoline and motor fuel collections for January increased by 0.18% and were \$2.5 million above the budgeted estimate of \$70.2 million. For six months revenues are under collected by \$9.3 million.

Tobacco tax collections were \$1.8 million below the budgeted estimate of \$20.1 million, and for six months they are \$8.5 million under the budgeted estimate.

Inheritance and estate taxes were over collected by \$2.7 million for the month. Year to date collections for six months are \$7.1 million more than the budgeted estimate. Privilege tax collections were \$2.8 million more than the January estimate, and on a year to date basis, August through January, collections are \$13.6 million above the estimate. All other taxes were over collected by a net of \$2.2 million.

Year-to-date collections were \$89.0 million more than the budgeted estimate. The general fund was over collected by \$94.2 million and the four other funds were under collected by \$5.2 million.

The budgeted revenue estimates for 2012-2013 are based on the State Funding Board's consensus recommendation of December 19th, 2011 and adopted by the second session of the 107th General Assembly in April 2012. They are available on the state's website at www.tn.gov/finance/bud/budget.shtml.

The State Funding Board met on Dec. 14, 2012, to hear updated revenue projections from the state's various economists. The board met again on Dec. 19 and adopted revised revenue ranges for 2012-2013. The revised ranges assume an over collection from the July 2012 budgeted estimate in the amount of \$203.0 million to \$287.3 million in total taxes and in the amount of \$224.2 million to \$305.9 million in general fund taxes for the current fiscal year.

Knoxville up for fan favorite in Bloomberg's Mayor's Challenge

The city of Knoxville's application for a Mayors Challenge award from Bloomberg Philanthropies is listed along with the other 19 Mayors Challenge finalists in a "Fan Favorite" competition on the *Huffington Post* website. On the same website, you can find a video and a column by Mayor Madeline Rogero detailing the city's proposal for an Urban Food Corridor.

Anyone can vote for one time only, in the Fan Favorite contest, from now until March 6 at <http://www.huffingtonpost.com/mayors-challenge>.

www.huffingtonpost.com/mayors-challenge.

The winning Fan Favorite city will receive a \$50,000 services grant from IBM to support implementation of its proposal, as well as featured coverage and promotion from *The Huffington Post*, including a monthly front page column for its mayor for a year and an interview with Arianna Huffington on *Huff Post Live*, the magazine's video news platform.

The Bloomberg Philanthropies Mayors Challenge offers one \$5 million award and four \$1 million awards for innovative local solutions to national problems.

Last fall, Knoxville was announced as one of 20 finalists from 305 cities that applied. Representatives from all 20 finalist cities attended an "Ideas Camp" in New York City in November, and submitted revised proposals for final consideration by the end of January.

Both of Knoxville's proposals are posted on the city website www.cityofknoxville.org. Winners will be announced this spring.

For more information on about Knoxville's proposal, visit <http://www.huffingtonpost.com/madeline-rogero/>.

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UT report says slower economic growth in 2013 followed by increase during 2014

ECONOMY from Page 1

growth this year, followed by stronger growth in 2014, according to the report.

This year and next, the state's unemployment rate will drift down but remain above pre-recession levels. The state's annual rate for 2013 is expected to be 7.9 percent. The rate will improve to 7.5 percent next year, according to the report.

Other findings:

- Nonfarm employment should advance 1 percent in 2013 and 1.7 percent in 2014.
- Employment growth in manufacturing will slow from the heated pace of 2012 but still see healthy growth of 1.2 percent; gains in durable goods manufacturing will more than offset losses in nondurable goods manufacturing.
- Natural resources, mining, and construction, along with profes-

sional and business.

- Services, will enjoy the strongest rates of growth in 2013. Information and financial activities are expected to perform poorly.

- Tennessee's labor force will contract again in 2013, but only by a small amount. The number of employed people will improve slightly while the number of unemployed will fall by 2.2 percent. Substantial improvement is expected in 2014.

- The housing market is on the rise in Tennessee. Nashville-area Realtors reported a 20 percent increase in home sales this December compared to last.

State revenue performance

Tennessee performed better than the Southeastern region and the nation in fiscal year 2012 with total tax collections growing at 8 percent over 2011.

The state also had healthy sales

tax collections, growing 6.7 percent, the second highest in the region behind West Virginia. However, third quarter 2012 data showed somewhat slower growth rates. Sales tax collections fell just below the nation and the region, growing at 2.4 percent. As noted, taxable sales will likely take a severe hit due to the payroll tax.

The report also includes a special focus on e-commerce, which is important since the state relies heavily on the sales tax. Tennessee online business-to-business sales reached \$3.5 trillion in 2010, and individual consumers' online purchases totaled \$170 billion that same year. Due to noncompliance in sales and use tax, CBER estimates Tennessee lost approximately \$401 million in taxes in 2010 and predicts that these annual losses will continue to grow.

NATIONAL BRIEFS



The United States Postal Service announced the end of Saturday delivery of first-class mail.

Packages, mail-order medicine, and express mail will continue to be delivered on Saturday, but not letters, bills, cards, and catalogs. Post offices which are now open on Saturdays will continue to be open on Saturdays. The move is meant to save the financially struggling agency about \$2 billion annually as it wrestles with the rising popularity of email and social media eating away at its core business of delivering mail, and with the climbing costs of providing health benefits to its workers. The agency reported an annual loss of a record \$15.9 billion for the fiscal year ended Sept. 30, triple the prior year's loss and capping a year in which it was forced to default on payments to a health benefit trust fund managed by the Treasury Department. The rising costs for future retiree health benefits accounted for \$11.1 billion of the

losses. During a hearing before the Senate Homeland Security and Governmental Affairs Committee, Patrick R. Donahoe, the postmaster general, also asked Congress to give the Postal Service permission to run its own health plan for employees and retirees and modify a Congressional mandate that requires the agency to pay \$5.5 billion a year into its fund for future employee health benefits. Donahoe said the changes would allow the agency to save \$20 billion by 2016.

