

## Broadband study finds 13 percent of Tennesseans without standard access

The Tennessee Department of Economic and Community Development released a study it commissioned to assess the current state of broadband access in Tennessee and options for increasing access and utilization.

Strategic Networks Group and NEO Connect, global leaders in broadband consulting, conducted the study on behalf of the department.

According to the study, 13 percent of Tennesseans, or 834,545 people, do not have access to broadband at the federal standard of 25 megabytes per second of download speed and 3 megabytes per second of upload speed.

More than 23,000 Tennessee residents and businesses responded to the survey portion of the study, which took place between January and March of this year.

Businesses participating in the assessment reported broadband enabled 43 percent of all net new jobs and 66 percent of revenues. In addition, 34 percent of businesses classified broadband as essential to selecting their location, and 56 percent noted that it was essential to remain in their location. Sixteen percent of economic development agencies reported that businesses frequently chose not to locate in an area due to insufficient broadband.

"The department commissioned this report to establish benchmarks on broadband access in Tennessee," TNECD Commissioner Randy Boyd said. "We need to evaluate these

options and begin a meaningful dialogue."

The study is broken into three parts:

- Internet Connectivity and Utilization benchmarks current access and utilization;
- eStrategy outlines recommendations and options for increasing access and utilization;
- Considerations and Best Practices for Statewide Broadband Initiatives details best practices and lessons learned from other states' broadband initiatives.

The report was delivered to Gov. Bill Haslam, the Tennessee General Assembly, TACIR, members of the telecommunications industry and other stakeholders.

"The information in this report is a starting point to advance the conversation about broadband access in our state," Haslam said. "An internal working group will review the report and have discussions with stakeholders to develop potential solutions to close the gap on broadband access in Tennessee."

"Not every option included in the report may be the answer for Tennessee, nor is there one simple solution," Boyd added. "With the menu of options provided in the study, decision makers can begin a dialogue to find a win-win-win combination to ensure our communities have the broadband they need."

The report is available to the public at <http://www.tn.gov/assets/entities/ecd/attachments/broadband-study.pdf>

## NLC releases new report on infrastructure funding

The National League of Cities has released a new report *Paying for Local Infrastructure in a New Era of Federalism*.

Declining funding, increasing mandates, and misaligned priorities at the federal and state levels have placed responsibility squarely on local governments to maintain roads, upgrade water and wastewater systems, and accommodate growing transit ridership.

But do cities have the authority to raise the revenue needed to maintain aging infrastructure and to make new investments that support growing populations?

The ability of cities to meaningfully address our nation's vast infrastructure challenges is bound by levers authorized to them by states. This report offers a state-by-state analysis of local option taxes and fees, including motor vehicle fees, sales and fuel taxes, as well as

emerging mechanisms like state infrastructure banks and public-private partnerships.

Cities are limited in the number and scope of tools they are authorized to use, and that access to these tools is highly uneven in states across the country.

- 29 states authorize local option sales taxes
- 16 states authorize local option fuel taxes
- 26 states authorize local option motor vehicle registration fees
- 32 states authorize public private partnerships
- 27 states have state infrastructure banks

Find out which cities can use gas taxes, I-banks and other tools to fund infrastructure: <http://www.nlc.org/find-city-solutions/city-solutions-and-applied-research/infrastructure/local-infrastructure-funding-report>

## Dept. of Labor releases overtime rule

The Department of Labor issued the long-awaited final overtime rule May 18. The rules increase the salary level threshold to \$47,476, slightly more than a 100 percent increase of the old threshold of \$23,660. The rules also set the total annual compensation requirement for highly compensated employees at \$134,004. Finally, the rules establish a mechanism for an automatic increase in the minimum salary threshold for exempt employees every three years.

Employers must comply with the new rule by Dec. 1.

Now that the new rules are out, cities should:

- Take an immediate look at the costs of employee reclassification vs. salary increases, as well as weigh those impacts and how they may affect service delivery and the budget in the short and long term;
- Communicate how the new rules may alter how supervisors must manage newly non-exempt employees to remain compliant with the FLSA;
- Train newly non-exempt employees on the requirements for working in the new classification; including expectations of avoiding compensable activity

without prior authorization, and the expectations regarding tracking and reporting time worked; and,

- Anticipate that every three years they must monitor changes to the minimum salary level. Beginning Jan. 1, 2020, the updates to the salary levels will occur automatically, and this should remain a point of focus when budgeting and setting long-term plans.

Employers will also be able to use nondiscretionary bonuses to satisfy up to 10 percent of the standard salary level. Such payments may include; nondiscretionary incentive bonuses tied to productivity and profitability.

Longevity and Christmas bonuses most often qualify as nondiscretionary due to the establishment of an expectation of receiving such bonuses. However, for employers to credit nondiscretionary bonuses and incentive payments toward a portion of the standard salary level test, the final rule requires such payments to be paid on a quarterly or more frequent basis and permits the employer to make a catch-up payment.

For more information, go to [www.dol.gov/sites/default/files/overtime-government.pdf](http://www.dol.gov/sites/default/files/overtime-government.pdf)

## State rulemaking hearing to address E-fairness

BY CAROLE GRAVES  
TML Communications Director

The state Department of Revenue is holding a rulemaking hearing Aug. 8 on a proposed rule that would allow the state to collect sales taxes from online companies that sell more than \$500,000 a year in Tennessee.

The hearing is the first step in a multi-step process and another strategy for collecting some \$300 to \$450 million in lost sales tax collections legally due to the state and local governments because shoppers fail to self-report and remit sales taxes on their online purchases.

The rule would require out-of-state online companies with more than \$500,000 a year in Tennessee sales to collect and remit sales taxes to the state starting July 1, 2017. Should the rule be approved, it will most likely generate a lawsuit by an online vendor, which is still part of the strategy for collecting sales tax on remote sales.

In March 2015, U.S. Supreme Court Justice Anthony Kennedy wrote a concurring opinion stating that the "legal system should find an appropriate case for this court to reexamine Quill."

In *Quill Corp. v. North Dakota*, decided in 1992, the Supreme Court held that states cannot require retailers with no in-state physical presence to collect sales tax. Justice Kennedy criticized Quill in *Direct Market-*

*ing Association v. Brohl*, stating that Internet sales have risen astronomically since 1992 and states are unable to collect most taxes due on sales from out-of-state vendors.

Both Alabama and South Dakota have recently passed legislation requiring remote vendors to collect sales tax. Consequently, they are both being challenged in court by Internet retailers claiming the new laws are unconstitutional.

According to the State and Local Legal Center, Alabama's rule, which became effective Jan. 1, was intended to contradict Quill and unsurprisingly generated a lawsuit. The Alabama lawsuit was filed in the Alabama Tax Tribunal.

South Dakota's law was the first to generate a lawsuit. On April 28, South Dakota filed a declaratory judgment action asking a state circuit court to declare its law constitutional. The next day the American Catalog Mailing Association and Netchoice filed a declaratory judgment action asking for the opposite result.

"It's likely South Dakota and Alabama will lose at every turn before either of the cases makes it to the Supreme Court. For Supreme Court



review, four of the nine (currently eight) Supreme Court justices must agree to hear the case," said Lisa Soronen, executive director of the State and Local Legal Center.

As more Americans shop online, more and more revenues are diverted away from states and local communities. In 1992, the Supreme Court told Congress in its *Quill* decision to resolve the issue of sales tax collection by remote sellers. Yet, some 24 years later, Congress has failed to act, and the dollar value of sales conducted online has increased exponentially. The National Conference of State Legislatures estimates that in 2012 states collectively lost out on \$23.3 billion.

E-fairness legislation, such as the Marketplace Fairness Act, passed the U.S. Senate in 2013, but failed to pass the House. New legislation, H.R. 2775, the Remote Transactions Parity Act, is still pending before Congress, with no new action taken this year.

## Municipalities, citizens utilizing GIS technology to improve public works

BY KATE COIL  
TML Communications Specialist

As geographical mapping systems become more common place, cities across Tennessee are finding new and innovative ways to put the technology to use.

A geographic information system (GIS) is a mapping tool that helps capture, store, manipulate, analyze, manage, present, interpret and visualize spatial and geographical data. These map-based information systems help businesses, scholars and governments analyze and interpret data to help discover correlations, patterns and trends in their area.

Cities have used GIS technology to help map out citywide zoning, monitor traffic, fight social disparity, plan for natural disasters, and aid residents in locating parks, polling places, greenways, and other services.

The city of Knoxville began utilizing GIS technology to help keep track of trees on city property, but soon found citizens were embracing the online maps in unexpected ways. Kasey Krouse, the city's Urban Forester, started out creating a digital map as a necessary tool for his crews to use in properly managing trees as a public resource.

Work histories on trees are tracked, and vital information that's gathered is used in scheduling proactive tree maintenance. The map charts the locations of the city's more than 22,000 trees by species and helps determine what trees should be planted next, and where, in order to diversify the urban forest. Information on trees includes species, diameter, height and when the tree was planted.

Before Krouse made the digital map interactive and accessible to the public, he had an inkling it might help Knoxvillians engage more with public trees. An email function was added to the map so that citizens could contact Krouse and his crew in case there was an issue with a city tree.

"The first person to notice a problem with a tree's health – a broken limb, or the effects of an invasive species – might be a passerby," Krouse said. "Early detection is crucial in saving a tree in distress."

Once the site became public, Krouse noticed many of the emails about city trees weren't just about the health and wellness of Knoxville's local flora. Some residents were sending fan letters to their favorite trees.



GIS technology is allowing cities across Tennessee to have a more hands-on approach to public works. Employees with the city of Alcoa use GIS technology on tablets to keep track of infrastructure and maintenance issues.

"It's also great to get an email from someone, explaining why they're affectionate for a particular tree," he said. "It's very encouraging to hear how much people care about the city's trees and want to help them remain in great shape."

Knoxville's Urban Forestry Division crew is finishing a first-ever inventory of all trees on city property, which will be available by accessing [www.knoxvilletn.gov/trees](http://www.knoxvilletn.gov/trees). The inventory was developed with the help of grants and by partnering with the University of Tennessee on data collection.

Meanwhile, public works employees in Alcoa have utilized GIS technology to cut the time it takes for the yearly assessment of city roads from months down to a mere seven weeks. The city had been using MicroPaver, a program developed by the U.S. Army Corps of Engineers in the 1970s, to monitor roadways but recently switched to the more efficient Cityworks.

Alcoa GIS Coordinator Jesús Ortega-Valenzuela said Cityworks is a computer-based work order system using GIS technology to maintain government assets, like roadways. The city has been using the system for a year to process service, work order requests and manage city assets, and through CityWorks was able to set up requests and service orders that match the city's needs.

"We went from being paper-driven and having to do paper filings for everything we did to the digital age," he said. "Any work order we create has an asset association. If there is a water break, we can tie it to that water line so in the long term, if you start having those breaks, you can see that one line is having issues and make the right decisions."

