

## Ban on handheld phones while driving to take effect

A new law banning Tennessee drivers from handheld cell phone use goes into effect on July 1.

Drivers caught holding a phone can face up to a \$50 fine for a mere violation with a fine of \$100 if the violation contributes to an accident and up to \$200 if it happens in a construction or school zone.

Exceptions to the new law include law enforcement, campus police, emergency services, and firefighters acting in an official capacity.

Handheld cellphone use has already been banned in Tennessee school zones and teen drivers are also prohibited from talking on the phone while driving. A texting while driving ban is also already in force.



Motorists are still able to use phones with an earpiece, headphone device, or wrist device. A handheld phone may also be used only in the case of an emergency.

Sixteen states and Washington D.C. already prohibit all drivers from using handheld cellphones, according to the National Conference of State Legislatures.

For more on how Tennessee is combating distracted driving, visit <https://tntrafficsafety.org/distracted-driving>.

## Municipal Bond Fund reaches \$4.65 Billion Savings to cities exceeds \$665 million

The Tennessee Municipal Bond Fund (TMBF) reached a pair of milestones recently. Since inception, TMBF has loaned more than \$4.65 billion and has now closed more than 1,495 loans.

“These milestones show TMBF’s ongoing commitment to providing your community with the loans you need at the lowest cost so that you can create opportunities for your communities to grow,” said Charles G. “Bones” Seivers, president and CEO of the Tennessee Municipal Bond Fund.

The TMBF was created by the TML Board of Directors in 1986 to provide municipalities in Tennessee with low-cost funds. It began full operations by offering a pooled variable rate loan program as well as an alternative loan program.

To date, the TMBF programs have saved cities and counties more than \$665 million in interest costs alone. TMBF was created for the sole purpose of saving cities and towns money. “I feel we are accomplishing our mandate,” added Seivers.

In recent years, the TMBF has made a few changes in an effort to better serve Tennessee communities. TMBF began offering a fixed-rate loan option in addition to its variable-rate option. Since adding the fixed-rate option, TMBF has grown and the fixed rate loan option has become very popular.

“We could not have done this without all the hard work of our dedicated board members and our extraordinary staff,” Seivers commented. “They work hard every day to make sure that we are providing you the best service and the loan options you want at



Charles G. “Bones” Seivers  
TMBF President/CEO

the best price. We work with a number of banks in an effort to get our borrowers the lowest cost of funds that we can find.”

TMBF feels that the valuable part of its job is maintaining a great relationship with all municipal officials. This is a practice we have strived to create for more than 30 years.

“When we look at the number of repeat borrowers, we get a renewed sense of dedication that makes us work harder every day to prove that the faith these communities have placed in us is not misplaced,” Seivers said. “I sincerely appreciate our partnership with the Tennessee Municipal League, and our relationship with all cities and towns in the state.”

Seivers stated that he is excited about the future of TMBF.

“We offer many features and advantages that can save you money. All we ask is that you give us a chance to provide you with options. We were created by you, for you. Our board of directors is composed of municipal officials, and we are always here for you.”

## Congress introduces bipartisan builds act

BY STEPHANIE MARTINEZ-RUCKMAN  
National League of Cities

On May 16, U.S. Sens. Tim Kaine, D-Va., and Rob Portman, R-Ohio, along with U.S. Reps. Paul Mitchell, R-Mich.; Suzanne Bonamici, D-Ore.; Glenn Thompson, R-Pa.; and Jim Langevin, D-R.I., introduced the bipartisan Building U.S. Infrastructure by Leveraging Demand for Skills Act (BUILDS Act), which would make an important investment in the skills and supports that our nation’s workforce needs to meet the growing demands of infrastructure sector businesses in cities, towns and villages across America.

The BUILDS Act provides for critical investment in local partnerships between business, education, human services and the workforce system to ramp-up work-based learning programs in the critical

sectors that support a robust infrastructure. Across all these sectors the U.S. has a growing workforce problem.

The Department of Education and the Department of Labor project that we will need to increase our infrastructure workforce by 4.6 million workers by 2022 to keep pace with current hiring needs, not including the even greater need that would result from a significant federal investment. Therefore, an investment in the skills training to meet this need is critical. Specifically, the BUILDS Act will:

- Provide grants to industry or sector partnerships that improve worker training, retention and advancement in targeted infrastructure and transportation industry sectors.
- Connect businesses and education providers to develop classroom curriculum to complement on-the-job learning.

## TML Conference mobile app available

A mobile app featuring the 2019 Annual Conference information is available for free and is accessible from any smart phone device.

The app was developed by the Tennessee Municipal League to help improve your conference experience with this easy to use digital guide. It contains detailed conference information on workshops, speakers, exhibitors and special events – and it’s all at your fingertips.

To get started, download the free Attendify app. Search for “TML.” Select “80th TML Annual Conference.” Enter any email and password.

**How to Use It.** Once your app has successfully downloaded to your phone, the conference schedule, workshop information, vendor contact information, plus much more are accessible through easy, navigable functions.

**Schedule.** To access the conference schedule, tap on the schedule

icon and scroll up and down, or flip left and right through the different days. You can also tap the arrows at the top corners to switch between dates. Touching an event will reveal a description; and if it’s a workshop, speaker bios are also available. As an added feature, you can create your own personal schedule by touching the plus symbol next to events. You can also set reminders for yourself. Conference events are color-coded by each event type. By using the filter button at the top to apply a filter, you can quickly reference categories such as food, workshops, or special events.

**Speakers.** To learn about each of our conference speakers, scroll through the list and tap on the speaker’s photo to reveal their bios.

**Exhibitors.** The exhibitors’ section includes contact information, booth numbers, and links to company websites. And once you’ve left the conference, you can always refer back to this app to



find all the contact information you need to get in touch with a vendor. If you need help while at the conference, find a TML staff member to assist you.

## Data analysis brings new approaches to emergency management, planning

*Project between Vanderbilt University, Metro Nashville combines emergency response management, urban planning, and information technology to find data-driven solutions*

BY KATE COIL

TML Communications Specialist

A new project conducted by Metro Nashville and Vanderbilt University is using technology to improve emergency response, giving the city insight into the best places to put fire department personnel and even where to locate new fire stations to best serve the community.

The Integrated Safety Incident Forecasting and Analysis project is a collaboration between the Vanderbilt Institute for Smart Cities Operation and Research (VISOR) and Metro Nashville, bringing together Nashville’s fire department and the Metro Nashville and Davidson County Information Technology Services.

The project took data collected in the past three years on everything from various safety incidents, motor vehicle incidents, fire incidents, health and emergency related incidents, average response times, pedestrian traffic, road traffic, road characteristics, weather, and even major events occurring in the city.

That data was then incorporated into a computer model that can both predict where incidents are most likely to happen in the future as well see if adding personnel, equipment, or even a new fire station might improve responses.

Colleen Herndon, Smart Cities project manager for the Metro Nashville and Davidson County Information Technology Services Department, said the project began after city IT officials and researchers working with the VISOR program sat down to see if they could collaborate on a project that met



A new computer model developed by Vanderbilt University for Metro Nashville could predict the best places to locate new fire stations, equipment, and personnel for optimum emergency response.

needs for both.

“We were talking about what the benefits of a collaboration could be for the university, for Metro, and for the citizens and the community,” she said. “That was when we started talking about where their strengths were and what our needs were as a government. It was out of those talks that the idea first arose that emergency response would be a good intersect for a project.”

Abhishek Dubey, assistant professor in the electrical engineering and computer science department at Vanderbilt University and senior research scientist at the Institute for Software Integrated Systems, said the major goal for the university was to see if they could use historic data and computer programming to predict future emergency response outcomes.

“Our goal at the university was to take a look at a very unique urban planning problem that is happening in Nashville and impacts everybody,” he said. “We wanted to see if we could take a scientific lens – for example data science tools – and make a positive impact. We wanted to answer questions like ‘when should a fire department request more equipment’ or ‘where should a fire department be located?’ We wanted to see if there was a way to identify what will be the future needs and goals of a large urban planning area. We also wanted to see if we could predict the type of problems that a fire department could expect to see in a certain area.”

Dubey said the Integrated Safety Incident Forecasting and Analysis project gives emergency officials a new way to look at data, especially in terms of using other data like traffic patterns to help put the emergency response data fire officials are familiar with into a greater context.

“It’s not that the fire department wasn’t already looking at the data,” Dubey said. “We just provided certain other features to

match with their data. We wanted to create a tool that helps them analyze the impact they can make. This program is now available to them, and it doesn’t stop here. The tool is continuously learning. As new accidents happen, new data comes in. Our goal is that, at the end of the day, it will become something like an oracle. You can use the tool to see if adding a new fire truck, adding more personnel, moving equipment, building a new fire station, or relocating a fire station will change anything. We can actually use the data to explain what the results of those decisions would be and why those results would be.”

Herndon said some of the results were surprising.

“We were really expecting to see an impact on emergency response when we had special events, especially when we had special events downtown,” Herndon said. “After doing an analysis of several years, we were able to determine that special events are not a trigger that is causing an increase in emergency calls. Taking into account all the different data sets has been very interesting as well.”

Herndon said the information can also give statistical backing to new projects or show ways to use existing equipment more efficiently.

“For the fire department to have this additional information to provide to city planners is great,” she said. “Recently, we had an area that was identified as a candidate for putting a new fire station. A lot of the firemen who worked in the area knew that area wouldn’t be ideal, though, because of the rush hour traffic that sits right in the front of the station. It’s important when you go to city officials to have the data that is able to show why something works or doesn’t. It’s great to be able to show city officials if you moved this one truck over to this one station you could reduce response times by three seconds. That is a powerful tool to have.”

# NEWS ACROSS TENNESSEE



## CHATTANOOGA

Thunder Enterprises, the company owned by Chattanooga-based developer John "Thunder" Thornton, has finalized the purchase of more than 200 acres in the Lupton City area of Chattanooga along the Tennessee River. Developers of the Riverton mixed-use community have drawn up plans for some 400 homes around a village of neighborhood restaurants, stores, and medical offices. Thornton said the project could bring \$300 million of investment to the riverfront site in the next five years. Thornton is known for his large residential and commercial projects in East Tennessee, Wyoming, Utah, North Carolina, and Hawaii.

## CLARKSVILLE

Officials with the city of Clarksville and Montgomery County have cut the ribbon on a major renovation to the main runway at Clarksville Regional Airport's Outlaw Field. The nearly \$13 million project was funded largely through a combination of state and federal grants and has been eight years in the making. The goal of the project is to make the aircraft accessible to a wider variety of aircraft, especially heavier planes, as well as for industrial recruitment purposes. The project included a complete, rebuild of the northern half of the runway, relocation of the entire associated runway to accommodate larger aircraft, bringing airfield signage up to FAA standards with new LED lighting, and repainting the entire runway and taxiway. The new weight-bearing capacity of the entire airfield is 90,000 pounds. Renovations to the airport terminal and hangars have also been completed, and Austin Peay State University has partnered with the airport for its rotor-wing fleet training program.