Gasoline prices are on another seasonal roller-coaster ride, and for some parts of the country, the upward climb is swift and steep. With crude oil prices rising and pump prices in the Midwest and California surging, for the January, the national average was \$3.32 a gallon, the second-highest average for a January but below January 2012's record \$3.37 benchmark, and above \$3.50 in February. West

Texas Intermediate crude oil closed at \$97.49 a barrel, down 45 cents but still near the highest level since mid-September. Prices typically peak before Memorial Day. Last year, prices topped at \$3.94 a gallon on April 5, but briefly spiked upward along the West Coast and Midwest later in the year because of supply and refinery issues. Richard Soutanian, co-president of energy cost manager NUS Consulting, is expecting lower overall 2013 prices. Based on weak consumer demand and rising domestic crude oil production, a protracted price run-up isn't sustainable, he said. "January prices are more robust than we expected — and that's been a surprise," he said. "But if you look around the world, economic activity is contracting in Europe and is very sluggish in the U.S. The world is pretty well supplied with oil. Barring some geopolitical incident, we're looking at a fairly significant correction in prices somewhere in the first half of the year."

MTAS February EOA Class Schedule

Preparing for year-end closing and the annual audit

This course will cover a study of common asset, liability, fund balance, revenue and expenditure accounts at year's end. Participants will become familiar with analyses of balances and adjustments with emphasis on closing the books for the fiscal year. Included is a discussion of facilitating the external audit and working with auditors.

Who should attend: Any municipal or government employee involved in the accounting or budget process.

Time: All classes are from 8:30 am to 12:30 pm.

Schedule of sessions:

Mar. 13—Morristown
Mar. 14—Collegedale
Mar. 20—Jackson
Mar. 21—Franklin

Location:

Collegedale, Collegedale City Hall, 4910 Swinyar Dr.
Franklin, Williamson Co. Agricultural Expo Park, 4215 Long Lane
Jackson, West TN Research and Education Center, 605 Airways Blvd.
Morristown, Tusculum College, 420 W. Morris Blvd.

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No loan is too large or too small



The city of Dyersburg closed a \$4.5 million loan to use on various municipal projects.



The town of Cumberland Gap closed a \$5,000 Highway Safety Grant Anticipation Note.

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CLASSIFIED ADS

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

CITY ADMINISTRATOR

LAFOLLETE. The city is seeking qualified applicants for the position of City Administrator. The selected candidate will serve as the administrative head of the city government and oversee day-to-day operations and is responsible for supervising all department heads. Minimum qualifications include a college degree or training and experience in municipal management of public administration. The mayor and council desire a person with skills in budgeting and financial management. The applicant should also have good public relations skills, as well as good writing and communications skills. The applicant should have experience and knowledge in the application for and administration of state and federal grants. The applicant should also have the ability to deal with personnel, public safety and long-range planning. Salary and benefits to be discussed during candidate interviews. Qualified candidates should submit applications and/or resumes before March 8, 2013 to: The City of LaFollette, City Administrator Position, 207 South Tennessee Ave., LaFollette, TN 37766.

CITY MANAGER

EAST RIDGE. The city is accepting qualified applicants for the position of city manager. A full service city with a council-manager form of government and total of all budgets of approximately \$15 million. Bachelor Degree in Public Administration and a minimum of three to five years municipal government experience required. Proven management and leadership, team building, communications skills, municipal finance and economic development experience preferred. City offers competitive salary and excellent benefits package. Closing date is April 1, 2013. Send resume to: City Attorney Hal North, Chambliss, Bahner, & Stophel, P.C., Liberty Tower, 605 Chestnut Street, Suite 1700, Chattanooga, TN 37450 or hnorth@cbslawfirm.com. The city website is www.eastridgetn.org. EOE/ TN Drug Free Workplace.

CITY TREASURER

LAKELAND. The city is seeking applicants for the position of City Treasurer. The position reports to the city manager and is responsible for performing professional and technical duties involved in leading, participating in the preparation of and managing departmental budgets and the city-wide operating budget, as well as the Sewer Fund. Directs departmental work details in accounts payable, accounts receivable and clerical functions and requires strong analytical, oral, written and organizational skills and demonstrates a strong customer service orientation. Essential duties and responsibilities include: Performs professional financial functions, Provides expert advice and guidance to city staff and officials on the interpretation of budget estimates and the formulation of budget requests in support of the annual budget; performs all aspects of planning, analysis, formulation, justification, presentation, execution and review of city-wide operating budget; advises on the time-phasing of budget plans (i.e., acquisition and use of funds) to coincide with payments to contractors for completion of state goals; researches and resolves financial related problems associated with the general and sewer funds; certifies that funds are available for all purchases in accordance with state law. Handles questions regarding professional finance related issues; processes business transactions by verifying and maintaining accounts payable and receivable records; prepares formal consolidated budget forecasts and reports on budget execution required by city officials; contacts vendors with questions and/or responds to vendor inquiries and concerns and more. Prepares monthly and annual status of funds And serves on committees, advisory groups, and panels as required. Perform accounting, auditing, compliance, budgeting, purchasing, investing and other professional finance functions, as assigned. Minimum knowledge and training required includes: Word, Excel, e-mail