We have one year under our belt, and we've seen some really good results from utilizing this technology with our work orders and inspections."

The new software helped the city streamline the process of rating roads for paving.

"Instead of doing a section of the road or a random sample site, we can rate the entire road's condition. It's a simplified inspection form. Once the questions are answered, it converts those answers into a grade for the whole road section. We have a map that shows if the roads are green, yellow or red that lets us know what roads are in good shape and which are distressed. It lets us identify how many potholes are in a road and what percentage of a road has potholes or is distressed."

While the old system was disc-operated, Cityworks operates on a computer website via a web browser. This allows city employees to use the program in the field on their laptops and tablets.

"We have one person doing the inspections, and the reason this works is that you have the same person doing everything," he said. "It is comparing apples to apples. If multiple people are doing the inspections, you might find someone's 25 percent is different than another person's. We were able to tackle our road inspections in seven weeks. Under the old technology, it took us eight months to get it done one year."

In addition to cataloging what needs improvement, the information taken during the inspections updates the city's GIS maps automatically.

"If we pave a road right now, it sends our inspector an email and he can go inspect it right then," Ortega said. "The road condition then auto-See GIS on Page 3

# NEWS ACROSS TENNESSEE



## CHATTANOOGA

An \$11.6 million extension of the Tennessee Riverwalk in Chattanooga is expected to open by the middle of August. The portion of the Riverwalk that will connect Ross's Landing to the South Broad Street district is largely completed with crews working to finish a section that runs behind PSC Metals, midway through the new 3.5-mile stretch of the walking and cycling path. A grand opening has been tentatively scheduled for Aug. 12. The new section goes through several industrial areas and along railroads. Picnic shelters, pavilions and restrooms will be added along the path in the future as well as extending the riverwalk to the St. Elmo neighborhood. This addition is the most recent since the connection between the Riverwalk and South Chickamauga Creek Greenway opened. The city council also voted to explore extending the Alton Park neighborhood to the Riverwalk.

## CLEVELAND

The Cleveland City Council has approved a measure that will bring helicopter emergency medical transportation to local residents. The city contracted with AirMed Care Network for \$132,000 a year to allow medical flights for city residents. The money will come out of the city's general operating fund. The citywide membership pays the cost left over after any health insurance the patient may have used. If a patient does not have health insurance, they will be charged the Medicare Allowable Rate. The membership only covers transportation of Cleveland residents from incidents originating in Bradley County. Patients will be flown to whatever facility is needed.

## DAYTON

The city of Dayton has received a \$348,477 grant from the Tennessee Department of Transportation to help fund an addition to the city's greenway. The Transportation Alternatives Grant will fund Phase 2 of the greenway system, connecting Point Park to downtown Dayton along Richland Creek. The grant will help finance pedestrian bridges, Americans with Disabilities Act upgrades, landscaping, signage and lighting. The greenway project began in 2014 with the installation of a parking lot and greenway from Point Park to the intersection of Market Street and Highway 30 along Little Richland Creek. The third phase of the project will seek funding to continue the greenway from the intersection of Market Street and Highway 30, along Richland Creek, to the main entrance of Bryan College along Rhea County Highway.

## GALLATIN

The Tennessee Department of Economic and Community Development has certified Gallatin's Special Census data, which was completed in February 2016. The census officially boosts the number of city residents by more than 4,000. The certification will be included in the next Certified Population of Tennessee Incorporated Municipalities and Counties report and could mean more than \$500,000 in additional tax revenues for the city. The state uses official population figures to determine how much the city will receive in state-shared revenue from sources like sales tax, vehicle taxes, and fees. The contractor who verified the results, the Greater Nashville Regional Council (GNRC), was in Gallatin at the end of April conducting research to authenticate the original Special Census results. They reviewed all census materials, looked for duplication and name incompleteness, and ensured the margin of error of the original research was acceptable by state standards.

## TENNESSEE TOWN & CITY

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## GREENFIELD

Plastics Products Company, Inc., will invest \$1.4 million to expand operations at its Greenfield facility, creating 35 new jobs. The custom plastic injection and blow molding manufacturer is a 100 percent employee owned company that specializes in manufacturing a variety of products including appliances, automotive, building products, consumer products and electronics. With this expansion, the company will be adding a new line and will be better equipped to keep up with its growing customer demand.

## HENDERSONVILLE

A new \$40 million senior living community being planned in Hendersonville could be open by the spring of 2018. The community is located on approximately 11 acres in Indian Lake Center at the corner of Indian Lake Boulevard and Maple drive. Called Clarendale of Hendersonville, developers said the senior living community will feature 184 senior living residences and offer independent living, assisted living and memory care units and services, according to a news release on behalf of developer Ryan Companies US, Inc., and its partner, LCS. Among some of the socially oriented amenities that will be incorporated into the project include restaurant-style dining, crafts room, bistro, pub and billiards room, club room and a library. Clarendale of Hendersonville will be managed by Life Care Services, a division of Des Moines, Iowa-based LCS. Since 1971, Life Care Services has brought customized senior living lifestyles to more than 35,000 residents in 140 communities making it the third largest manager of senior living properties in the country.

## KINGSPORT

The city of Kingsport has contracted with Barge Waggoner Sumner and Cannon to conduct a roadway assessment of all streets and roads maintained by the city. The \$270,000 project will map roughly 500 miles of roads using a specialized mapping vehicle. The project is expected to begin in August and will help create a master roadway plan for the city. The city will then use the maps to help guide its sustainable paving program beginning in 2017. The road survey will also help the city add sidewalks, curb lines and catch basins to the city's GIS system so the city can better manage its infrastructure.

## KINGSTON SPRINGS

The town of Kingston Springs plans to make improvements to sidewalks along Luyben Hills Road after receiving a \$486,875 grant from the Tennessee Department of Transportation. The grant will help the city finance the addition of sidewalks to both sides of the road from the bridge to the traffic light, as well as better define entrances and exits to businesses on the street. The improvements will aid students from Harpeth High School, who frequent the many restaurants and stores on the road by foot after school. The town will contribute five percent of the grant amount money in matching funds.

## LENOIR CITY

Renovations are underway in Lenoir City to protect a local landmark. The Lenoir City War Memorial Building will undergo repairs including new ceiling tiles, replacing windows, new heating and air units, and installing an all new sprinkler system in the building. The city received a \$250,000 grant from the Tennessee Department of Environment and Conservation to help finance the \$881,582 project. The city awarded the base construction work to Knoxville-based Merit Construction while Massey Electric will be handling the electrical portion of the building repairs. Renovations to the structure are expected to be completed before the end of the year, and the city's parks and recreation department is hoping to have a grand reopening ceremony when work is finished.

## MORRISTOWN

The Morristown Fire Department has received \$8,500 toward a project to restore the city's first fire engine. The Bible Insurance Agency, Inc., donated the funds to the First Fire Truck Fund, a group that is working to restore the American LaFrance pumper, which was purchased by the department in 1916. The Morristown Fire Department was established in 1896, growing from a bucket brigade with pails of water to a horse-drawn

carriage with hand-pulled hoses. The 1916 vehicle was the first fire engine in Morristown now pulled by horses and allowed the city to cover a wider area in a quicker amount of time. The engine last saw service in 1956 and was then put on display in Cherokee Park. Efforts have been underway since 2010 to restore the engine. Fire department officials said the most recent donation will hopefully allow the engine to be restored by the end of the year, just in time for its 100th anniversary with the city.

## MT. JULIET

The city of Mt. Juliet has received more than \$1 million in grants to begin construction of a 1.15-mile greenway on the north side of town. Two grants applied for by the Mt. Juliet Bicycle Pedestrian Advisory Committee will fund Cedar Creek Greenway, one for \$467,000 and another for \$582,000. The greenway will run along Cedar Creek and have trailheads at Charlie Daniels Park, Park Glen, and Tuscan Gardens. The city has also planned for the greenway to connect to Mt. Juliet's youth baseball field and the Jackson Hills subdivision now under construction near Mt. Juliet High School in the future. New developments in the city are required to build greenways for their respective neighborhoods to help the city connect into a continuous greenway system. Completion of the greenway is estimated at roughly three to four years with land acquisition to be involved.

## MURFREESBORO

The city of Murfreesboro has seen an up-tick in the number of single-family residential detached permits issued since last year. As of June 2016, the number of single-family detached permits issued (529) was 102 units above the 427 units permitted in June 2015. In addition, 207 single-family residential attached units were permitted through the first six months of 2016, compared to 159 in the same period in 2015. Murfreesboro's housing growth has been on the rise since 2012 from 451 single-family detached units permitted to 589 in 2013, 647 in 2014, and 837 in 2015. The number of single-family detached units permitted in 2016 is expected to surpass the number permitted in 2015. The Building and Codes Department issued an average of 88.2 single-family detached permits per month in the first six months of 2016 compared to an average 69.8 per month in calendar year 2015 and 53.9 per month in calendar year 2014. Commercial permits also continue to trend higher with 28 new commercial developments permitted through June 2016 compared to 20 at the same period a year ago. New commercial permits increased to 40 in 2015 from 24 in 2014, 26 in 2013 and 17 in 2012. This increase in commercial development in Murfreesboro demonstrates growth in small business development in recent years, as well as the introduction of regional and national chains into the market.

## PIGEON FORGE

After being opened for three months, the Ripken Experience Pigeon Forge has brought significant changes to the city. In the months since the \$22.5 million Ripken Experience facility opened, Pigeon Forge Assistant City Manager Eric Brackins said visitor spending has been estimated at \$6.7 million. The first tournament was held at the facility in May and since then, 11 tournaments have drawn 363 teams from 23 states to the area. More than 18,000 people have come to Pigeon Forge as a result of the Ripken Experience. The Southeast, the Midwest and the Mid-Atlantic produced the greatest number of teams in the first three months. There were 144 teams from Tennessee, 43 from Georgia, 37 from North Carolina and 24 from Ohio. More distant travelers have come from Alaska, Massachusetts, Texas and Wisconsin. A tournament with 44 teams from 16 states and Canada in the last days of June will push the team total to more than 400.

## SPRING HILL

The Spring Hill Public Library is now offering local residents access to more than 90 million songs through Freegal Music Service. Anyone with a card to the Spring Hill Public Library can access songs from more than 28,000 labels and a wide variety of genres with a weekly download limit of three songs and a streaming limit of three hours daily. Cardholders can also keep track of individual selections using the Freegal site. The site offers MP3s, MP4s, and music videos and works on most computers, music players, tablets and smartphones. The Freegal Music mobile app is also free to use for cardholders.

