

Livingston's Mayor Hayes elected TML president

The Tennessee Municipal League recently elected its 2015-2016 board of directors during its annual conference in Nashville. Livingston's Mayor Curtis Hayes was elected president.

As president of the League, Hayes will lead the organization as it determines and proposes legislation cities want passed into law. He also plays a major role in the National League of Cities, which represents municipalities with Congress and the federal administration.

"TML has been very instrumental in supporting legislation for cities of all sizes. Large and small communities across the state are looking for similar solutions to local problems," said Hayes. "As president, I will work hard to accomplish the League's goals and legislative priorities."

Other board elections include three vice presidents: John Holden, Dyersburg mayor; Ann Davis, Athens mayor; and Wallace Cartwright, Shelbyville mayor. TML vice presidents are traditionally in line to serve as president.

The TML board also includes past TML presidents, mayors of Tennessee's largest cities, eight district directors, and eight at-large directors.

The eight district directors, representing their section of the state, were nominated and elected during district caucuses. They are: District 1: Johnson City City Manager Pete Peterson; District 2: Maryville Assistant City Manager Roger Campbell; District 3: Dayton Councilmember Bill Graham; District 4: Spart Alderman Hoyt Jones; District 5: Lafayette Mayor Richard Driver; District 6: Waynesboro City Manager John Hickman; District 7: Savannah City Manager Garry Welch; and District 8: Barlett Alderman Paula Sedgwick.



Curtis Hayes

The eight at-large directors were nominated by a five-member nominating committee composed of statewide municipal officials. They were then elected for a one-year term by a majority vote of the entire membership. Those directors are: Jimmy Alexander, Nolensville mayor; Randy Brundige, Martin mayor; Betsy Crossley, Brentwood councilwoman; Vance Coleman, Medina mayor; Christa Martin, Columbia vice mayor; Mary Ann Tremblay, Three Way vice mayor; and Mike Werner, Gatlinburg mayor.

The chairmen of the Tennessee Municipal Bond Fund – offering low-interest loans for capital improvements – TML Risk Management Pool -- providing affordable, dependable liability coverage to municipalities – and the Tennessee Municipal Bond Fund – offering low-interest loans for capital improvements – also sit on the board.

Representatives from two affiliate organizations are also voting board members and they are Dot LaMarche, Farragut vice mayor, National League of Cities board member; and Kirk Bednar, Brentwood city manager, Tennessee City Management Association president.

Nashville Karl Dean named Mayor of the Year

Nashville Mayor Karl Dean was named the 2015 Mayor of the Year by the Tennessee Municipal League at the 76th Annual Conference in Nashville. Each year since 1954, the League honors a city mayor that typifies the attributes of intelligence, effectiveness, hard work, dedication, and sacrifice. Dean was recognized for his strong focus on education, economic development and public safety throughout his two terms as Nashville's mayor.

Dean was first elected mayor of Nashville in 2007 and was re-elected to his second term in 2011. During both campaigns, education was one of Dean's top priorities. He advocated for education reform and promoted innovative educational programs to help students including the Metro Student Attendance Center, Nashville After Zone Alliance, and Limitless Libraries.

He also worked to involve local industries, nonprofit organizations, community groups, city leaders and volunteers in plans to become involved in education initiatives such as increasing graduation rates and preparing students for colleges and careers. Dean formed the Education First Fund at the Community Foundation of Tennessee to manage private donations to help educational pilot programs. In turn, this projects have helped fund the Tennessee Charter School Incubator, created the musical education program Music Makes Us, and brought two national teacher recruitment organizations – Teach for America and The New Teacher Project – to Nashville.

Safety has also been a priority for Dean; and under his administration, Nashville has hit a 50-year low for homicides for two consecutive years and saw the number of major crimes drop 8 percent in 2012. Dean worked to not only bring the Metro Police Department up to full staffing, but also encouraged the department to seek federal grants to add 50 new positions. Since Dean became mayor, MNPD has recruited and trained more than 480 new sworn police officers and currently has the largest



Nashville Mayor Karl Dean was presented with the TML 2015 Mayor of the Year award by TML President Tom Rowland, mayor of Cleveland, at the League's recent annual conference held in Nashville. Dean was recognized for his strong focus on education, economic development and public safety throughout his two terms as Nashville's mayor.

number of sworn officers in history. To help police and fire officials perform to the best of their ability, Dean has supported several capital spending plans to renovate and replace eight fire halls and the West Nashville and Downtown Nashville police precincts. New police precincts have been opened in the 12th South area and in Madison, as well as the addition to the city's first ever full service DNA crime lab.

Promoting Nashville's high quality of life, low tax rate, central location, and continuing to be aggressive about business recruit-

ment and retention have been the cornerstone of Dean's economic development policy. The Mayor's Office of Economic and Community Development in conjunction with the Nashville Area Chamber of Commerce and Tennessee Department of Economic and Community Development have worked to decrease the city's unemployment and promote tourism. Under Dean's leadership, Nashville has become a trendy location for young professionals and a routine fixture on Top 10 lists for business friendliness, job growth and *See MAYOR on Page 3*

East Ridge's Shirley Manning recognized with spouse award



Shirley Manning, wife of Denny Manning, councilmember of East Ridge, received the "Stand by your Spouse" Award.

Shirley Manning, wife of Denny Manning, councilmember of East Ridge, received the Tennessee Municipal League's "Stand by your Spouse" Award at TML's 76th annual conference in Nashville.

The award is given each year to the spouse of an elected official in recognition of the many sacrifices they give in the name of public service. This year's Spouse of the Year is certainly deserving of the recognition.