(Microsoft Outlook preferred), data base accounting software (government-related, especial local government software, preferred). Analytical, numerical, effective communication (oral and written) and interpersonal skills. Attention to detail. Speed and accuracy in making numerical calculations. Ability to maintain confidentiality of information; expert knowledge of budget process; independently planning, analyzing, recommending, and/or carrying out all budgetary actions necessary to accomplish financial objectives and support program activities; skill in interpreting complex legislative and regulatory policy guidance; provide advice and guidance to budget and management personnel and make adjustments to affected programs and activities; methods, practices, documents and terminology used in financial and accounting record keeping; practices and procedures of governmental budgeting and accounting; fundamental accounting and internal control policies and procedures; standard office practices and procedures; city ordinances, rules, procedures and practices governing accounts payable process, cash receipts, fixed asset records and related financial transactions; city ordinances, procedures and practices regarding sewer service; effective customer service etiquette and practices. Starting salary highly negotiable for person with significant municipal experience, familiar with local government accounting software and finance or related degree. Prefer degree in finance or related field and responsible local government experience. 2/18/2013-until filled. Applications are available at Lakeland City Hall, 10001 U.S. Highway 70, Lakeland TN 38002 or online at www.lakelandtn.gov. Applications/resumes may be delivered or mailed to City Hall, or faxed to 901-867-2063 or emailed to Rwherry@lakelandnt.org. EOE/ Drug Testing Employer. Benefits include 12 days paid sick and vacation leave, paid disability, TCRS retirement with 5 year vesting, paid health and dental insurance.

FIRE CHIEF

MT. JULIET. The city is seeking candidates for the position of full time fire chief to work in coordination with the Public Safety director in the development of the city's newly established Fire Department. Selected candidates will be required to complete and pass pre-employment testing. Must hold a valid TN drivers license. Detailed job description and requirements are available online. Applications must be filed electronically and are available online at www.cityofmtjuliet.org. Electronic applications will be accepted until a qualified candidate is chosen. The city of Mt. Juliet reserves the right to stop accepting applications at any time. For questions, regarding the electronic application process, call 615-754-2552. The city of Mt. Juliet does not discriminate based on race, color or national origin in federal or state sponsored programs, pursuant to Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d). EOE/ Drug-free Workplace.

GENERAL MANAGER

TRENTON. Trenton Utility Board seeks a general manager for its Electric and Water Department. Applicants must have a minimum of a four-year degree in engineering, business, or related field from an accredited university and experience with an electric or water utility. Experience at a senior management level is desired. Applicant must have high level oral and written communication skills. Please send a summary of education, work experience, accomplishments relevant to position and contact information for three work references and two personal references. Please include official transcript, community involvement, salary history and salary expectations. Submissions will be accepted through March 8, 2013. Mail resume and supporting documents to: Trenton Light and Water, 109 West Armory Street, Trenton, Tennessee 38382.

POLICE CHIEF

FAYETTEVILLE. The city is accepting applications for Police Chief. A successful candidate will plan, organize and direct the activities of the Police Department under city administrator/Board of Mayor and Aldermen form of government. Previous chief retired with 14 years

of service. The Police Department consists of 24 POST Certified Officers and was one of the first to combine City/County 911 Communication operations. A bachelor's degree in Criminal Justice, Public Administration, Business Administration or a related field is desired. A minimum of 15 years of experience in law enforcement, with at least 10 years of experience above the rank of sergeant required. Advance degree can be substituted for 2 years of supervisory experience. Salary depends on experience; range is \$52,624 to \$71,512. Application and resume must be received by March 15, 2013, at the following address: HR Dept-Police Chief, 110 Elk Avenue South, Fayetteville, TN 37334. The City of Fayetteville is an Equal Opportunity Employer. www.fayettevilletn.com (Application form is on line.)

TWO MUNICIPAL MANAGEMENT CONSULTANTS

The Municipal Technical Advisory Service (MTAS) is seeking two municipal management consultants. MTAS is an agency of the University of Tennessee Institute for Public Service that provides technical assistance, training and research for Tennessee towns and cities, state government and municipal government related associations. These positions will be located as follows: one in the east or southeast Tennessee area (reference position ID #12000001N9) and the other in either the middle or west Tennessee area (reference position ID#12000001NA). Most municipal management consultants are former city managers or assistant city managers. This is exciting work primarily providing professional advice and technical assistance to municipal officials, both elected and appointed, within an assigned geographic territory. The consultants usually split their time between office and field work, and frequently coordinate the work of a professional team addressing city issues. The consultant also helps develop and deliver training courses for city officials and researchers, drafts, and maintains publications on critical issues. This position requires a master's degree in public administration or equivalent and at least five year's experience in local government including either three years as a city manager or six years as an assistant city manager or a bachelor's degree in public administration or equivalent and at least eight year's experience as a city manager. Preference may be given to experience in a city with a minimum population of 10,000. Salary is dependent on qualifications and experience. Generous employee benefits are associated with the position. The positions are open until filled. Applicant should state which location they are interested in the cover letter. Applicants should apply electronically to <http://humansresources.tennessee.edu/recruitment> and submit a cover letter and resume. Application is a public record. The University of Tennessee is an EEO/AA/Title VI/Title IX/Section 504/ADA/ADEA institution in the provision of its education and employment programs and services. All qualified applicants will receive equal consideration for employment without regard to race, color, national origin, religion, sex, pregnancy, marital status, sexual orientation, gender identity, age, physical or mental disability, or covered veteran status.

Bill to collect online sales taxes reintroduced in US Congress

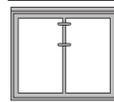
INTERNET from Page 1 implementing a simplified taxing system. Initially, 34 states, including Tennessee, signed and expressed interest in conforming their state's laws to the requirements stipulated in the Streamlined Sales and Use Tax Agreement.

Since then, 44 states and the District of Columbia have worked with the business community and local governments to adopt the Streamlined Sales and Use Tax Agreement, in order to simplify their sales tax rules and administrative requirements.

National and local brick-and-mortar retailers already collect sales tax on online transactions due to their physical stores. They have long argued that a law was needed to level the playing field by allowing states to force online-only mer-

chants like Amazon.com to collect sales tax, as well.

"TML has long supported this effort. The 345 cities in Tennessee rely on sales tax dollars to support schools, pave streets, keep property taxes low, provide fire and police protection, provide sanitation services, and provide parks and recreation activities for our citizens. As the usage of the internet increases, we continue to see our local sales tax revenues decline," said Ken Wilber, TML president and Portland mayor. "On behalf of the TML Board of Directors, we sincerely appreciate the leadership role Sen. Alexander and Sen. Corker has taken in promoting the Marketplace Equity Act, as well as Gov. Bill. Haslam. We look forward to working with them on this important initiative," said Mayor Wilber.