# Discovery Center's STEAM bus visits Franklin library



The Discovery Center's mobile science laboratory brought a hands-on experience that integrates skills in Science, Technology, Engineering, Art and Math (STEAM) to the Williamson County Public Library's main library in Franklin as part of Franklin Tomorrow's FrankTalks lecture series. The Murfreesboro-based STEAM Bus provided microscopes to investigate the normally unseen world of tiny creatures, plants, and fibers. Jared Bryson, mobile education coordinator was on hand as children encountered bugs, amphibians, reptiles and mammals in an exploration of the animal world. FrankTalks is a monthly community conversation series that provides an opportunity for Franklin residents to learn, engage, and discuss topics that help shape the community. The series fits with the Franklin Tomorrow's goal to engage the community on important topics and inspire discussion which foster collaboration.

# Murfreesboro breaks record for world's largest square dance



More than 836 people came out to become part of the Guinness Book of World Records in Murfreesboro, participating in what organizer Gloria Christy said is now unofficially the "world's largest square dance." The dance was held in downtown Murfreesboro during the city's annual Uncle Dave Macon Day's celebration. Officials at Guinness will have to review the information submitted regarding the square dance before they can officially proclaim it the record-breaker. The current "World's Largest Square Dance" record was set Dec. 21, 2011, in Yorkville, Ill. The Yorkville Middle School organized the people in this town of 17,000 residents to fill 100 squares with 8 dancers. Their record of 800 square dancers has stood for over four and a half years.

# Hendersonville hosts Freedom Festival



July 3 marked the 11th annual Freedom Festival, co-hosted by the city of Hendersonville and the Hendersonville Chamber of Commerce. The event helps raise money for the Hendersonville Chamber Foundation. In the past 11 years, the Chamber Foundation has raised more than \$200,000. All the proceeds go to education initiatives in the area including School Improvement Awards given by COMPASS, a scholarship to Volunteer State Community College, and the Hendersonville Library. Each year the event brings approximately 5,000-8,000 people to Drakes Creek Park with at least 30,000 in the surrounding area to watch the fireworks. The event includes live entertainment from local music groups, vendor and food booths, a kids zone with inflatables, and a 20 minute fireworks show. People come to this event from all over middle Tennessee and southern Kentucky. Attendance has grown over the past several years, helping to make the Freedom Festival one of the best "small town" events in Middle Tennessee.

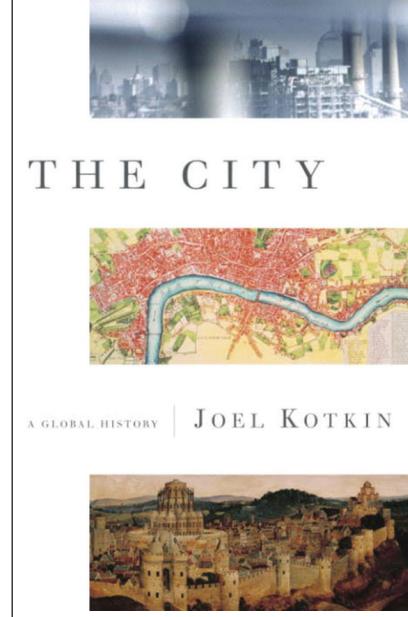
## New Tennessee Town and City feature: Book reviews by MTAS management consultants

This is the first in a series of book reviews written by each of the nine MTAS management consultants. Each consultant will review one of their favorite books on the subject of "governance." And in this case "governance" is construed broadly. That is, their book may pertain to the management of cities, the history of cities, governing body decision-making, collaboration strategies, or even research related to the characteristics of successful cities. In short, these are the books your MTAS management consultants are currently reading, and they want to share the best of these with you. Our desire is that among them you will find new approaches or renewed motivations to move the cities of our state forward, and to improve our ability to govern and to deliver services. Each of the books in this series can be borrowed from the MTAS Watson Information and Research Center by emailing Dawn McMillen, MTAS senior library associate, at [dawn.mcmillen@tennessee.edu](mailto:dawn.mcmillen@tennessee.edu) or calling at 865-974-8970.

### The City

By Joel Kotkin  
(2005, 218 pages)

Reviewed by Pat Hardy  
MTAS Management Consultant



the "Birthplace of Country Music." These themes help define the city in question and provide a foundation for uniting citizens, visitors, and investors.

Kotkin's second characteristic is the "provision of basic security." In ancient times this meant the fortification of a city, and usually the upkeep of a standing army to aid in its defense. But the same holds true today, albeit in a different way. Today, we provide security through a police force, a fire department, or a safe and modern transportation system. Each of these helps "protect" our citizenry and the investments people make in our communities.

And Kotkin's third and final characteristic is "busyness." That is, a city must have a viable and thriving economic core. One where people can experience trade, where a merchant class can be developed, and where success can be realized by investing in the city. The author points out that the most successful of these cities develop a "series of alliances with various regional powers." In other words, they understand the value of working together with neighboring jurisdictions.

From these three characteristics a range of ancillary benefits may also accrue, usually cultural in nature. For example, the trade and merchant success of Phoenicia resulted in the development of the alphabet (as a way to keep accounts and to pass and enforce laws). But the opposite may also hold true. If a city focuses on only one or two of the characteristics, to the exclusion of others, their survival may be threatened. For example, the singular focus of Carthage on its commercial development resulted in its demise. As Kotkin points out, "It lacked any broader sense of mission or rational for expansion other than profit." In other words, Carthage lacked a "sacredness of place."

Overall, there are mountains of lessons to be learned from this book, with excellent examples and practical illustrations abound. As practitioners of local government we can each find suggestions applicable to our individual cities and to the strategies we employ to govern therein.

Within this context Kotkin believes all cities serve three fundamental purposes: spiritual, political, and economic. From these purposes the required characteristics for a successful city emerge. And for our purposes here, success is defined as a city which is vibrant and sustainable. That is, it can generate and retain wealth, provide opportunities, and can survive across generations.

The first required characteristic is a "sacredness of place." Think back to the early history of cities, to the age when Babylon, Mesopotamia, Damascus, and even Venice were the epitome of the urban experience. Most had a religious center and many were dominated by a church-based governance. But think too of "sacredness" in a broader context. It can also refer to the mission of a city, to its theme, its "brand," or to the core of what a particular community is all about. Think Nashville as "Music City" or the Town of Unicoi as part of the "Buffalo Valley" or Bristol as

## Municipalities, citizens utilizing GIS technology to improve public works

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matically changes from red to green. You can also put your comments and pictures of the road you are looking at and have that documentation from year to year. By having those pictures, you can compare how the road was two years ago to how it is now and make better informed decisions. The important thing is having the right data. If you put good data in, you get good data out."

Ortega has been with the city as its GIS coordinator for nine years and used the technology before that when he served in the military. Since then, he said the technology has evolved.

"GIS technology has gone from having a huge backpack you carried around when I started in 1998 to being able to do this on a tablet,"

he said. "It is much more accurate now, and you have the capability to take all the information you once kept in your office into the field. It eliminates the duplication of things, and now everyone can look at and edit the same information and data at different areas of the city."

The technology has also allowed for easier cooperation between different city departments.

"It allows you to put the right tools in the hands of the right employees," he said. "We used to have to do a lot of phone calls or emails back and forth between departments. Now we can track service orders so customers have a digital copy and you have comments from everyone involved. It lets us all work off the same sheet of music."



This 1940s-era South Wind 245 Pullman car was recently purchased by the Monterey Depot Museum. The car will be restored to look like a 1940s era dining car, and then will be used for fundraisers and other events. The restored depot is already home to a historic caboose, and the depot-turned-museum features exhibits on a wide variety of local history topics.

## A piece of railroad history has come to Monterey

BY KATE COIL  
*TML Communications Specialist*

The Monterey Depot Museum recently purchased a 1940s era rail car with a \$20,000 donation from Larry Vaden, a member of the Monterey Depot Historical Society.

Monterey Alderman Dale Welch, who also volunteers at the museum, said the organization had been looking to purchase a railcar for some time before they were able to arrange the purchase of the dining car.

"We had been looking for a switcher engine or something similar," Welch said. "We would find them for very good prices within our budget, but the transportation costs to get it here would blow our budget. We finally got with Terry Bebout with the Tennessee Central Railroad Museum, and he told us he knew someone who had gotten a car and begun restoring it before he died. The man's widow wanted to get rid of the car, so we were able to get it at a good price."

Officials with the Nashville and Eastern Railroad worked with the Monterey Train Depot and historical society to bring the car to the museum at no cost. Welch said the railroad has also offered to lay

new track for the car to rest on once the museum has prepared the 85 feet of ground where the car will sit.

"The largest expense we are going to have initially is to get the cranes needed to lift it off the main railroad and onto our property," Welch said. "We will then begin working on restoring the inside."

While the car is now outfitted as a dining car, Welch said it didn't begin that way.

"The car is a South Wind 245 Pullman car that had been a passenger coach in the 1940s," Welch said. "South Wind was a set of trains that went from Chicago to Florida three different times a week beginning in December 1940. That route was operated jointly by Pennsylvania Railroad, Louisville and Nashville Railroad, Atlantic Coast Line Railroad and Florida East Coast Railway. In the 1970s, it became part of the Nashville Broadway Dinner Train, and that was when it was outfitted as a dining car."

When that train ended service, the train car wound up in storage at the Tennessee Central Railroad Museum into the 1990s. Welch said the goal is to restore the train to how a 1940s-style dining car would have looked.

Once the restoration is finished, the train will be used to hold fund-

raisers and to rent out for parties and other events to help raise money for the museum and local causes. He said the car can seat about 50 people.

The dining car joins a caboose and several local history exhibits at the depot museum.

"The depot museum grounds were purchased by the Monterey Depot Historical Society and donated to the town of Monterey," Welch said. "It took us about five years to get a TDOT Enhancement grant, which the city applied for, and we had donations to match the grant. The museum opened in 2012, and is a railroad replica building."

Inside, Welch said the museum is dedicated to the history of Monterey and the Upper Cumberland region with items on display detailing early businesses, coal mining, the timber industry, railroad industry, local residents, military history and personnel and the region's pioneers.

"In Monterey, the depot is sort of a magical place," Welch said. "A lot of folks who were born here like to see it when they come back. We get a great response from people coming in off the interstate. We also get railroad enthusiasts from all over the world."

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# PEOPLE

**Ashley Carver**

has been hired as the new tourism director for the town of Collierville. Formerly director of the Morton Museum, Carver began her tenure with the city on July 5. She is responsible for providing leadership and program development of activities that increase awareness of Collierville's cultural, recreational, and lifestyle opportunities. In addition to tourism initiatives, she will coordinate special events and continue to provide direction to the Morton Museum. Prior to joining the Morton Museum in 2013, Carver worked as the director of the Women's History and Resource Center in Washington, D.C., which is a historic house and museum and serves as the national headquarters for the General Federation of Women's Clubs. She received a bachelor's degree from Rhodes College in Memphis and earned a master's in museum studies from George Washington University in Washington, D.C.