## CLEVELAND

Cleveland is one of the least expensive cities in America to live in, according to a new report by *Business Insider*. Using data compiled from the U.S. Department of Commerce's Bureau of Economic Analysis, the study calculated the estimated relative cost of living for several areas across the U.S. in 2017. Cleveland's cost of living came in at 16.9 percent lower than the national average, ranking the city 15 on the list and one of the few metropolitan areas to make the top of the cut. Cleveland scored a higher ranking for its real personal income for residents and unemployment rate.

## COLUMBIA

The city of Columbia has broken ground on a \$6.2 million planned beautification project on West 7th Street. The project will upgrade and improve the road and sidewalks between High Street and Beckett Street. Sessions Paving, who recently completed upgrades to Columbia's 6th Street near city hall, will oversee the construction of the West 7th project. The project has an estimated 15-month timeline and will improve the appearance of one of the city's main and historic corridors.

## COOKEVILLE

The Cookeville-Putnam County Visitors' Bureau, along with USA Bass and Pan-American Sportfishing Federation, recently hosted the inaugural Pan-American Kayak Bass Championship May 28-31 on Center Hill Lake. The invitation-only event brought some of

the most elite kayak bass anglers from around the world, including Costa Rica, Canada, Dominican Republic, Mexico, El Salvador, Puerto Rico, Honduras, and the U.S., to compete as well as meet-and-greet with the public. John Knight with U.S. Angling Confederation said Cookeville was "very accommodating, and the town amenities made for an incredible experience for all attendees. Center Hill Lake is an excellent bass fishery and further highlights the area as a perfect host for this event."

## DICKSON

The Dickson Police Department will add two motorcycles to its fleet this fall as part of the department's new traffic division. The Harley-Davidson motorcycles will be operated by officers Jerry Sumner and Donta Daniel and will join two other officers in patrol cars to ramp up traffic enforcement in the city. Allowing officers to have flexible shifts that focus on times and areas where the city reports a high number of traffic accidents, the traffic division will both give higher visibility and better agility to traffic enforcement as well as work to decrease an increasing number of accidents and fatalities reported on Dickson roadways in the past year. Officers said the division will also be helpful in responding to the new law banning the use of handheld cell phones while driving.

## FRANKLIN

Medacta USA will relocate its U.S. headquarters from Chicago to Franklin. The orthopedic and medical device maker will invest \$2.5 million and create more than 50 jobs in Franklin in the next five years. The new headquarters and a research and development lab will be built in Bowers Park at 6640 Carothers Parkway. A subsidiary of Switzerland-based Medacta International, Medacta USA specializes in the design and production of innovative orthopedic products and the development of accompanying surgical techniques. Founded in 1999, Medacta is a pioneer in developing new offerings with minimally invasive surgical techniques.

## GALLATIN

The city of Gallatin is working on plans with Sumner County to construct a multi-million dollar parking garage in downtown Gallatin to serve both city and county residents. The proposed location of the garage will be behind the Gallatin Public Library at the intersection of East Smith Street and South Water Avenue. The garage would be constructed alongside the new criminal justice center and have room for approximately 450 parking spaces. Early estimates indicate the garage would cost \$9.5 million to design and build.

## KINGSPORT

The city of Kingsport is utilizing a \$450,000 Project Diabetes grant from the Tennessee Department of Health for a three-year project to upgrade the city's Lynn View Community Center. The grant provides \$150,000 a year for three years for projects that reduce diabetes and obesity and improve wellness initiatives. The Lynn View Community Center was formerly the Lynn View High School and was purchased by the city a decade ago. In that time, the city has made numerous upgrades to the facility and hopes to use the new grant money for more. Plans for the funds include improving the track around the football field, putting in a new playground space on the former playground site above the school, and building a basketball court near the playground.

## LAWRENCEBURG

Advanced Design Solutions Inc. will invest \$10 million and create nearly 180 jobs in Lawrenceburg. The auto supplier will locate its operations in part of the former Murray Ohio Manufacturing Company facility at 100 Hicks Street in Lawrenceburg. Once it has completed renovations, the company anticipates it will start production in June 2019. Headquartered in Ontario, Canada, Advanced Design Solutions manufactures steel shipping racks for the auto indus-

try. The company also operates a facility in Middletown, Ohio.

## MEMPHIS

The National Institutes of Allergy and Infectious Diseases has awarded St. Jude Children's Research Hospital a seven-year, \$35 million grant to lead an international effort to define how influenza influences the developing immune system. The study includes investigators at 12 medical and research centers in the U.S., New Zealand, Australia and Nicaragua. Researchers will follow about 3,000 children for seven years beginning before birth to understand how someone's first exposure to flu shapes the immune response to the virus throughout the person's life.

## NASHVILLE

Spirit Airlines will expand its services to the Nashville International Airport. As part of its new services, the airline will offer nonstop direct flights to six cities including Baltimore, Las Vegas, New Orleans, Fort Lauderdale, Orlando, and Tampa, Fla. Flights to the first five cities will begin on Oct. 10 with flights to Tampa beginning on Nov. 5. The Florida-based airline touts low-cost fares. Spirit also offers other destinations throughout the U.S., Central, and South America as well as the Caribbean.

## SPRING HILL

The city of Spring Hill has recently reopened its newly renovated Bark Park at Evans Park. The puppy playground has doubled in size and features hydration stations for humans and dogs, an area to rinse dogs' feet, separate areas for big and small dogs, shade structures, park benches, and upgraded agility equipment. The park remains open from dusk to dawn. Renovations to the park were made possible through \$30,000 in grant funds awarded to the Spring Hill Parks and Recreation Department in 2018 including \$25,000 from a Boyd Foundation Grant and \$5,000 from Pet Pals of Maury County.

## Collierville finishes Kid Safe programming for school year



Collierville Fire Department Lt. Joe Billings shares his turnout gear with a Kid Safe preschool class. More than 1,000 preschool children in Collierville are wrapping up their school year "fire safety smarter" thanks to the Collierville Fire Department. Kid Safe is a fire safety curriculum designed for young children ages 3-5, provided to local preschools free of charge by the Collierville Fire Department. Kid Safe is taught in eight monthly lessons.

## Strawberry create sculpture helps Portland kick off festival



The city of Portland constructed a massive old strawberry crate sculpture to help kick off the city's annual Middle Tennessee Strawberry Festival. Funds for the sculpture were provided through a grant from the Tennessee Department of Tourism and the sculpture was present for the ribbon cutting and rededication of Citizens Park. The yearly festival celebrates the important agricultural legacy of the strawberry in Portland.



## PEOPLE IN THE NEWS

**Kevin Brooks**, mayor of the city of Cleveland, has been named vice chair of the Tennessee Advisory Commission on Intergovernmental Relations (TACIR). Brook was elected the city's mayor in 2018 and before that served for six consecutive terms as a state representative for District 24. Brooks was appointed to TACIR in 2018 by Gov. Bill Haslam shortly after his election as mayor. TACIR was created in 1978 to respond to a need for a permanent intergovernmental body to study and take action on questions of organizational patterns, powers, functions, and relationships among federal, state, and local governments.



Kevin Brooks

**Tennessee State Rep. Mike Carter, R-Ooltewah**, has been named the chair of the Tennessee Advisory Commission on Intergovernmental Relations (TACIR). Carter holds a bachelor's degree from Middle Tennessee State University and a law degree from the University of Memphis. He was appointed judge of the General Sessions Court of Hamilton County in 1997. He was first appointed to TACIR in 2013 by former House Speaker Beth Harwell.



State Rep. Mike Carter

for 30 years. Hamric first joined the town as a marketing intern in 2015 while still obtaining his bachelor's degree in business administration and marketing from the University of Memphis. After graduating, he moved into the role of senior administrative assistant to Town Administrator James Lewellen. He has since also obtained a master's degree in public policy and public management.



Adam Hamric

**James Mills** has been selected as the new city manager of Cookeville following the departure of city manager Mike Davidson. Mills previously served as the city's first planning director. Mills will take over the position on June 30. Mills began working for the city of Cookeville in 1998 as a city planner. A native of Morristown, he holds a degree in political science and a master's degree in planning from the University of Tennessee. Before coming to work for the city of Cookeville, he was employed with the Tennessee Department of Economic and Community Development as a principal community planner.



James Mills

**State Sen. Bo Watson, R-Hixson**, has been chosen as the co-chairman of the Council of State Governments' Healthy States National Task Force. Watson will head the council along with Delaware State Sen. Bryan Townsend, D-Newark. The task force "will bring together a diverse group of state policymakers

to explore ways states can best meet the challenges presented by the current health care system and leverage the revolutionary changes occurring in the health sector." Watson is a licensed physical therapist and currently serves as chairman of the Tennessee Senate Finance, Ways, and Means Committee. Watson has a bachelor's degree in biology from the University of Tennessee Chattanooga and a medical degree in physical therapy from the University of Tennessee center of Health Sciences in Memphis.



State Sen. Bo Watson

**Dave Worland** has been selected to head the new Governor's Office of Faith-Based and Community Initiatives for the state of Tennessee. Worland has been president of Leadership Ministries Worldwide in Chattanooga for the past five years and has helped manage Christian foundations and leadership development groups for nearly three decades in Chattanooga. The new agency on faith-based initiatives was created by the Tennessee General Assembly at the request of Gov. Bill Lee. The legislation creating the new office suggested the new agency could act as a collaboration between state government and faith-based and community organizations to improve public safety, reduce addiction, strengthen families and communities, and overcome poverty in the state.



Dave Worland

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# TML Congratulates 2019 Achievement Award Winners

## Excellence in Economic Revitalization - Winchester

Like many communities across Tennessee, city officials in Winchester knew that their city's downtown is a vital economic engine for the community and have dedicated numerous years' worth of effort to returning vibrancy and new attractions to the area.

In recognition of the long-term dedication to both reinvigorating downtown Winchester and creating new local amenities to enhance the community at large, the Tennessee Municipal League is pleased to present Winchester with an award for Excellence in Economic Revitalization.

City officials, building owners, merchants, and citizens in Winchester have long worked together to try and turn back the tide of decline and stagnant economic growth in the city's downtown. In 2005, the city was one of only a handful in Tennessee to receive grant funds through Gov. Phil Bredesen's Courthouse Revitalization Pilot Project Act, which established a tax rebate zone in downtown.

This was followed by the establishment of the Winchester Downtown Program Corporation in 2008, a non-profit entity whose sole purpose is to focus on recruitment and retention as well as balancing business and community needs downtown.