COMING UP

Mar. 9-13: NLC's Congressional City Conference, held at the Marriott Wardman Park, in Washington, D.C. As the 113th Congress gets underway, join fellow city leaders in Washington, D.C. Call on House and Senate members and the administration to set aside partisan differences, breaking through gridlock to find ways to support economic recovery and job creation efforts in our communities. Offers city leaders from across the country a unique opportunity to gain valuable insights into and influence actions in Washington that will impact local communities.

Mar. 12-26: Tennessee Alternative Fueled Vehicle Roadshow A statewide, five-city, vehicle showcase touring Kingsport, Knoxville, Chattanooga, Memphis and Nashville. Presentations on the economics and practicality of implementing alternative fuel transportation solutions for industry and government, using natural gas, propane, biofuels and electric vehicles. Free to the public, but does not include registration for The Tennessee Environmental conference sessions, which require registration to attend. Registration not necessary to attend AFV Road Show. For more information, visit www.afvroadshow.com

Mar. 20-21: Local Government Leadership Program Alumni Event: "A Nation in Debt: How Can We Pay the Bills in Government?" Held at the Embassy Suites, Murfreesboro. Explore issues surrounding federal and state funding challenges and local budgets. Glean from the knowledge of experts in the field. For program information, visit <http://www.ips.tennessee.edu/?id=41> To register, visit <http://www.solutionpoint.tennessee.edu/TPOnline/TPOnline.d11/Public%20Class/CLASSNO-CLAS2013021110373903060098>

Mar. 14-15: Two-day grant writing workshop in Memphis sponsored by the Memphis Police Training Academy and Grant Writing USA. Beginning and experienced grant writers from city, county and state agencies as well as nonprofits, K-12, colleges and universities are encouraged to attend. Tuition is \$425 including a workbook and ac-

companying 420MB resource CD. Seating is limited, online reservations necessary. For registration and complete course information, visit <http://grantwritingusa.com/grants-training/grant-writing-workshops/memphis-tennessee-march-2013>. For additional questions, contact Lolita Rosser, at the Memphis Police Training Academy, 901-354-1706, lolita.rosser@memphistn.gov Or contact The Client Services Team at Grant Writing USA 800-814-8191, cs@grantwritingusa.com

April 7-10: APWA North American "The Show for Snow," Conference in Charlotte, NC., Charlotte Convention Center. Four days of winter maintenance education and an expanded lineup of fleet and emergency management sessions, as well as an excellent exhibit program. Attendees will have the opportunity to sit in on many outstanding educational sessions featuring the best in snow and ice control, as well as the increased lineup of fleet and emergency management solutions. For more information and to register online, go to www.apwa.net/snow.

April 9-12: Tennessee Personnel Management Association annual membership meeting and The Three Pillars of HR certificate program, held at the Hilton in Memphis, 939 Ridge Lake Blvd. To register, visit <https://www.123signup.com/register?id=skxgd> or visit the TPMA website at <http://www.tnmpma.org/>.

April 10-12: Alliance for Innovation Transforming Local Government Conference "Cool Communities" held in Atlanta, GA., at the Atlanta Marriott Marquis at 265 Peachtree Center Ave. For more information, visit the website: <http://tlgconference.org/index.aspx?page=1> or call Alliance for Innovation at 888-495-0944.

April 24-26: Tennessee City Management's Conference held at the Hampton Inn & Suites, Nashville/Downtown. To register, visit http://www.tncma.org/upcoming_events/pdfs/spring_registration.pdf. For questions, contact Kirk Bednar at bednar@brentwood-tn.org.



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State's accreditation program jumps ahead

ACCREDITATION from Page 1 see that happening in Tennessee." Springfield received its state accreditation in 2011, a year before Chief Thompson came on board.

The TLEA has also proven to be significantly less expensive than CALEA, an added bonus for smaller agencies across the state. "The Tennessee program gives us a chance to do accreditation inexpensively in order to be more professional and in a good position should issues arise," notes McMinnville Police Chief Bryan Denton.

Moore, who also applauds the lower cost of the state program, says he regularly talks to other agencies similar in size or a bit larger, and the typical budget is anywhere from \$10,000 to \$15,000 for costs associated with accreditation. "We certainly couldn't see doing that kind of earmark for an ongoing annual process," he said.

Under the TLEA program, each organization designates an accreditation manager, the chief or other staff members, who will accomplish the course work. In Martin, that person was Captain Don Teal, who was responsible for the management of files and implementation of standards. Similar to CALEA, the state program features significant benchmarks toward achievement, 155 items during the projected three-year program.

"There are benchmarks that we look for in the first 12 months and we've identified 10 standards that they need to complete in the first year, so we look for that benchmark to make sure they're progressing toward accreditation," said Fann.

Denton, a 32-year veteran of the force, credits the program with helping his agency focus significantly on areas where the department was lacking. "The biggest difference was in the Juvenile offender policy," he said. "We discovered things we should have been doing all along and rewrote the entire policy."

Part of the state accreditation process ensures that agencies review their policies on an ongoing basis.

"We have a checklist and review policies every two weeks, to make sure they are valid and up to date," Thompson said. "It's work, but work that needs to be done."

Thompson also notes that agencies appreciate the advantages of working with local people at the state level. "It's great to have people who understand Tennessee's legal environment, as well as other issues, such as why your policies are written the way they are," he said. "On the national level, when someone from Michigan, California or New York is looking at your organization in Springfield, Tennessee, it might not be a good match."