Ashley Carver

**Robert E. Cooper**, former Tennessee State Supreme Court Justice, has died at the age of 95 after a short illness.

Praised as a "judge's judge," Robert Cooper was a Chattanooga native and graduated from Chattanooga High School in 1936. He earned a degree from the Edmonson School of Business and began work with Southeastern Express.

He entered the U.S. Navy after the attack on Pearl Harbor. After serving in World War II, Cooper graduated Phi Beta Kappa from the University of North Carolina at Chapel Hill and earned a law degree from Vanderbilt University Law School. After law school, he first joined the firm of Kolwyck & Clark in Chattanooga before forming Cooper & Barger with Al Barger in 1951. Cooper also worked as an assistant district attorney in Chattanooga before being appointed circuit court judge in 1953, a post he was elected to twice. He was appointed to the Tennessee Court of Appeals by Gov. Buford Ellington and twice won re-election to that position before winning a statewide election for the state Supreme Court in 1974. He was re-elected in 1982 and served for 19 months as chief justice. Cooper was chairman of the Tennessee Judicial Council from 1967 until 1990. He also was chairman of the Tennessee Code Commission on two occasions, and was a member of the Tennessee Judicial Standards Committee, 1971-77. He was the father of former state attorney general Robert E. Cooper Jr.



Robert Cooper

**Jeremy Davis** has been selected as the new assistant commissioner for legislative affairs for the Tennessee Department of Health. Formerly a legislative liaison for the department, Davis is filling the spot left open by the promo-

Jeremy Davis

tion last month of Valerie Nagoshiner to chief of staff. He joined the Department of Health in 2011 after working as executive assistant for policy and research for Senate Majority Leader Mark Norris. He will now direct its legislative efforts and initiatives as well as work with legislators on public health-related issues and departmental legislative proposals. Davis is a graduate of Tennessee Technological University in Cookeville and now lives in Fairview. He serves on the advisory board for Franklin Community House in Franklin.

**Terri Evans**, risk manager for the city of Kingsport, has been selected to serve as the next president of the Public Risk Management Association (PRIMA) for 2016-2017. Evans has held the Risk Manager position since 2001 and has been a city employee since 1984.

In addition to her duties with the city, Evans has served Tennessee's chapter of PRIMA in the past as a director, vice president, and chairperson of the membership committee. Evans joined PRIMA more than 20 years ago and has been involved in the organization at both a state and national level. She is a graduate of Northeast State Community College with a degree in business administration and management. PRIMA is a one-stop resource for risk management resources and networking opportunities for public-sector risk managers.

**Mike Krause** has been appointed executive director of the Tennessee Higher Education Commission (THEC), and will assume his role on Aug. 1. He has served as executive director of the Drive to 55 since 2014, and successfully managed the launch and implementation of Tennessee Promise and the other initiatives under the Drive to 55 umbrella. Prior to directing the Drive to 55, Krause, 34, served as assistant executive director for academic affairs at THEC. Before joining state government, Krause served for eight years in the United States Army and Tennessee Army National Guard.

Krause earned his bachelor's degree from Austin Peay State University and master's in public policy from Vanderbilt University.



Terri Evans



Mike Krause

**Laura Schloesser** has been unanimously selected by the Metro Board of Fair Commissioners as the new director of the Nashville Fairgrounds.

Schloesser previously served as chief of administration and external affairs at the Milwaukee County Department of Parks, Recreation and Culture since 1999. She has a bachelor's degree from Concordia University of Wisconsin and a master's of Public Health from Tulane University.



Laura Schloesser

## Collierville to rename College Street Recreation Center after late Mayor Kerley

The city of Collierville has renamed its College Street Recreation Center in honor of the city's first female alderman and mayor.

Linda Kerley passed away in 2013 of cancer after serving the city from 1995 to 2008. Before becoming involved in city government, Kerley was also an active PTA member and known for her role as a political peacemaker during her tenure as an elected official with the city.

At a recent meeting, Interim Parks Director Greg Clark addressed the Board of Mayor and Aldermen about a proposed memorial in Kerley's name. When the time came for a motion at that BMA meeting, Alderman Billy Patton deferred to Alderman Maureen Fraser, because of her friendship with Kerley. The moment was an emotional one for Fraser.

The motion was passed, and the College Street Recreation Center will soon be renamed The Linda Kerley Center.

Fraser commented that Kerley "got me into this," and she meant that it was Kerley who first suggested that Fraser run for alderman. It wasn't something Fraser had ever thought about doing, but Kerley had planted the seed in her mind and Fraser even-



Linda Kerley

Tech Center here and with it brought numerous tech-related jobs.

But Fraser said there was much, much more that Kerley did behind the scenes.

"She gave out popsicles to the public services workers on hot days, delivered Meals on Wheels to Collierville recipients, and worked the McDonald's drive thru window for a fundraiser," Fraser said.

Kerley also reorganized a Collierville High School Prom when its original date was canceled due to stormy weather. She let the seniors have their prom the very next weekend in the Historic Town Square, she got restaurants to donate food and tuxedo rental shops to grant students another week on their rentals.

But Kerley's passion was advocating for seniors by providing meals and recreational opportunities for this often neglected demographic in some communities. That is how so many remember her and why renaming the recreation center in her honor is so appropriate.

"She didn't want the limelight," said Fraser. "She just cared about Collierville, and went above and beyond her mayoral duties to make it a close knit community."

tually warmed to the idea because she wanted to make a difference.

"Making a difference is exactly what Kerley did," said Fraser. The official records will show the following as having been accomplished during Kerley's time in office: a 10 cent Park Improvement tax was voted in and several parks were upgraded; the Carriage Crossing Mall opened and brought increased retail traffic to Collierville; Fed Ex located its World

## Tennessee State Museum receives 238 graphic works by artist Red Grooms

The Tennessee State Museum has entered into a promised gift agreement with Walter and Sarah Knestrick of Nashville to receive a donation of 238 graphic artworks created by internationally acclaimed artist Red Grooms. Additionally, the museum will receive 52 commercially printed posters as part of the gift.

Grooms, who was born and raised in Nashville, currently resides in New York City and maintains a home near Beersheba Springs. His work has been exhibited in museums and galleries across the United States, as well as in Europe and Japan. Grooms' art is included in the collections of more than 39 museums, including the TN State Museum.

Knestrick, the retired founder of Walter Knestrick Contractor, Inc. and a longtime friend of the State Museum, was a boyhood classmate of Grooms. He began collecting Grooms' prints in the 1970s and has helped organize traveling exhibitions of the works since the 1980s.

In 2001, Knestrick's collection comprised a State Museum traveling exhibition in conjunction with the publication of a catalog raisonné of Grooms' graphic work entitled, Red Grooms: The Graphic Work, which Knestrick authored. The show, which opened at the National Academy Museum in New York and then traveled to the Chicago Cultural Center, was also presented at 10 other American museums. The Knestricks' donation includes the artwork that was featured in the traveling exhibition and catalog.

Grooms is an American multimedia artist best known for his colorful pop-art constructions depicting frenetic scenes of modern urban life. Many contemporary art historians consider Grooms to be one of Tennessee's most accomplished artists. Besides painting and sculpture, Grooms is also known for his prolific



Left to right, Walter and Sarah Knestrick, Gov. Bill Haslam and First Lady Crissy Haslam and State Museum Executive Director Lois Riggins-Ezzell with a lithographic print entitled Elvis by artist Red Grooms.

printmaking. He has experimented with numerous techniques, creating woodblock prints, spray-painted stencils, soft-ground etchings, and elaborate three-dimensional lithograph constructions.

Grooms, born in Nashville in 1937 and raised in Tennessee, began his artistic exploration while attending public schools. In 1955, while they were both Hillsboro High School seniors, Grooms and Knestrick's work was featured in a two-man show of 35 paintings at Nashville's Lyzon Gallery.

In 1958, Grooms moved to New York City to immerse himself in its art scene while working at such odd jobs as a movie house usher. The vibrant color of his hair earned him the name "Red," and his art "happenings," unstructured live performances, began to earn him a measure of notoriety in the art world.

The Knestricks' extraordinarily generous promised gift of the Grooms' graphic works is, undoubtedly, the singularly most significant collection of contemporary art ever donated to

the Tennessee State Museum. It now belongs to the Volunteer State's citizens, children, and scholars," State Museum Executive Director Lois Riggins-Ezzell said. "For decades to come, the Grooms' collection will be available for the enrichment, study, contemplation, and laugh-out-loud joy for everyone to experience. Red's work brings his serious, yet humorous, world perspective into sharp focus for all to interpret and embrace. Certainly there is no other American artist painting today who chronicles popular culture with such an incisive whimsical delight."

With regard to the Knestricks' gift, Grooms said: "I so appreciate my dear old friend Walter Knestrick taking it upon himself to collect each and every one of my graphic works over the years, which makes the Knestrick Collection gift to my home state museum both unique and particularly special."

There are plans for Grooms' graphic work to be on exhibit in one of the art galleries in the new State Museum, scheduled to open in 2018.

# MEMBER FOCUSED



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**STATE****BRIEFS**

**A new grant program is available through PetSafe to help fund dog parks across the country.** The company is awarding more than \$250,000 in grants this year as part of its Bark for Your Park Grant Program. Since 2011, PetSafe has given away more than \$850,000 for 19 new dog parks across the country. This year, PetSafe brand will award grants to 25 communities across the country. To apply for the Bark for Your Park Grant, contact Melissa Davis, 731-668-6417 or [mdavis@swtdt.org](mailto:mdavis@swtdt.org).

**The Division of Charitable Solicitations and Gaming has a new name.** Effective July 1, it's now the Division of Charitable Solicitations, Fantasy Sports and Gaming. The division's new title is a result of the Fantasy Sports Act of 2016 approved by the General Assembly and signed into law in April. The new law requires fantasy sports operators to obtain a license with the division. The license requirement applies to fantasy sports operators who offer daily and season-long contests that charge players an entry fee to assemble imaginary teams and subsequently offer prizes as a result of the outcome of those games. Examples include DraftKings, FanDuel and Yahoo! Sports. There is no requirement for players to register with the Division of Charitable Solicitations, Fantasy Sports and Gaming. Free games where players do not pay an entry fee to win a prize are also excluded from the law.

**The Scott's Gulf region of the Cumberland Plateau is now permanently protected after 2,600 acres were conserved.** Located in White and Van Buren counties,

## June revenues \$113M more than state budgeted

Newest figures show that total tax revenues in the month of June were more than budgeted expectations. Finance and Administration Commissioner Larry Martin reported that June ended with a net positive growth of 6.16 percent compared to taxes in the same month last year.

Overall, June revenues were \$1.3 billion, which is \$112.8 million more than the state budgeted.

"June sales tax revenues recorded much slower growth than previous months, which was not expected," Martin said. "However, June brought us stronger than anticipated collections from corporate business taxes and well above budgeted expectations for all other tax sources combined."

On an accrual basis, June is the eleventh month in the 2015-2016 fiscal year.