Shirley Manning has been a dedicated supporter of her husband, Councilmember Manning since he was elected in 2004.

She has attended every city council meeting and social event with him. She has also attended

every TML Conference that Councilmember Manning has attended, even participating in the classes and seminars in order to have a better understanding of the myriad of city issues that city officials face on a regular basis.

Shirley Manning retired from the University of Tennessee at Chattanooga after working for 30 years in the Library.

She is devoted to her husband, to their children and their grandchildren. She is always willing to help with whatever is asked of her and always puts the needs of others before her needs. She is active in her church and sings in the gospel group with her husband, who is also an ordained minister.

Athens' Mitchell Moore honored by TN City Management Association

For going above and beyond the call of duty and showing a dedication to his community during his nearly 16 years as Athens' city manager, Mitchell Moore has been named the 2015 Manager of the Year by the Tennessee City Management Association (TCMA).

The award is presented by TCMA each year to acknowledge Tennessee city managers, administrators, or assistants who have made exceptional contributions to their profession.

Since he began his work as Athens' city manager in September 1999, Moore has worked continuously to approve the quality of life for citizens through the creation of the Market Park Pavilion in Downtown Athens, which now plays host to a farmer's market, weekend car shows, a summer concert series, and a variety of downtown festivals.

To fight flooding in his community, Moore worked with Public Works Director Shawn Lindsey to create Wetlands and Rain Gardens in high flood areas, a project that cost the citizens of Athens 55 cents on the dollar. The gardens now prevent potential disasters in flood prone areas and, along with the flood prevention programs Moore oversaw, incorporate educational and clean water components into daily life for the residents of Athens.

Moore has also been lauded for helping develop trails in the area, including the Eagle Trail, Wetlands Trail and a soon-to-be-unveiled Rails to Trails that will span almost six miles and incorporate local railroad history. Moore also led his staff to develop a digital presence for the city's trails describing each trail's origin, where it can be located, and information about plants and animals along the trail.

In addition to saving costs



Mitchell Moore, Athens city manager, is presented the 2015 City Manager of the Year by TCMA President Kirk Bednar.

on large city projects, Moore has reduced the size and increased the efficiency of the local government. He also saved money by encouraging city employees to learn and create work in-house including the city's website, email campaigns, and public information inserts. His efficiency measures result in the city's Moody's rating being increased to an AA3.

Margaret Mahery, executive director of the Tennessee Municipal League, was mayor of Athens when Moore was hired as the city manager. She said Moore's knowledge of the

community, experience and ability to manage city affairs were the reasons the city council chose him for the position.

"He just fit what we were looking for," Mahery said. "It's a real fine line a city manager has to walk. He doesn't want to get out ahead of the city mayor and council on things, but it is his primary responsibility to manage the city and manage the finances of the city. One thing Mitch has done a super job of is managing the finances of the city of Athens, and consequently, the city has been able *See MANAGER on Page 3*

NEWS ACROSS TENNESSEE



BRENTWOOD

Brentwood is putting the gears in motion in an effort to make the city more bicycle friendly. City commissioners voted to establish an ad hoc bicycle/pedestrian committee, which would consist of a seven-member, citizen-led group. Residents pitched the idea of the group to officials with the goal of laying out a bike and pedestrian plan for Brentwood. According to a Brentwood 2020 survey, 56 percent of residents were satisfied with the availability of on-street bike lanes while 53 percent were satisfied with the availability of sidewalks. The committee will have one year to provide city commissioners with short- and long-term improvements to its bicycle and pedestrian program. Some steps are already being taken to make the city more accessible by bike, such as an ongoing lane-widening project along Concord Road. The construction will include the installation of a 10-foot-wide multi-use trail on the south side of Concord Road between Wilson Pike and Arrowhead Drive as well as a sidewalk on the north side of Concord Road between Jones Parkway and Arrowhead Drive.

CALHOUN

Resolute Forest Products officials announced the company will invest \$270 million to undertake a major expansion at its pulp and paper mill facility in Calhoun, which will create 105 new jobs in the area. The company is a top global paper products manufacturer and one of the largest employers in McMinn County. Resolute will build a new, state-of-the-art facility to manufacture approximately 60,000 metric tons per year of at-home, premium bath tissue and towel, focused on the growing private label market. The company's tissue paper machine and converting operations will be built at the Calhoun mill. This expansion represents the largest investment made by Resolute since 2010. Construction on the tissue project will begin in early June 2015 with

production expected to start in the first quarter of 2017. The Calhoun mill was established by Resolute in 1954 as one of the earliest newsprint mills in the southern United States and is located on the Hiwassee River. The paper mill is one of the largest in North America as a result of continued expansion and investments, and employs a workforce of more than 500 people.

COOKEVILLE

Ficosa North American will be expanding its presence in Tennessee by constructing a new facility at the Highlands Business Park in Cookeville. The automotive supplier will invest \$58 million in the facility and create 550 jobs. The pre-production of the new facility is already underway and Ficosa will begin limited production from the new factory in mid-2016. Ficosa already has an existing plant in Crossville, which produces mirror assemblies for Nissan, Ford, Volkswagen, Fiat Chrysler, General Motors and other auto manufacturers. The company will transfer the existing jobs to the new Cookeville facility, which will increase production capacity and allow components currently made in China and Mexico to be made in Tennessee. Ficosa was founded in 1949 and has its headquarters in Barcelona.