"I think the discomfort of the process makes it worthwhile," adds Moore. "What accreditation did for us was provide a holistic roadmap for updating all of our policies and procedures. It helps departments ensure they are meeting legal standards

Top 12 Critical Risk Exposures for Law Enforcement

1. Motor vehicle liability/ driver safety
2. Use of Force
3. Officer safety/injuries
4. False arrest
5. Search and/or seizure
6. Responding to domestic violence calls
7. Mutual aid/extra-jurisdictional response
8. Personnel issues: conduct unbecoming/horseplay/harassment
9. Training, use and authority of auxiliary or reserve officers
10. Off-duty authority and use of weapon
11. Mandatory use policy on body armor/vests
12. Proper training and procedures regarding right-of-way work (traffic control, traffic direction, high visibility clothing)

State Accredited Agencies:

The following agencies have received state accreditation through the Tennessee Law Enforcement Accreditation (TLEA) Program since July 2010:

McMinnville PD
Bristol PD*
Dyersburg PD*
Morristown PD*
Sevierville PD*
Gatlinburg PD*
Vanderbilt PD* - non-Pool member
Springfield PD
Knoxville PD* - non-Pool member
Johnson City PD*
Blount CO. SO* - non-Pool member
Collierville PD*
Memphis PD* - non-Pool member
Chattanooga PD* - non-Pool member
Tennessee Highway Patrol* - non-Pool member
Bartlett PD
Received accreditation award Dec. 2012
Elizabethton PD
Cleveland PD*
Maryville PD*
Martin PD

* denotes CALEA-accredited agencies

in a particular area. We accomplish that through proofs and reports, such as those that reflect appropriate or inappropriate use of force."

With McMinnville currently working toward reaccreditation, Denton says he looks toward the program as an assurance policy for a peaceful retirement. "With the program in place, when I choose to, I can retire satisfied that we are doing the right thing."

For more information about the Tennessee Law Enforcement Accreditation Program, contact Alice Grunau, Accreditation Program manager, at 615-726-8227 or email alice@tacp.org.

Host of speakers set for Legislative Conference

CONFERENCE from Page 1 nicipal governments must be heard in the legislative process, and the Legislative Conference is a key opportunity to communicate that mes-

sage.

To register on line, go to www.TML1.org. Contact TML at 615-255-6416 for more information.

AGENDA

Monday, March 4

- | | |
|-------|--|
| 11 am | Registration |
| 12 pm | Buffet Lunch |
| 1:00 | Welcome |
| | Mayor Ken Wilber, <i>Town of Memphis</i> |
| 1:15 | Lt. Governor Ron Ramsey Speaker of the Senate |
| 1:30 | Sen. Ken Yager Chair, Senate State and Local Government Committee |
| 2:00 | TML Staff Updates |
| 2:30 | Elisha Hodge, Office of Open Records |
| 3:00 | Media Panel |
| 3:45 | Sen. Randy McNally Chair, Senate Finance Committee |
| 4:00 | Tom Fleming, Assistant to Comptroller Property Assessments |
| 5:00 | Attend House or Senate Floor Session |

Tuesday, March 5

- | | |
|------|---|
| 7:30 | Breakfast |
| 8:00 | Rep. Charles Sargent Chair, House Finance Committee |
| 8:10 | Rep. Mathew Hill Chair, House Local Government Committee |
| 8:30 | House Speaker Beth Harwell |
| 9:00 | Adjourn Members encouraged to attend committee meetings |



Munford rallies support for injured marine

BY ELISHA HARIG-BLAINE
National League of Cities

In December 2011, while on patrol in the Helmand Province of Afghanistan, Marine Lance Corporal Christian Brown stepped on an explosive device that took both of his legs, one above the knee and the other below his hip, as well as a part of his right index finger. Hours later, in an acute care facility in Germany, a member of his church from Munford, TN was already by his side. It would be an early indication that the citizens of Munford, with the support of the city's leaders, would play an important role in LCpl. Brown's recovery process.

After learning of LCpl. Brown's injuries, Munford Mayor Dwayne Cole notified members of the church that he and LCpl. Brown had attended for years. A church member was living in Germany with her husband, who was stationed at the same base where "CB," as he is known to family and friends, was being treated. After hearing the news, she came to his bedside and was able to be with him until his family arrived from Tennessee.

Word of LCpl. Brown's injuries spread quickly in Munford, a town of approximately 6,000 about 25 miles north of Memphis. Mayor Cole was approached by people with a desire to do something for the Marine and his family. He quickly realized that the best way he could help was to allow police, fire, and public works staff to help support local fundraising efforts.

In March 2012, town members organized a benefit motorcycle ride from just outside Memphis to Munford. Nearly 1,000 motorcyclists participated and the event raised almost \$20,000. Several months later in September, a local high school football team's booster club sponsored the "Christian Brown Benefit Bowl," which raised about \$8,000. The event featured a game with the rival local high school as well as the Marine Corps color guard with the high school marching band. LCpl. Brown was planning to attend the event, but flight delays resulted in him not arriving until nearly 3am. Despite this delay, the crowd remained until his arrival to



In March 2012, town members organized a benefit motorcycle ride from just outside Memphis to Munford to honor Marine Lance Corporal Christian Brown, who stepped on an explosive device that took both of his legs and part of his right index finger. Nearly 1,000 motorcyclists participated and the event raised almost \$20,000.

make sure he received a warm welcome home from hundreds of people.

"This community has been incredible," said Mayor Cole. "We've had people step into leadership roles and coordinate fundraising efforts on their own. As a city, we've provided help in terms of event assistance, but the community has stepped forward and really led the way."

A local painting and construction company volunteered to retrofit and enclose the garage of the LCpl.'s family home with double doors, install plumbing for a new bathroom in the garage, and build a ramp off the back of the house. In addition, the Semper Fi Fund has spent almost \$13,000 to help LCpl. Brown with the short and medium-term home modifications needed to allow him to stay at home when possible during his rehabilitation process. The home modifications have included widening three bedroom and three bathroom doors, repainting, replacing carpeting with laminate flooring to allow wheelchair mobility, installing a new shower, toilet and sink as well as installing railings and lowering countertops and door knobs.