General fund revenues exceeded the budgeted estimate in the amount of \$105.3 million. The four other funds that share in state tax revenues were also in excess of budgeted expectations by \$7.5 million.

Sales tax revenues were \$1.2 million more than the estimate for June. The June growth rate was 1.3 percent. For 11 months revenues are over budget by \$346.2 million. The year-to-date growth rate for 11 months was 7.2 percent.

Franchise and excise taxes combined were \$85.3 million more than the budgeted estimate of \$313.1 million. The growth rate for June was 11.85 percent. For 11 months revenues are \$372.0 million more than the budget estimate. The year-to-date growth rate was 5.11 percent; however, after factoring out the one-time tax payments received last year, the effective growth rate for 11 months is approximately 13.10 percent.

Privilege tax revenues were \$11.1 million more than the June estimate. For 11 months, revenues are \$34.8 million more than the budgeted estimate.

Business tax revenues were \$3.1 million less than the June estimate. Year-to-date revenues for 11 months are \$11.6 million more than the budgeted estimate.

Inheritance and estate taxes were \$4.9 million more than the June estimate. For 11 months revenues are \$19.0 million more than the budgeted estimate.

Hall income tax revenues for June were \$5.1 million more than the budgeted estimate. For 11 months, revenues are \$56.0 million more than the budgeted estimate.

Tobacco tax revenues were \$1.8 million more than the budgeted estimate of \$20.7 million. For 11

the land was preserved through the efforts of the Tennessee Wildlife Resources Agency (TWRA) and The Land Trust for Tennessee. The newly conserved property connects tens of thousands of acres of public recreation land in the area —including Bridgestone-Firestone Centennial Wilderness Wildlife Management Area (WMA), Virgin Falls State Natural Area, Fall Creek Falls State Park, Lost Creek State Natural Area and Bledsoe State Forest. The property also provides habitat for several rare and endangered species — including three federally listed species of bats as well as fish, mussels and plants. The long-reaching effects of this conservation project mark a major accomplishment for land and resource conservation in Tennessee.

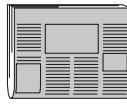
### Department of Education Commissioner Candice McQueen announced that the department intends to award Questar a contract to develop and administer Tennessee's annual state assessments

for the 2016-17 school year. In addition, McQueen announced that Tennessee will phase in online administration over multiple years to ensure state, district, and vendor technology readiness. For the upcoming school year, the state assessment for grades 3-8 will be administered via paper and pencil. However, the department will work closely with Questar to provide an online option for high school End of Course exams if both schools and the testing platform demonstrate early proof of successful online administration. Even if schools demonstrate readiness for online administration, districts will still have the option to choose paper and pencil assessments for their high school students.

### JUNIOR LEAGUE OF MEMPHIS

### MEMPHIS

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### ATTORNEY

**GALLATIN.** The city of Gallatin is accepting submissions from interested candidates for the position of staff attorney. The purpose of this position is to perform a variety of complex, high level administrative, technical and professional work and the preparation of legal documents, all at the request of and under the direction of the city attorney. Staff attorney also assists the city attorney in advising city officials, city boards, and city commission as to the legal rights and obligations of the city and practices other phases of applicable local, state and federal law. This is a 40+ hours per week, day shift position. Some weekend work required. The starting salary is \$67,110 + excellent benefits. The candidate must have a Juris Doctorate degree; admission to the Tennessee State Bar and in good standing; a minimum of three years of progressively responsible related experience, preferably in a municipal environment and with civil litigation experience. For a detailed description and to apply visit [www.gallatinonthemove.com](http://www.gallatinonthemove.com). Click the "Employment" tab at the top of the webpage and follow the instructions. Interested candidates should submit an online application, resume, references, and a writing sample by Aug. 12, 2016. EOE.

### BUILDING INSPECTOR

**COLLIERVILLE.** This position performs responsible enforcement of Town codes and ordinances and investigative work in the inspection of all Town commercial, industrial, and residential structures and properties. High school diploma or GED supplemented by technical or college level courses in building construction, electrical, mechanical, or structural engineering or related areas; and five years of experience in the building construction industry, skilled construction trades or in comparable code enforcement work, three of which must be in the assigned area of responsibility of 'Building or Plumbing'; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a journeyman level certification or equivalent in the assigned area of responsibility at time of hire. Must obtain certification from the International Code Council as a residential or commercial building inspector in the assigned area of responsibility within 12 months of employment and maintain certification throughout employment. Valid Motor Vehicle Operator's License is required at the time of hire. Salary is \$34,111 (DOQ) annually with excellent benefits package and is full time. Applications and job descriptions are available online at [www.collierville.com](http://www.collierville.com) or in the Human Resources Office located at 500 Poplar View Parkway, Collierville, TN 38017. Submit completed application by mail or in person to the above address. The HR office is open Monday – Friday, 8-5. The job number for the position, JN16-43DC, must be included on the application. The official application of the Town of Collierville must be filled out and may be accompanied by a resume. Applications and resumes are subject to disclosure. Position will remain open until filled. EOE

### CITY CLERK

**EAGLEVILLE.** The city of Eagleville is currently accepting applications for the position of city clerk (executive assistant classification). Provides frontline customer service greeting city hall visitors and answering the phone. Works under the direction of the city manager, and also provides support to the city recorder; collects fines, fees and taxes; handles citations, processes payments and prepares the city court docket; assist customers applying for business licenses, beer licenses and building permits. Requires 2+ years experience in a professional office environment, particularly in a customer service role and/or with records maintenance responsibility. Prefer associates degree in related field and 5+ years experience in a role with similar responsibilities in a local government office environment. Visit [www.EaglevilleTN.com](http://www.EaglevilleTN.com) for full description and application. Applications and resumes should be submitted to City Manager, P.O. Box 68, Eagleville, TN 37060 or by email to [CityManager@EaglevilleTN.com](mailto:CityManager@EaglevilleTN.com). Salary Range: \$25,001 - \$33,758. Position open until filled. EOE

### CITY RECORDER

**EAGLEVILLE.** The city of Eagleville is currently accepting applications for the position of city recorder. Under general direction of the city manager, maintains the records of official acts of the city council and other city commissions and committees; maintains the repository of all official documents; is custodian of the city seal; collects and receipts all taxes and other revenue of the city; handles the city's accounts payable. Serves as the clerk of the city court. May also be appointed city treasurer and/or finance director. Requires 5+ years experience in professional office setting including involvement in financial transactions and/or managing official records. Prefer bachelor's degree in accounting, business, public admin, or other related field and 5+ years experience in collection of revenue, recording of official acts of a board, payroll, and/or accounts payable or other accounting experience. Visit [www.EaglevilleTN.com](http://www.EaglevilleTN.com) for full description and application. Applications and resumes should be submitted to City Manager, P.O. Box 68, Eagleville, TN 37060 or by email to [CityManager@EaglevilleTN.com](mailto:CityManager@EaglevilleTN.com). Salary Range: \$35,193 - \$47,507. Position open until filled. EOE

### BUILDING CODES OFFICIAL

**EAST RIDGE.** The city of East Ridge Fire Rescue Codes Division is currently accepting applications for a full-time building and codes inspector. Qualified applicants should be able to perform all activities related to ensuring compliance with building standards including plans review, inspections, and corrections of hazards and to enforce city codes and ordinances pertaining to the city's building and housing code. Recommended qualifications: five years experience in building inspection standards and plans review. A full job description may be viewed on the city's website [www.eastridge.tn.gov](http://www.eastridge.tn.gov). Resumes may be submitted to [tperry@eastridge.tn.gov](mailto:tperry@eastridge.tn.gov) or mailed to Trish Perry, Human Resources, City of East Ridge, 1517 Tombras Avenue, East Ridge, TN 37412. Open until filled. EOE

### BUILDING INSPECTOR/CODES ENFORCEMENT OFFICER

**FAIRVIEW.** The city of Fairview, has an immediate opening for the following position: building inspector/codes enforcement officer. The building inspector/codes enforcement officer is responsible for the inspection of residential, commercial, and industrial including alterations for compliance with city, federal codes and regulations. This position reports directly to the planning/zoning/codes director. Qualifications include: at least 10 years experience or equivalent, as an architect, engineer, inspector, contractor, or superintendent of construction, or any combination of these, five years of which shall have been in responsible charge of work. Requires knowledge of building standards and materials; standards of inspection, general knowledge of wiring, mechanical and plumbing systems. Must be state certified or obtain within 12 months of employment. Requires experience with computer systems and software. Specific duties and responsibilities: reviews and reads architectural blueprints; answers and investigates citizen complaints; deals with property owners, contractors and tenants to resolve various nuisance problems, such as: sanitation, abandoned vehicles, trash, and maintenance of lots; issues building and sign permits for residential, commercial and industrial use; completes residential, commercial and industrial building fire inspections; undertakes special projects, as assigned by the director; and reports and recommends action on various city matters to the director. Applications available at [www.fairview-tn.org](http://www.fairview-tn.org). This is a full time position with starting salary at \$42,658 (doq) plus benefits. Applications should be submitted to city recorder, Brandy Johnson, 7100 city center way, Fairview, TN, 37062 either by mail or in person or via email at [recorder@fairview-tn.org](mailto:recorder@fairview-tn.org). Applications and resumes are subject to disclosure. Position will remain open until filled. EOE

### BUYER

**COLLIERVILLE.** This position performs responsible enforcement of Town codes and ordinances and investigative work in the inspection of all Town commercial, industrial, and residential structures and properties. High school diploma or GED supplemented by technical or college level courses in building construction, electrical, mechanical, or structural engineering or related areas; and five years of experience in the building construction industry, skilled construction trades or in comparable code enforcement work, three of which must be in the assigned area of responsibility of 'Building or Plumbing'; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a journeyman level certification or equivalent in the assigned area of responsibility at time of hire. Must obtain certification from the International Code Council as a residential or commercial building inspector in the assigned area of responsibility within 12 months of employment and maintain certification throughout employment. Valid Motor Vehicle Operator's License is required at the time of hire. Salary is \$34,111 (DOQ) annually with excellent benefits package and is full time. Ap-

### CITY RECORDER

**ROGERSVILLE.** The Town of Rogersville is seeking to fill the position of city recorder. Minimum requirements for this position include a four year bachelor's degree, managerial experience and skills and financial management experience and skills. The city recorder is responsible for a broad range of administrative accounting and support services under the general supervision of the Mayor and Board of Mayor and Aldermen. The city recorder will direct the activities and services of the Town of Rogersville and its employees; including budgetary planning and the financial administration of the Town of Rogersville's services. The beginning salary range is \$60,000-\$75,000 based upon experience. The position also provides medical benefits, paid vacation, sick leave, and other appropriate forms of leave as well as retirement benefits. Applicants should submit their resumes and contact information to the Town of Rogersville/Recorder Search Committee at Rogersville City Hall, 106 East Kyle Street, Rogersville, TN 37857 or by emailing the same to [trol1@chartertn.net](mailto:trol1@chartertn.net). Resumes must be submitted no later than midnight Aug. 15, 2016.