Winchester obtained Tennessee Main Street Community status in 2014 and has since made numerous accomplishments in reviving



Building a marina on Tims Ford Lake was a long-term goal for officials with the city of Winchester. The facility is both giving local residents more opportunities for recreation on one of the area's biggest natural assets and attracting new residents to Winchester who want to take advantage of the lakeside living provided by neighboring communities and new developments.

the downtown commercial district. The creation of beloved events like the Downtown Chocolate Walk, Winchester Wiggle Art and Music Crawl, Downtown Farm to Table Dinner, Rising Sun Redbud Music Fest, Taste of Autumn Fall Festival, Annual Holiday Open House, and Merry Little Downtown Christmas bring both locals and visitors to downtown throughout the year.

The creation of a downtown master plan, design review commission, and downtown overlay district have also contributed into making downtown a safe, inviting environment that both preserves its historical legacy and looks toward future growth and development.

The city and Winchester Downtown Program Corporation have partnered with groups like the

Franklin County High School Agriculture Department and Franklin County Garden Club to add to the area's landscaping.

The city has also received a TDOT Roadscape grant to create an aesthetically pleasing, pedestrian friendly gateway to downtown and a TDOT Alternative Grant for sidewalk, landscaping, underground utilities and lighting in the down-

town district of Winchester.

The city also received a TNECD Tourism Enhancement Grant to construct a downtown amphitheater and numerous ABC grants through the Tennessee Arts Commission to enhance both downtown and community arts projects.

The result is more than \$4.2 million in total investment downtown in the past five years, including more than \$2.2 million in private investment and more than \$1.9 million in public investment.

The city also realized a long-term goal in the construction of a city marina on Tims Ford Lake, one of the area's most valuable natural assets. Twin Creeks Village Marina and Resort is quickly becoming one of the most sought-after destinations in the Winchester area for leisure, recreation, and living.

The marina has 168 boat slips, a ship store and full restaurant, a clubhouse, and a pool on 200 acres of private land. The town has seen the development of 60 townhomes and 85 homes in the area.

In the next two years, future development plans in the area include 90 additional lake lots, three swimming pools, six miles of hiking trails, a waterfront amphitheater, 22 class A motor coach sites, 35 waterfront cottages, a 125-room hotel, three separate event spaces, additional 200 marina slips, and the construction and sale of 500 total single-family dwellings.

## Excellence in Fire Services - Johnson City

By working with elected officials, a leadership team, and the public, the Johnson City Fire and Rescue Department has improved staffing levels, initiated plans for new fire stations, and sought to upgrade and replace aging equipment.

In recognition of the efforts made by the department to not only plan for today's needs but to strategically plan for the city's future fire service needs, the Tennessee Municipal League is pleased to present Johnson City with an award for Excellence in Fire Services.

The Johnson City Fire Department recognized that some fire facilities were not at recommended staffing levels and that there was a need for new fire stations to cover the city. Additionally, some fire apparatus were near reaching their NFPA recommended life-span.

After working with the University of Tennessee Municipal Technical Advisory Service (UT-MTAS) to complete a comprehensive fire management study, the Johnson

City Fire Department devised a formal planning effort that works within the city's budget limitations for systematic improvements and to address the need for additional facilities and the replacement of aging fire apparatus.

The department also worked with MTAS to launch a comprehensive customer-driven fire department strategic plan that will gather input from internal and external customers, as well as city stakeholders to determine the needs, expectations, strengths and challenges of the department, and to address any gaps in expectations.

The department is also working toward an accreditation from the Center for Public Safety Excellence's Commission on Fire Accreditation and encouraging department members to seek professional certifications on their own to better the department as a whole.

The Johnson City Fire and Rescue Department have demonstrated their commitment to excellence in

public safety throughout their community, their region, and our state. Through proactive planning collaboration and keeping an open-minded approach to dealing with challenges and attaining future goals, the Johnson City Fire Department has shown their willingness to communicate openly, which serves as a model partnership for others.

The Johnson City Fire Department undertook a comprehensive fire management study that helped guide planning efforts in a way that provides needed improvements while still working within the budget limitations set on both the department and the city overall. This strategic plan has allowed the department to expand fire services through new equipment, stations, and personnel as well as ensure that citizens across Johnson City are being provided with the best services possible.



## No loan is too large or too small



Livingston recently closed a \$1.8 million capital outlay note with the Tennessee Municipal Bond Fund (TMBF) issued to finance waterline improvements. Livingston has used TMBF's various loan programs 11 times since 1996. Pictured are Phyllis Looper, city clerk; Mayor Curtis Hayes; and Linda Mooningham, TMBF marketing director.



White House recently closed a \$10 million fixed-rate loan with the Tennessee Municipal Bond Fund to finance the construction of a new community event center for the city, which will include an event center, senior center, and administrative offices. The loan will also be used to finance the cost of the demolition of the current facility and the renovation of the current gymnasium. Seated from left to right are Gerald Herman, city administrator; Mayor Michael Arnold; and Derek Waston, city recorder. Standing left to right are: Kevin Krushenski, TMBF marketing representative; and Linda Mooningham, TMBF marketing director.



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# TML Congratulates 2019 Achievement Award Winners

## Excellence in Green Leadership - Memphis

### GREENPRINT



The Mid-South Regional GreenPrint is just one of numerous green initiatives the city of Memphis has partnered with in recent years.

Working in tandem with Shelby County, the city of Memphis is quickly becoming a regional and national model for environmental advocacy, both leading the pack on issues like energy efficiency, waste reduction, recycling, and green building practices, as well as showing that green practices can enhance economic development.

In recognition of the city's efforts to showcase the importance and benefits of environmentally-friendly projects, the Tennessee Municipal League is pleased to present Memphis with an award for Excellence in Green Leadership.

Partnering with Shelby County to create the Memphis-Shelby County Office of Sustainability, the city has been involved in numerous green projects. In 2011, the office earned a \$2.6 million Department of Housing and Urban Development Communities Regional Planning grant to plan a regional sustainability plan named the Mid-South Regional Greenprint. This project created a vision for parks, greenways, community gardens, and stormwater management.

That same year, Memphis asked the Tennessee Renewable Energy and Economic Development Council (TREEDC) to plan and implement TVA's Green Power Switch Program, giving an energy option to power companies throughout the Tennessee

Valley the ability to provide their customers with the choice to buy electricity produced through renewable means.

In 2014, Memphis and surrounding Shelby County were designated as a Valley Sustainable Gold Community in Tennessee Valley Authority's (TVA) economic development program. The following year, they were awarded a 4-STAR Community Rating for national excellence in sustainability.

The STAR Community Rating System is a robust sustainability rating system for cities, towns, and counties that helps communities evaluate themselves across eight areas related to sustainability, such as built environment, economy and jobs, health and safety, and natural systems.

More recently, the city signed on to the Global Covenant for Mayors for Climate and Energy, a formal commitment from city leaders across the world to tackle climate change by reducing greenhouse gas emissions, enhance residence and adaptation in their communities, and advocate for green solutions.

As part of its commitment, Memphis has inventoried its community-wide greenhouse gas emissions, established targets for reducing emissions, and completed a climate action plan (CAP) that includes strategies for achieving these emission reductions.

## Excellence in Human Resources - Memphis

As part of ongoing efforts to recruit and retain skilled and dedicated city employees, the city of Memphis has created a professional development program aimed at meeting the needs of current city staff as well as providing training opportunities for future city employees.

In recognition of the efforts taken to provide professional development and continuing education benefitting employees on all levels and in all departments, the Tennessee Municipal League is pleased to present the city of Memphis with an award for Excellence in Human Resources.

The city of Memphis employs nearly 6,700 people ranging from accountants to code enforcement officers to sanitation crewmen and youth services coordinators. City leaders wanted to find a way to both draw productive and talented employees to the city and retain efficient and skilled workers already on city payroll who wanted to find new ways of making a difference in their community.

To help employees seize their potential and improve the city's public service, the city developed the Memphis Professional Development Institute (PDI), an academy-style program that offers employees with certificates and leadership program opportunities in fields including interpersonal skills, communications, customer service, and leadership. The city also began offering new hires learning programs, competency-based training, and compliance training. The city also began offering a continuing education program that provides tuition reimbursement and student loan reductions to qualified employees.

Alex Smith, chief human resources officer for the city, said the PDI has become an invaluable resource to both the city and its employee base.

"PDI offers learning courses, certificate programs, and leadership development programs to



City of Memphis employees participate in one of the professional development classes offered through the city's Professional Development Institute. The PDI aims to both recruit new employees and give long-time employees tools for advancement.

position individuals for career advancement," Smith said. "The mission of PDI is consistent with the goals and objectives of the city government – to help employees move ahead in their careers by better equipping them with the tools they need to improve their lives and those of citizens."

Working with the Municipal Technical Advisory Service (MTAS), the city also began developing programs to ensure that new employees were ready to step up when senior employees retired rather than leaving a void to be filled. The Management and Leader Certificate Program offers

## Excellence in Governance - Morristown

Increasing the city's fund balance, creating new programs to move city development forward at a more efficient pace, implementing a new stormwater fund and building program, and addressing both downtown and industrial development are just some of the accomplishments the city of Morristown has made through concentrated effort and partnership between elected officials and city administration.

In recognition of Morristown's efforts to improve city services, quality of life, and government in general, the Tennessee Municipal League is pleased to present Morristown with an award for Excellence in Governance.

Elected leaders such as the mayor and city council and city administrative employees have been working together tirelessly in the past several years to ensure Morristown offers high-quality services and service delivery while also laying foundations for city growth and improvement. Staff recruitment and development opportunities have helped ensure that the best people are at work at Morristown city hall and created a can-do attitude among city leadership has seen numerous accomplishments.

The city's fund balance has been brought from less than \$50,000 nearly a decade ago to more than \$12 million today. The city also created a new stormwater fund to address erosion and storm-

## Excellence in Intergovernmental Relations - Livingston

Using its relationship with the Law Enforcement Support Office (LESO), the town of Livingston has constructed a new law enforcement training facility that has both increased the quality and types of services the town can offer through its own department and created an invaluable resource for neighboring law enforcement agencies to do the same.

In recognition of how the town of Livingston has worked to both better its own police services and strengthen bonds and



Renovations to Morristown's Heritage Park are coming to a close. The park and the city's new public works complex are both expected to open this summer and are part of several major capital projects the city has recently undertaken.

water issues throughout the city.

Morristown also reorganized departments and programs to be more efficient and better meet the needs of both citizens and employees. The city's sewer operations were moved from the city's jurisdiction to the utility board to put water and sewer operations under the same roof and reduce expenditures created through previous duplication.

The city also created a new "shepherding program" within its planning department that assigns planning staff to serve as case managers on projects from beginning to end. In turn, city projects and development have moved forward at a quicker pace.