GALLATIN

Construction on one of the busiest intersections in downtown Gallatin is expected to be completed by the end of June. Work began at the intersection of Red River Road, West Main Street and Broadway began earlier this year to help improve traffic flow and pedestrian safety. The project will involve the construction of four mast arm lights for traffic signals, pedestrian crosswalks and a dedicated right-turn lane off Red River Road. The \$570,000 project will be paid for with funds from the federal government and Tennessee Department of Transportation. A TDOT traffic count at the intersection in 2013

found as many as 22,480 vehicles traverse the intersection daily

KINGSTON SPRINGS

The town of Kingston Springs was incorporated in 1965 and a 50th anniversary celebration will be held later this year. Plans are underway to celebrate the unique history of the south Cheatham County community, which is known for its reverence for the arts, recreational and social potential of its parks and waterways and strength and resilience in pulling together to overcome and rise above as demonstrated during the historic flooding of May 2010. City manager Mike McClanahan announced that historical consultant David Myers has begun work on researching, designing and developing a special, multi-faceted project to celebrate the 50th anniversary of the founding of Kingston Springs. The project will feature a walking trail tour, as well as a portable, table-top interpretive exhibit that chronicles the history of the town and will include timelines, photos, historical documents and other unique mementos. Myers is also interested in getting the town's schools actively involved in the celebration, offering history lessons of events that students will be able to see firsthand after their classroom lessons, gaining a more meaningful perspective

LEBANON

Maplehurst Bakeries, LCC, announced it will invest \$102.8 million to build and equip a new manufacturing facility in Lebanon, which will create up to 147 new jobs in the area. A division of West Foods, Maplehurst Bakeries will locate the new 173,000-square foot facility at Central Pike and 840 in Wilson County. The new facility is expected to be operational in the first quarter of 2015 and will serve as the location for warehouse, distribution and manufacturing operations for the bakery's donut production. The facility will service customers across North America and the World. Founded in 1967, Maplehurst Bakeries produces frozen bakery goods including donuts, pies, cupcakes, cake, rye bread, sweet goods and gluten-free baked goods for in-store and food service bakeries. The company currently has more than 105 full-time employees in Tennessee. It is also a subsidiary of George Weston Limited, a Canadian publicly traded company founded in 1882 that constitutes one of North America's largest food processing and distribution groups.

LEBANON

Global footwear company Caleres announced it will be expanding its distribution facility in Lebanon,



New street banners that brand Tullahoma as an Aerospace Center of Excellence were recently revealed at the June 23 meeting of the Tullahoma Board of Mayor and Alderman. Dream Tullahoma Partnered with the Tullahoma Arts Council to coordinate a design contest. The winning design was created by Allison Lee. The design includes three aircraft and the heritage they represent for Tullahoma. The top one represents early fighter jet technology. The second one represents the space shuttle configuration, which was in development in the late 60s. The third one is the X43-A hypersonic vehicle which holds the world record. This vehicle was 12 feet in length, powered by hydrogen, dropped from a B-52 at 25,000 feet and then launched to 100,000 ft an on a Pegasus missile. The X43-a reached Mach 10 (10 times the speed of sound), and holds the air breathing hypersonic speed record. That is in the *Guinness Book of World Records* and built in Tullahoma. Also included in the design is the Chamber swoosh to represent the business and people of Tullahoma and green leaves that represent Mayor Curlee's sustainable green vision for Tullahoma.

which will create more than 40 new jobs in the area. Caleres, formerly Brown Shoe Company, said the expansion is needed to meet its increasing omni-channel needs, optimize logistics networks and grow overall business by expanding its drop-ship capabilities. The company currently employs 240 people and expects to begin hiring for the expansion in the fourth quarter of 2015. The expansion began in June 2015 and is expected to be completed by the fourth quarter of 2016. Caleres products are available in over 1,200 retail stores, hundreds of major department and specialty stores and through various retail websites.

MEMPHIS

The Memphis and Shelby County Film and Television Commission will receive \$4 million to assist in the distribution of local productions as part of an additional \$14 million Gov. Bill Haslam has made available to the state's Department of Economic and Community Development for film and television production incentives. The television show "Welcome to Sweetie Pie's" is currently filmed in the city and discussions are in progress for shooting scenes for the upcoming HBO/Cinemax show "Quarry," which is loosely based on the novels of Max Allan Collins. Films including "The Firm," "Si-

lence of the Lambs," "The Client," "Cast Away" and "Walk the Line" also had scenes made in the city.

NASHVILLE

TWB Company LLC announced it will expand its current operations in Tennessee by locating a new manufacturing facility at 6050 Dana Way in Nashville. The company will invest \$18 million in the new operation, which will operate out of a 120,000-square foot facility and create 41 new jobs. The new location will manufacture tailor welded blanks, which are individual steel sheets of different thickness, strength and coating joined together by laser welding and then stamped into automotive body panels. The new facility will include next generation fiber lasers and curvilinear welding technology, expanding TWB's 2D welding capabilities and its ability to reduce weight and increase strength of more parts of a vehicle. The use of tailor welded blanks in vehicles has grown in recent years as automakers use light weighting to improve the fuel economy of vehicles in order to meet new federal government standards. The Nashville facility will initially serve General Motors, Nissan and several Tier 1 automotive suppliers. Production is expected to begin in October 2015. TWB Company also has operations in Smyrna.



PEOPLE

The town of Collierville has honored Police **Captain Michael Albonetti** for 30 years of service to the city's police department. Albonetti was hired by the city in June 1985 and presently serves as division commander for the special operation division, uniform patrol division in support services. He served in a wide variety of roles as a patrolmen including in field training, DUI patrol, Canine, Traffic and Training/Public relations and on the city's SWAT Team. He is certified in sobriety testing, in-car video systems, emergency vehicle operations and ethics. Albonetti was promoted to the rank of sergeant in 1990 and lieutenant in 1994 before reaching his present rank of captain in January 2008.