### ENGINEERING TECHNICIAN II

**JOHNSON CITY.** The city is accepting applications for an engineering technician II within the Public Works Department's Engineering Division. The employee will work under the supervision of the city engineer and will support licensed civil engineers in producing construction plans for improving city streets and stormwater systems. This is accomplished using primarily Autodesk's Civil 3D. Therefore, experience using Civil 3D to create surfaces, corridors, alignments, profiles, and cross sections is required. Knowledge of AASHTO roadway standards and the traffic control device standards of the MUTCD are essential to performance of the job. Duties include maintaining an electronic archive of the plans produced by the department. Experience using other CAD and GIS software is desirable. Employees in this position have overall responsibility for the maintenance and operation of the department's computer graphics software and associated hardware, including plotters and scanners. Additional duties vary greatly and are more complex at this level. A bachelor's degree in engineering technology, computer aided drafting and design technology or related field, with emphasis in computer graphics, is required. Experience in the operation of Autodesk's Civil 3D and other illustration and presentation software associated with computer graphics is required. Post-offer physical and drug screening required. Salary Range: \$18.04 to \$27.63 hourly EEO/AA Apply at [www.johnsoncitytn.org](http://www.johnsoncitytn.org) by Aug. 19, 2016. Application is a public record.

### EXECUTIVE DIRECTOR

**MCKENZIE.** McKenzie Industrial Development Corporation is seeking a qualified individual to serve as the executive director. Applications will be accepted by e-mail through Aug. 15, 2016. Expected start date is Oct. 1, 2016. Basic responsibilities include: direct the recruiting efforts and retention

efforts for the industrial and retail base in McKenzie, a community in northwest Tennessee. Serve the community in this full-time position under the direction of a nine-member industrial board. Salary commensurate with experience. Job description is available online under "career" at [www.mckenzietn.gov](http://www.mckenzietn.gov) either on the City of McKenzie area of the website or the Industrial Board area. Interested persons should e-mail their questions to: [mckenzieindustry@gmail.com](mailto:mckenzieindustry@gmail.com). Applicants should send via e-mail the following: letter of interest detailing work history, education, interest in the job, job experience, résumé and expected salary to the address or e-mail below. McKenzie Industrial Development Corporation, 89 Bruce Street, McKenzie, TN. 38201 washburn@mckenziebaner.com. No phone calls please.

### FACILITIES MAINTENANCE TECHNICIAN I

**COLLIERVILLE.** Performs semi-skilled manual multi-trades work in the repair, maintenance, replacement and general upkeep of town buildings and related facilities. Requires high school Diploma/GED, supplemented by one year previous experience and/or training involving facilities maintenance operations work; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must possess a valid driver's license. Salary is \$24,799 (DOQ) annually with excellent benefits package and is full time. Applications and job descriptions are available online at [www.collierville.com](http://www.collierville.com) or in the Human Resources Office located at 500 Poplar View Parkway, Collierville, TN 38017. Submit completed application by mail or in person to the above address. The HR office is open Monday – Friday, 8-5. The job number for the position, JN16-53GS, must be included on the application. The official application of the Town of Collierville must be filled out and may be accompanied by a resume. Applications and resumes are subject to disclosure. Position will remain open until filled. EOE

### HUMAN RESOURCE DIRECTOR

**ATHENS.** The city of Athens is accepting applications for an experienced, professional Human Resource Director. This position reports directly to the city manager and is a key management and leadership role responsible for leading the HR strategic and tactical HR planning, project management related to all personnel initiatives, policy development/coordination for human resources, and the technical support on special projects or issues. This position will manage all aspects of the Human Resource function which includes ensuring compliance with personnel related laws as well as city personnel rules and regulations; payroll processing procedures and laws; organizing the professional development of employees; managing the employment hiring process; administering the compensation and benefits plans. Applicant must be skilled in communicating both orally and in writing; supervising assigned staff; budgeting; conflict resolution and mediation. Applicant should have the ability to manage shifting priorities and demands, and to work under stressful situations in a high volume environment. Four year Bachelor's degree from an accredited program in business management, human resource management, or public administration. Previous Human Resources experience desired as well as professional certification. Must possess and maintain a valid Tennessee driver's license. Salary range \$63,243.65 - \$94,865.47. Applications available at 815 North Jackson Street, Athens, TN or by contacting Rita Brown, [rbrown@cityofathenstn.com](mailto:rbrown@cityofathenstn.com), (423) 744-2703. Complete job description available at [www.cityofathenstn.com/hr/](http://www.cityofathenstn.com/hr/). Resumes must accompany applications; background checks will be conducted. EOE

### IT MANAGER

**FARRAGUT.** The town of Farragut is seeking applicants for the position of information technology (IT) manager. This individual shall lead implementation the Town's new 5-year Strategic Plan and work as the sole practitioner to perform technical support, work designing, configuring, installing and maintaining network connectivity to external resources including preparing and maintaining files and records, security and backup of data, emails, etc. Minimum qualifications include a bachelor's degree in Information Technology, Computer Science, or equivalent combinations of education, experience, and training and five years of experience troubleshooting Windows desktop operations systems, Microsoft Office suite and network connectivity, Project management, organizational operations management, and enterprise systems management duties in a small-size organization. Highly desirable technical certifications include: CompTIAA+, Network+, Security+, Microsoft Specialist, MTA: IT Infrastructure, ISC, SSPC, COMPTIA Security+Salary Range is \$49,620 - \$63,266 DOQ plus current benefits which include 100% Town paid medical, dental, life, LTD, and a 401k retirement plan. Applications and a job description may be obtained at the Farragut Town Hall, 11408 Municipal Center Drive, Farragut, TN, 37934, or [www.townoffarragut.org/jobs](http://www.townoffarragut.org/jobs). Interested applicants must submit a resume and a completed Town of Farragut application by the deadline of Aug. 31, 2016. EOE.

### MECHANIC

**MILLINGTON.** Performs major and minor repair work on gas and diesel engines; replaces parts as needed; performs preventive maintenance; installs new tires on city vehicles, including autos, light and heavy duty trucks and small construction equipment; inspects equipment in order to locate cause of trouble; prepares work orders. Will be required to replace parts as needed to maintain various types of equipment. Must be able to operate different types of equipment in order to test functioning; be able to do some welding and fabricating; be able to use diagnostic equipment, pull codes, analyze and repair as needed; be able to read wiring diagrams; be available to be on-call on a rotating basis. Performs other duties as may be assigned. Must have high school diploma or GED, plus two years of college equivalent technical training, or two years of related work experience. Must have a Class "B" driver's license with air brakes, or be able to acquire one within one year of hire date; be able to perform physical labor under various environmental conditions; have the ability to operate tire machine and engine analyzer; pass background and driver's license check, physical exam, including drug screen. \$17.49-\$21.42 hourly with full benefits including pension, social security, health & life insurance Position Open Until Filled. Apply to: Personnel Department, Millington city hall, 7930 Nelson Road, Millington, 38053, or on-line at [www.millingtontn.gov](http://www.millingtontn.gov). EOE

### METER READER

**GALLATIN.** The city of Gallatin Public Utilities Department is currently accepting applications for a Meter Reader. The purpose of this position is to perform field and technical work in locating, reading, and recording readings for water and/or gas meters using a hand-held meter reading computer, does related work as required. This is a 40 hrs per week, day shift position with no weekend work required. The starting rate is \$13.41 + excellent benefits. Minimum qualifications: high school diploma/equivalent with one year recent work experience in locating and reading water and/or gas meters or utilities experience. Valid driver's license. Interested persons must apply online at [www.gallatinonthemove.com](http://www.gallatinonthemove.com). Application deadline is Aug. 1, 2016. EOE

### PLANNER I

**GALLATIN.** The city of Gallatin is seeking qualified applicants for the position of Planner

I in the Planning Division. Responsibilities include performing intermediate professional work in the handling of a variety of assignments in the planning office. Essential duties also include assisting with the development of current, long-range and/or other planning activities. This is a 40 hours per week, day shift position. Starting hourly rate is \$21.84 + excellent benefits. For a detailed description and to apply visit [www.gallatinonthemove.com](http://www.gallatinonthemove.com). Click the "Employment" tab at the top of the webpage and follow the instructions. Submit an online application, cover letter & resume by Aug. 5, 2016. EOE.

### PLANNING DIRECTOR

**MORRISTOWN.** The city of Morristown is now accepting applications for the position of planning director. Work is performed under the regular supervision of the asst. city administrator. Essential duties and responsibilities to include the following: plans, directs, coordinates and supervises city planning functions, staff functions. Oversees preparation and maintenance of plans, files and records, serves as staff and resource support to the planning commission, city administrator and city council. Advises city administrator, asst. city administrator and officials on planning and development matters. Attends planning commission, zoning board of appeals, and council meetings. A full job description can be obtained from the city's website. This is a full-time position with benefits. Salary range \$71,755.75 - \$105,319.61. Applications may be obtained from the Human Resources Department on the second floor of city center, or on the city's website at [www.mymorriston.com](http://www.mymorriston.com). Deadline to apply is July 20, 2016, at 5pm. Send completed applications to: City of Morristown, Attn: Human Resources – Planning Director, P.O. Box 1499, Morristown, TN 37816-1499. EOE.