Thanks to all the community support, LCpl. Brown has been able to preserve the federal benefits

available to him for home modifications. He has a maximum lifetime benefit of up to \$65,000, and delaying the use of those funds will allow him to use them for additional repairs on his current home or on a future home that may provide more of a permanent residence.

"The ability of the community to come together during all of this has been a big help to us," said Lyn, LCpl. Brown's mother. "We've put our trust into this community and it feels good to be able to do that and know they are there with us."

"We couldn't ask to be from a better community," said LCpl. Brown. "I am very thankful for all the support people continue to show me. I'm looking forward to being home with everyone as soon as possible."

"We were always proud of CB, but we are more so than ever as we see how he's facing all of this," continued Mayor Cole. "Munford has really shown that everyone can do something and as Mayor, helping to create the space that has allowed my citizens to serve one of their own has been incredibly gratifying."

Details: For more information about how local officials can help meet the needs of disabled veterans, visit NLC's Housing Rehabilitation for Veterans with Disabilities page.

NTIA announces first Net Planning grants

The U.S. Commerce Department National Telecommunications and Information Administration announced the availability of funding for \$121.5 million in grants for states to prepare for the creation of a nationwide public safety broadband network.

Established in the Middle Class

Tax Relief and Job Creation Act of 2012, the First Responder Network Authority will set up a wireless network to improve communications among first responders.

The formula-based, matching grants will provide resources for states to collaborate with regional, tribal and local jurisdictions in plan-

ning for the interoperable network. States and territories must apply by March 19.

More information is available at <http://www.ntia.doc.gov/press-release/2013/ntia-announces-availability-1215-million-state-grants-assist-firstnet-planning>.

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Contact Travis Moore at M3 Fire Apparatus and find out the rest of the story. 931.766.7665



Graduates awarded Certified Municipal Finance Officer certificates

Close to 200 municipal finance officers were awarded the Certified Municipal Finance Officers (CMFO) certificate Feb. 22 in Nashville.

The 2012 graduating class included 176 individuals, bringing the overall total of certified municipal finance officers to 310. Completing a two-year program that consisted of 11 courses covering eight different topics, the graduates passed an exam for each course.

The CMFO certification was awarded to each graduate by Director of Local Government Audit Jim Arnette, and Charles Shoopman, assistant vice president, UT Institute for Public Service.

Speakers at the ceremony included Arnette, Comptroller Justin P. Wilson; Shoopman and Jim Thomas, UT Municipal Technical Advisory Service executive director.

The CMFO program was developed after the state legislature passed a law that required certain municipal finance officers to be certified. MTAS worked with assistance from and review by the State of Tennessee Comptroller's Office to develop the program objectives and content.

The certification program is at the forefront of programs nationwide that focuses on the role of the municipal finance officer.

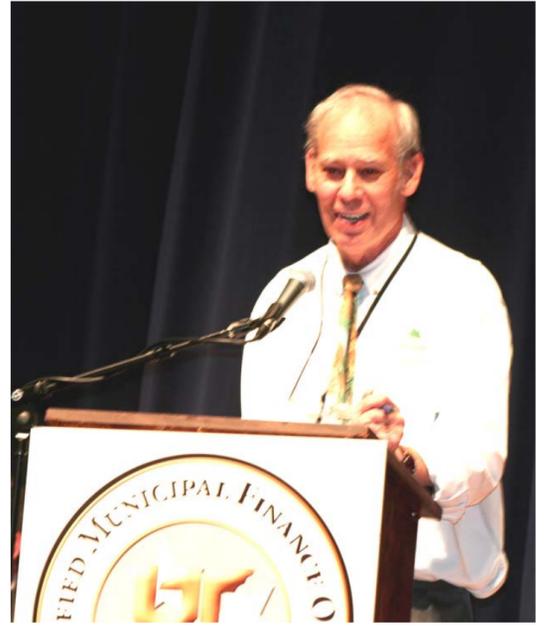
"The CMFO graduation was a wonderful event and a fitting way to honor and recognize those individuals that have worked so hard to complete the rigorous certification process. The graduates should be incredibly proud of their accomplishment," said Arnette. "Obtaining the CMFO is no easy task. I was very impressed with the organization of the event and appreciate all of the hard work of the MTAS and Comptroller staffs. They went out of their way to make the graduation ceremony a special event. I was honored to be able to congratulate each of the distinguished and accomplished CMFO graduates."

"The purpose of this program is to advance the knowledge and skills required of municipal finance officers in today's complex financial environment," said Thomas. "MTAS would like to express our sincere congratulations to the class of Certified Municipal Finance Officers. We applaud each individual's commitment to the program and are very proud of their achievements."

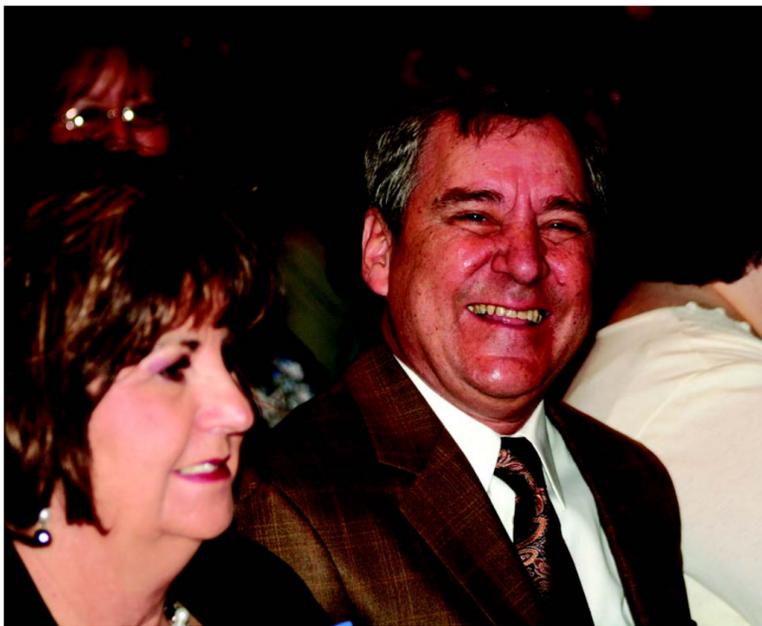
For more information about the CMFO program, visit <http://www.mtas.tennessee.edu/public/web.nsf/Web/CMFO>