Albonetti

youngest District Attorney General in Tennessee when he was elected to the post 1982 and served in that position for 24 years. He is a graduate of Sweetwater High School and earned both his bachelors and J.D. from the University of Tennessee at Knoxville.

The Tennessee General Assembly has named two new directors of legal affairs following the retirement of attorney Joe Barnes. **Karen Garrett** and Doug Himes will take over the office in a joint role. Himes will also continue to serve in his current role as counsel to House Speaker Beth Harwell, and Garrett will remain in the same role for Lt. Gov. Ron Ramsey. Both Garrett and Himes have worked in the General Assembly's legal affairs office since 1998. Barnes was named director of legal affairs following the retirement of his longtime predecessor, Ellen Tewes, in 2009.

Gary West, deputy commissioner for fire prevention with the Tennessee State Fire Marshal's Office, was awarded the prestigious H.D. Crossnine Award at the Southeastern Association of Fire Chiefs 87th Annual Leadership Conference in Birmingham, Ala. on June 20. West was honored for his leadership in developing life safety programs like "Get Alarmed Tennessee" which has distributed almost 100,000 smoke alarms state wide. The "Get Alarmed Tennessee" program has resulted in the largest reduction in fire fatalities in Tennessee recorded history. The program has also documented 92 lives saved so far by fire victims being alerted by the smoke alarms that have been installed and been able to escape fires in their homes and properties. The award is in honor of former Memphis Tennessee Fire Marshal Herbert D. Crossnine who served the SEAFC for over 20 years as Chairman and Vice-chairman of various fire code development committees.



West

The Cookeville City Council has appointed **Mike Davidson** as the new full-time city manager. Davidson has been serving as the interim city manager since previous city manager, Jim Shipley, began his retirement on March 6 after serving 20 years with the city. Davidson was one of three finalists for the city manager position selected out of a field of 145 applicants. A CPA, Davidson served as the city's finance director for 12 years and assistant finance director for 12 years. A Cookeville native, he also formerly worked as a legislative auditor with the state of Tennessee.

Athens-based attorney **Jerry Estes** has been selected as the new executive director of the Tennessee District Attorneys General Conference. A former 10th District Attorney General, Estes will replace the seat vacated by Wally Kirby, who retired in February. Estes has previously served as a president, vice-president, secretary and on several committees for the Tennessee District Attorneys General Conference. He became the



Estes

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Dean named Mayor of the Year

MAYOR *from Page 1*
both commercial and residential real estate markets.
Dean and his administration have not only worked to encourage the expansion and relocations of major businesses. He has advocated economic development initiatives to encourage small businesses and entrepreneurs, especially in businesses owned by women and minorities. Dean established the Mayor’s Minority Business Advisory Council, helped create the Procurement Non-Discrimination Program and the new Office of Minority and Women Business Assistance to help bring diversity to Nashville’s business community. Additionally, his administration has provided support for the Nashville Entrepreneur Center, a business incubator within the city.

Dean advocated the development of the Music City Center in 2010, and created the Music City Music Council, a group of industry professionals and executives working to bring the city and music industry together. The city’s music industry helped it become the focus of the popular ABC nighttime drama “Nashville,” bringing the city both national and international attention.

To continue pushing for economic success and a higher quality of life for Metro Nashville residents, Dean has advocated mass transit improvements through the Middle Tennessee Mayors Caucus, the Transit Alliance, and improvements to the city’s transit options. He has also worked to make the city more walkable and bikeable through the formation of the Bicycle Pedestrian and Advisory Committee.

Dean has also explored ways to improve sustainability practices in Nashville, forming the Green Ribbon Committee on Environmental Sustainability and overseeing the creation of the city’s first comprehensive Open Space Plant Fund. He has addressed water, sewer and stormwater infrastructure needs through the Clean Water Infrastructure Project, which is funding \$500 million in capital projects for the city’s water and sewer systems and more than \$50 million in stormwater capital projects.

Athens Mitchell Moore recognized by TCMA

MANAGER *from Page 1*
to fund projects they wanted to do. Mitch has diligently worked to find competent department heads to work for the city and he lets them do their job. He does not micromanage them.”
Moore also displayed leadership in recruiting new industries and building relationships with current local businesses, several of which have expanded or established new plant operations during his tenure. His team approach to economic development involved bringing the city’s fire chief, building inspector, community development director and public works director together to make the city’s building and planning processes as easy as possible for businesses.
“Mitchell Moore is a worthy candidate for TCMA City Manager of the Year because of his significant achievements inside and outside his assigned duties,” said Matthew Marshall, director of purchasing and risk manager for the city of Athens. “He has been able to maintain one of the

Since Dean took office, Nashville has invested more than \$130 million in public infrastructure to promote healthy lifestyles, ranging from sidewalk and bikeway improvements to community centers, parks, multi-modal streets, public health facilities and providing numerous, readily-available resources to aid residents seeking a healthier lifestyle. Since taking office, Dean has led more than 4,000 participants in the Walk 100 Miles with the Mayor Campaign, involved thousands of walkers and runners in the Mayor’s Challenge 5K and brought children and families out to the Mayor’s Field Day with the Tennessee Titans.
With Nashville serving as capital of the Volunteer State, Dean has used volunteerism to help tackle some of the city’s most pressing needs. Through Impact Nashville, a comprehensive local service action plan designed to increase civic engagement, Dean has helped bring community members together to better Nashville, particularly in the fields of education and environmental improvement.