The city began a new building program to add a new fire station, public works facility, and community center as well as purchased the Old Morristown College, which was turned into 50 acres of park property and the first major park addition to the city in years. A new farmer's market area and green space were also developed and the city coordinated an effort to put a ceiling with a sound system under the overhead sidewalk system downtown.

Morristown also worked with the Industrial Development Board to secure the expansions of current manufacturing industries as well as the addition of a new industry to the community.

improve training for neighboring departments, the Tennessee Municipal League is pleased to present Livingston with an award for Excellence in Intergovernmental Relations.

To maximize the use of taxpayer funds while still providing important training to its own and nearby police jurisdictions, Livingston worked with the LESO to construct a multi-purpose police training facility using in-house work by the town's police and other departments. The town had been partnering with the LESO program since the 1980s, using the program to obtain needed equipment as well as emergency response and training programs.

Construction on the training facility began in 2003 with the Livingston Water Department installing the facility's water lines and septic system, the street department pouring concrete and addressing drainage issues, the gas

department painting classrooms, and numerous town departments working together to haul rock and gravel for construction.

The town worked to build a firing range on the property followed by other structures like portable classrooms, an emergency shelter, and rooms for those staying for long-term training that is also used to house domestic violence victims if a local shelter needs a more secure location.

The construction of the facility also helped in the creation of the new SWAT team that Livingston had been planning for as well as allows other departments in the area to utilize the training facilities. For the past several years, the city has hosted a SWAT School where other agencies have come to train at their location. The facility has hosted numerous programs and every agency that borders Livingston as well as agencies from across the state.



Officers with the Livingston Police Department engage in a training exercise. The town recently constructed a multi-purpose training facility that helps both officers in Livingston and in the wider region hone their skills and practice possible policing scenarios. The town worked in conjunction with the state's Law Enforcement Support Office (LESO) to design the facility and offer programs utilized by local and regional law enforcement agencies. Much of the construction of the facility was done in-house to save on cost. Additionally, the facility also hosts overflow for local domestic violence shelters.

# WAUFORD

J. R. Wauford & Company, Consulting Engineers, Inc.

# TML Congratulates 2019 Achievement Award Winners

## Small Town Progress - Signal Mountain

As Signal Mountain approaches its centennial year, town officials have worked tirelessly to provide quality city services, meet the needs of their growing community, and provide important cultural landmarks for both residents and visitors.

In recognition of the hard work of town officials to provide top-notch police, fire, public works, financial, and cultural services, the Tennessee Municipal League is pleased to present Signal Mountain with an award for Small Town Progress.

In the past two years, Signal Mountain has excelled in its audit findings while maintaining at least a 35 percent fund balance and balanced budget. Awarded and maintaining an Aa3 bond rating from Moody's, Signal Mountain was still able to undertake several major projects during this same time period.

The Signal Mountain Police Department was awarded the prestigious full state accreditation status from the Tennessee Law Enforcement Accreditation Program and the Tennessee Association of Chiefs of Police, making them the second smallest police department in the state to be fully accredited.

The police department has also gone almost completely paperless thanks to a new technology initiative that connects officers' computer tablets to patrol cars, NCIS, Hamilton County 9-1-1 for Computer Aided Dispatch (CAD) capabilities, and other law enforcement agencies.

Their digital records management system is up and running and the officers can now complete their reports from their patrol vehicles and send them wirelessly to the RMS system which allows them to be out in the field more and not have to come to the police department to complete their reports.

Signal Mountain also has the first law enforcement agency in Tennessee to implement the federal FirstNet wireless communications system which is a nationwide First Responder Network that is supported by AT&T. The town was featured at a conference in Atlanta regarding their application of that program.

Signal Mountain also constructed a \$3 million second fire station that has drastically improved response times, increased coverage, and added additional resources for training. The facility is both large enough to house a second engine company and provide space for reserve apparatus.



Officials with the town of Signal Mountain and the Signal Mountain Fire Department cut the ribbon on the town's new fire station, one of several major facilities projects the community has undertaken in recent years. Signal Mountain also finished a new, \$2 million public works facility and upgrades to the Mountain Arts Community Center.

This station will serve the community for generations to come, without the need for expansions or renovations.

The fire department was also awarded a SAFER Grant from the Federal Government worth more than \$900,000, which enabled them to hire the nine additional firefighters required to staff the new station.

In addition to all this, SMFD has developed a strategic plan for the next five years to help them continue the momentum they have.

Signal Mountain's Public Works Department also recently moved into a \$2 million, 7,000-square-foot facility that features a three-bay garage, new administrative offices, and a truck wash. They recently purchased two hook-lift system trucks with dump beds, a brine tank, and automated leaf machines that are single-man operated and therefore more efficient.

The town has also garnered numerous grants totaling more than \$3.5 million to facilitate significant infrastructure improvements, including a bridge replacement, reconstruction of a historic roadway, sidewalk replacement and expansion and creation of bike/pedestrian facilities.

The town also recently completed and adopted its first Bicycle and Pedestrian Plan. Additionally,

Signal Mountain invested just under \$900,000 to complete four infrastructure water system projects that greatly improved fire flow and replaced aging water mains in problem areas of the system.

To improve the quality of life for citizens, the town has also worked to provide facilities for a wide range of youth sports activities, including earning an LPRF grant to assist in an \$880,000 project to completely rebuild two softball fields and significantly improving the surrounding support area.

One of the focal points of cultural life in Signal Mountain has become The Mountain Arts Community Center. The former Signal Mountain Elementary School, an important historical and cultural landmark, was transformed into an arts and cultural center.

The town recently invested \$500,000 in upgrades to bring the building up to modern fire and safety codes, which in turn will allow the facility to provide significantly more music concerts and theatrical productions to the community, as well as art exhibits and other community events.

It will also enhance their appeal to businesses for conferences or other events. At any given time, there are about 350 students registered for classes.



By utilizing new technology, the town of Collierville found a way of more efficiently monitoring and maintaining the town's stormwater system. The GIS-based software allows employees to both map stormwater permits issued by the state in the town as well as keep an up-to-date record of which permits needed to be inspected or which permits should be inspected more routinely than others.

## Excellence in Stormwater Management - Collierville

Through the use of several software programs, the town of Collierville has brought modern technology into the monitoring and maintenance of its stormwater system, providing a more efficient way of monthly inspections for state-issued permits.

In recognition of the town's efforts to utilize technology in a way that improves the inspection process and enforce regulations, the Tennessee Municipal League is pleased to present Collierville with an award for Excellence in Stormwater Management.

The town of Collierville has implemented a system that uses GIS-based software from the town's GIS and engineering department with assistance from ESRI software to map and monitor stormwater permits. This new system allows for the mapping of permit sites and to fill out inspection reports in the field.

After being issued by the state, stormwater permits are then transmitted to the town, who is then required to conduct monthly inspection.

The town is now able to enter all of its permits into the GIS system, which then gives inspectors the ability to view maps of the property and area and thereby determine the most efficient method of inspection without having to step foot on the site.

Inspectors can also use the software on a tablet to complete the inspection and submit it to town records. Inspectors can more efficiently catalog which permits have been inspected and which have not been.

Information and records are also stored about each permit including violations and concerns, allowing decision makers to more easily determine which permits may need more frequent inspections than other.

These records also allow officials to see if specific issues need to be addressed with developers.

Kevin Bingham, Collierville GIS manager, said the new system has greatly improved the town's ability to manage the stormwater permits.

It is a much more efficient system, and he has offered to make the system available to other cities to help them improve the management of their stormwater permits.

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## Excellence in Police Services - Shelbyville

When white nationalists, counter-protestors, and the national media descended on the city of Shelbyville in 2017, the city's 42 sworn law enforcement officers were charged with keeping the peace in what was the largest white nationalist rally since the deadly incident in Charlottesville, Va.

In recognition of the quick thinking and planning of local officers and city officials to keep the peace and protect the community in a highly volatile environment, the Tennessee Municipal League is pleased to present Shelbyville with an award for Excellence in Police Services.

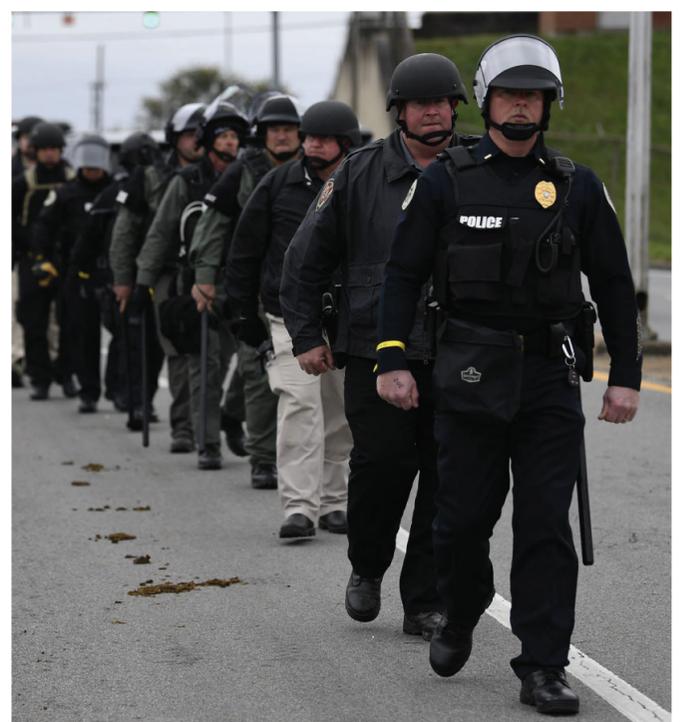
Two months after the incident in Virginia, Shelbyville officials received word that the same group of white nationalists were planning a massive rally in their community based on false information of alleged refugee resettlement in the area.

The growth of both those attending the rally and those protesting it descending on the town of around 22,000 citizens was exacerbated by the fact that Shelbyville law enforcement only had less than three weeks to plan for the event.

The operational plan put into place by Chief Jan Philips and his command staff is now recognized as a national model for law enforcement response to mass demonstrations.

The team quickly brought together 17 municipal and county law enforcement agencies from across Middle Tennessee, totaling in an additional 300 law enforcement officials to aid the Shelbyville Police Department in keeping the peace.

By utilizing professional net-



Two months after a similar rally in Charlottesville, Va., that turned deadly, law enforcement in Shelbyville found itself facing another rally between the same group of white nationalists and counter-protestors. With less than three weeks to plan for the event, the Shelbyville Police Department worked with regional agencies to keep the community safe and retain a positive relationship with local residents and the community at large.

working, recognizing resources and limitations, and calling on others with similar experience for advice, the department not only ended the day of the rally with only one arrest, no injuries, and no reports of property damage, but also with its reputation with the local community

intact.

The department and city officials worked to emphasize that outside forces targeting the community could and would not break the sense of unity and support within Shelbyville itself.