Chuck Shoopman, Assistant vice president, UT Institute for Public Service; Covington Mayor David Gordon; and Director of Local Government Audit Jim Arnette



State Comptroller Justin P. Wilson



McKenzie City Recorder Charles Beal



Shoopman and Honna Rogers, Signal Mountain city manager



Pictured to the right, Holly Alsop, Lynnville Town recorder

Bottom photos: Shoopman and Arnette pictured with Armintha Loveday, MTAS administrative specialist II; Marlin Francis, Algood accountant; and Kevin Helms Oak Hill city manager

Photos by Victoria South

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Emancipation/Civil War exhibits open a historic window at the Tennessee State Museum

BY VICTORIA SOUTH
TML Communications Coordinator

Although it would ultimately require a constitutional measure to succeed, the bold, yet fragile promise of the Emancipation Proclamation to end slavery in 1863, signed by President Abraham Lincoln, paints a glorious picture of days to come.

One hundred fifty years later, the president's faded handwriting still elicits a wide range of emotions from people of all races, ages and creeds, who flocked to the state museum to catch a fleeting glimpse of the original document during its 72-hour stay.



National Archives Senior Curator Bruce Bustard conducts an inaugural tour of the Discovering the Civil War exhibit at the State Museum.

An excited group of school children, all winners of the "Freedom's Call" writing contest, received the honor of being first in line to see the Proclamation, right alongside House Speaker Beth Harwell, Rep. John Mark Windle and the Honorable Victor Ashe, chairman of the Douglas Henry State Museum com-

mission.

"It's the reality of history that makes the exhibition great," said Lois Riggins-Ezell, state museum executive director. "This is as close as you get to the war and the battlefield, standing here and looking at these primary documents, seeing and realizing the hand that held that pen was Abraham Lincoln. You can almost feel him signing it, almost hear him saying "all people shall be free."

The original document, replaced by a facsimile, has returned to the light controlled environment of the National Archives in Washington D.C. However, the original 13th

climbed Nashville as the sole southeastern city to receive the installation.

"Honey Alexander, who is a board member of the National Archives, gave us an early warning that the exhibit would be touring only four sites in America," she said.

The exhibit opened at the National Archives in 2010 and traveled to the Henry Ford Museum in Dearborn, Mich., and the Houston Museum of Natural Science before embarking on the last leg of the journey here in Tennessee.

Five years in the making, "Discovering the Civil War," is an anthropological treasure trove chronicling the lesser known stories of the war. Like family heirlooms from America's collective closet, the letters, diaries, photos, maps, petitions, receipts, patents, amendments and proclamations, charter the lives of human beings in the face of moral, economic and societal pressure.

The exhibit, divided into 12 sections, focuses on the coming and causes of the war, and is less about battles and dates, as it is about people; the generals, soldiers, and others who fought in the war, including slaves and runaway slaves, and how the war affected homes and families. A bible of a young confederate soldier contains the notes he scribbled inside. The love letters from soldiers to their loved ones reveal the horrors of war; and stories of armored war ships explain how they were used in the conflict.

Touch screens and other interactive features, help draw younger audiences into the period, where the raw gazes from authentic historic photos, tell the tales aboard battle ships and on battlefields of long ago.

"What we are trying to do is tell you the little-known stories, and also some seldom seen documents and unusual perspectives on the war," said Senior Curator Bruce Bustard during the exhibit's inaugural tour.

Among the show's amazing cast of characters, are generals, women and their roles in the military, and the Corps D'Afrique, freed slaves and



House Speaker Beth Harwell is pictured with three of the winners of the "Freedom's Call" student essay contest: Caitlin Davis, Christiana Middle School; Aaliyah Corbin, Lakeside Park Elementary; and Santeria Pratt, Cordova Middle School;



Photos by Victoria South

Divided into 12 different sections, the Discovering the Civil War exhibit covers the coming and causes of the war, and the people during this difficult time, generals, soldiers, slaves and runaway slaves.

free African Americans who served as Union soldiers during a 2 1/2 year period. In all, 180,000 African Americans fought in the Union Army and 10,000 in the navy in a brave bid for Union victory that would ensure their own freedom.

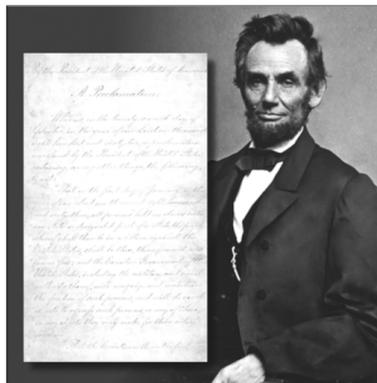
The Proclamation applied only to 10 states still in rebellion, as it was Lincoln's declaration that all slaves would be permanently freed in areas of the Confederacy that had not already returned to federal control by January 1863. Not included, were the Union slave states, such as Tennessee, in which a Union-controlled military government based in Nashville had already been established.

"We didn't want to give people the impression that the emancipation

was one moment, that slavery ended with the Proclamation," said Bustard. "We wanted to get across the idea that the end of slavery was really an uneven and unsteady process. But the United States moved a tremendous distance from 1861 and 1865."

The exhibit stands to be a major draw to states such as Alabama, Georgia, Mississippi and Louisiana, according to Riggins-Ezell.