Even as he prepares to leave office, Dean is still working on improvements for the city. He recently opened the \$75 million First Tennessee Park baseball stadium and \$52 million Ascend Amphitheater. Tax incentives have also led to BridgeStone America and HCA to begin the construction of new headquarters in downtown Nashville.

Born in Sioux Falls, S.D., Dean graduated from Columbia University with a bachelor’s degree in 1978 and then from Vanderbilt University Law School in 1981. It was while attending Vanderbilt Dean met his wife and Nashville-native Anne Davis. Dean would later serve as an adjunct professor of law at Vanderbilt.

He first held public office when he was elected as Nashville’s Public Defender in 1990, and was re-elected to that post in 1994 and 1998. Dean served as Metro Law Director from 1999 until 2007, when he resigned to run for mayor. In 1999, Dean also completed the program for Senior Executives in State and Local Government at the John F. Kennedy School of Government at Harvard University.

few remaining American manufacturing communities and to provide big city services and amenities with small town dollars.”
In addition to his work as a city manager, Moore is involved in numerous community activities such as the Athens Kiwanis Club. He serves on the board of the McMinn County Economic Development Authority, is an active member of the International City Managers Association and past president of the Tennessee City Managers Association. He has also served on numerous committees representing the Tennessee Municipal League, Tennessee Department of Transportation, Southeast Tennessee Development District, Municipal Technical Advisory Service and the National League of Cities.

A native of Sweetwater, Moore graduated from Austin Peay State University with a degree in business administration in 1975, and earned his master’s in city management from East Tennessee State University in 1980.

Historian Jon Meacham discusses the Art of Leadership at TML Annual Conference

BY KATE COIL
TML Communications’’’ Specialist

A Pulitzer-prize winning writer and Tennessee native shared his views on leadership, history and life at the Tennessee Municipal League’s Annual Conference.
A native of Chattanooga, Jon Meacham addressed the conference during the opening session on June 7. Meacham has authored biographies of leading political figures including Andrew Jackson, Franklin D. Roosevelt, Winston Churchill and Thomas Jefferson and is currently working on a book about former President George H.W. Bush.

Throughout the course of his research, Meacham said he has identified four qualities he finds most great leaders possess: understanding their own weaknesses, an awareness of culture they live in, a willingness to compromise, and understanding how to communicate through the most prominent means of the day.

Meacham said many people feel they are more self-aware about their weaknesses than they truly are.

“I think great leaders know their own weaknesses, which is the hardest thing for many of us,” he said. “We all, in theory, want to say we are self-aware. Very few of us are. Being able to learn from our mistakes is an incredibly important thing.”

Meacham said an example of this could be found in the intense rivalry between Founding Fathers Thomas Jefferson and Alexander Hamilton, which divided many during the early days of the nation. John F. Kennedy also learned this lesson following the failures of the Bay of Pigs Invasion, Meacham said.

“He had not been particularly respectful toward or enamored of his predecessor, President Eisenhower, but in the wake of that April disaster in 1961, he called Eisenhower,” Meacham said. “Eisenhower went to Camp David and they had a meeting. Suddenly, Kennedy realized the old guy knew a thing or two.”

From Eisenhower, Meacham said Kennedy learned to get everyone involved in an issue to lay out their arguments at the same time so he could learn about the issue from all sides. When the Soviet Missile Crisis happened in 1962, Meacham said Kennedy held a 13-day-long meeting – one of the longest in political history – to determine what direction the country should take.

“Kennedy had learned on the job, recognized his mistake and applied that wisdom. There is a lesson there for all of us: if we are cognizant of our weaknesses, we are more likely than not to overcome them.”

Understanding the world constituents live in is another ability most great leaders have, Meacham said.

“The best leaders are not simply political tacticians,” he said. “They are in tune with the culture of the time. They understand that in a democracy, the root of the word democracy is about people. To know what people are reading, not to what they are watching on television, not to know how they are living their lives is to foreclose the possibility or making it much harder to be a great leader...Great leaders understand the culture and the times in which they are living.”

Leaders should not be unwill-



Meacham has identified four qualities he finds most great leaders possess: understanding their own weaknesses, an awareness of culture they live in, a willingness to compromise, and understanding how to communicate through the most prominent means of the day.

ing to compromise either, Meacham said.

“If you are interested in absolute victory, your view carrying 100 percent of the day, I suspect you would not have gone into this business. I suspect you would have gone into your own business instead of trying to make the greater public good around you all the better. You hope you get 51 percent. If you get 51 percent, it’s a good day.”

Jefferson had learned to listen to those who disagreed with him and even to compromise with himself on some beliefs by the time he became president, he said.

“If there was an idea that came up and it came from someone he opposed or didn’t like, he still weighed the actual merits of the idea,” Meacham said of Jefferson. “That is a hugely important lesson for all of us. The Louisiana Purchase went against Jefferson’s personal views, but he made the deal anyway because he felt it was the larger good of the country. Compromised with his own beliefs and with those of the U.S. Congress, which reshaped America.

“When asked why he violated his own philosophical precepts to do this, he said the duty of the chief magistrate – the duty of the president – is to the strict line of the law, but that is not the highest duty,” Meacham said. “The highest duty is to the ultimate good of the country. He hoped that

posterity would look back and, as he put it, be like a ward that benefited from a guardian’s decision that did not go along with the strict lines of a will, but who, in the fullness of time, would appreciate what that guardian had done.”

Leaders who know how to use and influence the prominent forms of communication and media of the day have risen to prominence. Meacham said early politicians like Jefferson and Lincoln understood letter writing and newspapers while more modern figures like Kennedy and Reagan knew how to get their message across through television. Communication through the internet is the next frontier for politician, he said.