# 80th TML Annual Conference

Be sure to visit the TML Marketplace at TML's Annual Conference  
June 23-24 at the Memphis Convention Center

The Exhibit Hall will be open Sunday, June 23, from 9:30 a.m. to 5 p.m.; and on Monday, June 24, from 8 a.m. to 3 p.m.



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### New Partnership with American Fidelity and TML

One of the primary keys to attracting top talent and maximizing retention and current workforce engagement is through a competitive and clearly communicated benefit package. With the job market becoming more diverse and the influx of tech savvy millennials joining the labor pool, cities and other public sector employers are looking for new and innovative ways to expand their employee benefit options.

A successful benefits strategy isn't limited to open enrollment, but is an evolving process that includes new hire considerations, employee communication, and staying up-to-date with compliance standards and requirements. Identifying a true benefits communication strategy allows employees to feel informed and more prepared. When employees collectively understand their benefits and how they work together, they are more likely to make informed decisions, resulting in tax savings, minimized gaps in coverage, and stronger financial security.

While in-person benefit consultations are popular and beneficial, they're not the only communication method available. The concept of "one size fits all" is no longer acceptable in employee benefits. Employers are constantly being challenged to find ways to communicate with their employees in a language they understand, through channels they prefer.

In recognition of TML's mission of providing valuable assistance and resources to its members, American Fidelity Assurance Company is proud to be the League's newest endorsed partner and stand shoulder to shoulder to provide insight, industry experience and customized benefit solutions for its members. As a nationally recognized benefits communication company and administrative services provider, American Fidelity currently partners with over 6,200 public sector employers and serves more than 1 million customers. They also hold a strong reputation locally, having served Tennessee public sector employers for over 53 years and partnering with over 80 local municipalities, counties, and school districts.

American Fidelity offers a competitive suite of services and communication tools to educate and empower employees, maximize benefit offerings, reduce employer costs, while complimenting your existing medical insurance plans. Many of these services, including Enrollment Technology, Reimbursement Account Administration (FSA, HSA, HRA), Compliance Services, Dependent Verification Reviews and Enhanced Employee Funded Benefits, are offered at no cost to TML members. And since American Fidelity manages and administers all of their services in-house, cities gain more control over strategy and implementation and spend less time reconciling bills and managing various vendors.



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### ACCOUNTANT

**COLLIERVILLE.** The purpose of this position is to perform bookkeeping and fiscal work for various financial and accounts management functions. Work involves receiving, preparing and processing financial documents; advanced customer service / accounts management tasks; reconciling accounting transactions; maintaining and balancing accounting ledgers; creating and maintaining accounting databases and automated files; and preparing records, reports and summaries regarding assigned fiscal operations. Requires a Bachelor's degree with major course work in Accounting, Finance, Business, or a related field; supplemented by two years of previous experience and/or training involving basic accounting, bookkeeping, office administration, and specific experience in area of assignment; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Advanced proficiency with Microsoft Excel is preferred, but not required. Must be able to pass a work related physical and drug test. The work of this job is primarily sedentary. Salary is \$37,000 - \$55,000 annually depending on qualifications, with excellent benefits package. To apply for this position, you must submit an original Town of Collierville application. Applications are available to download at [www.collierville.com](http://www.collierville.com), or you may obtain one from our Human Resources Office located at 500 Poplar View Parkway, Collierville, TN, 38017, Monday – Friday, 8 a.m. - 5 p.m. Completed applications must be submitted either by mail or in person to the above address. EOE.

### ACCOUNTANT

**HENDERSONVILLE.** The city of Hendersonville is currently accepting applications for an accountant in the finance department. Annual salary: \$47,332 or DOQ. This position could be designated as a 'Senior' Accountant depending on qualifications. Senior accountant pay begins at \$60,596 annually. This position assists in processing and managing financial information and documentation of the city's financial activities. Minimum qualifications include bachelor's degree in a course of study related to the occupational field with a minimum of 12 semester hours in accounting. Sufficient experience to understand the basic principles relevant to the major duties of the position usually associated with the completion of an apprenticeship/internship or having had a similar position for 1-2 years. Ability to be bonded. Ability to utilize basic computer applications. To apply: Go to [www.hvilletn.org](http://www.hvilletn.org) and visit the 'Job Openings' page and read through the information or come by the Personnel office at Hendersonville City Hall at 101 Maple Drive North, Hendersonville, TN 37075. open until the position is filled. EOE

### ACCOUNTING TECHNICIAN

**COLLIERVILLE.** The purpose of this classification is to perform bookkeeping and fiscal work for various financial and accounts management functions. Work involves receiving, preparing and processing financial documents; performing accounts payable and/or receivables work; advanced customer service / accounts management tasks; reconciling accounting transactions; maintaining and balancing accounting ledgers; creating and maintaining accounting databases and automated files; and preparing records, reports and summaries regarding assigned fiscal operations. Requires an Associate's degree with major course work in Accounting, Finance, Business, or a related field; supplemented by vocational/technical training in bookkeeping or basic accounting; supplemented by one year of previous experience and/or training involving basic accounting, bookkeeping, office administration, customer relations, personal computer operations, and specific experience in area of assignment, such as customer account maintenance, billing, accounts receivable, collections, accounts payable, or payroll; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must be able to pass a work related physical and drug test. The work of this job is primarily sedentary. Salary is \$29,375 - \$40,000 (DOQ) with excellent benefits package. To apply for this position, you must submit an official Town of Collierville Application. Applications are available to download at [www.collierville.com](http://www.collierville.com), or you may obtain one from our Human Resources Office located at 500 Poplar View Parkway, Collierville, TN, 38017, Monday – Friday, 8 a.m. - 5 p.m. Completed applications must be submitted either by mail or in person to the above address. EOE

### BUILDING INSPECTOR ELECTRICAL

**COLLIERVILLE.** The town of Collierville has an immediate opening for an electrical building inspector. 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. This position requires 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 electrical trades; or any equivalent combination of education, training, and experience which provides the requisite knowledge, skills, and abilities for this job. Must obtain two certifications from the International Code Council as a residential and commercial inspector in the assigned area of responsibility within 12 months of employment and maintain certifications throughout employment. Must have valid motor vehicle operator's license at the time of hire. May require attending meetings after normal business hours. Candidate must be able to pass a work related physical and drug test. Salary is depending on qualifications, with excellent benefits package. To apply for this position, submit an original Town of Collierville application, available to download at [www.collierville.com](http://www.collierville.com) or you may obtain one from our Human Resources Office located at 500 Poplar View Parkway, Collierville, TN, 38017, Monday – Friday, 8 a.m. - 5 p.m. Completed applications must be submitted either by mail or in person to the above address.

### BUILDING INSPECTOR

**HUMBOLDT.** The city of Humboldt has an immediate opening for a state of Tennessee certified building inspector. The city desires the certified building inspector to also be a state of Tennessee certified electrical inspector. The employee will be responsible for technical work in the enforcement of building and zoning codes and city ordinances. Duties also include other support services under the general supervision of the Mayor. Minimum qualifications: High school diploma/equivalent and current certification as building inspector through the state of Tennessee. Applications may be obtained at the mayor's office located at 1201 Main Street, Humboldt, TN 38343, M-F, 8 a.m. - 5 p.m. Completed applications must be submitted either by mail or in person at the above address, fax (731-784-9072) or email (mpatterson@click.net), with Building Inspector Application in the subject line. EOE.

### FACILITIES MAINTENANCE MECHANIC

**GALLATIN.** The Gallatin Public Works Department is currently accepting applications for facilities maintenance mechanic. The purpose of this position is to perform skilled work in general building and facilities maintenance, and in other areas owned or managed by the city. This is a 40 hrs per week, day shift position with some weekend work required. The starting rate is \$15.91 + excellent benefits. Position requires high school diploma/equivalent. Must have post high school education in maintenance or construction. Must have 2 years recent work experience in maintenance, construction, or building repair. Must possess a valid driver's license. To see the full job description and to apply, visit [www.gallatinm.gov](http://www.gallatinm.gov). Applications will be accepted until position is filled. Telephone 615-451-5890 (HR/Personnel). EOE.

### FINANCE DIRECTOR

**HENDERSONVILLE.** This position directs the activities of the finance department, including managing the city's financial activities and overseeing Human Resources and Risk Management functions. Assigns, directs, supervises, evaluates, and disciplines personnel; coordinates daily work activities. Plans, organizes, and manages the city's finances, including investments, cash management, revenues, disbursements, budget management, cost controls, general accounting, financial accounting and reporting, or other financial activities. Capable of completing Section 400 Codes and Policies Audit processes. Interprets, explains, applies, and ensures compliance with all federal, state, and local laws, rules, and regulations. Bachelor's degree or higher from an accredited college or university in accounting, finance, business administration, public administration, or a similar field. Must meet the state of Tennessee qualifications in Tennessee Code Annotated listed below: Must be a Certified Municipal Finance Officer (CMFO); or one of the following exempt designations and must comply with the continuing educational requirements of 6-56-404 and obtain approval by the Comptroller of the Treasury per § 6-56-405: an individual designated as a Certified Government Finance Manager (CGFM); an individual designated as a Certified Public Finance Officer (CPFO); an individual licensed as a Certified Public Accountant (CPA) and in active status who has a minimum of five years of primarily government experience with at least three of those years in the state of Tennessee. Ten years of progressively responsible experience in governmental accounting and finance, including

at least five years supervisory experience in local government financial administration or similar operational department. Must have a valid driver's license. To apply for this position, please send resume to [marlene.guillen@odshr.com](mailto:marlene.guillen@odshr.com)

### GIS SYSTEMS MANAGER I

**COOKEVILLE.** The Cookeville Planning Department is accepting applications for the position of GIS systems manager I. Requirements are a degree in GIS, cartography, computer science, information systems or closely related field, plus four to six years of progressively responsible experience in GIS administration and development in local government, or an equivalent combination of technical training, skill and experience. In depth knowledge of ArcGIS Advanced, Basic, Server and Pro. Ability to apply GIS hardware and software to automated mapping and spatial information processing with experience in ArcGIS Model Builder or Python Scripting. GISP Preferred. Valid Tennessee driver's license required. Possession of an FAA Remote Pilot License or the ability to obtain one within the first 6 months of employment is required. Pay range \$41,516 - \$62,275. DOE. Applications/resumes must be submitted online at [www.cookeville-tn.gov](http://www.cookeville-tn.gov) Position open until filled. EOE

### HEAVY EQUIPMENT OPERATOR

**SHELBYVILLE.** The city of Shelbyville is accepting applications for the full-time position of heavy equipment operator for the public works department. Requirements include ability to operate heavy equipment i.e. backhoe, track hoe, bulldozer, grader; ability to shoot grade with transit or laser level. Construction and concrete experience required. CDL preferred. Minimum 5 years heavy equipment experience. Past employment references must be furnished with application. Must possess a valid Tennessee driver's license. Work schedule will be Monday - Thursday 6 am - 4:40 pm. Applications and a copy of the job description may be picked up at city hall during normal business hours or download from the city website: [www.shelbyvilletn.org](http://www.shelbyvilletn.org). Applications must be returned to City Hall Administration Office, 201 N. Spring Street no later than 4 p.m. May 29. EOE/drug free workplace. Successful applicants will be required to pass background check, physical and drug screen.