"We'll be the continuous stop for the south, as Texas was for Arkansas and Oklahoma," she said. "After you get past those regions, there was no Civil War. The West, or northwest was not involved. For the most part, the Civil War was fought in the south, on southern soil."



Discovering the Civil War

Through Sept. 1 at The Tennessee State Museum. Visit TNmuseum.org for details

President Abraham Lincoln by Mathew Brady, circa 1863. Foreground: Page one of the Emancipation Proclamation. Courtesy of the National Archives, General Records of the U.S. Government.

Lincoln's lessons extend to local governments

BY VICTORIA SOUTH

As a prolific storyteller, President Lincoln knew the value in the process was not just human connection, but teaching others about transcending circumstances in order to make a difference. It's also a primary component in "Lincoln on Leadership," an interactive course taught by the Municipal Technical Advisory Service (MTAS) at city retreats all across Tennessee, "

"They needed a seminar at TAMCAR and attendees paid to get a book, "Lincoln on Leadership," by Donald Phillips," said Pat Hardy, MTAS municipal management consultant and the course instructor. "It's not only an easy read, it spurred my interest."

The project couldn't be more timely, especially with the release of *Lincoln*, the blockbuster new movie directed by Steven Spielberg, based on Doris Kearns Goodwin's bestseller "Team of Rivals: The Political Genius of Abraham Lincoln."

"There's so many great lessons from Lincoln that apply to leadership at whatever level of organization you might be: a city manager, foreman, department head or mayor," said Hardy. "These lessons apply across the realm and the principals are universal."

The course material, framed as "Lincoln's Model of Leadership" and "A Situational Model of a Leader's Behavior," interactively explore connecting components that correspond with Lincoln's leadership style, under headings such as: People, Persuasion, Character, Endeavor, and Communication.

For example, in an opening scene of Spielberg's movie, Daniel Day-Lewis, as Lincoln, demonstrates fatherly concern and interest, as he visits with two African American Union soldiers near the battlefield. According to Lincoln's Model of Leadership, it's the attribute of a great leader, who, in the process of

getting out among the people, builds strong alliances.

"Really great managers know they need to get out in the field and talk to people," said Hardy. "You almost never see pictures of Lincoln in an office; he's out communicating. He was the only president that's done that."

A course evaluation tool allows city leaders to gage their own leadership styles, while the models reinforce the notion that leadership is primarily situational.

"Every leader, whatever the organization, has to balance the people side of their management with the task side and those things sometimes are perfectly in sync," notes Hardy. "Other times, there's a tension between those things and learning to balance the two are extraordinarily important."

"Lincoln, his reaction and the tactics that he took, are greatly based on the situation," Hardy continues. "His task was to preserve the Union, but on the people side, he was extraordinarily patient and compassionate. Lincoln pardoned more people than any other president."

In the Situational Model, the needs of the group take front and center.

"As a leader, we take into consideration group needs based on how informed they are with the particular task that they're going to work on," Hardy explains. Situations are based on two basic dimensions: Task: how informed people are about the task, and Group: how acquainted are the people about to undertake the task. Have they worked together before?

"Based on the two criteria, if a group has to work on a task they know really well, such as paving a street, but they have never worked together before, we might know how to pave a street, but in order for us to be most effective, we need to develop that group as a team," said Hardy. "On the flip side, it may be

that you have a team that know each other very well, and each other's skill sets, but they're going to undertake a task they've never done before. Your job as a leader is to put them in an environment where they can learn the techniques of paving."

Lincoln, in his role as a leader, often used communication techniques and the art of persuasion to overcome various challenges. Doris Kearns Goodwin aptly highlights his skill at bringing his competitors into his cabinet.

"Really by persuading, what you're doing is allowing somebody to participate in the decision and therefore, they'll support it," Hardy said. Detailed in the course component "Lead by being led," "Lincoln would say to a general, "Put the orders together according to the way that you think they need to be done," Hardy stressed.

But the art of leadership also comes with a price, as *The Chronicle Review*, considers. "He remained a target. Libertarian pundits have denounced Lincoln as a dictator and a tyrant who abused the authority of his office."

Spielberg also notes in an interview with *Entertainment Weekly*, "Our movie is really about a working leader who must make tough decisions and get things done in the face of overwhelming opposition."

"We see across the board elected officials learn how to handle unjust criticism without letting it become personal," Hardy offers. "Acting out of vengeance is moving backward, and to get past that, most officials learn to move forward." Part of the process, is keeping true to a city's vision and focused on a goal, as Hardy explains.

"One of the starting places of being effective as a city is to understand what your vision is," said Hardy. "When you understand what your goal is, all sorts of other things can fall into place to support that. Most cities have that blueprint in the



Photo: DreamWorks Studios

President Abraham Lincoln is noted for spending significant amounts of time networking with soldiers and others outside of the White House. Pictured: Daniel Day Lewis in the starring role in the blockbuster hit "Lincoln," directed by Steven Spielberg.

form of their budget. Other cities have an additional blueprint that's long term, the city's Strategic Plan."

It meets the task side of the equation by providing new board members with blue prints to determine where everyone's headed."

"Part of the art of leadership, is leading your way through each cir-

cumstance," he continues. "What "Lincoln on Leadership" does is provide a set of tools to help through those difficult times, large or small."

To arrange to have the "Lincoln on Leadership" course taught at your municipal retreat, contact Pat Hardy at 423-854-9882 or MTAS at 865-9740411.

Lincoln's Model of Leadership

Component 1 People

- Get out of the office and circulate
- Build strong alliances
- Persuade rather than coerce

Component 2 Character

- Honest and integrity
- Never act out of vengeance, spite
- Be a master of paradox

Situational Model Component 3

Endeavor

- Be decisive
- Lead by being led
- Set goals, results oriented
- Encourage innovation

Component 4 Communication

- Master the art of Public speaking
- Preach a vision and reaffirm it
- Influence through conversation, storytelling