### PLANS EXAMINER/BUILDING INSPECTOR

**CLEVELAND.** The city of Cleveland is accepting applications from qualified individuals for the position of Plans Examiner/Building Inspector in the Development and Engineering Services Department. Qualified applicants will possess a high school education or GED equivalent with a minimum of four years related experience or equivalent combination of training and experience. A bachelor's degree in architecture, engineering or related field is preferred. Major activities of the position include: Reviewing building plans for code compliance; attend preliminary construction meetings with owners, architects and engineers; inspecting residential, commercial, industrial and other buildings during and after construction to ensure that components such as footings, foundations, framing, plumbing, mechanical, energy, etc., meet provisions of building, grading, zoning and safety laws and approved plans, specifications and standards; observe conditions and issue notices for corrections; research maps for flood zone compliance; interpret legal requirements and recommend compliance procedures; prepare and maintain inspection records and reports; other duties as assigned. Interested applicants should submit a resume or employment application to the City of Cleveland Human Resources Department, 160 2nd Street NE, Cleveland, TN 37311, by mail to P.O. Box 1519, Cleveland, TN 37364-1519, by email to [jdavis@clevelandtn.gov](mailto:jdavis@clevelandtn.gov), or by the city's website, [www.clevelandtn.gov](http://www.clevelandtn.gov). Valid TN driver's license is required. Pre-employment drug screen is required. EOE

### POLICE CHIEF

**HARRIMAN.** The city of Harriman is accepting applications for police chief. The police department employs approximately 19 certified officers, including a K-9 Officer, who work a combination of eight and twelve hour shifts. There are also one full-time and one part-time clerical support positions within the department, as well as, several part-time patrol positions. The department has an annual operating budget of approximately \$1.15M. The police chief reports to the city manager and is responsible for providing direction and leadership for the department. The successful candidate will have experience with budgeting, policy development and implementation, and human resources. The ideal candidate will be able to build relationships with other departments of the city and other nearby law enforcement agencies, as well as, be active in the Tennessee Association of Chiefs of Police (TACP). The ideal candidate should be fair, reasonable, and approachable with a team approach to decision making. They should also have in-depth knowledge and experience of operations within a law enforcement agency. It is also important for the candidate to possess good communication and presentation skills, as well as, promote positive proactive programs within the community. The ideal candidate should be Post certified by the state of Tennessee and have a minimum of 10 years of progressively responsible experience in law enforcement with a minimum of three years at a command staff level. Preference may be given to candidates who possess an associate's degree, bachelor's degree, and/or master's degree in Criminal Justice, Public Administration, or a related field. For those certifications not currently held, the successful candidate must have the ability to obtain these within a reasonable timeframe, if required. The salary for this position is dependent upon experience and qualifications. The starting salary range is \$50,000 to \$58,000. Benefits include health, vision, and life insurance. Retirement is provided through the Tennessee Consolidated Retirement System.Pre-employment post offer drug screen and physical examination required. Applicants should submit a resume with cover letter and salary history to: Kevin L. Helms, City Manager, P.O. Box 433, 609 N Roane Street, Harriman, TN, 37748. Applications will be accepted until the position is filled, but interested candidates are encouraged to apply no later than close of business on Aug. 15, 2016. EOE

### POLICE CHIEF

**MASON.** The town of Mason is accepting applications for Chief of Police. Each must be POST Certified with a minimum of 5 years of experience. Persons must complete applications at City Hall, 12157 Main Street, Mason, TN, 38049. No mail-outs. No telephone calls.

### POLICE OFFICERS

**MASON.** The town of Mason is accepting applications for police officers. Each must be POST Certified with a minimum of 5 years of experience. Persons must complete applications at City Hall, 12157 Main Street, Mason, TN, 38049. No mail-outs. No telephone calls.

### POLICE OFFICER PHYSICAL SKILLS TESTING

**GALLATIN.** The city of Gallatin will be conducting physical skills testing for eligible police officer candidates on August 19th. If the candidates pass the physical skills test, they will continue onto the

**Tennessee Municipal League**  
 2016-2017 Officers and Directors
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Mayor, MemphisMary Ann Tremblay  
Vice Mayor, Three WayGarry Welch  
City Manager, Savannah (District 7)Mike Werner  
Mayor, Gatlinburg**PAST PRESIDENTS**

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Dale Kelley (2014) Mayor, Huntingdon

Ken Wilber (2013) Mayor, Portland

Kay Senter (2012) Morristown Vice Mayor

Sam Tharpe (2011) Commissioner, Paris

Tommy Pedigo (2010) Council, Morristown

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Tennessee Association of Chiefs of Police

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Tennessee Association of Floodplain

Management

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Tennessee Municipal Judges Conference

Tenn. Chapter, American Public Works

Tennessee Recreation and Parks Assn.

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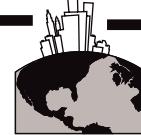
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Debbie Kluth, Director of Marketing / Member Services

Kevin Krushenski, Legislative Research Analyst

Denise Paige, Government Relations

**NATIONAL BRIEFS**

**President Barack Obama signed legislation passed by Congress aimed at combating a nationwide epidemic of heroin and other opioid addictions.** The measure aims to help communities develop treatment and overdose programs at a time when fewer than half the estimated 2.2 million Americans who need help for opioid abuse are receiving it, according to the U.S. Centers for Human and Health Services. The bill authorizes \$181 million a year for new programs it creates. According to the U.S. Department of Health and Human Services, 28,000 people died from opioid overdose in 2014. At least half, HHS said, of those deaths involved a prescription opioid. Among the common prescription drugs are oxycodone, hydrocodone, and fentanyl that are used for pain treatment.

**The U.S. job market picked up speed in June with employers adding 287,000 jobs**, up sharply from a meager addition of only 11,000 jobs in May. The June fig-

ure was boosted by 35,000 workers at Verizon who were on strike in May but returned to their posts last month. The official unemployment rate rose to 4.9 percent from 4.7 percent the previous month, though this likely reflected more people seeking jobs. Earnings also rose, with average hourly earnings for employees on private payrolls inching up to \$25.61, a 2.6 percent increase over the year. The labor force participation rate held relatively steady at 62.7 percent. The strong rebound in June suggests May figures stemmed from a statistical anomaly or seasonal trends. June job growth far exceeded analysts' expectations as economists had forecast that the U.S. would add 180,000 jobs to its rolls in June.

**The USDA is awarding \$44.6 million through its Wetland Reserve Enhancement Partnership to support 10 wetland enhancement projects** on private and tribal agricultural lands in 12 states. Projects receiving grant funds are located in Arkansas, Indiana, Iowa, Kentucky, Louisiana, Mississippi, Missouri,

Nebraska, New Hampshire, Tennessee, Washington and Wisconsin. Recipients for each project are providing more than \$4.3 million in matching funds, bringing the total investment to approximately \$49 million. In total, the projects will help to protect, restore or enhance 15,000 wetland acres in critical watersheds across the United States.

**The Department of Transportation has given eight U.S. airlines permission to begin scheduling flights from the U.S. to Cuba as early as this fall.** Nearly one year after the U.S. and Cuba reestablished diplomatic relations, U.S. Transportation Secretary Anthony Foxx announced Alaska Airlines, American Airlines, Delta Airlines, Frontier Airlines, JetBlue Airways, Southwest Airlines, Spirit Airlines and United Airlines had been selected to offer flights to Cuba. These airlines may begin flights to Havana from Atlanta, Charlotte, Fort Lauderdale, Houston, Los Angeles, Miami, Newark, New York City, Orlando, and Tampa this fall.



**Aug 4. to Aug. 6: Gatlinburg 42nd Annual Square and Round Dance Convention.**

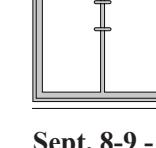
Come see more than 60 callers, cuers and lines instructors in five halls of continuous dancing at the W.L. Mills Conference Center. Will include a live band hall, workshops, request rounds, fun squares, hot hash, singles' activities, a fashion show, and after party. Call 865-542-2866.

**Aug. 25 to Sept. 3: Shelbyville Tennessee Walking Horse National Celebration**

The premier event for the Tennessee Walking Horse, during which the breed's World Grand Champion and some 20 World Champions are named. More than \$650,000 in prizes and awards are given. Other activities include a barn decorating contest, a trade fair and a dog show. Call 931-684-5915 for more info.

**Sept. 16 to Sept. 18: Cowan Fall Heritage Festival**

Cowan's Fall Heritage Festival will feature a juried arts and crafts show, Civil War presentations, a cruise in, kid's zone, music and food. For more information, email info@fallheritagefestival.info or call 931-563-3868.

**COMING UP**

**Sept. 8-9 - Nashville Grant Writing Class.**

Hosted by the Tennessee Department of Economic and Community Development Research and Planning Division. 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 \$455. William R. Snodgrass Tennessee Tower, 312 Rosa L. Parks Avenue, 3rd Floor, Multimedia Room, Nashville. Call The Client Services Team at Grant Writing USA, at 800.814.8191.

**Sept. 21 - 23 · Chattanooga 2016 Tennessee Governor's Conference on Hospitality & Tourism**

Tennessee's hospitality and tourism industry will come together in an exciting conference featuring outstanding professional development sessions, nationally-known keynote speakers, and great networking opportunities! For more information go to [www.tenntourismroundtable.com/home.html](http://www.tenntourismroundtable.com/home.html)

**UT-MTAS AUGUST MAP CLASSES****National Flood Insurance Program Administrative and Legislative Training**

This is a free four-hour floodplain management training course that is being held throughout the state, but you must register to attend. This course is designed to provide a training opportunity for local officials responsible for administering their local floodplain management ordinance. The course will focus on the National Flood Insurance Program (NFIP) and concepts of floodplain management, maps and studies, ordinance administration, elevation certificates, and recent federal legislation changes effecting flood insurance.

Aug. 9 Kingsport - Kingsport Center for Higher Education  
Aug. 10 Knoxville - University of Tennessee - Conference Center  
Aug. 11 Collegedale - Collegedale City Hall  
Aug. 16 Nashville - TBI Headquarters  
Aug. 17 Jackson - UT - West Tennessee Research & Education Center  
Aug. 18 Memphis - Memphis Office of Talent Development

All class times are  
8:30 am - 12:30 pm in their respective time zone.

This is a free course, but you must register online. [www.mtas.tennessee.edu](http://www.mtas.tennessee.edu) For registration assistance, please contact: Patrick Mills (865) 974-9833 or email patrick.mills@tennessee.edu

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

**Supervision Dynamics**

Sept 7th - Franklin  
Sept 8th - Jackson  
Sept 9th - Memphis  
Sept 13th - Collegedale  
Sept 14th - Knoxville  
4 CLE / 4 CPE / CMFO (Other)

For questions about registration or payment please contact Patrick Mills at 865-974-9833 or [patrick.mills@tennessee.edu](mailto:patrick.mills@tennessee.edu).

**No loan is too large or too small**

The city of Sweetwater closed a \$1.2 million loan for the purpose of refinancing some outstanding debt, renovation of a city building, and for the acquisition of equipment. It is the city's sixth loan through TMBF's various programs.



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



The city of Jackson closed a variable rate loan through the TMBF loan program in the amount of \$17.4 million to finance its three-year capital improvement plan.

# Three Way city leaders discuss economic progress, future growth

BY LINDA BRYANT

The city of Three Way is probably unknown to many Tennesseans, but the quaint historic community of about 1,800 in West Tennessee is more than a sleepy little hamlet. It has grown 30 percent in the past 10 years.

Now the city is poised to grow even faster because of the recent settlement of a 17-year dispute with the neighboring city of Humboldt over Three Way's status as an incorporated city.

Three Way was incorporated in 1998, but Humboldt filed suit against the action. That suit never officially went to court and lingered year after year as a pending lawsuit until it was amicably resolved July 7. Its resolution means that Three Way can now apply for grants and public money for infrastructure projects, civic buildings or other community services.

Three Way has its roots in the farming community of Fairview that surrounded the "three way" split of Highway 45 into Highway 45 East and Highway 45 West. By the 1930's, Fairview had grown into a stop on the highway with four stores, a garage, service station, cafe, barber shop, church and school.

Even though the community had been called Three Way by local residents through several generations, it didn't become its legal name until the city applied for incorporation in 1998. Since there was already a city of Fairview in Tennessee, residents needed to choose another name.