### HUMAN RESOURCES GENERALIST

**FRANKLIN.** The city of Franklin is accepting applications for an HR Generalist. The position will assist in administering human resource functions including recruitment and selection, employee tracking, wellness programs, and disciplinary procedures ensuring compliance with all government requirements and regulations as well as city policies. Administrators leave in accordance with FMLA, state requirements, and city policies. The required knowledge, skill, and abilities to satisfactorily perform job duties are normally acquired through obtaining a bachelor's degree (B.A. or B.S.) from a four-year college or university plus two to three years of related experience and/or training; or an equivalent combination of education and experience. PHR or SHRM-CP Certification within two years of hire. If interested, please apply at the following link: HR Generalist Job Opening or [https://wfa.kronostm.com/index.jsp?POSTING\\_ID=89186779506&locale=en\\_US&SEO=jobDetails&application-Name=CityofFranklinNKTMdReqExt](https://wfa.kronostm.com/index.jsp?POSTING_ID=89186779506&locale=en_US&SEO=jobDetails&application-Name=CityofFranklinNKTMdReqExt)

### LIBRARY DIRECTOR

**ELIZABETHTON/CARTER COUNTY PUBLIC LIBRARY.** The city of Elizabethton is seeking a library director to manage the Elizabethton/Carter County Public Library. This position is responsible for the management of the Elizabethton/Carter County Public Library collection and for provision of library services to patrons and community organizations. The successful applicant must possess an M.L.S. or equivalent from an ALA accredited institution with seven years experience in a public setting and three years supervisory experience or equivalent combination of education and experience. Applicants for this position must have excellent public relations, communication and organizational skills, as well as, extensive knowledge of library procedures and software. The salary range for this position is \$43,389 - \$53,110 annually plus excellent benefits. The Elizabethton/Carter County Public Library has a service population of 56,000, annual circulation of 144,000 and collection size of 75,000. You may apply online at [elizabethnton.org](http://elizabethnton.org) - Job Openings or at the Human Resources Department - 136 S. Sycamore Street, Elizabethton, TN 37643. Resumes will be accepted until the position is filled. EOE

### NATURAL GAS CONSTRUCTION COORDINATOR/INSPECTOR

**GALLATIN.** The city of Gallatin Public Utilities Department is currently accepting applications for a natural gas construction coordinator/inspector to perform technical and administrative work in the inspection, installation, construction, repair, and maintenance of natural gas lines and appurtenances. This is a 40-hour-per-week, day-shift position. Weekend work required. The starting rate is \$19.33 per hour + excellent benefits. High School Diploma/equivalent, with two to five years recent work experience in natural gas distribution operations or related field; or an equivalent combination

of education, experience, and training. Must have a valid, appropriate driver's license. To see the full job description and apply, visit [www.gallatinm.gov](http://www.gallatinm.gov). Applications will be accepted until the position is filled. EOE.

### PLANNING, CODES DIRECTOR

**WHITE HOUSE.** The City of White House is currently accepting applications for planning and codes director. The position requires graduation from an accredited college or university with a four-year degree in planning, geography, geology, urban studies, public administration, or similar necessary to understand the principles and practices of municipal planning. At least four years of experience in a municipal, county, or state planning environment is required. Certification by American Institute of Certified Planners is highly desired. Applicants must hold current certification in Plans Review. Possession of a valid Tennessee Operator's License appropriate to the assignment is required. Starting salary is \$58,113.33 to \$69,078.48 annually DOE with an excellent benefits package. To apply for this position, you must submit a city of White House application. Applications and additional details on how to apply are available on the city of White House's website at [www.cityofwhitehouse.com](http://www.cityofwhitehouse.com) or in person at the Human Resources Office at 105 College Street, White House, TN 37188. Position open until filled.

### PLANNING AND COMMUNITY DEVELOPMENT DIRECTOR

**SHELBYVILLE.** The city of Shelbyville is accepting applications for the full-time position of planning and community development director (planning director). The Planning Director will be responsible for daily administration of all planning and zoning activities, including comprehensive planning, and the administration of subdivision regulations. The Planning Director will also implement and manage municipal projects related to the development of this growing community. The ideal candidate will have at least a bachelor's degree in urban planning or a related field (master's degree preferred), and a minimum of 3 years' city planning experience. Applications and a copy of job description may be picked up at city hall during normal business hours or download from the city website: [www.shelbyvilletn.org](http://www.shelbyvilletn.org). Applications must be returned to City Hall Administration Office, 201 N. Spring Street no later than 4 p.m. May 28. EOE/drug free workplace. Successful applicants required to pass background check, physical and drug screen.

### POLICE OFFICER

**BLUFF CITY.** The city of Bluff City is hiring Police Officers. Benefits include medical, dental and vision insurance, TCRS retirement plan. Certified or have completed basic police training at the Police Academy. Must be able to pass a background check and psychological test. Interested, qualified individuals send resume to: City of Bluff City, PO Box 70, 4391 Bluff City Hwy, Bluff City, TN 37618 and/or email: [Bcmayor.citymanager@renewells@gmail.com](mailto:Bcmayor.citymanager@renewells@gmail.com).

### POLICE CHIEF

**SPARTA.** The city of Sparta is seeking qualified applicants for the position of police chief. The successful candidate will oversee a total of 14 investigators and uniform officers. Directly supervises one secretary. Is responsible for the overall direction, coordination, and evaluation of the department. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. The police chief is appointed by and works under the general supervision of the city administrator. Bachelor's degree in law enforcement, criminal science, or related field and eight to 10 years of law enforcement experience; or equivalent combination of education and experience required. Open until filled. A job description and additional application information is available by contacting the City of Sparta, P.O. Box 30, Sparta, TN 38583; by phone- 931-836-3248; or by email [l.jeffries@spartatn.gov](mailto:l.jeffries@spartatn.gov).

### POLICE CHIEF

**TULLAHOME.** City of Tullahoma is seeking a new police chief for "a town as unique as its name" with a rich heritage in aerospace and aviation and being home to Arnold Airforce Base and UT Space Institute. Scenically located, between Tims Ford Lake and Normandy Lake, and centrally located approximately an hour drive from Nashville, Chattanooga and Huntsville; Tullahoma exceeds expectations in its quality of life for a community of 20,000 residents and is a medical, retail, education and entertainment hub for its five-county region in southern middle Tennessee. Tullahoma Police Department is made up of 37 sworn officers and 5 non-sworn staff members organized into three divisions: Administration, Patrol, and Criminal Investigations. Each division reports to the police chief. The police chief oversees an annual budget of \$3.5 million and functions under the administrative direction of the city administrator. The chosen candidate will hold a bachelor's degree in Criminal Justice or a related area with at least ten years of experience in law enforcement and seven years of supervisory and command experience. The city of Tullahoma is looking for qualified candidates who have continued their educational training with an emphasis on leadership. Salary range beginning at \$75,500, depending on qualifications. The

city offers an excellent health and retirement benefits package. Interested applicants can submit a resume, cover letter and professional references to "City of Tullahoma, Attn: Human Resources Director, PO Box 807, Tullahoma, TN 37388" or by email to [cbrice@tullahomatin.gov](mailto:cbrice@tullahomatin.gov). Resumes will be accepted until July 15. Applications are subject to public disclosure. EOE/TN Drug Free Workplace.

### POLICE OFFICER AND POLICE OFFICER LATERAL ENTRY

**KNOXVILLE.** The city of Knoxville is currently accepting applications for Police Officer Recruit. We have opportunities for entry level officers as well as lateral entry for those currently working as POST certified law enforcement officers. Entry Salary is \$35,173 with an increase to \$37,137 upon graduation. Lateral entry officers will attend an accelerated academy and be eligible for up to an additional 12.5 percent increase upon graduation. A 7.5 percent educational incentive is also available upon graduation for officers with a bachelor's degree. Applicants must have reached their 21st birthday. Attach a copy of valid birth certificate, High school diploma or GED to their application. Applicants must not have any background disqualifiers. Applicants are required to possess or be able to obtain a valid Tennessee driver's license. Applicant must be a U.S. Citizen, or a permanent legal resident of the U.S. who is an honorable discharged veteran of the U.S. armed forces and applies for or obtains U.S. citizenship within six years of hiring. To apply and for all other information regarding recruitment, go to: [www.knoxvilletn.gov](http://www.knoxvilletn.gov) or call (865) 215-2106. This is a continuous posting announcement

### TRANSPORTATION/LONG RANGE PLANNER

**CLEVELAND.** The city of Cleveland is accepting applications for the position of transportation/long range planner. Qualified applicants will have graduated from an accredited college or university with a bachelor's degree in community planning, transportation planning, public administration, engineering, landscape architecture or other related field. A minimum 2-4 years of transportation planning related experience is desirable. A related master's degree and/or AICP certification are desired and may be considered as a partial substitute for experience. Experience with GIS is required and experience with TransCad transportation modeling software is desirable. Experience with website maintenance and social media communication is desirable. Experience in the collection and analysis of data relevant to issues in passenger and freight transportation issues is important, as is experience in multi-modal transportation planning issues. Understanding of the relationships between land use and economic development and transportation planning is important. Proof of education and experience is required. Valid Tennessee driver's license required. This position will have a role in the development and maintenance of the planning documents and processes for the MPO, including the Unified Planning and Work Program, the Transportation Improvement Program, and the Long-Range Transportation Plan. Work will include collecting and analyzing data and preparing maps, reports and other planning documents; for the purpose of making recommendations and providing information to the MPO coordinator and others for use in the MPO's transportation planning process. Will participate in transportation corridor studies and other duties as assigned. In addition to preparing written reports, the transportation/long range planner will be able to represent the MPO in meetings of technical staff, transportation officials, and others, and assist with the MPO's public participation efforts and performs other duties as assigned. Applicants should submit a resume with cover letter and three references to the City of Cleveland Human Resources Department Office, PO Box 1519, Cleveland, TN 37364-1519, or submit by email to [Kimberly.Spence@kspence@clevelandtn.gov](mailto:Kimberly.Spence@kspence@clevelandtn.gov) who may be contacted at (423)-472-4551 for questions. Starting salary range is \$45,024 to \$50,427, (DOQ). The city offers a competitive benefits package. The position will be open until filled.