“Understand where your folks get their information and being there is absolutely critical,” Meacham said.

Meacham also thanked the assembled crowd for their contributions through public service.

“I want to thank you all for what you do,” he said. “If you didn’t do what you do, then I couldn’t do what I do, which is write about people who have ultimate responsibility, who take the risk of judgment of going into public service. There are a lot easier ways to make a living, and anyone who does that deserves a measure and portion of perpetual thanks.”



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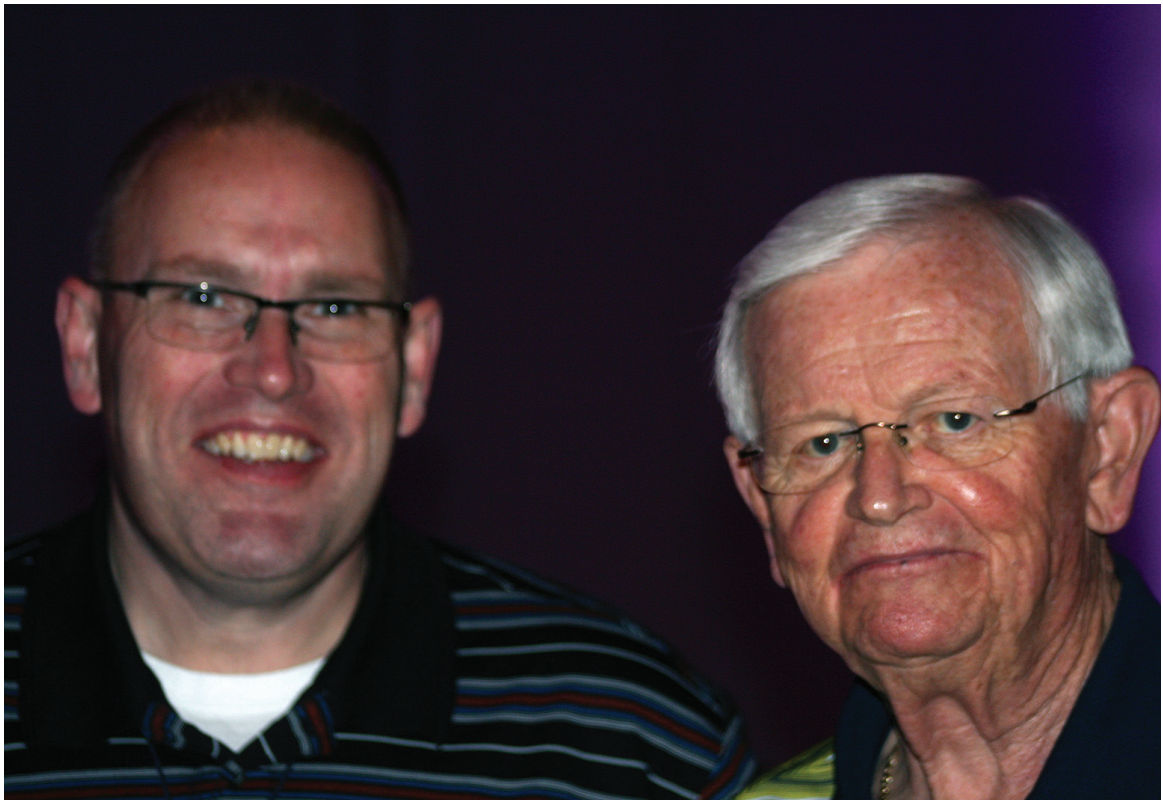
Enriching educational and networking opportunities focus of 2015 TML Annual Conference



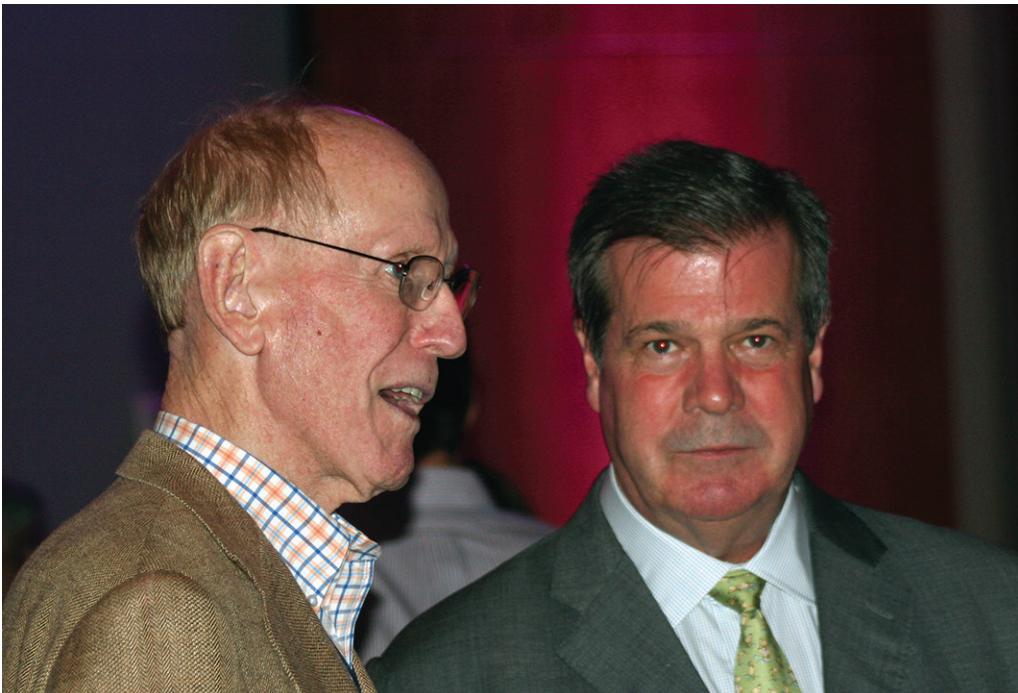
The host city reception held at the Nashville Music City Center provided a great backdrop for networking and visiting with city officials from across the state.