Three Way was an easy pick for a city name, not only because of its location on the highway but because the city had been home to a legendary, long-standing BBQ restaurant called 3-Way Pig Shed.

Tennessee Town & City interviewed two Three Way city officials — Mayor Larry Sanders and Vice Mayor Mary Ann Tremblay — to find out more about Three Way's ongoing story.

Sanders and Tremblay both share a belief in a patient, conservative, neighborly approach to growth. They are proud that Three Way is debt free and has low property taxes. Even without major public funding for capital improvements or economic development, the city has been able to improve safety and law enforcement presence; offer street maintenance, limb, brush, and leaf pickup; a city park with park rentals; street lights on all city streets; and road paving construction and maintenance.

**TT&C: Mayor Sanders you were elected the second mayor of Three Way in late 2014. Can you share a little about your background?**

**Sanders:** I was an education officer for 38 years. I also had a retail store in Jackson along with my dad. I had various roles and jobs including teacher, principal and superintendent. I also coached football and basketball. My wife Joyce and I have five children and eight grandchildren.

Three Way was strictly a farming community until the 1980s and 1990s. When I was growing up on the family farm, there were only 50 to 60 homes here. The growth has continued since that time. Since 2009, the population has grown 30 percent, and we're now approaching 2,000 residents. The greatest part of our growth is residential, almost all single-family homes.

I was actually first elected mayor in 1974. I didn't serve because the citizens here at that time voted by six votes not to incorporate. I've lived here all my life. I was ready to serve as mayor in 2014 because I'd reached a point in my life where I had some free time. I still have good mental and physical health. The Three Way community has been very good to my family all these years. It felt like the right time to give back to the community.

**TT&C: Vice Mayor Tremblay what is your background? How long have you lived in Three Way?**

**Tremblay:** I'm a psychotherapist in private practice in Jackson, and I do some clinic work. I also work in primary care medical clinic consulting and providing services. My husband, children, and I moved to Three Way in 2001 from Jackson. We loved it from the beginning. We wanted to live in a smaller, quieter community. We built a home, and my husband Jim and I still live there. My children, Franklin and Ann, are now grown.

I wasn't involved in politics or local government until an issue came up I cared about. It was a rather typical situation — a proposed development that was going to potentially impact my neighborhood. Neighbors started organizing meetings and finding out what we could do. Through our efforts, we were able to change the direction of the development for our benefit. During this experience, my neighbors designated me as a spokesperson for our efforts. I realized I wanted to continue making a difference. When the next alderman position came open, I was encouraged to run and represent my neighbors and the community.

I was elected to the Board of Aldermen in 2006, and elected to a second term in 2010. I also serve on the Three Way Planning Board. Serving on the board has been amazing. You are able to listen to people's needs and wants. You can help really shape the direction and decisions of the city. You can't really do that in a big city. There are many other layers that get in the way, and I think elected officials often get lost in the process. We're very small, and that's a huge advantage.

**TT&C: How many members serve on your Board of Aldermen?**

**Tremblay:** Besides Mayor Sanders and me, we have one other aldermen — Danny Wade. He was elected to office in 2000 and is now serving his fourth term. We are lucky to

have Danny. He is a long term resident of Three Way. He and his wife Teresa raised their sons here, and they now have two grandchildren. Dan has been a valuable asset to the board because of his dedication to the office and the roles he fills for the city. We all work together very well with shared goals and vision for the future of our city's progress.

**TT&C: I know you are proud of many of the things Three Way has accomplished, especially given its small size. Can you highlight one of your favorite accomplishments?**

**Tremblay:** I have a strong passion for Pine Hill Park. When the board voted to purchase the 16 acres on Three Way Lane, I thought that was a very wise decision. It's a beautiful property — an old abandoned golf course. At the time, they needed space on city property for the mayor and city recorder. I believe purchasing that land was a big step. I'm so thankful the board was

willing to invest the money to build the park. With its beautiful walking trail and pavilion, it's a true highlight of North Madison County. It really was a tremendous investment of putting taxpayer's money back into the community.

We have planned for future growth. We have a Municipal Complex Master Plan that was completed in 2010. Phase I was for a maintenance building for trucks and equipment and a temporary building for the mayor and city recorder; and Phase II covers Pine Hill Park. We hope to be able to finish Municipal Complex Phase III with a permanent city hall building in the near future, now that we can apply for grants and money.

**Sanders:** The park brings a lot of people together. We have so many people using the pavilion. We are covered up, especially on weekends. People come from as far away as North Mississippi. For example, last week we had a wedding, a church service and two other community groups had events. We charge a fee for the use of picnic tables under our pavilion, and we're able to use that revenue to contract with what you might call a park ranger. I'm proud of all we've accomplished with the limited revenues that we have. We also have great equipment to maintain our streets. To keep your streets and park in good condition, you need good equipment.

**TT&C: You've been able to plan and control present and future growth.**

**Sanders:** It was our intent to keep the special character of Three Way since the mid 1970's, when we first tried to incorporate. We wanted to maintain our country feeling. We have a lot more residences now than we used to. But when you drive out of your subdivision now and drive one way or the other, you're going to see farmland. We have very strong zoning and planning regulations. Anyone who wants to build a project here has to go through a process. It's our way of maintaining self-control and trying to keep density low.

**Tremblay:** We invest a lot of money back into the city for paving, patching and repairing the roads. That's something residents might not really notice or appreciate unless the conditions are bad. The mayor's office does the majority of that work; the alderman aren't very involved. But I think it's a great accomplishment for the mayor and the city workers. Over the years, we've been able to maintain really good roads and infrastructure. It didn't happen by accident.

Luckily, we still have large farm properties and all the farmers and residents know each other. There's several more families with descendants who still live here and who still live on family property. We also have new families moving in. It all makes Three Way a very friendly, homey place to live. We try to keep that feeling.

**TT&C: What are your biggest challenges?**

**Sanders:** It's always a challenge to maintain our streets. Another challenge, although it's upcoming, is that at some point in time we want to expand a part of the playground area at the park. I'd like to see a city hall with a meeting room where citizens can have meetings.

**Tremblay:** We were faced a major challenge when the long-serving City Recorder Terresa Vanover passed away just days before Mayor Sanders' swearing in ceremony. Mayor Sanders entered office with no administrative staff. He had to rely on the help of the Municipal Technical Advisory Service (MTAS) and the volunteer hours of City Recorder Kim Gilley from the neighboring town of Medina. Again, the spirit of determination and desire of the local residents to work together to govern for the benefit of the citizens helped keep Three Way on track to success.

Our success was made possible by the hard work of many local residents willing to be involved in their community throughout its history. MTAS has been invaluable for establishing a legal and ethical governmental structure and process guiding the mayor and board over the past 18 years. The governing bodies in the city of Jackson and the Madison County Mayor have been important in many ways in supporting Three Way's establishment and growth. Our first mayor Jimmy Hill, who



Mayor Larry Sanders



Vice Mayor Mary Ann Tremblay



Master plan for Three Way's municipal complex. Phase I includes a maintenance building for trucks and equipment and a temporary building for the mayor and city recorder. Phase II includes Pine Hill Park, and Phase III will include a permanent city hall.



The city of Three Way took an old, abandoned golf course stretching over 16 acres of land and turned into a beautiful city park with walking trails and a pavilion.

was mayor for 16 years before Mayor Sanders was elected, did a tremendous job in those early years of setting everything up for a new city.

**TT&C: What are your goals for the future?**

**Sanders:** We want to continue to enhance the quality of life for Three Way citizens through legal, ethical and equitable representation and governance. We have the challenge of continuing quality road paving projects. We definitely want to pursue high-quality and orderly regional planning for residential growth and recruitment for retail and commercial development. We also want to build a permanent city hall.

**TT&C: Three Way has been incorporated since 1998, and yet, the city was somewhat handicapped because the city of Humboldt filed a lawsuit against that incorporation. What does it mean now that the lawsuit has been dismissed after 17 years?**

**Tremblay:** Residents of the Three Way community have always wanted independence. They never wanted to be in the city of Humboldt, and there's a lot of community pride around this fact. Having a pending suit for 17 years was a barrier to moving forward because we were able to get bond or grant money. Despite that obstacle, Three Way has grown, and we've continued to thrive as a legitimate and ethical government. We maintained our independence. Now that the pending suit has been resolved in such a friendly way, it feels like there's nothing stopping us.

**TT&C: How do you see your future growth?**

**Sanders:** It depends on what the economy does. We have one subdivision that's 150-200 lots, and it's already been approved. If Jackson and Humboldt start growing more, it's going to be good for us from the standpoint of getting rooftops. When the housing market declined in 2008, it stopped growth. We're now seeing an upward trend. In the past year, lots have started to sell more; we're building houses again.

**Tremblay:** Retail recruitment is one of our challenges. We tried to do it on our own by learning all we could by attending meetings and conferences. We realized it's much too large of an effort for our small staff, so we voted to hire the Retail Coach consulting company to help us. We have prime commercial property available here, and we have our own very large parcel that's already been approved as a planned development. It's just a matter of connecting the landowner and developers.

**TT&C: Your premiere city event, the Three Way Festival, happens every fall. Give us a plug for it.**

**Tremblay:** The Three Way Festival started in 2002. Several local churches and businesses had always talked about having a community festival. Northbrook Church came forward and got the mayor and the board involved. Local businesses were asked if they would make a small donation to help with costs. It quickly became a popular community event and was held on the grounds of Northbrook Church until 2010. It changed locations when we had the grand opening of our Pine Hill Park, and it's been held there ever since. The festival is such a great volunteer effort. Local organizations make donations to help defray the costs. Our churches all bring in volunteers, and the city is involved in coordinating the entertainment. Food and beverages are donated. We pay a cook now, but the older men in the community used to cook the hamburgers and hot dogs. I think we fed more than 500 people last year. We have a local business, Fun Zone, who supplies inflatable jumpers. It's a wonderful community event and everybody comes.

**TT&C: Can you give an example that shows what a close-knit community you are?**

**Tremblay:** Many Three Way residents don't have the space to grow their own garden. Northbrook Church provides garden plots for them up to 25 by 50 feet. The community garden is open to anyone who wants to plant and gather. It's representative of Three Way. We're a town where everyone's a neighbor. Everybody gets along and helps each other out. We're lucky to have founding families, including Mayor Sander's family.

**TT&C: How do you provide some of your basic city services?**

**Sanders:** We don't have our own police department, fire department or utility department. We partner with our neighbors [Humboldt and Jackson] and pay them to provide those services. Jackson provides our water and gas services through Jackson Electric Authority. The Madison County Sheriff's Department gives us great service. We've been able to develop great relationships with them.

**Tremblay:** We have a volunteer fire department and station here in Three Way. We have great fire coverage. We haven't had some of the challenges some small towns have when they're trying to start from scratch. There's a tradition of great cooperative efforts with our neighbors.