### WATER TREATMENT PLANT OPERATOR

**SAVANNAH.** The city of Savannah is now accepting applications for the position of water treatment plant operator. This is a full-time position working various shifts, including weekends at the SUD Grade III Water Treatment Facility. Salary is DOQ. A sign on bonus up to \$1,000 will be considered for applicants with a Grade III Operator License (Must be in compliance with TDEC Rule 0400-49-01 and remain in compliance throughout employment). The city provides an excellent benefits package that includes paid health, dental, vision and life insurance, 401(a) retirement, paid leave and holidays. Job requirements include duties listed on the Job Description and Essential Functions Form which will be distributed with each "Application for Employment." These forms are available at City Hall Human Resources, 140 Main Street, between the hours of 8 a.m. and 5 p.m., Monday through Friday or on the city's website at [www.cityofsavannah.com](http://www.cityofsavannah.com). Applications may be submitted via email to [bmattlock@cityofsavannah.org](mailto:bmattlock@cityofsavannah.org) or returned to city hall. Deadline for submitting an application is 5 p.m., July 15, EOE.

## Let's Build BlueCross Healthy Places Together

The BlueCross BlueShield of Tennessee Health Foundation is creating active, healthy spaces across our state that bring people and communities together. We'll reach urban and rural areas taking on projects of all sizes.

If you want to create a Healthy Place in your community, we'd like to hear from you.

We're accepting proposals the entire month of August 2019. Learn more and submit your proposal at [bluecrosshealthyplaces.com](http://bluecrosshealthyplaces.com).

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## STATE BRIEFS



**Roughly 50 percent of Tennessee families have a woman as the sole breadwinner yet 40 percent of Tennessee women still live in poverty**, according to a new report on the economic contributions of women in Tennessee. "The State of Our State: Women in the Workforce" by non-partisan think tank ThinkTennessee and A Better Balance found that 55 percent of women in Tennessee are in the workforce and actively seeking employment. By adding more women to the workforce, the state could also add \$34 billion to its gross domestic product by 2025. However, access to affordable and reliable childcare remains an issue and Tennessee is ranked tenth in the nation in the number of claims filed by women who were discriminated against in the workforce for becoming pregnant.

**The Tennessee River may be one of the most polluted rivers in the nation due to a record-high number of microplastics discovered by researchers.** A microplastic is considered a plastic particle

that has been broken down to five millimeters or smaller, which is about the size of a pencil eraser. Researchers from the University of Tennessee and Sewanee University studied the 652 miles of the river over 34 days in 2017 as both a scientific study and river health campaign. They found birds and fish often mistake these microplastics for food and that the contamination could be spreading from the Tennessee River to other waterways like the Ohio River, Mississippi River, and even the Gulf of Mexico. Recycling, using reusable products, and throwing away trash help reverse the problem.

**Tennessee's beer industry is contributing \$4.8 billion to the state's economy and employing nearly 40,000 residents**, according to a recent study by Beer Serves America. The survey found the beer industry supports more than 39,600 jobs in the state and generated \$447.9 million in business and personal taxes in Tennessee last year. The state is home to 153 of the more than 7,000 breweries registered in the country. Nationwide, the beer industry had a \$328.4 billion economic impact in 2018 and generated a total of

2.19 million jobs, ranging from distributors to barley farmers and retail workers associated with the beer industry.

**Traffic fatalities in the state of Tennessee are set to rise again according to new statistics reported by Tennessee Highway Patrol.** The state has already reported a total of 410 roadway fatalities this year, up 38 from the same period last year. While highway deaths are decreasing in rural areas, THP reported they are on the increase in urban areas, particularly in the category of traffic deaths involving pedestrians. The number of traffic accident fatalities increased in 2018 over 2017 numbers, setting an alarming trend in the state.

**Tennessee is the sixth rainiest state in the country**, according to research recently published by 24/7 Wall Street. The state's mountains, location in the southeast, and climate contributed to its average yearly rainfall of 51.6 inches and an average monthly rainfall of 4.1 inches statewide. The Great Smoky Mountains National Park and Mt. Le Conte in particular are on average the rainiest areas of the state.

## NATIONAL BRIEFS



**The number of measles cases reported in the U.S. are at their highest level since 1992.** In 2000, researchers announced a new vaccine had the potential to eradicate measles from the country. However, the U.S. Centers for Disease Control have reported 1,001 cases in the first five months of 2019, surpassing the total for any year since 1992 – nearly a decade before the disease was considered eradicated. There were a total of 2,126 cases of measles in 1992. Public health officials blame the resurgence on the spread of misinformation about vaccines, particularly those that falsely link vaccination with the development of autism.

**Americans are borrowing more money and paying more money for auto loans.** Credit-ratings firm Experian

said the average amount of money borrowed by American consumers to buy a new vehicle reached a record-high \$32,187 in the first quarter of 2019 while the average loan for a used vehicle reached a record-high of \$20,137. The average monthly payment for a new vehicle is estimated at an all-time high of \$554 while borrowers paying for used vehicles average about \$391 per month. A higher number of consumers with high credit scores are also taking out loans to buy new and used vehicles.

**In May, U.S. added its lowest number of private sector jobs since 2010** with private employers reporting only 27,000 jobs, according to the U.S. Department of Labor. The U.S. economy only added a total of 75,000 jobs in May, falling far short of the between 100,000 and 250,000 jobs analysts estimated for the month

and sending troubling signals about the U.S. labor market. The number of private sector jobs was also the lowest reported in nine years, since March 2010. The unemployment rate managed to stay evenly at 3.6 percent while the labor force participation rate also remained at 62.8 percent. Investors expressed concerns that new companies are not locating in America and already existing companies are creating far fewer jobs than needed to make up for the loss of economic growth. Many companies claim that the struggle to shield themselves from economic tariffs is a major reason for the lack of job creation. A further blow is that the March job gains have been revised down from the 189,000 initially reported to only 153,000 jobs and the April gain of 263,000 revised down to 224,000 making for 75,000 less jobs than initially reported in the previous two months.

## UT-MTAS JULY MAP CLASSES

### Planning and Zoning

This class will address how a planning and zoning board meeting is conducted, how a board of zoning appeals meeting is conducted and what each body is responsible for, as far as their scope of authority and purview. This session will include a discussion of commonly addressed issues in each body, as well as legislative updates.

**Credits: 4 CPE**

### Dates/Locations/Times:

July 9 Jackson  
8:30 a.m. – 12:30 p.m. CDT  
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8:30 a.m. – 12:30 p.m. CDT  
July 11 Goodlettsville  
8:30 a.m. – 12:30 p.m. CDT  
July 16 Cookeville  
8:30 a.m. – 12:30 p.m. CDT  
July 17 Cleveland  
8:30 a.m. – 12:30 p.m. EDT  
July 23 Knoxville  
8:30 a.m. – 12:30 p.m. EDT  
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To register for a course, go to [www.mtas.tennessee.edu](http://www.mtas.tennessee.edu), or fax to 865-974-0423. Credit card payments must register online with the Solution Point System: <http://www.solutionpoint.tennessee.edu/MTAS> or by invoice. For registration assistance, call 865-974-0413.

## TENNESSEE FESTIVALS

### June 29 - July 1: Alcoa 41st Freedom Fest

The annual event will serve as the kickoff of the city's yearlong Centennial celebration. The city will celebrate its 100th birthday on July 1. Freedom Fest 2019 events will be set up at the Duck Pond and include live musical entertainment, food vendors, various children's activities and military displays. The musically choreographed fireworks display will begin at approximately 9:45 p.m. followed by additional live entertainment ending at 11 p.m. Rain date for the fireworks will be June 30. Bring your lawn chairs and blankets for a fun filled night. [www.cityofalcoa-tn.gov/freedomfest](http://www.cityofalcoa-tn.gov/freedomfest).

### July 5-6: Smithville 48th Annual Fiddlers Jamboree

Drawing musicians, craft artists, and spectators to the Smithville Square each summer to celebrate Appalachian art and culture, the Smithville Fiddlers Jamboree has been named the official jamboree and crafts festival of the state of Tennessee. For more info, visit <http://smithvillejamboree.com>.

### July 12-13: Calhoun Calhoun River Town Festival

Calhoun will celebrate its bicentennial at the River Town Festival at Hiwassee Meadowland Park. Enjoy activities on the water, music, food, vendors, and the viewing of the movie "Wild River." For more details visit [www.calhounriver-town.com/river-town-festival](http://www.calhounriver-town.com/river-town-festival).

### July 12-20: Kingsport Kingsport Fun Fest

First launched in 1980, the event kicks off more than a week of community events that foster both local unity and interests in culture, athletics, arts, and entertainment. For a full schedule of events, visit <http://www.funfest.net/>.

## COMING UP

**July 15-16, Fayetteville South Central Human Resource Agency and Grant Writing USA** will present a two-day workshop for grant seekers across all disciplines. TML members will be offered a special tuition rate of \$425. The workshop includes two days of instruction, workbook, and access to an alumni forum that includes more than 200 sample grant proposals. Please use discount code "TNASSN" to receive this \$30 discount. Multi-enrollment discounts and discounts for returning alumni are also available. Tuition payment is not required at the time of enrollment. Complete event details are available at <http://grantwritingusa.com/grants-training/grant-writing-workshops/fayetteville-tennessee-july-2019.html>. Contact: Janet Darling, Grant Writing USA, 888.290.6237 or at [janet@grantwritingusa.com](mailto:janet@grantwritingusa.com)

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Financial Advisor

# Strickland reflects on Memphis' past, future in bicentennial year

BY KATE COIL

TML Communications Specialist

The 64th mayor of the city of Memphis, Jim Strickland is the latest in a long line of men who have held the city's highest office since Memphis was founded 200 years ago in 1819.

Strickland and other Memphians began their celebration of this historic achievement in May, highlighting the city's journey from a small Spanish colonial fort to a major Mississippi River transportation hub to center stage in the Civil Rights movement.

Strickland's own relationship with the city of Memphis began when he was 13 years old and his family moved to the city. After graduating from Christian Brothers High School, Strickland went on to study finance and then law at the University of Memphis – then Memphis State.

He clerked for Tennessee Supreme Court Justice William H.D. Fones, worked in private law firms, and as an adjunct law professor at his alma mater before being elected to the Memphis City Council in 2008. Rather than seek a third term on the council, Strickland ran for mayor and was elected to the post in 2016.

From the delivery robots being rolled out by shipping giant FedEx in the city this summer to the innovations that have made Memphis a leader in the medical device and medical profession, Strickland's leadership has set Memphis on a course to become an "IT" city as much as an "It City."

By creating a data-driven government, Strickland and his staff are using measurable results to show what is working and what can be improved on for the better of all Memphis. This approach even earned the city a 2019 What Works Cities Certification through Bloomberg Philanthropies, a national designation for cities where officials use data and evidence to govern.

"These well-managed cities are better at solving the problems facing their communities and addressing residents' needs," What Works Cities Executive Director Simone Brody said in a statement. "They are stretching every dollar by using data to set priorities, budget effectively and ensure investments are yielding desired results."