Huntingdon Mayor Dale Kelley and Alamo Mayor Tommy Green visit during the TML board meeting.



Columbia Councilmember Mark King and Columbia Mayor Dean Dickey



Charles "Bones" Seivers and Nashville Mayor Karl Dean



Morristown Vice Mayor Kay Senter, Farragut Vice Mayor Dot LaMarche, Athens Mayor Ann Davis, and McKenzie Mayor Jill Holland visit the many vendor booths in the exhibit hall.



David Purkey, assistant commissioner of Safety and Homeland Security director, briefs members on various safety issues facing the state.



City officials relaxing during the host city reception.



Sen. Jim Tracy, chair of the Senate Transportation Committee, briefs members on the current funding crisis the state's transportation system is facing. Also pictured is Livingston Mayor Curtis Hayes, incoming TML president.

Enriching educational and networking opportunities focus of 2015 TML Annual Conference



Photo by Jed DeKalb, state of Tennessee photographic services

Jackson Mayor Jerry Gist and Gov. Bill Haslam



Photo by Jed DeKalb, state of Tennessee photographic services

Gov. Bill Haslam addresses members of the Tennessee Municipal League at the Annual Awards Breakfast.



Photo by Jed DeKalb, state of Tennessee photographic services

Dot LaMarche, Farragut vice mayor, gives the blessing at the Annual Awards Breakfast.



Jim Payne of Sparta, Nashville Mayor Karl Dean, and Sparta Mayor Jeff Young



J. R. Wauford & Company's ice cream parlor is always a popular event during the annual conference.



Gale Tharpe and Sabra Fuller of Paris



Those attending from Portland include Jackie Wilber, Pam Yoeckel, Portland Alderwoman Beverly Watson, and Melvin Watson.



Paris City Manager Kim Foster and Goodlettsville Assistant City Manager Julie High visit with a vendor in the exhibit hall.

TML salutes 2015 Achievement Award Winners



Greenville: Excellence in Employee Relations / HR Practices



Brentwood: Excellence in Police Services



Columbia:
Excellence in Fire Services



Cleveland: Excellence in Green Leadership



Sevierville: Excellence in Governance



Chattanooga: Excellence in Public Works



Somerville: Excellence in Energy Efficiency



Troy: Smal Town Progress

At left: **Eagleville:** Small City Progress

STATE BRIEFS

Latest census data reveals states' fastest growing communities

Despite a decrease in population of over last year, Memphis remains the most populous city in Tennessee, according to data released by the U.S. Census Bureau.

With a population of 656,861, Memphis is the 23rd most populous city in the country, according to 2014 estimates. Last year, the city was ranked as the 20th most populous city in the country based on 2013 population estimates.

However, Nashville's population is not far behind Memphis. The Nashville-Davidson Metropolitan area was ranked as the 25th most populous area in the country with a population of 644,014 in 2014, a nearly 10,000 increase from the previous year and a more than 40,000 increase from 2010.

Knoxville is the state's third most populous city with an estimated 184,281 residents followed by Chattanooga with 173,778. Clarksville ranked fifth with an estimated population of 146,806 in 2014.

The U.S. Census Bureau also released a list of smaller cities that had experienced the largest population growth between 2010 and 2014 and the communities that had

changed the most between 2013 and 2014.

The city of Franklin was ranked 21st for the greatest population change of a municipality in the country between 2010 and 2014. During those four years, Franklin's population grew by 12.8 percent.

Murfreesboro experienced the second most growth in the state with a population increase of 10.9 percent and was followed by Clarksville with an increase of 10.4 percent. Hendersonville was fourth with a population increase of 7.5 percent while the Metro-Nashville population increased 6.7 percent between 2010 and 2014.

Murfreesboro charted the greatest uptick in population in the state between 2013 and 2014 and was ranked as 37th on the list of cities with biggest changes by the U.S. Census Bureau. Over the course of the year, Murfreesboro's population increased 3.2 percent.

Clarksville had the second biggest increase between 2013 and 2014 with 2.8, followed by Franklin with 2.5 percent, Hendersonville with 2 percent and Metro-Nashville with 1.4 percent.

than the budgeted estimate.

Privilege tax collections were \$8.5 million more than the May budgeted estimate, and for ten months collections are \$9.9 million more than the budgeted estimate.

Hall income tax collections for May were \$2.4 million more than the budgeted estimate. Year-to-date collections for ten months are \$38 million more than the budgeted estimate.

Gasoline and motor fuel collections for May decreased by 0.77 percent and were \$1.3 million more than the budgeted estimate. For ten months revenues are positive 2.3 percent and \$15.4 million more than the budgeted estimate of \$690.3 million.

Business tax collections were \$3.4 million more than the May estimate, and year-to-date collections for ten months are \$4.8 million less than the budgeted estimate.

Tobacco tax collections were \$500,000 less than the budgeted estimate of \$21.7 million. For 10 months revenues are under collected in the amount of \$5.2 million.

All other taxes in total were \$400,000 less than the budgeted estimates for May.

Year-to-date collections for ten months were \$494.8 million more than the budgeted estimate. The general fund was over collected by \$451.6 million and the four other funds were over collected by \$43.2 million.