Outside of his role as mayor, Strickland works for various organizations like the St. Vincent de Paul Soup Kitchen and the NAACP. He and his wife Melyne have two children.

**TT&C: When did your family come to Memphis? How did living here shape you?**

**JS:** I was born in South Bend, Ind., but we moved around a lot when I was young – Detroit, Cincinnati, and Louisville. I lived in Louisville from about age six to almost 13 and then we moved to Memphis. I was going into eighth grade, I really liked Louisville. I moved to Memphis one week before Elvis died in August 1977. It didn't realize how big Elvis was at the time until then.

**TT&C: Why did you want to pursue a career in law?**

**JS:** I majored in finance in college. Sometime in my junior year, even though I liked finance, I realized I didn't want to make my living doing that. No one in my family is a lawyer, but it interested me. I was beginning to get active in politics. I thought it was just a natural fit. And I had an interest in trial work.

**TT&C: What brought you into politics?**

**JS:** I first became interested in politics in 1976. I lived in Louisville at the time, and it was the first presidential campaign I remember. That was when President Jimmy Carter defeated President Gerald Ford. I am also Catholic, and that election made me wonder if there had ever been a Catholic president. I found out there had been – President Kennedy – so I became very interested in him. I began reading his speeches, I watched the movie *Missiles of October*, and read his book *Profiles in Courage*. I really became inspired by his call to service that was epitomized in his inauguration address when he said: "Ask not what your country can do for you; ask what you can do for your country."

Sometime in college over about a three-day period I read the entire New Testament all at once. Of course, I had read parts of the New Testament and had probably read the whole New Testament in parts, but I had never really sat down on one occasion to read it. When you do that, it is very clear that God calls us to serve others, especially those who are less fortunate. I realized then that my call to serve as an American fit hand and glove with my call to serve as Christian. I knew I had to serve.

That doesn't necessarily mean in politics, but it can be. I think public service is service and it's honorable. I became student body president at then Memphis State, now the University of Memphis; was an intern at the state legislature; and started working on different campaigns. My interest grew from there.

**TT&C: Why did you decide to run for mayor of Memphis?**

**JS:** I had helped candidates at all different levels from school board and city council frankly all the way up to president. I was an Al Gore delegate in 2000 and campaigned door-to-door. Really the area that interested me the most was city government for a lot of reasons. I thought it actually affected the lives of people more on a daily basis than any other form of government. I was interested and am still interested in land-use issues. As I helped people run for different offices, I became more



Memphis Mayor Jim Strickland



Memphis Mayor Jim Strickland shares a laugh with an officer of the Memphis Police Department. Increasing the number of officers in the police department is one of the ways Strickland hopes to improve safety in the city.



Strickland poses with one of the Memphis Area Transit Authority (MATA) drivers. From emergency response to public transit to garbage collection, Strickland aims to make Memphis a data-driven government.

interested in local government. As a lawyer, I represented several neighborhoods in land-use cases before the city council and got to know a lot of city councilmen and mayors. I was Democratic Party Chair in 1995.

One of my political mentors – a guy named John Vergos – owns the Rendezvous restaurant in Memphis along with his family. He was on the Memphis City Council for eight years and then decided not to run. I decided to run for his spot. I lost, but four years later the person I lost to ended up running for mayor. I ran again for that spot and spent eight years on the city council. I enjoyed most all of it. I could have served another term on the city council, but frankly thought Memphis was heading in the wrong direction and we needed a change. That's when I ran for mayor.

**TT&C: What are some of the big projects and initiatives the city has been working on? Is there one project or initiative you are most proud of?**

**JS:** In a partnership with Shelby County School and Shelby County, in about a year-and-a-half we will have pre-kindergarten education universally available for every four-year-old in Memphis whose family wants them to go to pre-K but cannot afford it. It's called universal-needs-based pre-K. I think literacy is the key to success in life and the key to success as a city. Whether you are talking about challenges like poverty, crime, or blight and even economic development challenges – all revolve around literacy. If we had a higher percentage of our citizens who were literate, it would go a long way to solving our challenges.

One of the things I am most proud of is that we run a data-driven government. We measure everything. We celebrate our successes, and we roll up our sleeves and work on our challenges. We measure how long it takes to fill a pot hole. We measure crime. We measure how successfully we are to pick up garbage and how long it takes if we miss a can.

We have doubled our paving budget. We have improved our response time to 911 calls. When I took office, it took an average of 59.7 seconds to answer a 911 call. That was unacceptable. We've now gotten that down to 7 seconds. Our animal shelter not that long ago had less than half the animals that entered the shelter left alive. We have improved that. We are consistently between 85 and 90 percent on our live release rate.

**TT&C: What are some of the biggest challenges the city faces? How is the city looking to meet those challenges?**

**JS:** For decades we had a violent crime rate that was way too high. We have a community-wide public safety plan, and we play a part in that in several ways. One way is through rebuilding the Memphis Police Department. Nine years ago we had more than 2,400 police officers. Shortly after I was elected, we were down to 1,900. We have been working to rebuild the department and are close to 2,000 now. We hope to get to 2,100 later this year and our goal is to be at 2,300 by 2020. We have spent a lot of effort on that. We are also trying to aggressively prosecute the most violent criminals. We have partnered with the U.S. Attorney's Office to go after the illegal use of guns.

We are also focusing on jobs. If someone has

a job, they are less likely to commit a crime. 16,000 more Memphians are working now than when I first came into office. We have \$19 billion of recently completed and ongoing development in our community. Most of that is in the city limits. Memphis has momentum, and that's true. Things are going in the right direction and we can accelerate it. We have thousands of jobs open now, and thanks to state government we have free workforce development statewide. Tennessee is the only state where we have free community college and free tech schools so we can train our citizens to qualify for these jobs.

A true-long-term solution is intervening in the lives of young people so they pick the right path and not the wrong path. We've reopened library branches on days they were closed. We have made our summer camps free. We inserted literacy development into our summer camps. We have more than twice as many young people taking part in summer programs at our libraries. We've increased our summer jobs programs by 75 percent. We are doing a lot more for our children.

Lastly, those people with criminal records who have turned their lives around deserve a second chance. We've helped more than 50 expunge their records by paying the court costs. Thanks to Gov. Bill Lee and the state legislature that is now free, so we can help a lot more people. We also have programs like Manhood University and Women Offering Women's Support (WOWs) for those men and women who have criminal convictions, addiction issues, or just tough times in life and want to turn their lives around. We have a whole program set up and try to help them get jobs.

**TT&C: Memphis has long been a well-known shipping hub from the days of steamboats to modern companies like FedEx. How has this impacted the city's growth?**

**JS:** We have several advantages for shipping. We are sort of in the center of the country, which makes us a real hub for commerce. We have all five major U.S. railroads coming through Memphis. We have the Mississippi River. We obviously have FedEx and the airport. Our airport has more freight go through it than any other airport in the country, and we are second in the world for the amount of freight our airport handles. Our interstate connections are also great. We have rail, river, roads, and the air all covered. Much of our economy is based on that and FedEx leads the way with 30,000 employees in the area.

**TT&C: While shipping is one of Memphis' best-known economic drivers, what are some of the other big and emerging industries in the city?**

**JS:** Memphis is home to a lot of companies that make medical devices like hips and knees. A lot of people have hip and knee replacements. We are No. 2 in the country as far as medical device manufacturing. I attribute that in part to being close to FedEx. They can make a part very late in the day, take it out to the Memphis airport, and have it in Los Angeles the very next morning.

In addition to medical device manufacturing, a related industry that is growing is healthcare. We have two hospitals in Memphis

who are ranked in the top 20 in the U.S. That is St. Jude's Children Research Hospital and La Bonheur. We also have the University of Tennessee Health Sciences med school, Methodist system, the Baptist system, St. Francis, and our public hospital Regional One. We have a really strong medical profession in Memphis. The medical center, which is just east of downtown, is dramatically growing. This medical center employs 20,000 people in around a 7-square-mile area. We also have incredible private practices in orthopedics and neurology. It's a strong part of our economy.

Memphis is also home to the headquarters of several Fortune 500 companies like AutoZone and International Paper. We have several Fortune 1000 companies like Service Master and the largest bank in Tennessee – First Tennessee is headquartered here.

**TT&C: Memphis is celebrating its bicentennial this year. How does it feel to be a part of the long and diverse history of the city?**

**JS:** It's very special. Memphis is a city that has changed the world. We are the birthplace of rock 'n' roll. I don't care that the Rock 'n' Roll Hall of Fame is Cleveland; it belongs in Memphis because it started right here on Union Avenue at Sun Studios. We are the home of the blues. We dramatically advanced the cause of Civil Rights when 1,300 Memphis sanitation workers went on strike against my predecessor 51 years ago. They held up a placard that still resonates today with the simple message: "I am a Man." Memphis perfected express package delivery with FedEx, who is so good at what they do that the name of the company is now a verb. Every day for more than 50 years we have treated and cured childhood cancer at St. Jude's.

Memphis is not done changing the world. We have momentum. We are renewing our riverfront. We are one of the top cities in the country for Millennial growth. We are ranked by a couple publications as the No. 1 city for black-owned businesses and the No. 1 for women-owned businesses. There is a spirit of optimism and excitement in Memphis that hasn't occurred in a long time.

**TT&C: What is something about Memphis not a lot of people from outside of Memphis know?**

**JS:** The self-service grocery store was invented in Memphis by Piggly Wiggly. A Memphian revolutionized the hotel-motel industry by creating Holiday Inn right here in Memphis. Before Holiday Inn, you had a hodgepodge of different quality hotels throughout the country. Holiday Inn set the standard for the chain hotel industry. Andrew Jackson was one of our three city founders. We lost our charter in the late 1800s because several yellow fever epidemics wiped out our population to the point we couldn't support the charter.

**TT&C: How would you describe your leadership style?**

**JS:** I'm passionate and hard-working. I love Memphis. We have a great team assembled here at city hall. Roughly half my senior team was from local government and half came from outside government, which I think has been a really good mix. We are team players whether that is state of Tennessee, local government, or local businesses. I never criticize another elected official in public or through the media because I'm a team player. If I disagree with another public official, I do it directly. We are trying to build consensus in Memphis and get us all in the same direction. I think that Washington-style politics doesn't work in local government. We also run government with data. You have to measure how well you're doing to improve the level of service. It is very important to me that we improve the level of service we offer to Memphis.

**TT&C: What are your hopes for Memphis' future?**

**JS:** I want Memphis to be a growing, energetic city of opportunity where people want to raise their families. For at least 50 years Memphis has lost population as opposed to Nashville. Our annual loss is much smaller now, but we really need to grow. No business or place of worship or civic group survives regularly losing customers or members. I think we are an opportunity city. We just have to let more people know about those opportunities. We are a welcoming, diverse city, and that works in our favor. The people here are the best.