The budgeted revenue estimates for 2014-15 are based on the State Funding Board's consensus recommendation of Dec. 17, 2013, and adopted by the second session of the 108th General Assembly in April 2014. They are available on the state's website at www.tn.gov/finance/bud/Revenues.shtml.

TDOT awards transportation grants to Tennessee communities



Tennessee Gov. Bill Haslam awarded a \$597,678 transportation alternative grant to Shelbyville that includes the replacement of 4,500 feet of existing sidewalks, accessibility improvements and crosswalks along streets surrounding the Public Square. Phase III of the Shelbyville Sidewalk Improvement Project will improve pedestrian access in downtown Shelbyville by providing safe and continuous routes between local destinations. The project is part of an overall plan to revitalize the downtown district. State Sen. Jim Tracy and state Rep. Pat Marsh represent Bedford County in the Tennessee General Assembly.




Gov. Bill Haslam awarded a \$700,805 transportation alternative grant to Morristown for Phase 5 of the Turkey Creek Greenway. The project will be nearly 6,000 feet of 10-foot wide multimodal asphalt paved path that will connect the trailhead at the Freddie Kyle Trail at Cherokee Drive and travel north to the trailhead at Wildwood Park. The trail, which will be located within the old abandoned Peavine railroad right-of-way, will include three crosswalks and two small bridges across Turkey Creek. Morristown currently has more than 7.7 miles of greenway since the inception of the Greenway Master Plan. The transportation alternative grant is made possible through a federally funded program formerly known as transportation enhancement, and is administered by the Tennessee Department of Transportation. State Sen. Steve Southerland and Rep. Tilman Goins represent Hamblen County in the Tennessee General Assembly.



Gov. Bill Haslam and Tennessee Department awarded an \$832,666 transportation alternative grant to the Clarksville for Phase I of the Red River East Trail Project. The Red River East Trail is a phased, multimodal trail segment that will contribute to another major section of the city's riverside pedestrian trail development initiative. Phase I features 3,200 feet of trail that generally follows a reach of the Red River running eastward from US 41A in the central city area of Clarksville. The western end of the project will launch from the pedestrian-vehicle bridge, and the eastern end of the project will have a trailhead terminus established at an abandoned rail line. State Sen. Mark Green, Rep. Curtis Johnson, Rep. Jay Reedy and Rep. Joe Pitts represent Montgomery County in the Tennessee General Assembly.

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Nashville is center stage for NLC conference

Get to know another side of your state capital

Music City is setting the stage for the 2015 National League of Cities Congress of Cities, which will take place at the new Music City Center convention hall in the heart of downtown Nashville, Nov. 4-7.

With this year’s Congress of Cities being held in your home state, chances are you’ll find many relevant ideas in Nashville.

Take a spin through the city this November in the mobile workshops designed by Nashville to showcase successful programs, projects, and collaborations throughout the community that can serve as inspiration in your own local leadership work.

Check out the mobile workshops planned for this year’s conference and imagine the ideas you’ll gather:

- Inspiring a Green and Active City
- Innovations in the Court System
- Cultivating an Entrepreneurial City
- Enriching Education for a Stronger Community
- And many more!

Visit the conference website for the full list and descriptions, plus more information about the conference.

Mobile workshops take place on Wednesday, November 4 and Thursday, November 5. Be sure to



register for the conference soon and add on the mobile workshops you want. They are free to conference registrants, but space is limited and they usually fill up!

In addition to the mobile workshops, the traditional conference programming will be geared toward practical, proven solutions for problems facing 21st century cities. It will cover economic development, innovation and technology, energy and climate change, new and social media, crisis management and leadership, and will demonstrate how Nashville has led on these issues.

And remember, as a Tennessee

local official, you qualify for special rates since the conference is coming to your state. Never been to an NLC conference? This is the year! Take advantage of our deeply discounted First Time Attendee Rate. Also consider our group rate and one-day rate – full details for all registration types available on the conference website. Registration for both the conference and mobile workshops is open now online, with a special, discounted rate for members of the Tennessee Municipal League. Visit www.nlccongressofcities.org for more information.

UT-MTAS AUGUST MAP CLASSES

MUNICIPAL LEGISLATIVE UPDATE

This course will provide a summary of legislation passed by the Tennessee General Assembly during the 2015 session that will impact municipalities. Public acts touching every aspect of municipal operations will be discussed. The course will be conducted by MTAS legal consultants and will offer participants the opportunity to ask questions about any new legislation.

Target Audience: Elected Officials, Appointed Officials, City Attorneys, City Recorders, Code Enforcement Officials, and Utility and Public Works Directors and Managers.

Dates/Locations/Times:

July 7 Franklin – Williamson County Ag. Expo Park
July 8 Jackson – Jackson Energy Authority
July 9 Knoxville – University of Tennessee Conference Center
July 10 Collegedale – Collegedale City Hall
July 14 Kingsport – Kingsport Center for Higher Education

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PA 4.0 CLE upon request

To register for a course, go to 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. Or for more information, contact Kurt Frederick, training consultant, at 615-253-6385.

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No loan is too large or too small



The city of Morristown closed a \$20 million loan for sewer system upgrades.



The city of Bartlett closed a loan through the TMBF loan program in the amount of \$1.3 million for a capital outlay note for an equipment acquisition.



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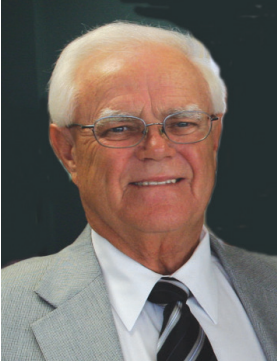
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